

Make your expertise easier to buy

A B2B buyer-readiness decision report

Find the information gaps that slow a technical purchase, choose the assets worth building and test whether buyers can take the next step.

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Original analysis + working worksheet
Not proprietary survey research

Which customer-facing information or handoff should we improve first?

Owners and commercial leaders at industrial suppliers, equipment businesses and commercial HVAC contractors.

Three decisions to carry forward

- Choose one buyer, one offer and one buying decision before expanding the website.
- Prove that a buyer can find an answer, judge its relevance and reach the right person.
- Track completed buyer tasks and qualified conversations—not downloads alone.

Evidence and limitations

Original Onyx analysis for B2B use. No proprietary buyer survey, market-size estimate or causal conversion study was conducted. The review method and suggested sample sizes below are planning heuristics, not validated scoring benchmarks.

How to use the report

Read the analysis, use the companion worksheet and test the questions against your own operating evidence. Do not substitute an example or an outside survey for a decision by your responsible business and technical owners.

The decision before the redesign

Start with the decision your customer needs to make next. An operations manager comparing maintenance coverage needs different information from an engineer checking a component or a purchasing team evaluating commercial terms. A website that lists every capability can still leave all three without a useful answer.

Choose one offer that deserves attention and one observable buying situation. For example: a warehouse operator evaluating an equipment replacement, a manufacturer comparing a supplier, or a facilities team considering a maintenance agreement. These are suggested use cases, not observed demand estimates.

Write a one-sentence decision brief: this person needs to decide this next step, with these unanswered questions, by this event or date. Name the team member who can validate the technical content and the person responsible for the commercial follow-up. If neither is available, begin with interviews and ownership rather than a new campaign.

Put this to work

- Select one priority offer and a buyer role.
- Record the exact decision, alternatives and unanswered questions.
- Assign a content reviewer and a commercial owner.

Use outside research without overstating it

McKinsey's 2026 B2B Pulse describes buyers moving among channels and identifies inconsistent information and access to knowledgeable support as reasons for switching suppliers. The underlying sample is global, not a measure of your specific market.

Deloitte's 2026 manufacturing outlook discusses technology investment, aftermarket services and workforce needs. It is useful context for questions to investigate, not proof that a buyer will fund a particular Onyx service.

Onyx interpretation: make the transition from useful information to an informed human conversation work before adding more acquisition channels. A report should give the buyer something they can use without a meeting, while also making it easy to bring the same question to your team. Test that interpretation with your own customers; do not present it as a causal finding from either source.

Put this to work

- Separate the outside finding from your local hypothesis.
- Ask buyers which decisions are difficult, not whether they like the website.
- Preserve publication dates and sample limitations beside external statistics.

Source context: [McKinsey & Company — The surprising economics of B2B growth](#); [Deloitte Insights — 2026 Manufacturing Industry Outlook](#). Full scope notes are on the final page.

Map the buying group, not only the job title

One account may contain several legitimate definitions of value. The user wants the task to work. A technical reviewer needs suitability and limitations. A financial approver wants a defensible commitment. Procurement needs terms and vendor information. An executive sponsor needs a reason to act now. Some people hold several roles; do not assume a fixed organizational chart.

Ask who can recommend, who can reject, who signs and who will own the result after purchase. Map the unanswered question for each role. A useful asset helps them advance an internal discussion without pretending that a brochure can make an engineering or safety decision.

Buying role	Question to answer	Useful evidence
Operational user	Will this fit the way we work?	Use conditions, process outline and responsibilities
Technical reviewer	What needs expert verification?	Approved specifications, exclusions and escalation path
Financial approver	What are we committing to?	Scope assumptions, cost categories and decision criteria
Procurement or sponsor	What happens after approval?	Handoff, ownership, review and support boundaries

Inspect the journey with real tasks

Review the journey on a phone and a desktop. Begin from the page a prospect actually reaches: a search result, event link, service page or forwarded report. Ask a small convenience sample of buyers or buyer-adjacent colleagues to complete a task without your narration. Five conversations can expose problems, but cannot establish a conversion rate or represent the whole market.

Use tasks such as finding an exclusion, identifying what information is required for a quote, downloading the correct guide or explaining the next step after an inquiry. Record success, confusion and the exact missing information. Do not quietly guide participants past a broken link.

