

NAIL YOUR NICHE: STRATEGIC POSITIONING FOR B2B TECH

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PRODUCT MARKETING CONSULTANCY

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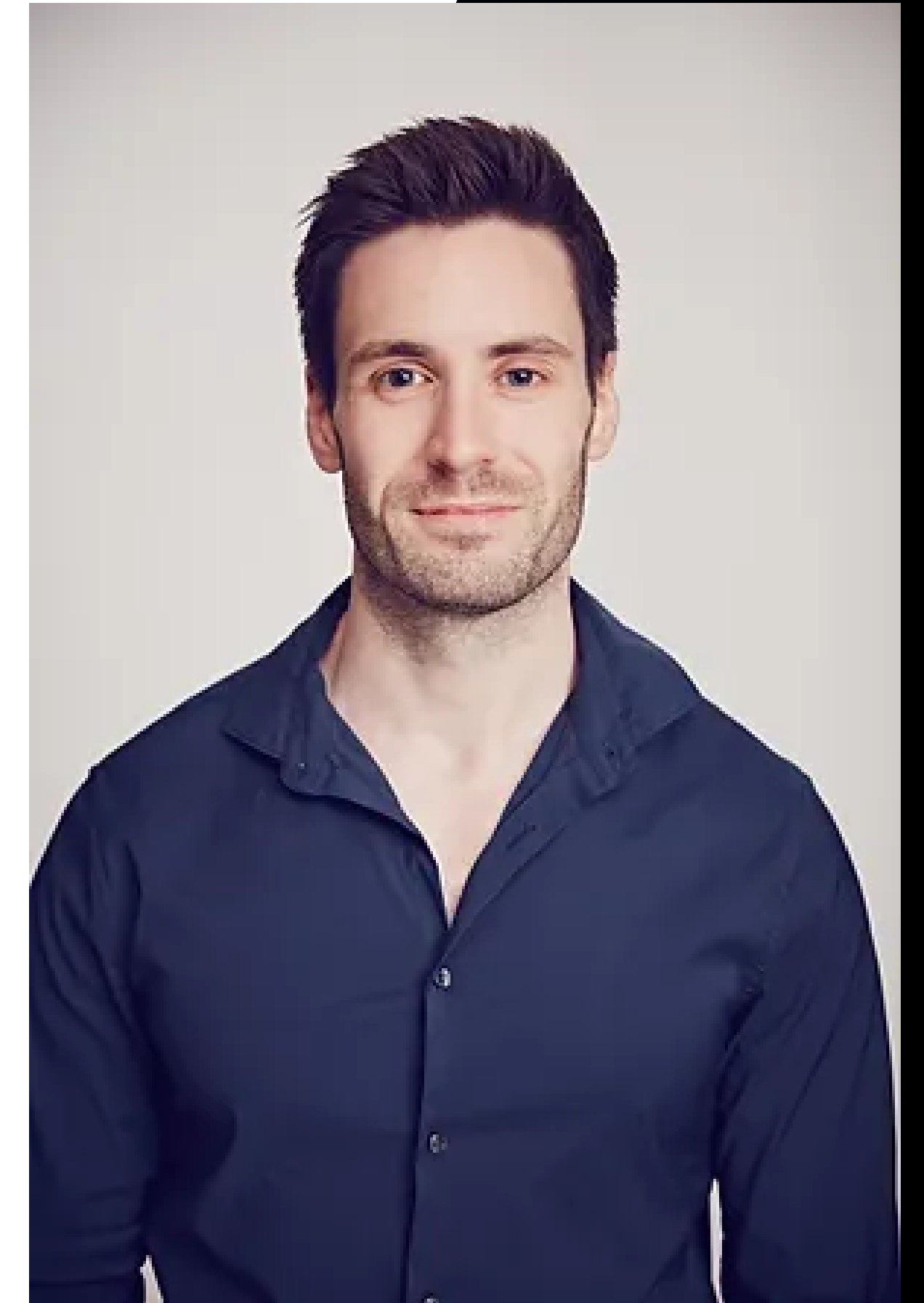
FOUNDER

CRAIG BROWN WAS ONE OF THE FIRST B2B SAAS PRODUCT MARKETERS IN THE UK

Craig was a founding PMM for several SaaS startups backed by investors like **Index Ventures**, **EQT**, and **M12**, and one of only 350 product marketers in the UK when he co-founded the first PMM meetup in 2018.

