

A Commercial Opportunity Framework

A practical structure for founder-led sales and growth projects

This example framework illustrates how I structure a commercial sales project with founder-led businesses. It starts with the market opportunity and customer proposition, then works through route to market, revenue process, customer growth and execution priorities. The objective is to identify where the business can win, what may be constraining revenue and what needs to happen next.

Gerry Fitzpatrick | A Commercial Sales Framework

1. Define the opportunity

- What market problem is being solved?
- How urgent and expensive is it?
- Which customers feel it most strongly?
- Is the market emerging, growing or crowded?
- What realistic share could the business command?

2. Establish commercial advantage

- Why would customers change from the status quo?
- Is the proposition substantially better on one important dimension?
- Can that advantage be defended?
- Can the value be demonstrated financially?
- Does the business have pricing power?

3. Define the route to market

- Who buys, influences and blocks the purchase?
- How can these people be reached?
- Should sales be direct, partner-led or channel-based?
- What does it cost and how long does it take to win a customer?
- Can the sales model scale?

4. Build the commercial proposition

- Clear market positioning
- Defined ideal customer profile
- Compelling customer value proposition
- Evidence, references and ROI case
- Pricing, packaging and decision-maker messaging

5. Build the revenue system

- Lead-generation model and qualification criteria
- Sales stages, responsibilities and governance
- CRM and pipeline management
- Forecasting and revenue measures
- Customer expansion, retention and account growth

6. Define execution priorities

- What already exists and what is missing?
- What must change first?
- What capability, recruitment or investment is required?
- What can be achieved in 90 days and 12 months?
- What is the realistic longer-term revenue potential?

THE OUTCOME | COMMERCIAL SALES & GROWTH PLAN

A concise, practical plan defining where the business can win, why customers will buy, how revenue will be generated, what needs to change and the priorities for the next 90 days, 12 months and longer-term growth.