



Understanding offerings

MURROS COMMERCIAL ARCHITECTURE™ CLIENT ALIGNMENT GUIDE

A shared starting point for business units, service and product owners, sales and marketing.

Prepared by Murros Advisory



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A guide to shared understanding and team decisions.

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Why this document exists

A shared definition for business units, service and product owners, sales and marketing.

This document helps business units, service and product owners, sales and marketing build a shared understanding of what an offering is and how it relates to the services and products the company already provides.

What the team should agree

Use it to agree on the definition, clarify how existing services remain visible and purchasable, and identify the work needed to support marketing, sales and go-to-market.

How to use it

Share the guide with the relevant teams before your discussion. Compare the definition with your current practice, identify where views differ and record what needs a decision or more evidence.

A record of alignment

The appendix provides working pages for recording agreements, unresolved questions, responsibilities and next steps. Use them to establish a shared starting point, then agree the scope of work with Murros.

What is an offering?

What customers can buy, why it matters and how they can begin.

An offering is a defined service, product or combination of services, products and expertise that a customer can buy to address a specific need or achieve an outcome.

A clear offering connects what customers need, what your company provides and why customers should choose you.

It explains who it is for, what customers can buy, what value they can expect and how they can get started. It can be standardised, configurable or tailored. It does not have to be a fixed package with a fixed price.

Why a shared definition matters

The definition gives business units, service and product owners, sales and marketing a common basis for decisions. It helps the team agree what it sells and provides the foundation for marketing, sales and go-to-market work.

How it relates to our business

How capabilities, services, products and business units connect.

Concept	What it describes
Capability	What your company knows how to do, such as data engineering or service design.
Service or product	What you provide. It may be an offering in its own right or part of a broader offering.
Service description	The detail of a service, including its content, deliverables, responsibilities and delivery arrangements.
Business unit	An organisational unit that owns or contributes services, products, expertise and business results. An offering may involve one or several units.
Offering	What a customer can buy to address a defined need, with a clear scope, value and reason to choose your company.

Example

Data engineering is a capability. It could be sold as a specialist service or combined with reporting and advisory services in an offering that helps manufacturers improve production planning. The broader offering explains how those services work together. Individual services can remain available separately.

What an offering is and is not

A shared basis for commercial decisions.

An offering is...	An offering is not...
Something a customer can buy to address a defined need.	A list of everything the company can do.
Clear about who it is for, what it includes and the value it creates.	A broad theme or an attractive name without a defined scope.
A commercial definition connecting customer need, scope, value and reasons to choose you.	A detailed service description on its own.
A service, product or combination that can be standardised, configurable or tailored.	Necessarily a fixed package with a fixed price.
A way to make relevant services, products and expertise easier to understand and buy.	An automatic decision to remove, hide or stop selling individual services or products.
Something that can draw on one or several business units.	An organisational structure or a requirement to reorganise teams.
A shared foundation for marketing, sales and GTM.	A complete GTM plan or confirmation that everything is ready for launch.

What we agree for each offering

Customer, value and scope.

Area	What needs to be clear
Ideal Customer Profile (ICP)	Which companies are the best fit, their relevant needs and characteristics, and which customers we prioritise.
Buyers and buying triggers	Who uses, influences and approves the purchase, and what prompts them to seek help.
Customer need	The problem or opportunity we address and the evidence that customers want to act on it.
Value proposition	What customers can achieve or improve, and why that matters to their business.
Offering scope	What customers can buy, how services or products fit together, what is included or optional, and what can be tailored.

These agreements draw on customer insight and commercial evidence. Where evidence is missing, we identify the assumption and what needs to be validated.

What we agree for each offering

Positioning, evidence and commercial decisions.

Area	What needs to be clear
Positioning and differentiation	How customers should understand the offering, which alternatives they consider and why they would choose us.
Supporting evidence	The experience, references, results or demonstrations that support our claims.
Customer starting point	How customers can begin, what the first engagement achieves and how it connects to the broader offering.
Core message and narrative	How we explain the customer need, our approach, the value and the next step consistently.
Pricing and commercial terms	How the offering is priced today, whether existing pricing fits the proposed scope, and which decisions the business owner must resolve before selling.

Pricing stays visible as a business decision. Cost calculations, margin modelling, pricing model development and final pricing remain with the business and finance owners.

The connection to marketing, sales and GTM

Website content and structure

How customers find the relevant offering, understand its value and explore the services and products behind it.

Sales conversations and materials

How sales identifies relevant opportunities, explains the offering and involves the right experts.

GTM strategy

Which audiences to prioritise, what messages and content to develop, which channels and activities to use, and what results to pursue.

Market learning

Which customer responses, objections and commercial results should inform improvements to the offering.

The offering definition provides the inputs. Website production, sales material creation and market activation are scoped separately.

Common questions

Services, products and portfolio visibility.

Does every service need a separate offering?

No. Some services or products already address a clear customer need and can stand alone. Others work together as part of a broader solution. We consider how customers buy and how the business can serve them effectively.

Will my service or product lose visibility?

