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The Two Pillars Every B2B Must Balance to Scale

Why operational strength alone is not enough,
and what the missing layer actually is

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Why operational strength alone is not enough, and what the missing layer actually is

You are reading this because something is not adding up. Revenue is inconsistent. Some months are strong. Some months are a panic. You have good clients. A capable team. A product that works. But growth is not happening the way it should. And every time you try to fix it, you hire someone, run a campaign, push harder on outreach, nothing changes.

This is not merely a market gap, it is a pressing need. Because if you see the number of startups that have started in the last five to ten years, most founders are building services or products without a working knowledge of business development, marketing, or positioning. Management teams are trying to run their companies, but ultimately they cannot even position their products in the market. And they have to shut down after a couple of years because they don't have financial backing.

The problem is almost never what founders think it is. It is not the product. It is not the team. It is not the market. It is a structural gap, and most founders cannot see it because they are inside it.

Every B2B Company Is Built on Two Pillars

Not one. Two. The first is the Operations Pillar, the one most Indian B2B companies are strong at. Execution, delivery, HR, process management. The ability to build something and get it done. If you have been in business for more than two years, this pillar probably exists.

The second is the Business Pillar, the one most Indian B2B companies are structurally missing. This is not just sales. That word undersells the scope of what is required. The right term is business development, and it covers the complete business architecture: strategic positioning, GTM design, an extended business development function, revenue governance, and a pipeline that runs independently of the founder.

BUSINESS PILLAR	OPERATIONS PILLAR
Drives growth, positioning and market direction	Ensures execution, delivery and internal efficiency
Finance, revenue architecture, not just bookkeeping	Process management and operational workflow
Extended business development function	HR, team structure, hiring and culture
GTM strategy, pipeline, and revenue governance	Delivery, output quality and client management
Market positioning, not just content output	Internal rhythm, governance, accountability

Operations without Business is a machine with no direction. Business without Operations is a promise with no delivery. Both pillars are non-negotiable. You cannot scale by being excellent at one and absent on the other.

What the Last Decade Did to Indian B2B

The B2B startup wave from 2012 to 2022 was built by builders. Engineers. Technical founders. People who could get a product live in 90 days. That capability is real and valuable. I am not taking anything away from it.

But here is what happened in most cases. The first clients came through the founder's personal network. No pitch. No GTM. No positioning. Just a phone call and a prior relationship. Those clients generated revenue. The company hired more delivery people. The founder kept selling personally. The team kept delivering. This looked like a functioning company. Then the personal network ran dry. And the company had no system to respond.

Typically, founders and their teams come from technical backgrounds. They do not understand how business development actually works, so they hire a salesperson and expect results within the first two months. That is not how it works, and this misunderstanding is the root of the imbalance.

<p>74% high-growth startups fail due to premature scaling, advancing operations without building the business model in parallel. Startup Genome · 3,200 startups</p>	<p>28,000+ Indian startups shut down in 2023 and 2024 combined. Most were operationally active at the time of closure. The Wire / Tracxn · 2025</p>	<p>20× Startups that build the strategy layer in parallel with operations grow 20 times faster than those that retrofit strategy later. Startup Genome / Duet Partners</p>
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The Pillar You Did Not Build

When I speak to founders about this, the recognition is immediate. They feel the symptoms, lumpy revenue, unclear positioning, every deal driven personally by them, a team that executes but cannot drive Business Development. They just could not name the cause.

The cause is the missing Business Pillar. It is not the absence of a better sales person. It is the absence of a Business Development system. It is not the absence of a marketing budget. It is the absence of a market position. It is not the absence of effort. It is the absence of architecture.

Most B2B companies in India are operationally strong. Strategically incomplete. They run, but they do not scale.

What Balancing Both Pillars Actually Requires

This is not about adding more people or running more campaigns. It requires building five specific dimensions, in this sequence:

01 · STRATEGIC POSITIONING

A defined Ideal Customer Profile. A market thesis, a documented position on why you win. Competitive differentiation is not "great service", every competitor says the same thing.

02 · GTM ARCHITECTURE

A structured Go-To-Market engine with defined channels, target segments, conversion logic, and ownership. Not a campaign. A system. Documented, repeatable, and independent of the founder.

03 · BUSINESS DEVELOPMENT SYSTEM

Documented pipeline stages with clear qualification criteria. A forecasting methodology. A BD playbook that gives the team what only the founder currently knows.

04 · REVENUE PROCESS GOVERNANCE

Finance as strategic intelligence, forecasting, runway modelling, pricing architecture. Revenue targets linked to business development activity. A monthly business rhythm beyond delivery reviews.

05 · MANAGEMENT ALIGNMENT

Leadership aligned around growth execution, not just delivery metrics. Every department connected to a revenue outcome. Founder dependency is systematically reduced.

Running a company and scaling a company are two different activities. One requires operational discipline. The other requires business architecture. Most companies in India only build the first.

Next issue → Strategic Incompleteness: The Diagnosis Most Founders Feel But Cannot Name.

The symptoms are familiar. The diagnosis is structural. The fix is institutional.

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