The worksheet separates observed facts from assumptions. Use Evidence present, Partial, Missing or Not applicable rather than an impressive-looking aggregate score. Prioritize a defect that blocks a decision or makes a false promise. A minor style preference should not displace a missing qualification requirement.

Put this to work

- Test findability, understanding, credibility and the next action separately.
- Record the URL, device, observed issue and evidence—not only a score.
- Have an unfamiliar reviewer repeat the task after the fix.

Build the smallest useful asset set

For one offering, a useful initial set is a decision guide, a question-and-answer page, a comparison worksheet and a clear inquiry path. The guide explains fit and tradeoffs. The FAQ answers real objections and boundaries. The worksheet helps the buyer organize requirements. The inquiry preserves this context for the next person.

Use a case study only when the project, facts, permissions and claimed results are documented. If permission is absent, use a clearly labeled illustrative scenario or an attributed third-party case analysis. Do not rename a fictional example “client success,” or imply that an employer’s historical results belong to a new firm.

Choose formats for the job. Keep a readable HTML version available; offer a downloadable PDF for internal circulation and an editable worksheet for discussion. The file title, version and contents must match the promise on the landing page. Do not demand an email address merely to reveal that a promised report does not exist.

Put this to work

- Publish a clear summary and state who the resource is for.
- Match every download label to a real, tested file.
- Use a relevant discussion link that carries the resource name forward.

Turn conference interest into a useful next step

Choose an event-linked resource around the discussion you want to earn. A warehouse-equipment buyer may need a site-information checklist; a service contractor may need a scope-comparison worksheet. A QR code or short link should open that resource directly, not a generic homepage requiring the prospect to search again.

Onsite, ask what the prospect is trying to decide, offer the relevant resource and confirm whether a follow-up conversation would help. Capture only the information needed for that agreed purpose. A badge scan or a downloaded file does not by itself establish buying authority, a budget or permission for unrelated marketing.

For the handoff, preserve the resource version, business question, company, agreed next action and responsible person. Fulfill the promised asset before introducing a larger offer. If the person simply wanted the report, respect that choice. Conference performance is measured through useful conversations and qualified next steps, not the size of a contact export.

Put this to work

- Check the actual event link on a phone before arrival.
- Carry an offline PDF copy for unreliable venue connectivity.
- Separate resource delivery from any optional marketing subscription.

Measure readiness and choose the next experiment

Establish a baseline before changing the experience. Useful measures include task completion in observed sessions, qualified inquiries by source, response ownership, meetings held and opportunities accepted into the sales process. Define a qualified inquiry with observable criteria: a relevant company, a stated need and an agreed next action. A download is an interest signal, not revenue.

If permitted analytics are later enabled, separate landing-page visits, download-button clicks, successful file responses and delivery failures. A successful HTTP response does not prove that someone read the report. A contact record does not prove that a message reached an inbox.

Illustrative planning sequence: in the first week, select the buyer decision and inspect existing evidence; in the second, build or repair one resource; in the third, test the journey; in the fourth, review qualified conversations and decide whether to improve, expand or stop. These are suggested work stages, not a promised Onyx turnaround.

Observation	Decision	Owner
People cannot find the right answer	Repair navigation or content before more traffic	Marketing owner
Downloads work but conversations lack fit	Review audience, topic and next-step promise	Commercial lead
Inquiries have no clear owner	Fix routing before a larger campaign	Sales operations
Technical content is disputed	Pause that claim and obtain expert review	Technical reviewer

Keep the evidence with the decision.

Prepared by Onyx Advisory Group. Public sources reviewed September 14, 2026. This is an original decision guide, not commissioned client work or a reproduction of the source reports.

McKinsey & Company – The surprising economics of B2B growth

May 28, 2026. 2026 Global B2B Pulse; nearly 4,000 decision-makers across 13 countries. Not a proprietary Onyx survey.

Deloitte Insights – 2026 Manufacturing Industry Outlook

November 13, 2025. Industry outlook and analysis; not an Onyx forecast or demand study.

Buyer-readiness review worksheet

The companion CSV contains 6 working rows and 9 fields. Open it in your spreadsheet application, preserve the original, and fill a separate copy with approved information.

The worksheet is an original planning aid, not a validated maturity score or a promise of commercial results.

Bring the work into a discussion

Identify the business decision, the evidence you already have and the unresolved question. Use the discussion link on the report's website page when a separately scoped engagement would help.

No third-party endorsement or affiliation is implied. The website discussion brief prepares a local file and does not yet deliver to CRM.