It should remain discoverable wherever it is relevant to the customer. We make its role explicit: what it contributes, whether it can be bought independently and where customers can find further detail.

Visibility does not require every service in every headline. Website and sales materials should connect the broader offering to the relevant specialist services and products.

What if my service is not included?

That does not automatically mean it is unimportant or being discontinued. The work may focus on one customer need or part of the portfolio. We record what is included, what remains elsewhere and any proposed changes that require a separate decision.

Common questions

Purchasing, ownership and readiness.

Can customers still buy individual services?

Yes, where the business offers them independently. A broader offering can retain individual services or products as valid purchases or starting points. Any change to this is agreed explicitly.

Can one service support several offerings?

Yes. The same expertise, service or product can address different customer needs within several offerings. Its role in each should be clear, with consistent descriptions and responsibilities.

Does this replace descriptions or reorganise teams?

No. Existing service descriptions provide supporting detail. Offerings can involve several business units without changing the structure. Relevant owners agree responsibilities and what can be promised to customers.

Does a defined offering mean we can launch?

It establishes the commercial foundation. Relevant owners must also confirm that the service or product is ready to provide, pricing and terms are agreed, and the necessary sales materials, marketing content and GTM activities are in place.

Pricing and commercial terms

Clear responsibilities for pricing decisions.

Pricing needs to be addressed when defining an offering. Developing the pricing is separate work.

What we review together

We review existing pricing and commercial arrangements to understand how customers buy. We check whether those arrangements fit the proposed scope and combination of services or products.

What remains with your business

Cost calculations, margin modelling, pricing model development and final pricing decisions remain with your business and finance owners. Where existing pricing works, it can remain.

What needs to be resolved

If the offering creates a need to revisit pricing, we identify the questions and agree who will resolve them before selling. A tailored offering can use customer-specific quotations. It does not need a fixed public price.

Where Murros can help

From commercial direction to a defined offering.

Work can begin with choosing which offerings to develop, refining an existing offering or preparing it for market. The starting point depends on what is already agreed and what is missing.

Commercial Direction

We examine commercial performance, customer and market evidence, existing services and products, capabilities and growth ambitions. Relevant inputs may include revenue, profitability, pipeline, sales performance and customer feedback.

This helps the team prioritise customer groups and offering opportunities, decide what to develop further and identify what to deprioritise.

Offering & Positioning

We define or refine the offering's ICP, buyers, customer need, value proposition, scope, positioning, differentiation, evidence and customer starting point.

We develop the core message and narrative for website content and sales conversations, and clarify how existing services and products relate to the offering.

GTM and ways of working

Turning the offering into market activity.

GTM Strategy & Activation

GTM strategy translates the offering into commercial goals, priority audiences, detailed messaging, content priorities, channels, sales and marketing activities, responsibilities and measures of progress.

Activation puts the agreed plan into practice, follows up on results and uses market feedback to improve the approach. Content production and execution responsibilities are agreed as part of the engagement.

Scope boundaries

Detailed service descriptions, service delivery design, product development and pricing development remain outside Offering & Positioning. We identify dependencies and decisions for the relevant owners to resolve.

How we work together

Business unit leaders and service or product owners validate what can be offered and own business decisions. Sales contributes customer and buying insight. Marketing contributes audience insight and translates the offering into communication and market activity.

Murros structures the work, challenges assumptions, develops recommendations and helps the team reach and document decisions. Together, we agree who owns the offering and who decides when priorities differ.

A shared starting point

Questions to resolve together.

Our definition

Do we share this understanding of an offering? What needs clarification for our business?

Our focus

Which offering or part of the portfolio needs attention? Identifying this can itself be the first step.

Our services and products

How do they relate to the offering, which remain independently purchasable and how should customers find them?

Our development needs

What is already agreed, what remains undecided and where do we need more evidence?

Our ownership and next step

Who needs to contribute, who makes decisions and where should the work begin?

Record unresolved points as explicit questions for the work. The scope with Murros is then agreed around these needs. The appendix provides editable working pages for this discussion.

Our offering: working agreement

Appendix A: Team alignment

Complete together with business unit representatives, service and product owners, sales and marketing. Mark assumptions explicitly. Duplicate this page for each offering.

Field	Team agreement
Offering / working name	[Enter name]
Customer and buyers	[ICP, priority buyers and buying triggers]
Need and value	[Customer need, expected value and evidence]
What customers buy	[Included, optional, tailored and out of scope]
Why choose us	[Positioning, alternatives, differentiation and proof]
Starting point	[First engagement and connection to the broader offering]
Core message	[How we explain the offering to customers]
Pricing status	[Existing approach, open decisions and accountable owner]

Services, products and visibility

Appendix B: Team alignment

Map the services and products related to this offering. Agree what customers can buy separately and how they should find it. Duplicate rows or this page as needed.