Craig worked at fast-growing startups like **Beamery** and **Vizibl** where he built global product marketing functions and GTM strategies for U.S. market entry.

He launched Troubadour as the UK's first product marketing consultancy in 2021, and works with a growing number of VCs and accelerators to run workshops and mentor founders on product positioning and GTM best practice.



 FOLLOW CRAIG

AGENDA

1. WHAT IS PRODUCT POSITIONING?

2. UNCOVER YOUR BEST-FIT BUYER

3. IDENTIFY REAL BUYER PAINS (JOBS)

4. STAND OUT FROM REAL COMPETITORS

5. CREATING MAGNETIC MESSAGING

6. SUMMARY

WHAT IS PRODUCT POSITIONING?

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WHAT IS THIS?



WHAT IS THIS?



WHAT IS PRODUCT POSITIONING?

**POSITIONING IS A STRATEGY TO INFLUENCE HOW
SPECIFIC BUYERS PERCEIVE YOUR PRODUCT VALUE,
RELATIVE TO THEIR NEEDS AND ALTERNATIVES.**

BEST-FIT BUYERS

BUYER PAINS

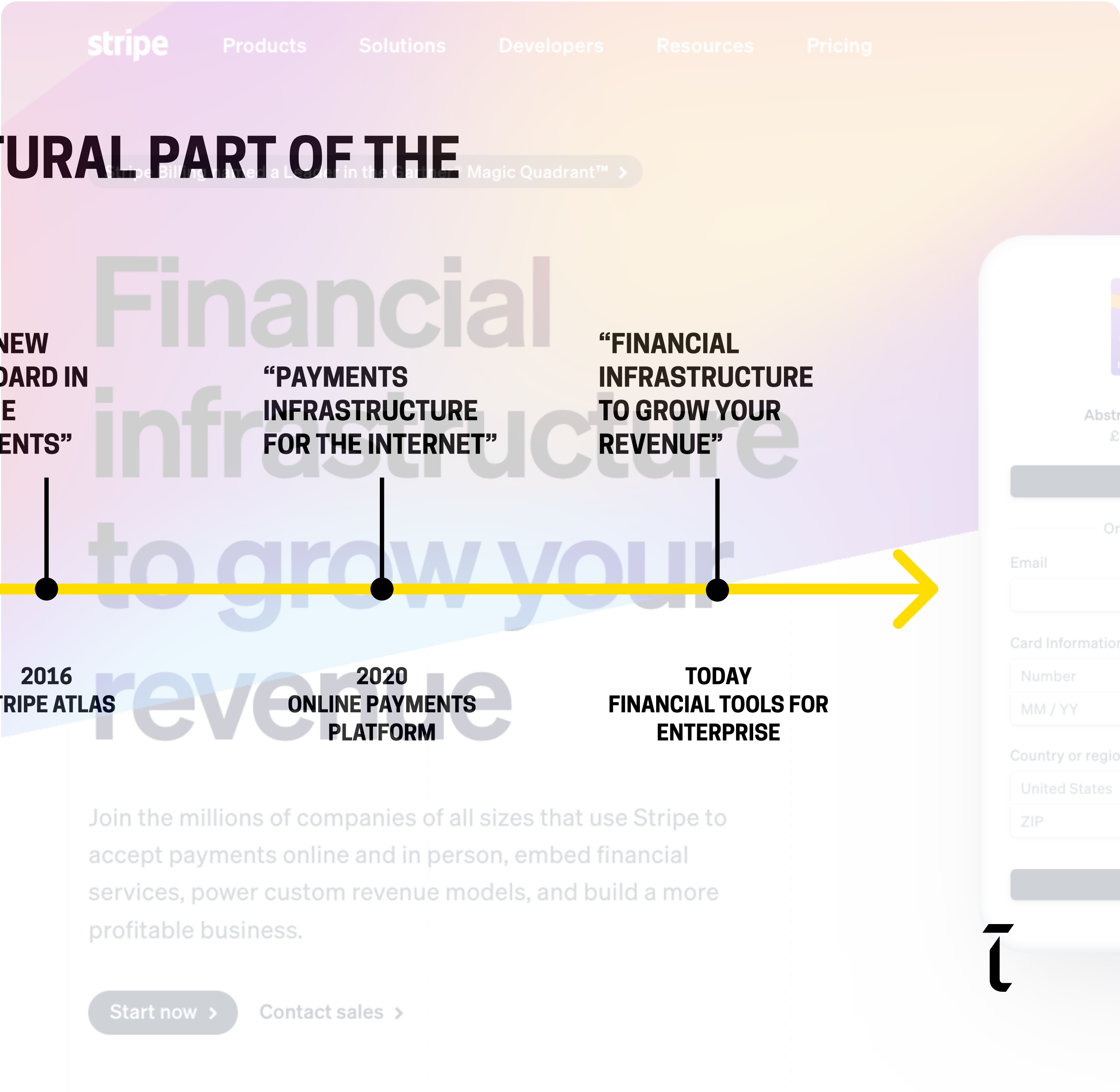
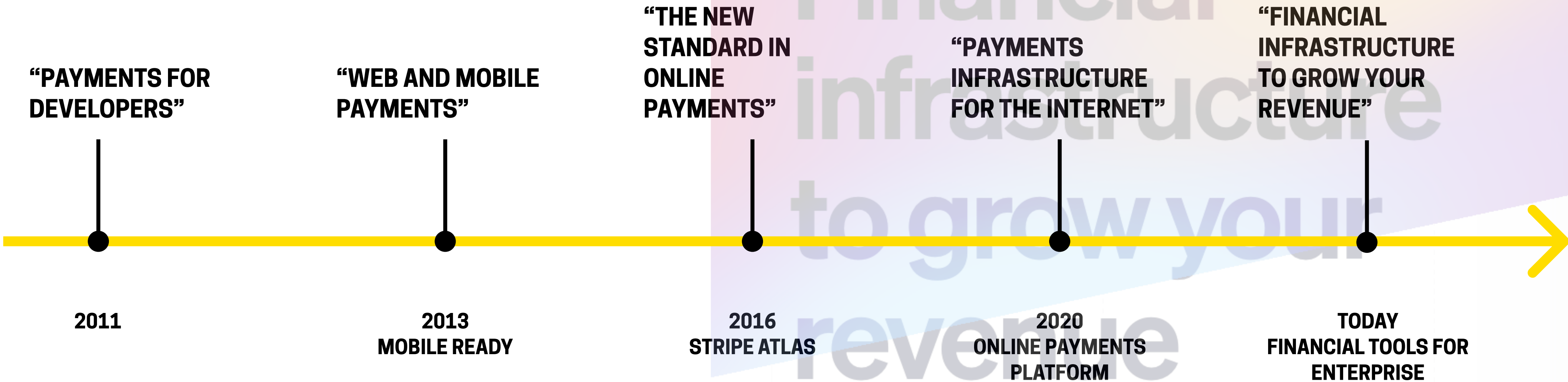
COMPETITORS

