

# SCALE

## Positioning workshop

# GTM benchmark survey

- |             |  |
|-------------|--|
| <b>What</b> | An <u>anonymous GTM metrics survey</u> that should take you less than 15 minutes to complete |
| <b>Why</b>  | To produce a comprehensive set of public benchmarks that you can use to improve your GTM     |
| <b>Who</b>  | Our entire GTM community   |
| <b>When</b> | <u>Now</u> (ideally), or before the end of the month   |

# Agenda

- **0:15 Introduction** to positioning
- **1:00 Refining** your positioning
- **0:20 Create & Present** your positioning canvas
- **0:20 Wrap up** and final questions

# Introduction to positioning

# Positioning $\neq$ Messaging

The foundation of your product and brand strategy

Internal audience (your org)

Long-term and foundational

**Critical path input to messaging**

Articulation of your positioning to each target audience

External audience (customers)

Short-term and adapts to audience and channel

# Positioning: Product vs. company

## Early-stage companies

Product  $\approx$  company positioning

**Focus on product positioning!**

## Mature companies

Product positioning narrows  
and is specific for each segment  
and product

Company positioning broadens  
to reflect mission, culture, vision

# Databricks' initial traction was a result of world-class positioning

## Focused, specific target customers:

- Large enterprises with data engineering teams needing to simplify ETL processes
- Data scientists and machine learning engineers requiring an integrated, collaborative workspace

## with defined behavioral patterns:

- Placed highest value on unified analytics platforms to avoid fragmented tools
- Frustrated with traditional, siloed approaches to using separate lakes and warehouses



