



MURROS COMMERCIAL ARCHITECTURE™

How to scale sales in B2B technology services

The commercial foundations for repeatable and profitable growth

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A practical guide for B2B technology services leaders

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Why this guide exists

Buyers may recognise your expertise and still be unable to explain what they can buy, why it matters or why they should choose you. Sales then has to translate broad services into a buying case in each opportunity.

When the customer need, scope and differentiation stay unresolved, more content and sales effort can repeat the same uncertainty. Leadership needs to identify which commercial choice is holding the purchase back before funding the next activity.

Use this guide to review one offering. Check where buyers struggle, choose one change and agree how to test it. The intended result is a clearer, differentiated and more buyable offering, supporting more repeatable, scalable and profitable growth.

Recognise the commercial friction

- Buyers describe your expertise but cannot explain what they would buy or why.
- Different opportunities require the team to rebuild scope, value and proof.
- Interest progresses into discussions, but buyers struggle to justify the next commitment.
- Work is won, but repeated scoping or delivery exceptions weaken the return.

Use these symptoms to investigate. A stalled purchase may also reflect budget, timing, procurement or delivery constraints. Establish the cause before choosing the intervention.

Choose the customers you can serve well

Customer focus begins with a buying situation, not just an industry and company size. Identify the problem the buyer wants to resolve, the event that makes it matter now and the people who must agree to act.

Start with a few won and stalled opportunities. Review the buyer's stated need, reason to act, decision roles, scope and effort to win and deliver the work. Look for patterns, then test them with customers. A small sample helps identify questions to investigate.

For example, "manufacturers" gives the team a broad market. "Manufacturers whose weekly production planning relies on fragmented data" points to a situation to validate. Check that the problem has an owner, a business consequence and a reason to fund a change.

Choose where the offering is relevant and commercially attractive, and which opportunities to decline. This gives sales a basis for qualification and marketing a specific problem to address. Record the evidence and assumptions behind the choice.

QUESTION FOR YOUR TEAM

Which buying situation will we prioritise, and what evidence supports that choice?

Define the offering and the reason to choose you

A buyer needs to know what they can buy, what it changes and why your company is a suitable choice. Technical expertise supports that buying case, but does not explain it on its own.

Take a current proposal or offering page. Identify the customer need, expected value, scope, alternatives and evidence for choosing you. Ask a relevant buyer to explain the offer back to you. Their response reveals where the explanation or proposition needs work.

In the manufacturing example, “data engineering and analytics” describes services. An offering could help the customer build a reliable production planning process using those services. The buyer still needs to see the deliverables, responsibilities and first commitment.

Decide which value and differentiation you can support with proof. Document what the buyer can purchase and why it fits. Specialist services can remain valid purchases where they already address a clear need. A clearer proposition helps buyers compare suitability and justify a decision.

QUESTION FOR YOUR TEAM

What can the customer buy, why does it matter and what evidence gives them a reason to choose us?

Make the commercial structure repeatable

When scope, responsibilities and the route into the work are reinvented in every opportunity, proposal effort rises and promises can become inconsistent. Review recent proposals to distinguish shared work from tailoring that creates customer value.

Agree the common scope, deliverables, customer responsibilities and assumptions. Make clear what is configurable and what requires expert design. Business, finance and delivery owners need to validate what can be sold profitably and delivered reliably.

For the planning offering, a first paid engagement could establish data gaps, planning requirements and implementation priorities. State the decisions and outputs the customer receives. Agree how any subsequent implementation is scoped, rather than implying it is already included.

Use the shared structure in comparable opportunities. Track scoping hours and commercial exceptions to see whether it reduces rework. Record open pricing decisions and their owner. Repeatability can support tailored work without requiring a fixed package or public price.

QUESTION FOR YOUR TEAM

Which proposal decisions can we agree once, and where does customer-specific design create value?

Give the team a shared story and usable evidence

The buyer should recognise the same offering on your website, in a sales conversation and in a proposal. If the problem, value or scope changes between them, the buyer has to resolve the inconsistency.

Compare those three materials for one offering. Agree the customer need, expected value, reason to choose you and next commitment. Create a concise offering brief with relevant proof, qualification questions and guidance on when to involve an expert.

An operations leader may care about more reliable planning decisions. An IT leader may need evidence on integration, data access and security. Adapt the detail to their role while keeping the promised outcome and scope consistent.

Use proof to answer the buyer's actual concern. A general customer logo is less useful than evidence of relevant work under similar conditions. Record where proof is missing and how to obtain it. The team can then support the buying case without recreating it each time.