**UNIQUE PRODUCT
VALUE**

**PRODUCT
CATEGORY**

POSITIONING EVOLUTION

POSITIONING EVOLVES AS A NATURAL PART OF THE
STARTUP GROWTH JOURNEY



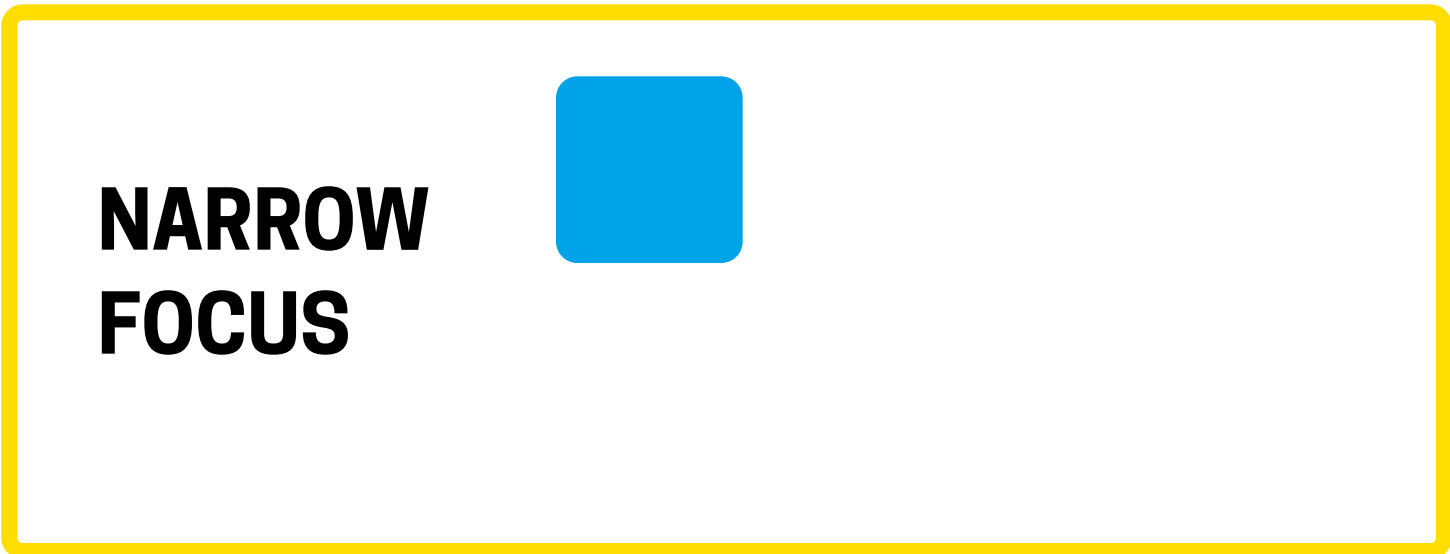
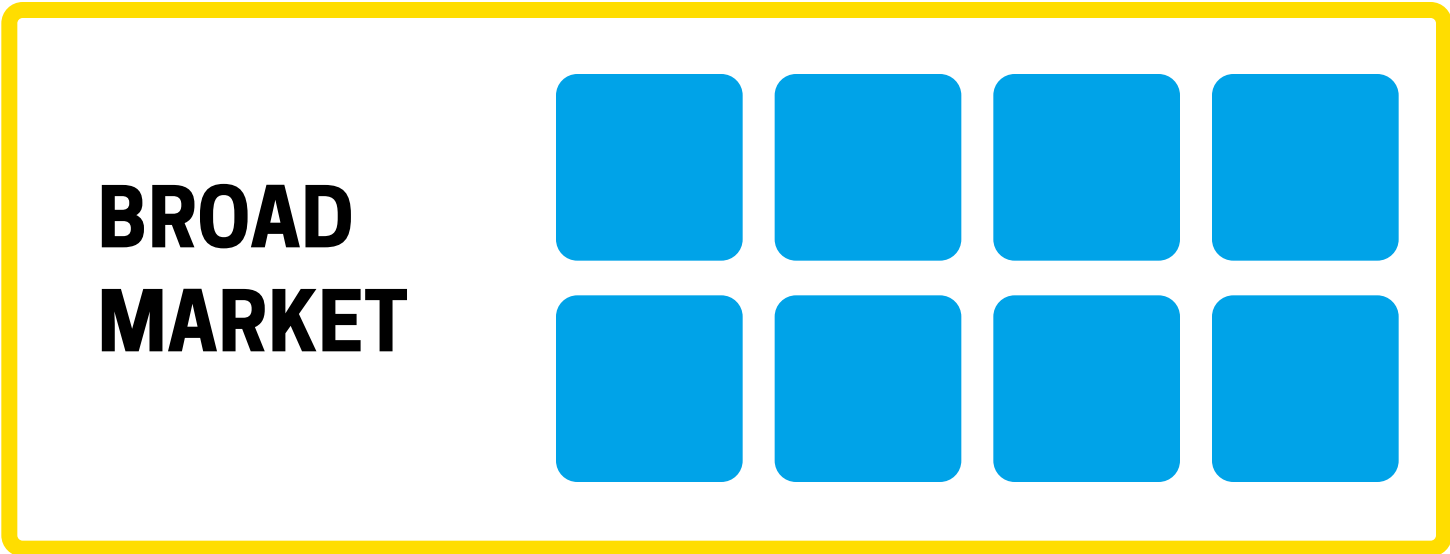
UNCOVER YOUR BEST-FIT BUYER