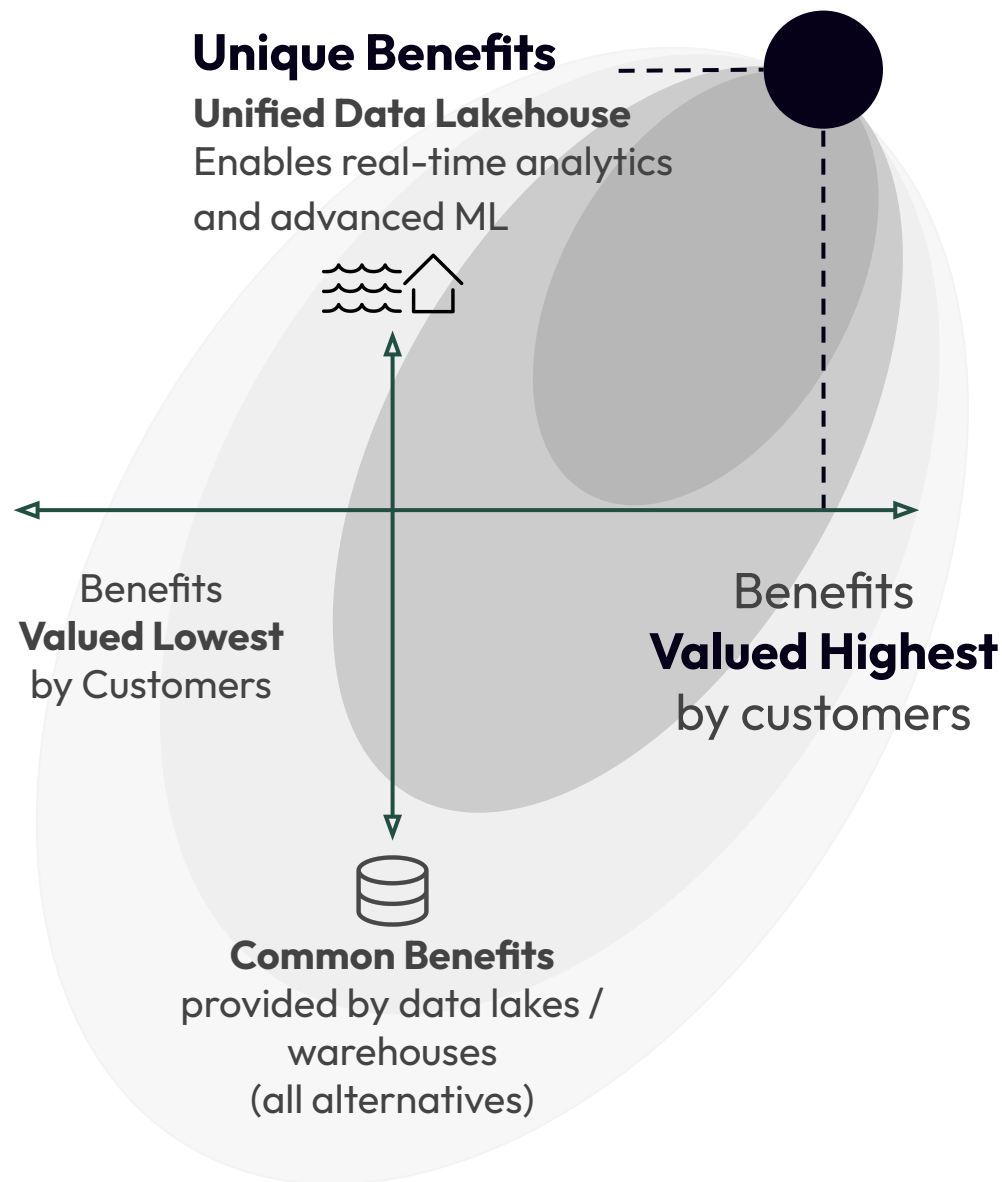
**databricks**  
circa 2013

## Differentiated benefits:

- Unified data platform
- Accelerated insights
- Collaborative workflows

## delivered by unique attributes:

- Lakehouse architecture
- Seamless collaboration across data and AI workflows



 databricks circa 2013

## Initial market entry:

1. **Specific** target market

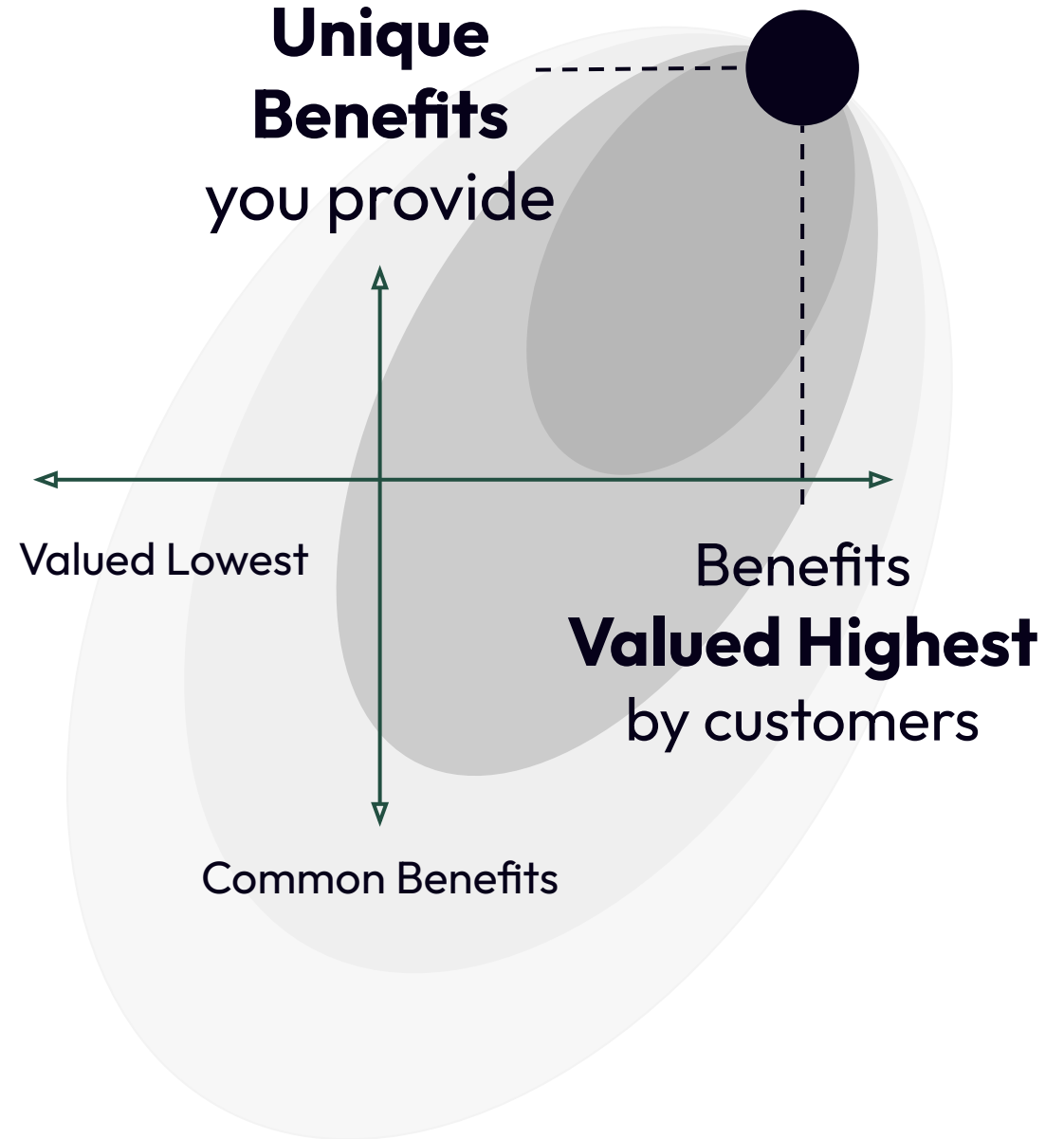
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2. **Differentiated** product:

- Highest value among alternatives
- Unique features not offered by alternatives
- Preferred for addressing specific requirements



**Positioning identifies and chooses the customers who place maximum value on the benefits only you provide**

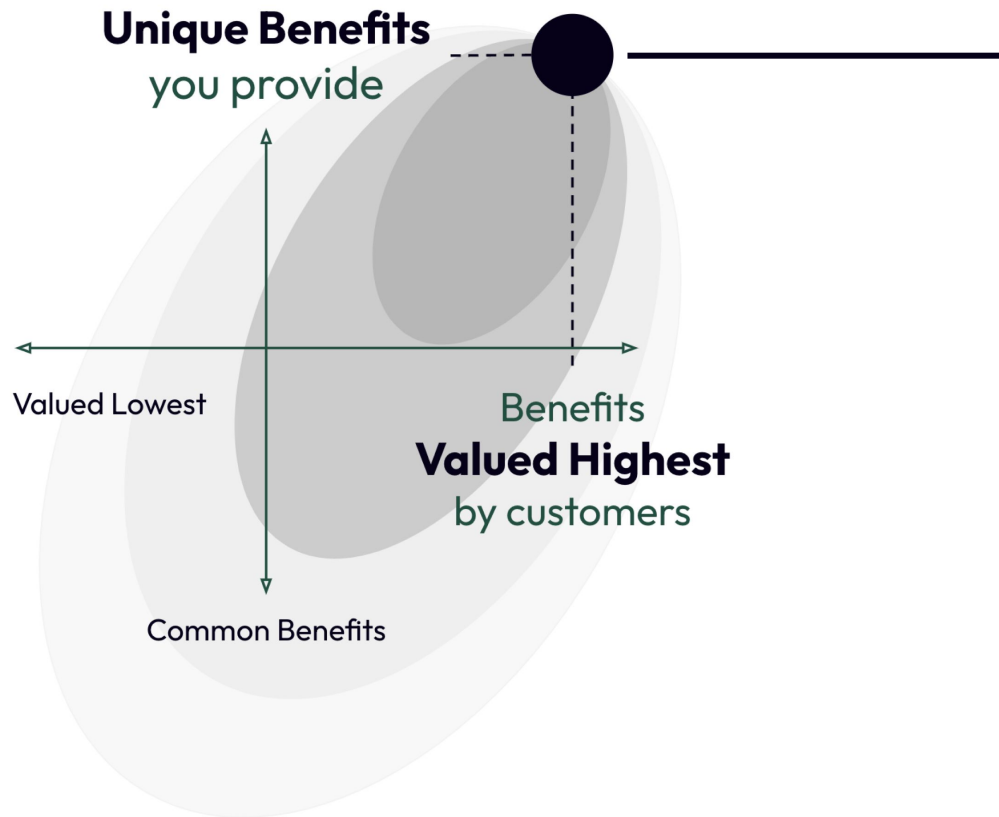


# Positioning

“The act of defining how your product is the **best in the world** at providing something that a specific set of customers cares a lot about.”

*April Dunford, Obviously Awesome*

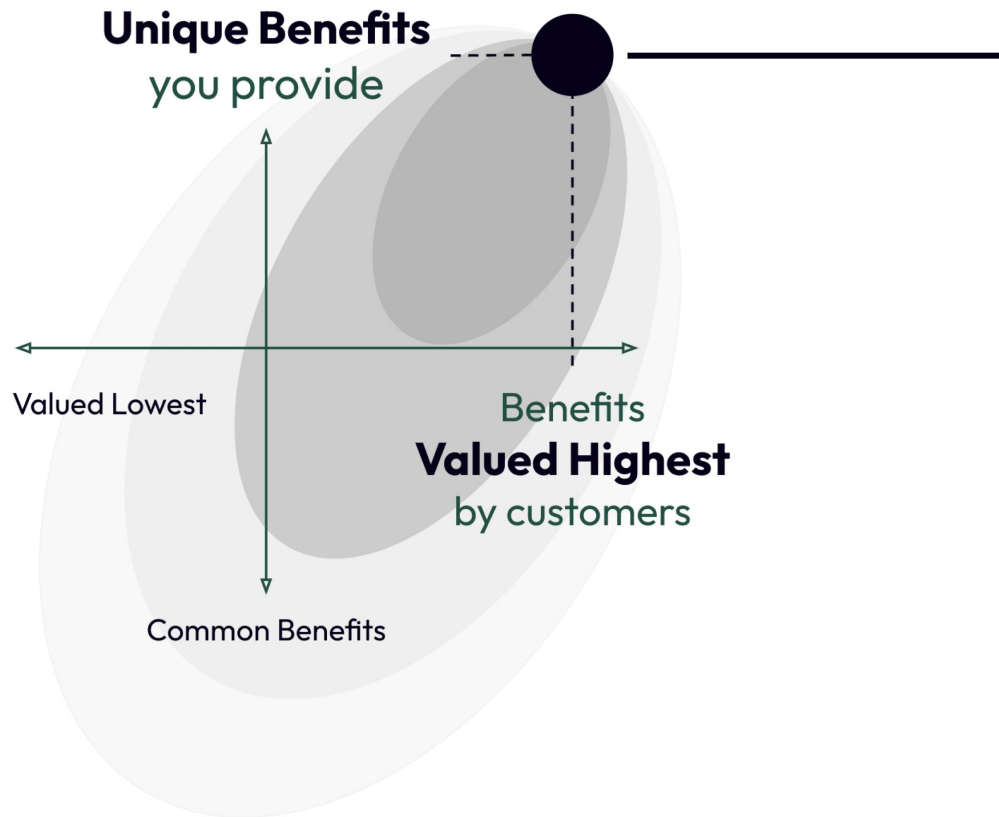
# The measure of value is subjective and depends on how customers view solving their needs