QUESTION FOR YOUR TEAM

Do our website, sales conversations and proposals support the same buying case with relevant proof?

Connect demand creation with how customers buy

Demand activity should help relevant buyers recognise a problem and take a useful next step. A content click or meeting is progress only if it helps develop a buying situation the offering can address.

Review the route from first contact to purchase. Identify the people involved, what each needs to understand, how an opportunity is qualified and who owns the next action. Look for the point where interest stops turning into a buyer decision.

In the planning example, content could explain the consequences of disconnected operational data. Outreach could explore a relevant planning issue. Sales would establish its impact, ownership and urgency, then discuss whether a defined first engagement is useful.

Choose activities and evidence that help buyers move through that route. Agree what sales receives from marketing and what learning comes back. Review relevant opportunities and buyer progress alongside activity volume, so you can see whether additional spend is helping.

QUESTION FOR YOUR TEAM

What decision must the buyer make next, and how will our content, outreach and sales help them make it?

Own the decisions and learn from results

A documented offering creates value when the team uses it and learns from customer response. Assign an owner with the authority to resolve disagreements, approve changes and bring sales, marketing and delivery evidence into decisions.

Choose a measure that matches the change. For unclear scope, review proposal effort and exceptions. For weak proof, review buyer concerns and progression. For poor customer fit, review opportunity quality and the return on work won.

Compare similar opportunities and record why buyers progress, stall or decline. A change in conversion alone does not establish the cause. Review the numbers with customer feedback, buying conditions and delivery results before deciding what to adjust.

Set a review date and a decision rule. Agree what would support keeping the change, what needs further evidence and what would lead you to revise it. Commercial learning helps leadership decide where to invest next and what is ready to scale.

QUESTION FOR YOUR TEAM

Who owns the change, and what evidence will help us decide whether it works?

An IT services example

Illustrative IT services example. Buyers understand that a company provides data engineering and analytics, but each proposal reconstructs how those services address production planning. The team needs to make the purchase and its value clearer.

Area	Agreed choice and what to check
Customer focus	Manufacturers with fragmented planning data, a responsible operations owner and a reason to act. Validate that buying situation.
Offering and differentiation	Help establish a reliable planning process. Support the buying case with relevant integration experience and customer evidence.
Commercial structure	Define a first paid engagement: data gaps, requirements and priorities. Agree outputs, responsibilities, terms and the route into implementation.
Shared story	Website, sales and proposals explain the same planning problem and purchase. Give operations and IT buyers the evidence each needs.
Demand and sales	Explore impact, urgency and ownership before proposing work. Agree how a relevant conversation becomes a qualified opportunity.
Ownership and learning	Assign an offering owner. Review scoping effort, progression into paid work and delivery feedback on comparable opportunities.

The intended improvement is a defined purchase the buyer can assess and a shared starting point sales can use. Validate demand, delivery feasibility and economics before treating the offering as ready to scale.

Choose the next change

Run a 30-minute review of one offering with business, sales, marketing and delivery. Bring a recent proposal, buyer feedback and examples of won and stalled opportunities. Record one decision to test rather than a list of improvement ideas.

LOCATE THE BUYER DIFFICULTY

Which buying decision is the customer struggling to make, and what evidence shows it?

Record a specific buyer response or stalled decision. Separate observed evidence from the team's explanation.

CHOOSE ONE COMMERCIAL CHANGE

What will we change in our customer focus, offering, differentiation or route to purchase?

State the decision and expected effect. Record what stays open and who needs to validate it.

TEST THE CHANGE

Where will we apply the change, and what result would support keeping or revising it?

Choose relevant opportunities, a baseline and buyer feedback. Review commercial progress and effort together.

ASSIGN AUTHORITY AND A REVIEW

Who can approve the decision, who will implement it and when will we review the evidence?

Leave with an owner, a usable output, a test and a review date. Scale the approach when evidence supports it.



MURROS COMMERCIAL ARCHITECTURE™

What does your business need to change next?

Murros helps B2B technology companies make their customer value, differentiation and offering clear, so customers can understand, choose and buy. We connect customer focus, offering, positioning, demand and sales, then carry those choices into execution for more repeatable, scalable and profitable growth.

Book a 30-minute conversation

Bring one offering and a recent proposal. We can discuss which commercial decisions need work and where support would be useful.

Anna's experience spans Tieto, Elisa, Dynatrace and Vaisala, alongside Murros client work in technology and IT services.

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