Murros

MURROS COMMERCIAL ARCHITECTURE™

THE B2B AI COMMERCIALISATION GUIDE

From AI Investment to Scalable, Profitable Growth

A practical leadership guide to commercialising AI technologies, products and services.

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A commercial guide for AI growth

Leadership decisions, practical frameworks and working templates.

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SELECT ONE AI OFFERING. Identify the commercial choices that will make it easier to buy, sell and scale.

INTRODUCTION

From AI investment to commercial growth

Companies are investing in AI technologies, developing new products, introducing AI-powered services and building specialist expertise. These investments create meaningful opportunities. But investing in the technology does not automatically create a market, customer demand or profitable growth.

A company may have a technically strong solution, successful pilots and early customers while sales still depends on lengthy demonstrations, custom proposals and individual technical experts. Customers may recognise the potential without being able to explain what they can buy, why they should choose it or how to justify the investment.

The commercial challenge is to turn AI investment into offerings customers choose to buy and a business capable of scaling profitably.

Who this guide is for

- Leaders of AI-native B2B product and SaaS companies.
- Business leaders commercialising AI products or services within established technology businesses.
- Commercial, product, offering and GTM leaders responsible for AI revenue growth.
- Leadership teams considering the next investment in AI commercialisation.

How to use it

Select one AI product, solution or service. Work through the seven connected areas of Murros Commercial Architecture™. Use evidence wherever possible; record assumptions where evidence is missing. End with the leadership worksheets and a set of decisions, owners, validation needs and priorities.

The intended outcome is not a long list of initiatives. It is a clearer view of what needs to change, why it matters and what the business should do next.

PART I — THE COMMERCIAL CHALLENGE

A working AI solution is not yet a scalable business

The path from AI development to commercial growth contains different forms of progress. They are connected, but they are not interchangeable.

Stage	What it establishes
Technical progress	The solution performs its intended function.
Customer value	The solution addresses a meaningful customer problem.
Commercial validation	Customers have sufficient reason and evidence to commit to a purchase.
Repeatability	Comparable opportunities do not need a new proposition each time.
Scalability	Revenue can grow without disproportionate acquisition and delivery effort.
Profitability	The business can create attractive economics as adoption increases.

Where commercial friction appears

- AI capabilities attract attention, but few qualified buying discussions.
- Customers cannot explain what they are purchasing or how value will be realised.
- Pilots finish without a defined decision about paid adoption.
- Technical experts repeatedly rebuild sales explanations and proposals.
- Customer-specific work grows with revenue and weakens margins.
- Marketing produces interest but insufficient qualified pipeline.

The right intervention depends on the underlying cause. Weak pipeline, for example, may reflect customer fit, insufficient urgency, undifferentiated value or execution. Additional campaign spend before understanding the problem can magnify the same weakness.

Improve the commercial decisions that determine performance before scaling the activities that depend on them.

Seven connected commercial decisions

Murros Commercial Architecture™ connects the choices required to take AI products, services, technology and expertise to market: where to compete, who should buy, why customers should choose the offering, what they can purchase, how to go to market and how the business can scale profitably.

Customer focus shapes the buying situation. The buying situation determines customer value and relevant differentiation. The offering makes the promise purchasable. The revenue and delivery model determines viability. GTM helps customers recognise and progress the decision. Leadership uses evidence to keep those choices connected.

01 Commercial Focus

02 ICP & Buying Logic

03 Positioning & Differentiation

04 Offering Development & Productisation

05 Delivery & Revenue Logic

06 GTM Strategy & Activation

07 Commercial Leadership & Operating Cadence

01 / COMMERCIAL FOCUS

Choose where AI investment has the strongest commercial opportunity

An AI solution may be technically relevant across many industries and business functions. Technical applicability, however, is not the same as commercial attractiveness. The first task is to decide where the business should focus its investment and effort.

Start with a buying situation

A segment defined by industry and company size rarely explains why someone would buy. A buying situation identifies a specific problem, the consequence of leaving it unresolved and the event that makes customers act.

Commercial lens	Question to answer
Customer context	Who is affected and in what operating environment?
Business need	What must improve?
Trigger	Why is it important now?
Economic consequence	What does the current situation cost or constrain?
Commercial attractiveness	What evidence suggests willingness and ability to pay?
Company fit	Can the company win and serve these customers profitably?