The set of customers perceive the **benefits and value** your product provides as:

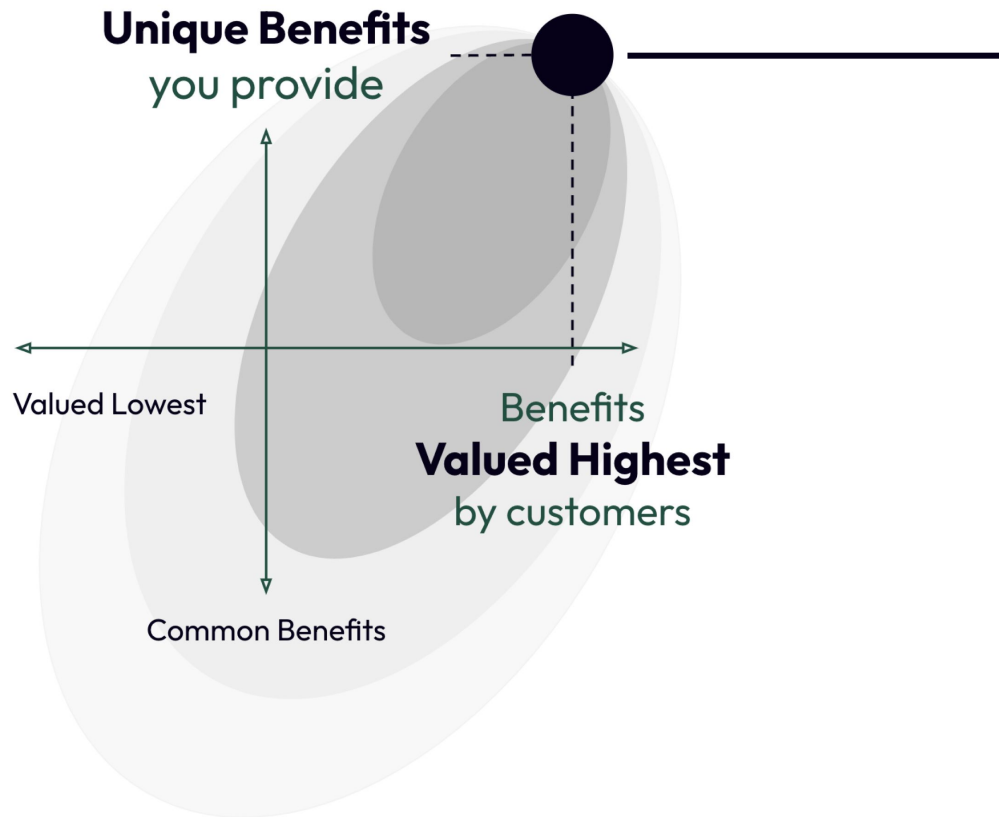
- **Highest:** All other alternatives offer less value
- **Unique:** Not available from alternatives
- **Preferred:** Best fit to address specific requirements for their needs

# Positioning also requires identifying the target market characteristics of your best customers



- Needs
- Firmographic
- Technographic
- Psychographic
- Behavioral

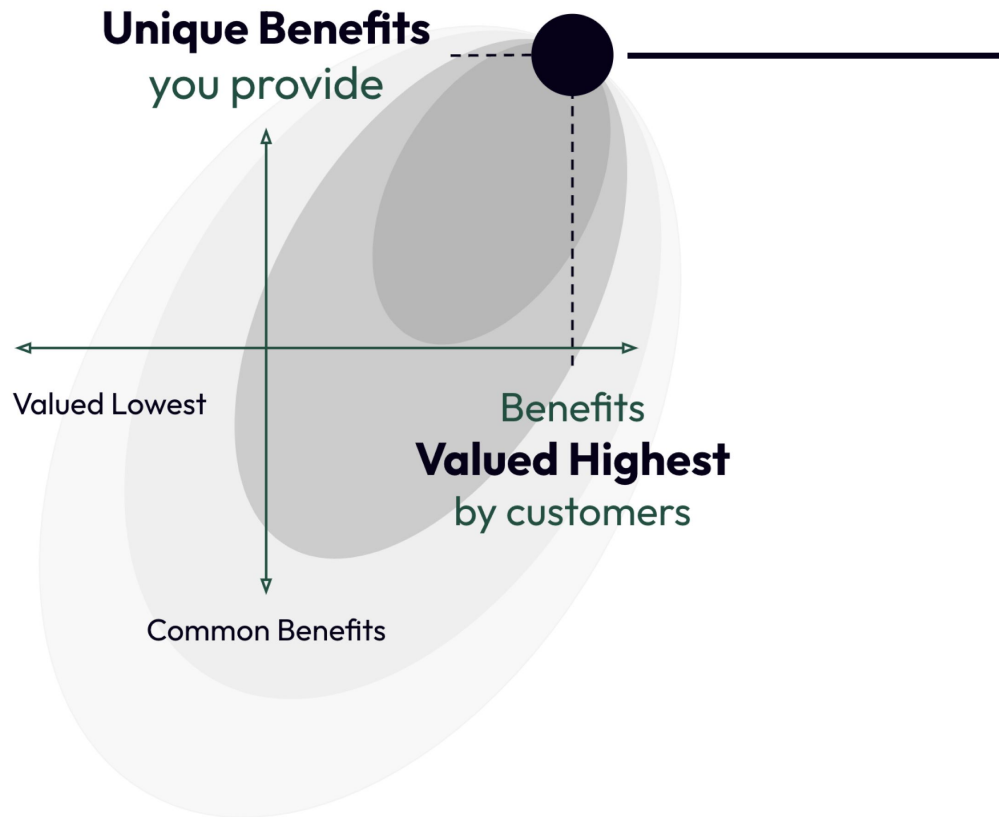
# Great positioning unlocks lucrative pricing opportunities



These customers are **willing to pay more** because the **Benefits and Value** are:

- Highest
- Unique
- Preferred

# Positioning is foundational, informing critical elements of your business



- Product strategy
- ICP & Segmentation
- Pricing
- Messaging
- Sales Motions

## **Main objective:**

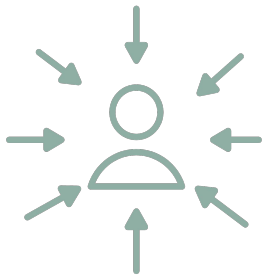
Breaking down how to communicate the unique value you offer so it is obvious to those customers who are best suited to your product

# Refining your positioning



# Guidelines for more mature companies

If you already serve multiple customer segments with multiple products, your positioning canvas should focus on your



Highest-priority segment

**or**



Highest-priority product

# Capture your positioning elements on this worksheet

## Make a Copy!

### Positioning Platform Elements Worksheet

This worksheet provides prompts, guidance, and fields to capture the essential elements of an initial positioning platform.

Credit: Dunford, April. Obviously Awesome: How to Nail Product Positioning so Customers Get It, Buy It, Love It (p. 47). Ambient Press.

#### 1: Competitive Alternatives - "What Would Customers Do Without You?"

How do potential customers view the problem and the alternatives to solving the problem?

##### Activity

Create a list of current competitive solutions or alternatives that customers are using. Think about what customers "do" or "use" if your product doesn't exist. Dive deeper into why customers are choosing these solutions and where these alternatives fall short.