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A NARROW TARGET MARKET IS A UNIQUE ADVANTAGE FOR EARLY AND GROWTH-STAGE STARTUPS

TARGET MARKET

SEGMENTS



BENEFITS

- Clearer messaging
- Stand out in market
- Optimise GTM resources
- Better-fit leads
- Product roadmap focus
- Faster learning loops
- Faster sales cycles
- Emerging category leadership

SEGMENTATION

SEGMENT POTENTIAL BUYERS ACCORDING TO USE CASES

USE CASE	<u>Company/person</u> + <u>product use</u> + <u>problem solved</u> + <u>outcome or goal</u>	
EXAMPLE	<u>Construction firms</u> use our product to <u>digitise scheduling and subcontractor coordination</u> to <u>avoid missed handoffs and inefficient resource allocation</u> , helping <u>keep projects on time and within budget</u> .	
PERSONA	• Job title ./ Department • Jobs • Status Quo • Obstacles / Pains • Measurements • Triggers	FIRMOGRAPHICS • Industries • Size (employees, revenue, etc) • Business model • Geography • Tech stack • Policies



SEGMENT QUALIFICATION

CONTINUE TO QUALIFY AND NARROW YOUR FOCUS FROM 'GOOD' TO 'BEST-FIT' SEGMENTS

MARKET FIT

- TAM
- Product <> workflow alignment
- Consistency
- Regulations
- Competitor density
- Tech maturity
- Risk appetite

COMMERCIAL OPPORTUNITY

- LTV
- CAC
- Cost per Lead
- Average deal size
- Discount pressure

SALES EFFICIENCY

- Accessibility
- Stakeholder complexity
- Sales cycle length
- Conversion rates

ADOPTION

- Churn
- Time to fast value
- Product DAU / WAU
- NPS scores
- Champion advocacy
- Pilot participation

EXERCISE

CREATE AT LEAST ONE USE CASE STATEMENT FOR A GOOD-FIT TARGET SEGMENT.

USE CASE

Company/person + product use + problem solved + outcome or goal

EXAMPLE

Construction firms use our product to digitise scheduling and subcontractor coordination to avoid missed handoffs and inefficient resource allocation, helping keep projects on time and within budget.

IDENTIFY REAL BUYER PAINS

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JOBS-TO-BE-DONE

“CUSTOMERS DON’T BUY PRODUCTS, THEY HIRE THEM TO GET A JOB DONE.”

CLAYTON CHRISTENSEN, AUTHOR OF ‘THE INNOVATOR’S DILEMMA’

JOB	STATUS QUO	PAINS / EMOTIONS	GOALS
Important buyer job / task	Current approaches, workflows and tools	Obstacles in getting job done, and emotions experienced	What buyer wants to accomplish with job
Qualify inbound leads	Manually review form submissions and LinkedIn messages	Time-consuming and manual, inconsistent review process, frustrating	Prioritise good-fit leads quickly and accurately, to hit targets faster

JOB STATEMENTS

JOB STATEMENTS HELP TO PINPOINT THE MAIN PROBLEMS YOUR PRODUCT CAN UNIQUELY SOLVE

"I'M TRYING TO..."	JOB	"qualify inbound leads efficiently, to quota"
"BUT I..."	PAIN / CHALLENGE	"I waste time manually reviewing submissions and researching fit"
"HELP ME TO..."	IDEAL SOLUTION	"automate qualification using firmographic and behavioural data"
"SO I CAN..."	DESIRED OUTCOME	"focus on converting high-quality leads and hit pipeline targets faster."

EXERCISE

IDENTIFY 3 JOBS AND WRITE ONE
JOB STATEMENT FOR A SEGMENT.

"I'M TRYING TO..."	JOB	"qualify inbound leads efficiently, to quota"
"BUT I..."	PAIN / CHALLENGE	"I waste time manually reviewing submissions and researching fit"
"HELP ME TO..."	IDEAL SOLUTION	"automate qualification using firmographic and behavioural data"
"SO I CAN..."	DESIRED OUTCOME	"focus on converting high-quality leads and hit pipeline targets faster."

**STAND OUT FROM
REAL COMPETITORS**

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CONTEXTUAL POSITIONING

POSITIONING IS CONTEXTUAL. YOUR PRODUCT IS THE NEW WAY. COMPARISON SPEEDS UP EDUCATION.