For instance, “large companies with IT service desks” describes a potential market. Companies facing rising request volumes, increasing handling costs and pressure to improve service levels provide a more useful buying situation to validate.

Choose what not to pursue

AI technology can create pressure to pursue every promising application. Commercial focus means selecting which opportunity should receive investment now and which should wait. This does not imply the solution will only ever serve one market.

DECISION REQUIRED · Which buying situation will we prioritise, and why?

Expected output: Executive Direction Brief with evidence, assumptions and priorities.

Understand who buys and what makes them commit

A relevant organisation is not necessarily a qualified buyer. Similar companies can have very different urgency, budget, decision authority and readiness to adopt AI. An Ideal Customer Profile must represent the actual buying situation, not only industry, company size and geography.

Build the buyer picture

- Trigger and economic consequence: why would change be funded now?
- Problem owner: who is accountable for the business outcome?
- Economic buyer: who authorises investment?
- Buying group: what will operational, technology, security, finance and procurement stakeholders require?
- Buying criteria: which facts must be established before commitment?
- First commitment: what meaningful purchase can the customer make first?

Consider an AI solution for service-request handling. An IT service leader may sponsor the operational improvement; architecture and security teams assess feasibility and risk; finance examines value; and procurement defines the required terms. A successful demonstration addresses only part of this decision.

Find where decisions stop

Review recent conversations, won and stalled opportunities, pilots and proposals. Record what customers asked for and which stakeholders were involved. Separate the evidence from the internal team's interpretation.

DECISION REQUIRED · Which customers are worth pursuing, and how do they buy?

Expected output: ICP Card and Buying Logic for marketing, sales and offering owners.

Give customers a credible reason to choose you

AI functionality is increasingly accessible. Saying a solution is “AI-powered”, “intelligent” or “advanced” rarely communicates why a buyer should choose it. The meaningful comparison is with the alternatives the customer is considering.

Define the customer value

Start with the outcome the priority customer wants: less manual effort, faster processes, better quality, higher capacity, more reliable decisions or a new business capability. Explain why that outcome matters in the selected buying situation.

Identify relevant alternatives

The real competition may be another AI product, an existing enterprise platform, a managed service, internal development or simply retaining the current process. Differentiation must be assessed against those choices.

Element	Commercial decision
Customer value	What changes for the customer and why does that matter?
Alternatives	What are buyers comparing the offering against?
Differentiation	Why is the offer a preferable choice in this specific situation?
Proof	What relevant evidence supports the claim?
Credibility	Can the business consistently deliver the promise?

A technical advantage matters commercially only when it improves the buyer’s decision. Domain expertise, integration capability and reliability can also create relevant differentiation if they are demonstrably important to the customer.

DECISION REQUIRED · What position can the offering credibly own?

Expected output: Positioning Architecture with value, alternatives, differentiation and supporting proof.

Define what the customer can buy

AI technology, software, services and expertise may all form part of an offering. The commercial offering connects them to customer need, expected value, scope, responsibilities and a clear route to purchase.

The essential offering decisions

- Who is it for and which buying situation does it address?
- What exactly does the customer purchase?
- What value can the customer reasonably expect?
- What is included, optional and excluded?
- What must the customer provide?
- What can be standardised or configured, and what requires tailoring?
- What is the first commercial commitment and what comes after it?

Different AI models, different choices

Offering model	Commercial consideration
AI-native SaaS	Product scope, commercial terms, onboarding, configuration and support.
AI capability in existing software	Packaging, entitlement, upgrade value and adoption.
AI-powered managed service	Operating responsibilities, human oversight and ongoing performance.
Tailored AI solution	First paid engagement, discovery, scoped development and implementation boundary.
Hybrid product and service	How software and expert services fit together commercially.

Productisation is not the same as eliminating flexibility. Identify which commercial decisions can be made once and which customer-specific elements genuinely create value.

Ask business owners, product, marketing, sales and delivery to describe the same offering independently. Differences in promised outcomes, scope, responsibilities and next steps show where alignment is needed.

DECISION REQUIRED · What is the agreed commercial offering and what remains to validate?

Expected output: Offer Architecture with scope, value, starting engagement and open decisions.

Design for profitable scale

Winning customers is only one part of commercial success. A scalable AI offering also requires a delivery and economic model that can support growth. Revenue can rise while profitability weakens if each sale requires heavy integration, custom development or specialist support.