- **Guidance:** "The key here is to understand that positioning starts with context. Your competitors are not always similar products — they might include workarounds or completely different solutions. Ask yourself: what's the status quo for your customer?"

##### Output

A concise understanding of competitive alternatives and the key weaknesses or gaps they have that your product addresses. This helps position your solution as an improvement over existing options.

Competitive Alternative	Why customers choose this solution <small>(e.g., Low cost, simplicity)</small>	Weaknesses or gaps with this alternative <small>(e.g., Time-consuming, prone to errors)</small>
Competitive Solution 1		
Competitive Solution 2		
Competitive Solution 3 (Optional)		

Make one copy for your team



**We will use a fictional product as an example for the positioning elements**

# Introducing Posh API Monitoring Product

(Fictional SaaS product, aka: “Posh AMP”)



**Posh**

Predictive Optimization for  
System Health

Posh AMP shifts the focus from API Monitoring to **Preemptive Action**, leveraging predictive analytics and machine learning, automated problem resolution, and cross-platform capabilities.


# Use the example positioning elements to help you position your product

Example completed worksheet

Fictional Product Positioning Elements

Posh API Monitoring Product

(aka PoshAMP)



Description

1: Competitive Alternatives - "What Would Customers Do Without You?"

How do potential customers view the problem and the alternatives to solving the problem?

Competitive Alternative	Why customers choose this solution <small>(e.g., Low cost, simplicity)</small>	Weaknesses or gaps with this alternative <small>(e.g., Time-consuming, prone to errors)</small>
Traditional API Monitoring Tools	Simple to implement Lower upfront costs Familiar to development teams	Purely reactive monitoring Late detection of issues No predictive capabilities Manual troubleshooting required
In-House Monitoring Solutions	Complete control over solution Customized to specific needs No additional vendor costs	Resource-intensive to maintain Limited scalability No ML/AI capabilities Requires dedicated team
Basic Application Performance Monitoring (APM) Tools	Integrated with existing tools Broad application coverage Established vendors	Limited API-specific features No automated resolution Poor cross-platform integration Complex troubleshooting

Example Completed Worksheet



# 6 questions to refine your positioning

1. "What would customers do without you?"
2. "What makes your product truly unique?"
3. "Why should customers care about your unique attributes?"
4. "Where do you belong, and why does it matter?"
5. "Who will care the most about your value?"
6. "What makes your product timely right now?"

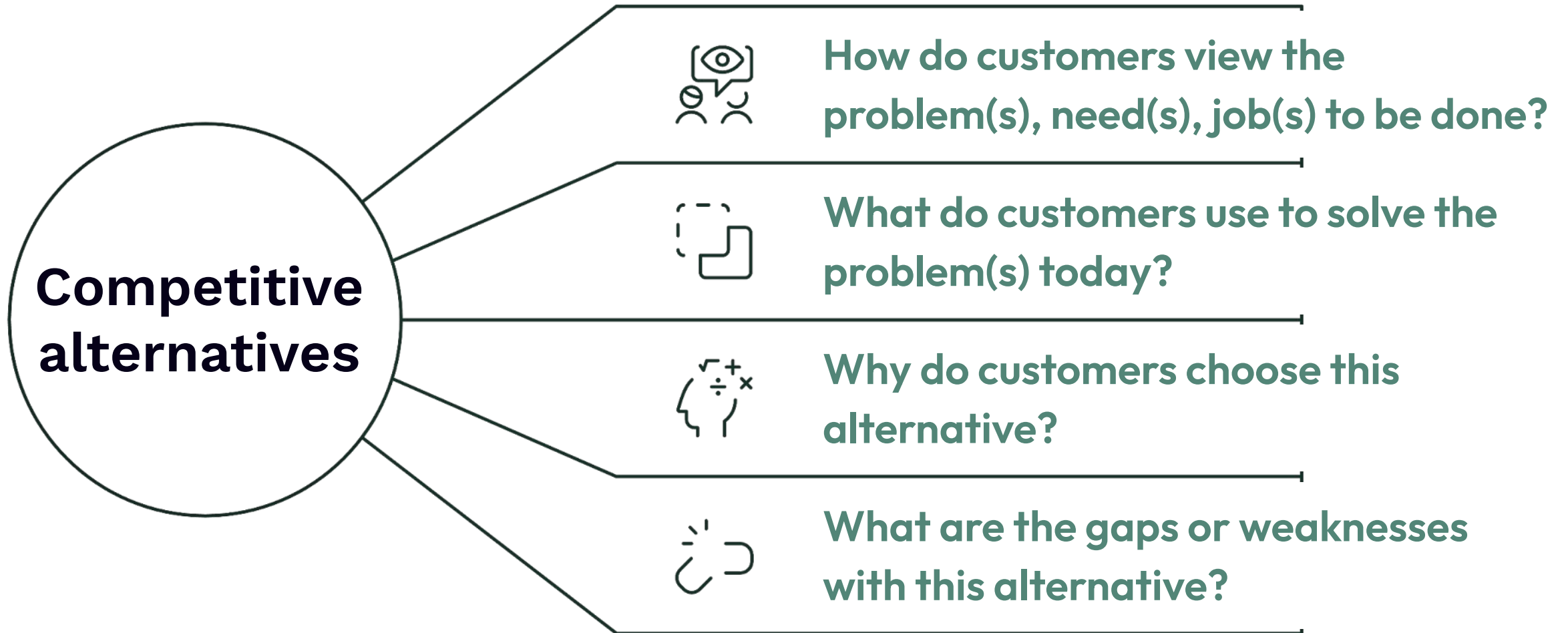
**Let's go!**

# Competitive alternatives

1



# What would customers do without your product?



# 1: Competitive alternatives for Posh AMP

"What would customers do without you?"

How do customers view the problem and the alternatives to solving the problem?

Competitive alternative	Why customers choose this solution	Weaknesses or gaps with this alternative
<b>Traditional API monitoring tools (e.g., New Relic, Dynatrace, or Datadog).</b>	Simple to implement Lower upfront costs Familiar to development teams	Purely reactive monitoring Late detection of issues No predictive capabilities Manual troubleshooting required
<b>Manual or semi-automated troubleshooting methods used by DevOps teams.</b>	Complete control over process No additional vendor costs Customized to specific needs	Resource-intensive Time-consuming Limited scalability Inconsistent results
<b>Non-predictive API management solutions.</b>	Established solutions Integrated with existing tools Known pricing models	No ML/AI capabilities Missing automated resolution Poor cross-platform support Reactive rather than proactive

# 1: Competitive Alternatives – activity!

Create a list of current competitive solutions or alternatives that customers are using.

## Guidance:

The key here is to understand that positioning starts with context. Your competitors are not always similar products — they might include workarounds or completely different solutions.

## Output:

A concise understanding of competitive alternatives and the key weaknesses or gaps they have that your product addresses.