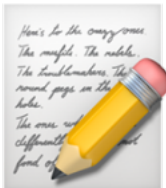
OLD WAY	NEW WAY
MANUAL SPREADSHEETS	AUTOMATED DASHBOARDS
MANUAL CUSTOMER SUPPORT	AI-PERSONALISED ONBOARDING
HUMAN SALES DEMOS	INTERACTIVE PRODUCT TOURS



COMPETITOR TYPES

EVERY STARTUP HAS SOME FORM OF COMPETITION...
EVEN IF YOU'RE CREATING A NEW CATEGORY

CATEGORY LEADERS	NICHE PLAYERS	GENERIC ALTERNATIVES	SERVICE PROVIDERS	MANUAL PROCESS	DO NOTHING
Large, well-resourced tech firms with high brand recognition and broad product suite.	Tech company that specialises in one use case and segment with deeper capabilities.	Tools that serve multiple broad use cases, but lack specialisation.	Large or specialist consultancies or agencies offering a human-centric solution.	Using basic solutions to do job, e.g. pen and paper, or outsourcing work to another person	A problem that is not recognised or tolerated by a person.



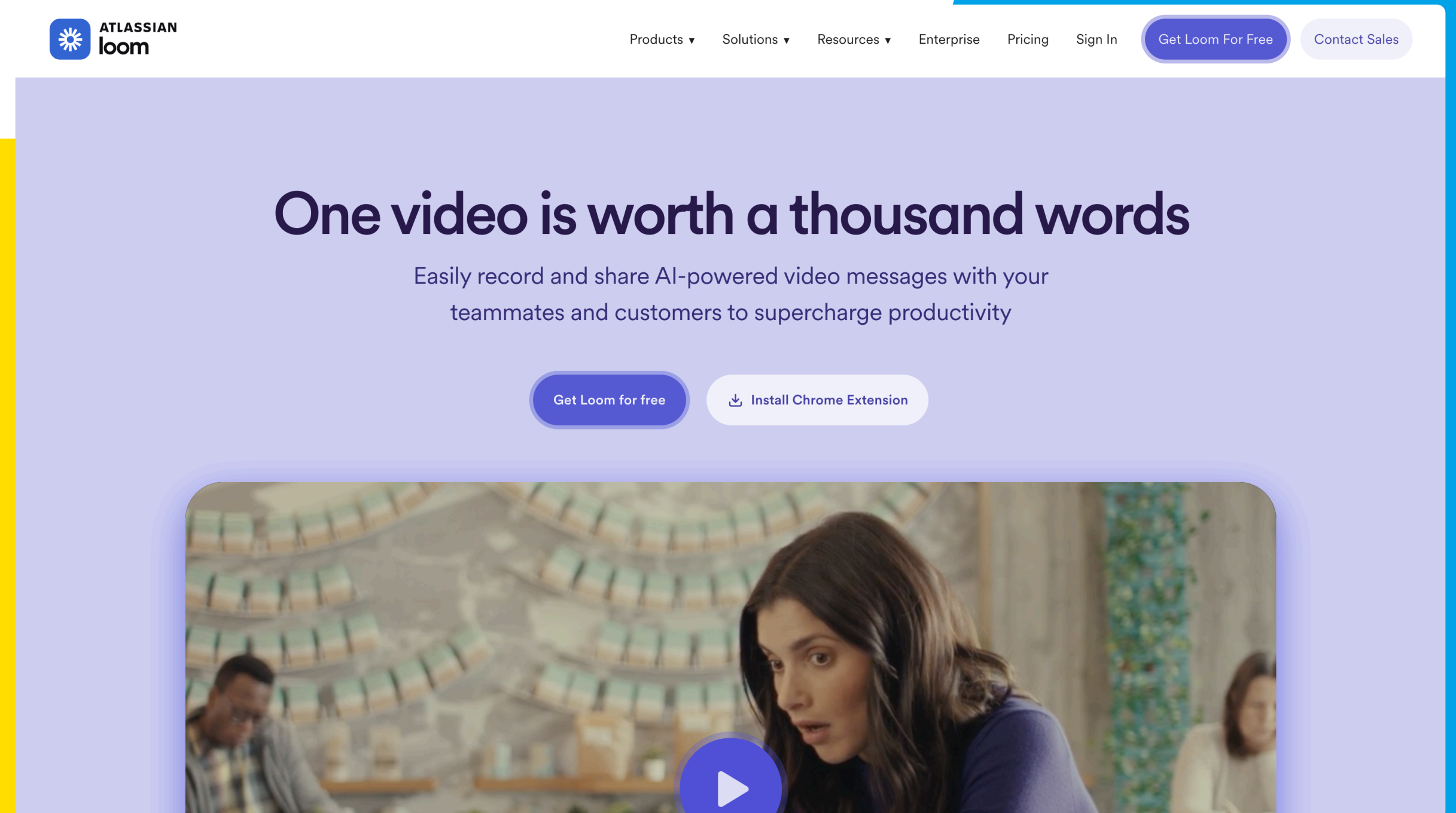
LOOM EXAMPLE

EXAMPLE: LOOM ISN'T JUST COMPETING AGAINST OTHER SCREEN RECORDER TOOLS



COMPETITORS

- Slack & email (typing long messages)
- Documentation (hard to explain nuance)
- Zoom (time-consuming calls)
- Screen recorders (clunky, edit time)



EXERCISE

IDENTIFY KEY ALTERNATIVES AND
COMPETITORS FOR 2-3 BUYER JOBS.

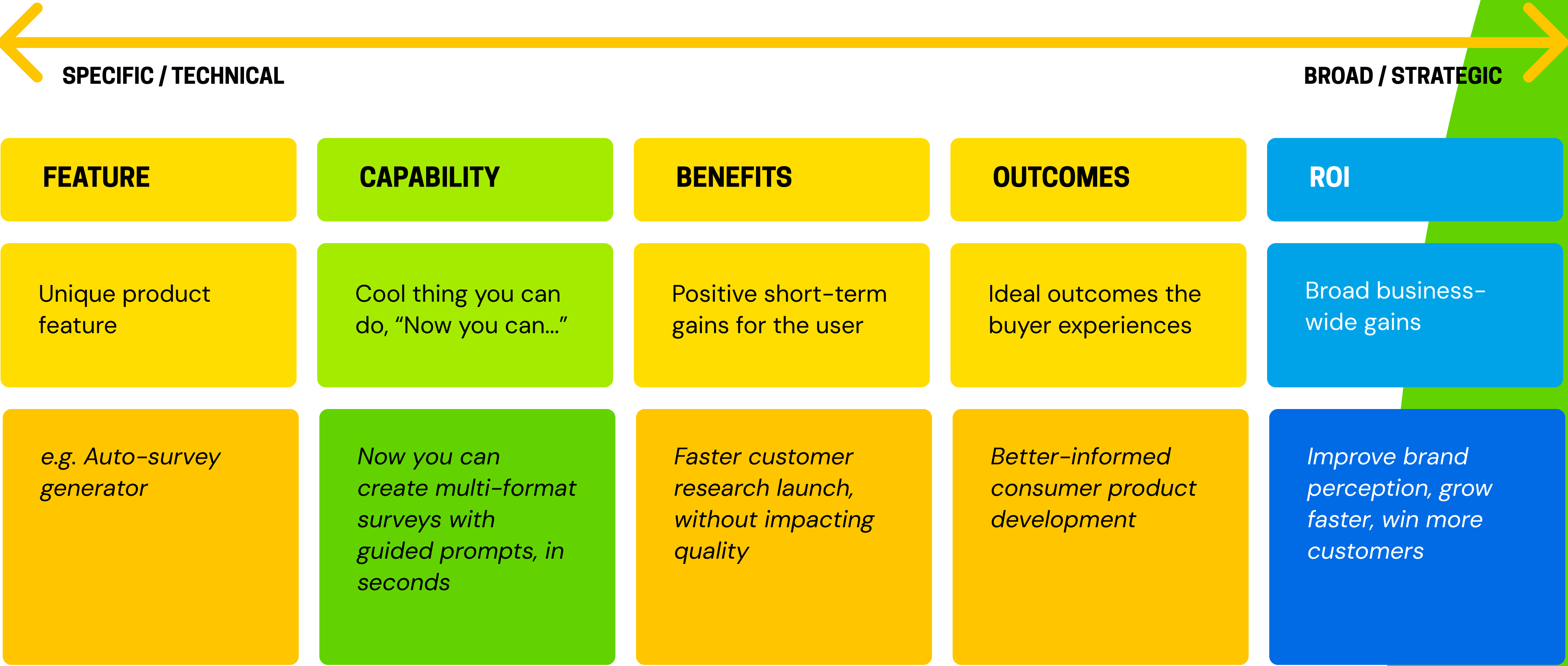
THE JOB	STATUS QUO
Important buyer job /task	Current approaches, workflows and tools
Qualify inbound leads	• Manual review of submissions • Review LinkedIn messages • Drift