Understand what grows with adoption

- Model execution, inference and usage-related costs.
- Infrastructure, data processing and hosting.
- Customer onboarding and integration.
- Configuration, human review and exception handling.
- Customer-specific tailoring and technical presales effort.
- Support, maintenance and contractual operating responsibilities.

Connect price, value and costs

A subscription, usage-based fee, service engagement, outcome-related structure or hybrid model might be appropriate. No pricing model is universally correct for AI. The choice should reflect the value customers receive, how they prefer to purchase and what the business must provide.

Commercial architecture establishes the assumptions, constraints, ownership and decisions that need resolution. Business and finance owners validate financial models, margin targets, final pricing and commercial terms.

Identify the repeatable structure

Ask whether comparable customers can be acquired, onboarded and served without rebuilding the commercial and delivery model for each engagement. Where tailoring remains valuable, account for it explicitly in the economics.

DECISION REQUIRED · What economic and delivery conditions must hold before scaling?

Expected output: Commercial & Revenue Logic Brief with assumptions, constraints and decision owners.

Connect demand with how customers buy

A clear offering is necessary but not sufficient. The business must also reach the right buyers with a relevant case for change, help them evaluate the solution and coordinate marketing, sales and technical expertise around the same commercial priorities.

Agree the go-to-market choices

- Priority customers and buying situations.
- Buying roles and the evidence each needs.
- Core value messages and relevant differentiation.
- Channels and activities appropriate to the audience.
- Qualification and the sales approach.
- Marketing-to-sales hand-offs and accountable owners.
- Commercial objectives, measures and review cadence.

Design around buyer progress

Buyer stage	What the buyer needs
Recognise a problem	A reason to reconsider the current approach.
Explore alternatives	Clarity about available approaches and differences.
Evaluate	Proof, demonstration, scope, integration and adoption requirements.
Justify investment	Business value, economics, risks and stakeholder evidence.
Commit and adopt	A clear first purchase, responsibilities and implementation route.
Expand	Evidence supporting additional investment.

Marketing helps customers recognise why change matters. Sales connects the offer to a real buying situation and helps the buyer commit. Product and technical specialists provide relevant validation rather than starting every proposition again.

Activation tests the choices with real market evidence. Track relevant conversations, qualified pipeline, where evaluations stall, which objections repeat, acquisition effort and commercial outcomes. Activity alone does not prove progress.

DECISION REQUIRED · How will we generate and progress qualified demand for this offering?

Expected output: GTM Handoff Brief with segments, messages, activities, owners and measures.

Turn market evidence into better decisions

A documented offering creates value only when leaders use it and learn from customer response. Commercial development requires someone with authority to resolve conflicting priorities and approve meaningful changes.

Establish ownership

Clarify who decides which markets to prioritise, which value claims are credible, what the offering includes, when it is ready to scale and what should be stopped, improved or funded next.

Run a decision-oriented commercial review

Review topic	Question
Customer evidence	What are buyers asking for, accepting or rejecting?
Pipeline	Are the right opportunities entering the pipeline?
Conversion	Where do buying decisions progress or stall?
Offering	Which parts require repeated explanation or tailoring?
Economics	What does acquisition and delivery effort reveal?
Market response	Which messages and differentiators resonate?
Action	What will we continue, change or stop?

Avoid simplistic explanations. A change in win rate may reflect better customer targeting or changing deal mix, not just improved messaging. Interpret metrics alongside buying conditions, customer feedback and delivery results.

DECISION REQUIRED · Who owns the decisions and how will progress be reviewed?

Expected output: Commercial operating cadence, decision log and agreed measures.

PART III — APPLIED EXAMPLE

From AI capability to a commercial offering

Illustrative B2B software scenario — not a Murros client case.

Consider a company developing an AI solution for enterprise IT service management. Its system classifies incoming service requests, recommends next actions and helps route work. The technology performs well in demonstrations and early customers show interest. Yet many evaluations do not progress into paid adoption.

Sales teams repeatedly discuss different use cases. Technical experts rebuild explanations for each opportunity. Customers are uncertain about integration, risk and what a first purchase includes. Improving the marketing message alone will not resolve those questions.