 ~ 5 minutes

Competitive Alternative	Why customers choose this solution <i>(e.g., Low cost, simplicity)</i>	Weaknesses or gaps with this alternative <i>(e.g., Time-consuming, prone to errors)</i>
Competitive Solution 1		
Competitive Solution 2		
Competitive Solution 3 (Optional)		

# Unique Attributes

2

# Unique Attributes are distinct features and capabilities that set your offering apart

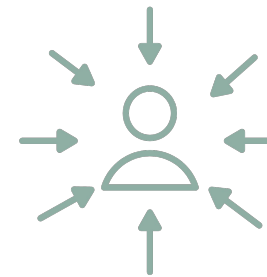
Product



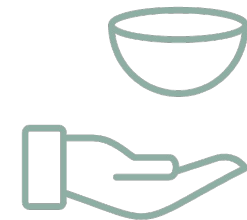
Pricing &  
value



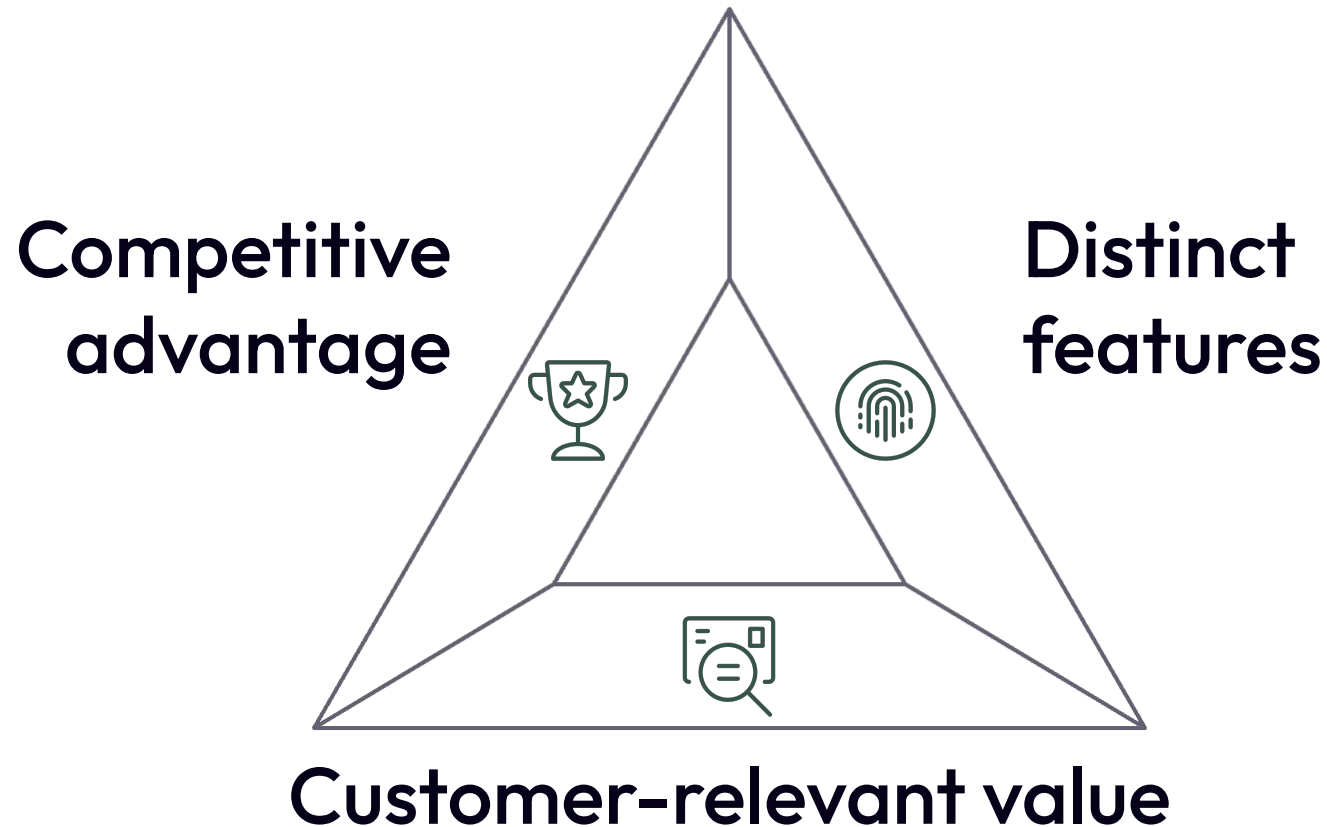
Customer  
centricity



Service



# Unique Attributes are the distinct features and capabilities that set your offering apart



# 2: Unique attributes for Posh AMP

"What makes your product truly unique?"

What are the features and capabilities of your product that are different in a way that matters to the customer?

#	Attribute <i>The feature or capability</i>	Short Description
1	Predictive Analytics and Machine Learning	Predicts potential API issues before they occur using advanced ML technology, enabling preemptive action rather than reactive response
2	Enhanced Automated Problem Resolution	Automated responses to common issues, reducing manual intervention needs and accelerating resolution time
3	Cross-Platform Integration Capabilities	Ensures seamless integration with a wide range of platforms and technologies for comprehensive API monitoring
4 (optional)	User Behavioral API Analytics	Tracks and analyzes API usage metrics and user behavior patterns to improve system reliability
5 (optional)	Real-time API Logs	Provides immediate visibility into API performance and issues through comprehensive logging

## 2: Unique Attributes - activity!

Articulate the features and capabilities of your product that are different in a way that matters to the customer.

### Guidance:

Not all unique features matter equally to the customer. Unique attributes must be filtered through the lens of what makes them valuable in the eyes of your target market.

### Output:

A simple and clear list of unique attributes that truly differentiate your product from competitors and are meaningful to customers.

 ~ 5 minutes

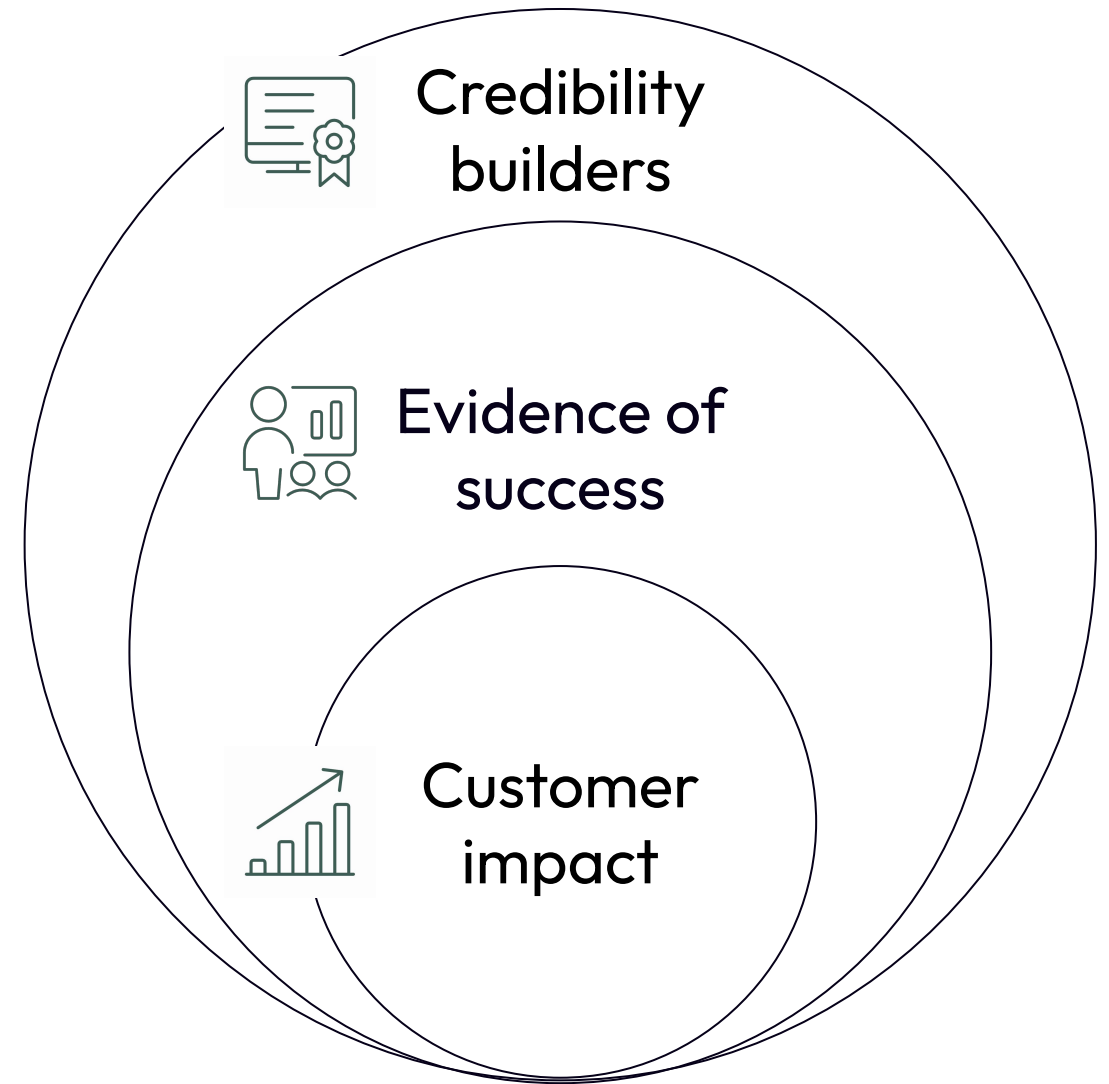
#	Attribute: <i>The Feature or Capability</i>	Short Description
1		
2		
3		
4 Optional		
5 Optional		