Service or product	Role in offering	Sold separately?	Customer visibility	Owner
[Name]	[Included / optional / outside scope]	[Yes / no / to decide]	[Offering page, service page, sales material]	[Name / unit]
[Name]	[Included / optional / outside scope]	[Yes / no / to decide]	[Offering page, service page, sales material]	[Name / unit]
[Name]	[Included / optional / outside scope]	[Yes / no / to decide]	[Offering page, service page, sales material]	[Name / unit]
[Name]	[Included / optional / outside scope]	[Yes / no / to decide]	[Offering page, service page, sales material]	[Name / unit]
[Name]	[Included / optional / outside scope]	[Yes / no / to decide]	[Offering page, service page, sales material]	[Name / unit]

Record any proposed change to availability or visibility in the decision log. Absence from this offering does not by itself mean removal from the portfolio.

Decisions, owners and next steps

Appendix C: Team alignment

Offering: [Name] Meeting date: [Date]
 Decision owner: [Name] Participating teams: [Teams]

Decision or open question	Status / evidence needed	Owner	Due date
[Record specific decision or question]	[Agreed / open / needs evidence]	[Name]	[Date]
[Record specific decision or question]	[Agreed / open / needs evidence]	[Name]	[Date]
[Record specific decision or question]	[Agreed / open / needs evidence]	[Name]	[Date]
[Record specific decision or question]	[Agreed / open / needs evidence]	[Name]	[Date]

Team confirmation

Shared definition: [Agreed / changes needed]
 Scope and service relationships: [Agreed / open points]
 Next stage: [Commercial Direction / Offering & Positioning / GTM]
 Next review: [Date] Confirmed by: [Names and teams]

OFFERING & POSITIONING

What you receive

Apply It with Anna develops one agreed commercial offering. You leave with a documented proposition, four completed frameworks and a validation plan.

01 Positioning and Strategic Narrative

The position you can credibly own and why it matters now. This gives leadership a shared direction for how the offering should be understood.

02 Customer, Value and Differentiation Logic

Who should buy, in which situation, what value they can expect and why they should choose you. Customer and market evidence support the buying case; assumptions remain explicit.

03 Offering Architecture and Productisation

What customers buy, its scope, existing pricing logic, delivery feasibility and starting point. We clarify included, optional and tailored elements, and how existing products and services fit together.

04 Market and Sales Narrative Framework

The core story and message hierarchy that guide website content, sales conversations, thought leadership and launches. Content production and activation are separate scopes.

The validation plan

Unresolved assumptions, evidence gaps and decisions are documented with the relevant owners and next steps. A completed proposition does not by itself confirm market demand or launch readiness.

OFFERING & POSITIONING

How the work progresses

Approximately three weeks, depending on complexity, available evidence and timely decisions. The engagement includes a kick-off, 2–3 focused working sessions and a final decision review.

1. Establish the starting point

Anna reviews customer and market evidence, current products and services, sales materials and proof. Together, we confirm the selected offering, the decisions to resolve and the people who need to contribute.

2. Develop and decide

Anna develops recommendations, challenges assumptions and brings business owners, sales and marketing together. Working sessions resolve customer focus, scope, value, differentiation and the buying case.

3. Document and validate

Anna captures the decisions in the four frameworks. The team reviews the proposition, records remaining evidence gaps and agrees responsibilities before committing to market activation.

What your team contributes

The business owner has decision authority and validates what can be sold and delivered. Sales brings buying insight, objections and opportunity evidence. Marketing brings audience insight and communication needs. Relevant product or service owners confirm scope and constraints.

Useful starting material

Existing service or product descriptions, proposals, customer feedback, win/loss insights, references and current pricing arrangements. We use what is available and identify missing evidence rather than treating assumptions as facts.

OFFERING & POSITIONING

Investment and scope

Apply It with Anna

€15,000 + VAT · one agreed offering · approximately 3 weeks

Included

Evidence review, recommendations, kick-off, 2–3 working sessions, a final decision review, four completed frameworks and a validation plan. We confirm the scope, decision-makers and timing before the engagement begins.

Separate work and business responsibilities

Website production, sales asset creation and activation are scoped separately. Detailed service delivery design, product development, cost calculations, margin modelling, pricing model development and final pricing decisions remain with your business and finance owners.

Learn It: an alternative for internal delivery

€7,500 + VAT for a 12-month internal-use licence for the agreed scope and project team. Includes the methodology, AI-guided working process, editable tools, evidence protocol, quality gates and a 90-minute live handover. Your team leads the work.

Methodology licence

Apply It includes Anna-led development and the agreed outputs. The reusable methodology licence and toolkit are available separately through Learn It. Combined scopes are quoted separately.

Choosing the starting point

If the priority customer or offering is still undecided, Commercial Direction may come first. A further offering or GTM Strategy & Activation can follow as a separately agreed engagement.



OFFERING & POSITIONING

Make your offering easier to understand, buy and sell.

Does your team agree on what customers can buy and why they should choose you?

If those decisions are still open, I can help you develop one commercial offering with your team, using the Murros Commercial Architecture™ method.

Together, we define the customer and buying situation, scope, value, differentiation and core sales narrative. You leave with a documented commercial proposition and a validation plan.

Let's discuss what your offering needs next.

Book a 30-minute conversation

Explore Offering & Positioning

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