Decision area	Illustrative action
Commercial Focus	Prioritise companies where request volumes, handling costs and service objectives make the operational issue important enough to fund.
ICP & Buying Logic	Identify IT service leadership as the likely operational sponsor and clarify architecture, security, finance and procurement requirements.
Positioning & Differentiation	Frame the offer around improved request handling, and validate its difference against existing ITSM tools and competing options.
Offering Development	Define a paid starting engagement with clear scope, performance criteria, customer inputs and boundaries for subsequent implementation.
Delivery & Revenue Logic	Review model usage, configuration, integration, oversight, support and pricing assumptions with the relevant owners.
GTM Strategy & Activation	Align the value message and evidence to the operational problem; qualify buying situations and track evaluation-to-purchase decisions.
Commercial Leadership	Appoint an offering owner and review buyer progression, delivery economics and the next investment decision.

What changes?

The technology may remain fundamentally unchanged. The business now has a more specific customer focus, a definable buying case, a purchasable offering, a consistent route to market and economic assumptions it can test. None of this guarantees success, but it establishes a stronger foundation for learning and scaling.

The intended outcome is an AI offering customers can understand, justify and buy, supported by a commercial model that can scale profitably.

PART IV — LEADERSHIP WORKBOOK

Review one AI offering

Seven editable worksheets. Complete them with relevant business, product, marketing, sales, finance and delivery stakeholders.

For every decision, record observed evidence, assumptions and accountable owners separately. Do not fill gaps with unsupported confidence. Use the worksheets to identify where a leadership decision is needed, not to generate a longer initiative list.

01 Choose where to compete.

02 Define the qualified customer and buying decision.

03 Build evidence-backed positioning.

04 Make the commercial offering purchasable.

05 Design a pilot to support a buying decision.

06 Validate economic and delivery assumptions.

07 Connect GTM execution with ongoing learning.

WORKSHEET 1 / 7

Commercial Focus

Choose where AI investment is most commercially attractive.

Field	Your input
AI offering under review	
Commercial objective	

Evaluation	Opportunity A	Opportunity B	Opportunity C
Target customer / buying situation			
Business problem			
Trigger and urgency			
Economic consequence			
Evidence of willingness to buy			
Company fit and differentiation			
Delivery and profit potential			
Evidence gaps			

Questions for leadership

- Which opportunity has a clearly accountable buyer and credible reason to act?
- What will be deprioritised while this focus is tested?

Decision record

Decision / priority	Evidence to validate	Owner / review

WORKSHEET 2 / 7

ICP & Buying Logic

Define who buys, why they act and what must be established.

Field	Your input
Priority customer and operating context	
Specific buying situation	
Trigger / why now	
Economic consequence	
Business problem owner	
Economic buyer / budget owner	
Influencers: product, IT, security, finance, procurement	
Buying criteria	
Buying barriers	
First paid commitment	
Known evidence vs assumptions	

Decision check

Are we targeting companies that could use the solution, or customers with a current reason and ability to buy? Where do opportunities most often stall?

Decision record

Decision / priority	Evidence to validate	Owner / review

WORKSHEET 3 / 7

Positioning & Differentiation

Establish a credible reason to choose the offering.

Field	Your input
For [priority customer / buying situation]	
Who needs to [specific improvement]	
The offering provides [expected value]	
Compared with [real alternatives]	
Customers choose us because [differentiation]	
Supported by [proof]	

Proof and evidence gaps

Commercial claim	Evidence in hand	Evidence gap	Owner

Ask whether a competitor could repeat the differentiation claim unchanged. If so, make the specific customer value and proof clearer.

Decision record

Decision / priority	Evidence to validate	Owner / review

WORKSHEET 4 / 7

Offering Architecture

Define what the customer can buy, and what the company can deliver.

Field	Your input
Offering name	
Priority customer / buying situation	
Customer need and expected value	
Core offering description	
Included scope / deliverables	
Optional components / excluded scope	
Customer responsibilities	
Repeatable elements	
Configurable elements	
Customer-specific design	
First paid engagement	
Next adoption or implementation step	
Delivery / commercial assumptions	
Offering owner	

Ask the business owner, sales, product and delivery teams to complete this independently. Resolve conflicting descriptions before making market promises.

Decision record

Decision / priority	Evidence to validate	Owner / review

WORKSHEET 5 / 7

Pilot-to-Purchase Evidence

Design technical evaluations around a business decision.

