

# Positioning is an exercise that CEOs need to be involved in

Here's how to go about it



# Understand the customers who love your product

Who are your fans?

Who refers you to others?

What are the characteristics of them?

Growth comes from focusing on your best-fit customers



# Form a positioning team

Include the CEO, sales, marketing, product and customer success.

Limit to one or two from a functional group. Keep it small.

Consider using a facilitator.

Engagement and buy-in are key



# Establish a shared vocabulary

What positioning means.

Why it's essential.

The components that make up positioning.

How it will be used.



# List the competitive alternatives

If you didn't exist, what options do best-fit customers have for solving the problem?

Think beyond direct competitors. Are you competing against the status quo of manual tasks and spreadsheets?

Ask Sales who shows up in deals. Some competitors may not have customer mindshare. You can ignore those.



# Identify unique features and attributes

Think beyond just product features.

Your differentiators could be experience, partnerships, a proprietary process or something else.

Focus on attributes customers consider when **evaluating** options rather than retention attributes like customer support and ease of doing business.

You need to have  
proof points too!



# Map uniqueness to value themes

<b>Feature / Attribute</b> Something your product does or has	<b>Benefit</b> What the feature enables for customers	<b>Value</b> How it maps to a goal the customer is trying to achieve
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Cluster into 1-3 themes



# Determine who cares a lot and why

List the identifiable characteristics of your best-fit customers. Think beyond firmographics (industry, size, location).

Is the segment big enough to meet your business goals? = market fit.

Does it have important, specific, unmet needs that are common?

Can you fulfil the unmet needs? = product fit.





# Find a market frame of reference

The market category needs to make your value evident to those who care about it the most.

It's usually better to choose something that already exists in customers' minds.

Caution: Customers may attempt to position you in a market that's not the best for highlighting your strengths. You may need to shift their thinking.



# Positioning in an existing market

## **Head-to-head**

You are attempting to convince customers that you are the best at delivering the solution versus the established leader.

## **Big fish, small pond**

You aim to dominate a subsegment whose needs are unmet by the overall market leader.



# Positioning in a new market category

## Category creation

First, you must create awareness and explain why the new category should exist.

Then, you need to position yourself as the leader.

This is VERY expensive and hard.

Can you fund and resource this effort?



# Layer on a trend (if relevant)

What key trend impacts customers, and how does your offering tie into that trend?

It helps customers understand why your offering is essential right now.

*The link needs to be clear*



# Capture and share your positioning

It informs:

## **Marketing**

Messaging,  
audience,  
campaigns.

## **Sales**

Pitches and  
account strategy.

## **Customer Success**

Onboarding and  
account expansion  
strategy.

## **Product**

Roadmaps and  
prioritization.



# What next?

Adopt your new positioning into the narrative of your sales pitch and test it.

It helps prospects understand the market.

Shifts focus from features to value.

Helps a customer set the purchase criteria.

Answers why customers should pick you over alternatives. 

# Your positioning will evolve

Revisit every six months or if...

**customer perceptions,**

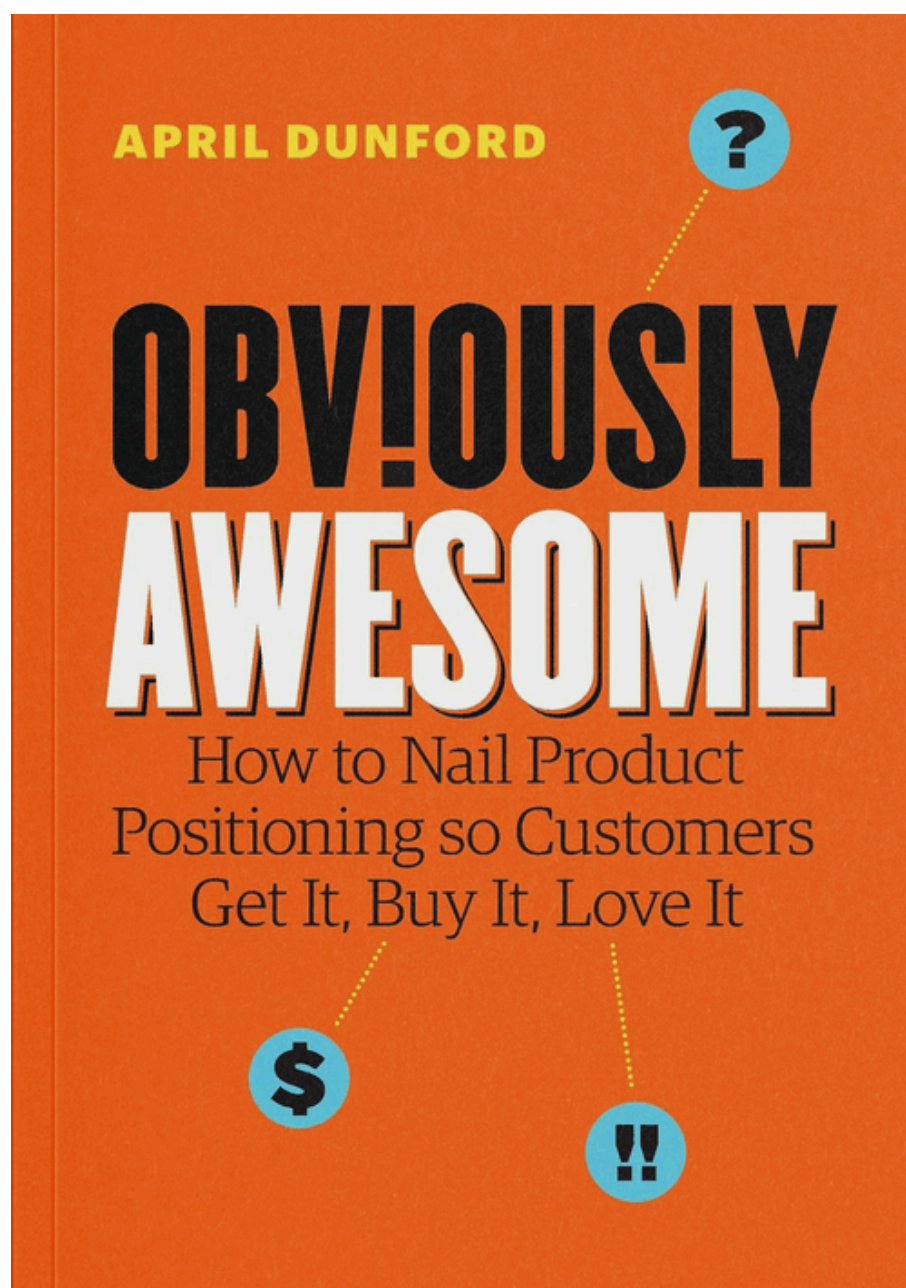
the **competitive landscape**

or

your **offering** changes.



# Learn more about positioning



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I help B2B companies with  
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execution guidance to compete  
effectively and win.

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