# Value and proof

3

**Value and proof of  
why customers  
should care about  
the unique  
attributes of your  
product**



# 3: Value and proof for Posh AMP

"Why should customers care about your unique attributes?"

What do customers value that your product can uniquely deliver? (Provide evidence.)

#	Attribute <i>The feature or capability</i>	Benefit <i>What the attribute enables for a customer</i>	Value <i>How the attribute maps to a goal the customer is trying to achieve</i>
1	Predictive Analytics and Machine Learning	Early detection of potential API issues Proactive prevention of system failures Reduced downtime incidents	Achieve 50% reduction in system failures through early issue detection (Measured by Incident Prevention Rate and MTTD)
2	Enhanced Automated Problem Resolution	Faster incident response Reduced manual intervention Streamlined troubleshooting	Cut operational costs by 40% through automated issue resolution (Measured by MTTR and Automated Resolution Rate)
3	Cross-Platform Integration Capabilities	Unified visibility across systems Seamless platform connections Comprehensive monitoring	Improve cross-platform efficiency by 90% with unified monitoring (Measured by Integration Success Rate)

# 3: Value and Proof - activity!

Articulate the value that unique attributes bring to customers and provide evidence to support those claims.

## Guidance:

Value is the reason why someone might care about your unique attributes. Ensure that your value statement is specific, fact-based, and supported by real proof.

## Output:

A clear value statement for each unique attribute, backed by concrete proof points that make the claims credible.

 ~ 5 minutes

#	Attribute: <i>The Feature or Capability</i>	Benefit: <i>What the attribute enables for a customer</i>	Value: <i>How the attribute maps to a goal the customer is trying to achieve</i>
1			
2			
3			
4 Optional			
5 Optional			

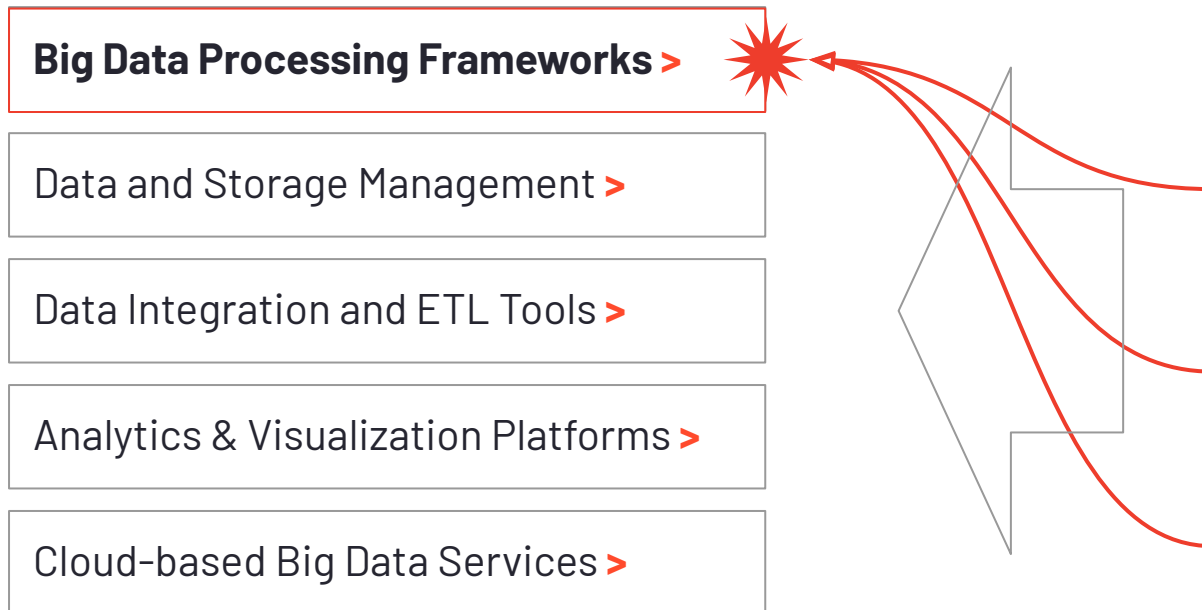
# Market category

4

# Product categories for databricks

circa 2013

## Big Data Technologies






## Databricks differentiation

- Managed Spark in the cloud
- Unified analytics platform
- Interactive collab workspace