Field	Your input
Customer problem and baseline	
Outcome customer wants to achieve	
Technical performance evidence	
Business value evidence	
Integration / security / governance requirements	
Pilot scope and customer responsibilities	
Stakeholders approving results	
Agreed success criteria	
Next paid commercial commitment	
Decision date	

At completion

Decision	Use when
PROCEED	Evidence supports the next commercial commitment.
REVISE	The opportunity is credible, but specific issues require resolution.
STOP / DEFER	Evidence, timing or economics do not justify further investment.

Decision record

Decision / priority	Evidence to validate	Owner / review

WORKSHEET 6 / 7

Delivery & Revenue Logic

Check the conditions needed for profitable scaling.

Commercial area	Current assumption	Evidence required	Owner
Revenue / pricing model			
Customer acquisition effort			
Initial implementation			
Usage / infrastructure costs			
Ongoing support and oversight			
Customer-specific tailoring			
Gross margin assumptions			
Scale constraints			

Leadership questions

- Which costs increase as adoption grows?
- Which parts of every sale still require specialist rebuilding?
- Is valuable tailoring reflected in the economic model?
- What must finance, product and delivery validate?
- Financial modelling and final pricing decisions remain with the business and finance owners.

Decision record

Decision / priority	Evidence to validate	Owner / review

WORKSHEET 7 / 7

GTM & Commercial Learning

Connect the commercial offer to demand, sales and decision-making.

Field	Your input
Priority customers / buying situations	
Primary value message / proof	
Channels / activities	
Sales qualification criteria	
Customer evaluation route	
Marketing-to-sales handoff	
Commercial objectives and measures	
Accountable owners	

Monthly review

Question	Evidence	Decision / next action	Owner
Are we reaching the right customers?			
What triggers buying urgency?			
Where do opportunities stall?			
What evidence changes decisions?			
What economic / delivery barriers appear?			
What should we continue, change or stop?			

PART V — THE NEXT 90 DAYS

Turn commercial clarity into focused action

Not every AI offering requires a complete commercial redesign. Some require stronger market focus; others require a defined offer, credible evidence, a more economical delivery model or better-connected GTM execution. Address the decisions that currently constrain progress.

DAYS 1–30 / Establish the direction

Review customer, market, sales and delivery evidence. Identify the most material gaps and assumptions. Agree the buying situation, commercial objective, owners and evidence required.

Output: Executive Direction Brief and priority decisions.

DAYS 31–60 / Develop and validate the offering

Refine the customer value, differentiation, offer scope, starting commitment, economic logic and proof. Test the critical assumptions with customers and internal owners.

Output: Agreed commercial offer and validation results.

DAYS 61–90 / Activate, learn and adjust

Translate decisions into focused marketing and sales actions. Review buyer progress, objections, evaluation outcomes and delivery requirements. Decide what to continue, improve or scale.

Output: GTM actions in use, market evidence and next investment decision.

Do not scale activity simply because the plan has been completed. Scale when customer demand, buying evidence and delivery economics support the next investment.

EXECUTIVE DECISION BRIEF

The commercial decisions to take forward

A one-page leadership summary to complete after the seven worksheets.

Field	Your input
AI offering / accountable owner	
Growth ambition / commercial objective	
Priority market and buying situation	
Customer value and differentiation	
Agreed commercial offering	
Critical assumptions / evidence gaps	
Delivery and commercial viability requirements	
Priority GTM activities	
Three most important decisions	
Decision owners	
Review date	
Evidence required before scaling	

ABOUT MURROS ADVISORY

Commercial Architecture for scalable, profitable B2B growth

Murros helps B2B technology companies turn AI solutions, technologies, products, services and expertise into clear customer value and differentiated offerings that are easier to buy and sell, enabling scalable and profitable growth.

Murros Commercial Architecture™ connects commercial focus, customer buying logic, positioning, offering development, go-to-market and execution. The approach helps leadership make better-connected commercial choices and translate them into practical action.

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Anna Hiltunen is the founder of Murros Advisory and creator of Murros Commercial Architecture™. She brings more than 20 years of international B2B technology commercialisation, go-to-market and marketing leadership experience, including Tieto, Elisa, Dynatrace and Vaisala.

She works with business leaders and their teams to clarify commercial priorities, develop differentiated offerings and build more effective approaches to market.

Explore how Murros can help

Commercial Focus

Offering Development & Productisation

GTM Strategy & Activation

Discuss your AI commercialisation priorities

Book a 30-minute conversation. Bring one AI offering and a current commercial challenge.

Book a conversation

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