CREATE MAGNETIC MESSAGING

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DEFINING VALUE

PRODUCT ‘VALUE’ IS SUBJECTIVE, SO GROUND IT IN
CONTEXT THAT BUYERS CARE ABOUT



MAP THE MOST IMPORTANT BUYER JOBS TO HIGH-IMPACT PRODUCT CAPABILITIES

JOB	STATUS QUO	PAINS / EMOTIONS	GOALS	FEATURE	CAPABILITY	BENEFITS	OUTCOMES
Qualify inbound leads	Manually review form submissions and LinkedIn messages	Time-consuming and manual, inconsistent review process, frustrating	Prioritise good-fit leads quickly and accurately, to hit targets faster	Smart Lead Scoring	Automatically scores and prioritises inbound leads according to firmographic, behavioural and intent data	Sales reps save time by focusing only on best-fit leads Less manual research and filtering	Shorter sales cycles, higher conversion rates, more efficient pipeline generation

EXERCISE

CREATE ONE MESSAGE FOR A
GOOD-FIT TARGET SEGMENT YOU
IDENTIFIED TODAY.

JOB	STATUS QUO	PAINS / EMOTIONS	GOALS	FEATURE	CAPABILITY	BENEFITS	OUTCOMES
Important buyer job /task	Current approaches, workflows and tools	Obstacles in getting job done, and emotions experienced	What buyer wants to accomplish with job	Unique product feature	Cool thing you can do, "Now you can..."	Positive short- term gains for the user	Ideal outcomes the buyer experiences



SUMMARY

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SUMMARY

PRODUCT POSITIONING IS A JOURNEY. GTM IS YOUR RESEARCH.

- Use messaging to test the market
- Work towards one segment and use case
- Obsess over buyer jobs to uncover real unresolved pains
- Your true competitor might be pen & paper (for one job)
- Map jobs to high-impact capabilities to build messaging
- Update positioning as you acquire more data



**THANK YOU
BREAKTHROUGH LABS!**

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APPENDIX

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JOB RANKING

IDENTIFY THE MOST IMPORTANT JOBS BY FREQUENCY, PAIN, CONSEQUENCES AND COMPETITION

MENTION FREQUENCY	How often do prospects in a given segment mention this job?
PERFORMANCE FREQUENCY	How often is this job performed by a target buyer?
PAIN	How hard is this job to do with existing solutions and approaches?
CONSEQUENCES	How severe are the consequences if this job is not performed well?
SOCIAL DYNAMICS	Are there social implications if the job is not performed well?
COMPETITOR OFFER	How supported is this job with existing solutions in the market?



BEST-FIT BUYER

SUMMARY: OBSESS OVER TARGET BUYER JOBS TO UNCOVER UNRESOLVED PAINS

- Jobs help you identify pains buyers care about
- Look for emotions and social dynamics to signal urgency
- Consider if the job is well supported by existing solutions
- Conduct regular interviews and survey for insight volume
- Rank the most important jobs to focus your product and GTM

BEST-FIT BUYER

SUMMARY: LET BUYERS DETERMINE WHO YOUR REAL COMPETITORS ARE FOR KEY JOBS

- Identify what buyers would do if you didn't exist
- Your competitors are relevant for key jobs
- Focus on your strengths vs. common alternatives
- Position your product as the new way
- Play into existing category knowledge to speed up education
- Your knowledge of the competitor landscape is greater



CREATING MAGNETIC MESSAGING

METOMIC AND LEMLIST ARE GREAT EXAMPLES OF CLEAR, HIGH-EMPATHY MESSAGING