# Several existing use cases in Big Data Processing

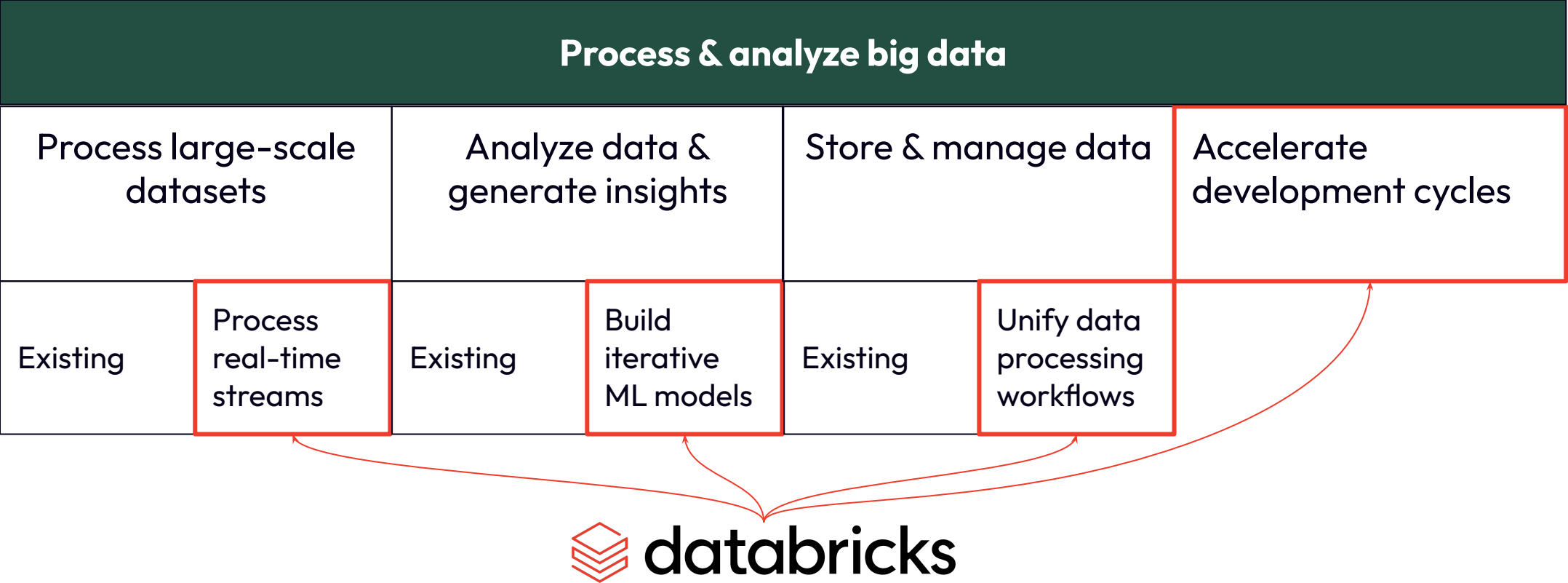
circa 2013

Process & analyze big data					
Process large-scale datasets		Analyze data & generate insights		Store & manage data	
CLouDERA 		CLouDERA 		CLouDERA 	
Run batch ETL jobs	Transform data in MapReduce	Query historical data	Generate business reports	Manage distributed files	Archive historical data



# databricks strategically wedged into new, high value use cases

circa 2013





# 4: Market category

"Where do you belong, and why does it matter?"

How you position in the market depends on the market and which conditions you can meet



## **By product category**

### **Benefits**

- More existing customers
- Easier to message / less market education

### **Requires**

- Substantial (10x+) differentiation in one or more dimensions



## **By use case**

### **Benefits**

- Head-start in the market
- Easier to differentiate / less competition

### **Requires**

- Substantial market education
- Ability to “wedge in” alongside alternatives

# Market landscape for Posh



## Monitoring Software Categories

Application Performance Monitoring (APM) Tools >

Cloud Infrastructure Monitoring Software >

Log Monitoring Software >

Observability Pipeline Software >



\$48.5 B



\$16.15 B



\$6.12 B

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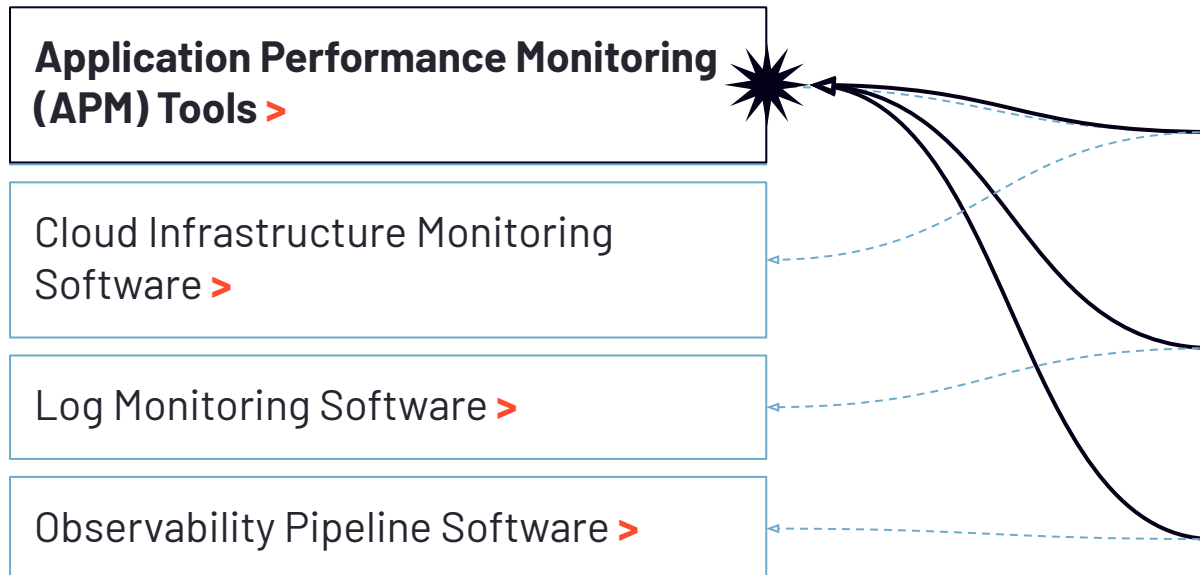
**\$70B+**  
Market Cap

# Product categories for Posh



Primary  
Adjacent

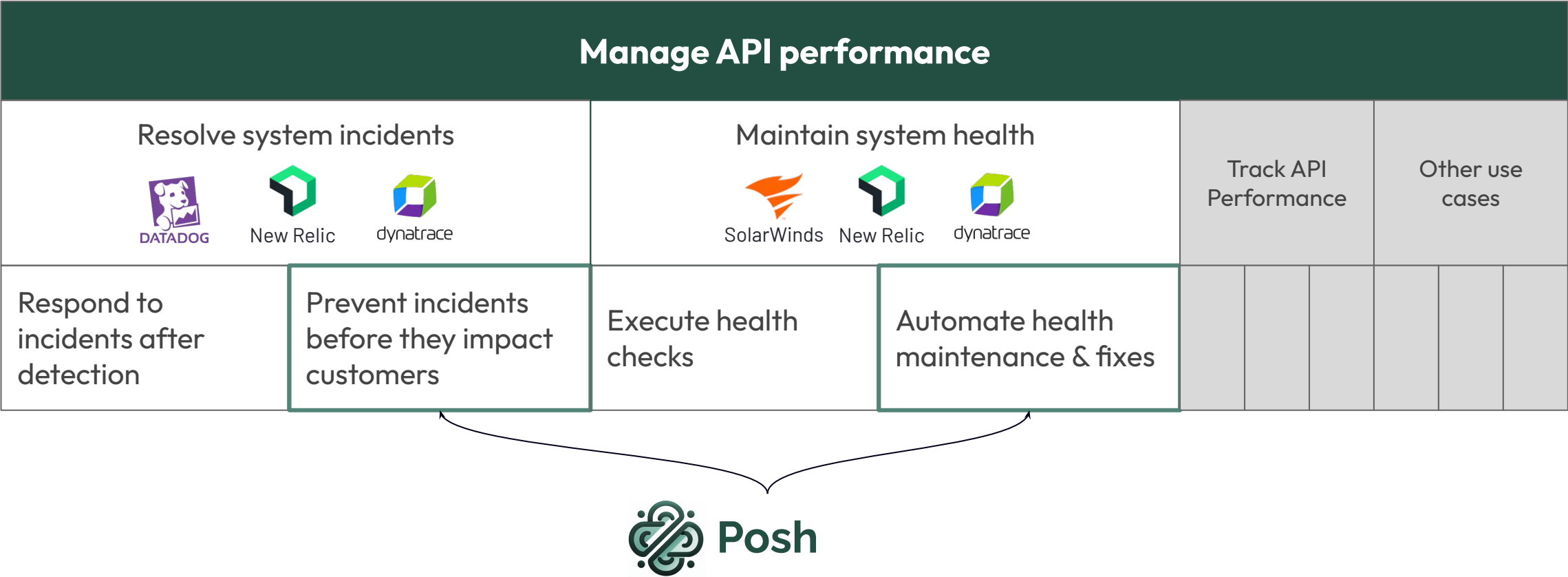
## Monitoring Software Categories



## Posh Differentiation

- Predict and prevent API Issues
- Automatically resolve problems
- Integrate across platforms

# Posh positions on novel, high-value use cases unavailable from alternatives



# 4: Market category for Posh AMP

"Where do you belong, and why does it matter?"

The macro market and sub market (if applicable) that you compete in.

Market Strategy Entry Details	Response
<b>Use Case Positioning</b> <i>Define new workflows/ capabilities</i>	Posh AMP introduces novel predictive capabilities that create a new workflow around preemptive API health management, an extremely valuable new use case.
<b>Reference Product Category:</b> <i>The established category</i>	<b>API Management</b> , specifically the API Monitoring subcategory. This provides familiar context for potential customers while allowing Posh AMP to differentiate through its novel predictive approach.
<b>Primary Use Case</b> <i>The core workflow or job your product enables</i>	<b>Preemptive API Health Management:</b> Predicting and preventing API failures before they impact customers through ML-powered analysis and automated resolution. This represents a shift from traditional reactive monitoring to proactive system health optimization.

# 4: Market Category - activity!

Consider a “best customer”, articulate which market category best describes your product.

## Guidance:

Choosing the right category can make your product easier to understand for customers. Find the balance between broad and niche that conveys your core value effectively.

## Output:

A clear description of your market category (and subcategory, if applicable) that differentiates your product and helps customers immediately grasp your value.

 ~ 5 minutes

A. Market Strategy Choice:

Choose to position predominantly via existing Product Category or by Use Case.

Market Strategy Entry Details	Response
<div><input type="checkbox"/> Product Category Position <i>Compete within an established category</i><ul style="list-style-type: none"><li>★ Benefits: More customers, easier messaging</li><li>— Requires: 10x+ differentiation</li></ul></div> <div><input type="checkbox"/> Use Case <i>Define new workflows/ capabilities</i><ul style="list-style-type: none"><li>★ Benefits: Head start, less competition</li><li>— Requires: Market education, wedge strategy</li></ul></div>	

B. Market Context

Market Context Characteristic	Answer
<b>Reference Product Category:</b> <i>The established product category that helps orient customers</i>	



# Target market characteristics

5

# 5: Target Market Characteristics

## "Who Will Care the Most About Your Value?"

What are the characteristics that make customers care about the value you deliver?

### Needs

The use case or problem to solve and desired progress to make

### Demographic

Role, title, responsibilities, motivations, hesitations

### Firmographic

Company-related characteristics like size, industry, and revenue

### Psychographic

Attitudes, values, and lifestyle aspects that influence behavior

### Technographic

The technology stack or tools used by the customer

### Behavioral

Observable actions, usage, or buying habits related to your product



# 5: Target market characteristics for Posh AMP

"Who will care the most about your value?"

What characteristics make customers care a lot about the value you deliver?

Target market characteristic	Description
<b>Needs</b> <i>The problem to solve or desired progress to make</i>	Preventing API failures before they impact customers Each failure costs ~\$100k/hour in lost revenue
<b>Firmographic</b> <i>Company-related characteristics like size, industry, and revenue</i>	Mid to large-sized companies with modern API infrastructure Organizations with established DevOps teams experiencing weekly API issues
<b>Technographic</b> <i>The technology stack or tools used by the customer</i>	Modern API architecture with multiple API endpoints in production DevOps toolchain in place
<b>Demographic</b> <i>Role, title, responsibilities, motivations, hesitations</i>	Engineering Leaders (Directors, VPs of Engineering) with buying authority Responsible for system reliability
<b>Psychographic</b> <i>Attitudes, values, and lifestyle aspects that influence behavior</i>	Values proactive problem-solving Prioritizes customer experience
<b>Behavioral</b> <i>Observable actions, usage, or buying habits related to your product<sup>1</sup></i>	Actively seeking monitoring solutions Values predictive capabilities over basic monitoring Willing to invest in preventive measures

# 5: Target Market Characteristics - activity!

Provide a concise set of characteristics of a single group of buyers that lead them to really care a lot about the value you deliver.

## Guidance:

Positioning is all about being specific. Don't try to appeal to everyone — narrow your focus to the customer who will find your value irresistible.

## Output:

A detailed profile of your target customer, outlining the characteristics that align them with your value proposition.

 ~ 5 minutes

Target Market Characteristic	Answer
<b>Needs</b> <i>The problem to solve or desired progress to make</i>	
<b>Firmographic</b> <i>Company-related characteristics like size, industry, and revenue</i>	
<b>Technographic</b> <i>The technology stack or tools used by the customer</i>	
<b>Demographic</b> <i>Characteristics like age, gender, income, and education level</i>	
<b>Psychographic</b> <i>Attitudes, values, and lifestyle aspects that influence behavior</i>	
<b>Behavioral</b> <i>Observable actions, usage, or buying habits related to your product</i>	

# Relevant trends

6

# 6: Relevant trends

## "What Makes Your Product Timely Right Now?"

What are the relevant trends that make your product more timely and attractive to target customers?

**Trend 1**      How this trend aligns with  
and enhances your  
product

**Trend 2**      How this trend makes your  
product more appealing

**Trend 3**      How this trend creates  
(Optional)      urgency for your product

**Trend 4**      How this trend impacts the  
(Optional)      need for your product

# 6: Relevant trends for Posh AMP

## "What makes your product timely right now?"

What are the relevant trends that make your product more timely and attractive to target customers?

Relevant trend	Description
<b>Industry trend 1</b> <i>How this trend aligns with and enhances your product</i>	<b>Growing Composability in API Architecture</b> <i>Directly aligns with Posh's focus on maintaining service reliability and API health</i> Organizations increasingly rely on composable architectures built with APIs
<b>Industry trend 2</b> <i>How this trend makes your product more appealing</i>	<b>Rising Focus on Business Resilience</b> <i>Posh's predictive capabilities directly address this growing concern through early prevention</i> Companies where API failures cost (\$100k+/hour) are prioritizing systems ensuring business continuity
<b>Industry trend 3 (optional)</b> <i>How this trend creates urgency for your product</i>	<b>Shift to Automated Operations</b> <i>Posh's automated problem resolution aligns perfectly with this movement</i> Growing adoption of DevOps and automated processes increases demand for AI/ML-powered solutions
<b>Industry trend 4 (optional)</b> <i>How this trend impacts the need for your product</i>	<b>Cross-Platform Integration Demands</b> <i>Posh's cross-platform capabilities address this emerging requirement</i> Organizations using multiple platforms and technologies need unified visibility across systems

## 6: Relevant trends - activity!

Summarize how industry trends make your product more relevant and desirable to your target market and customer right now.

### Guidance:

Highlight how your product aligns with current movements or trends and helps you to tap into what's already on your customers' minds.

### Output:

A list of relevant trends and how they can be leveraged to enhance the perceived value and timeliness of your product.

 ~ 5 minutes

Relevant Trend	Answer
Industry Trend 1 <i>How this trend aligns with and enhances your product</i>	
Industry Trend 2 <i>How this trend makes your product more appealing</i>	
Industry Trend 3 <i>(Optional): How this trend creates urgency for your product</i>	
Industry Trend 4 <i>(Optional): How this trend impacts the need for your product</i>	

# Make your positioning canvas

Synthesize and integrate your answers into your first positioning canvas

# Capture your positioning using this canvas

Product name and one-line description

Make one copy for  
your team

Who Cares a Lot?

#5

Competitive Alternatives	Unique Attributes	Value (and Proof)	Market Category
#1	#2	#3	#4



Relevant Trends

#6



# Use the example “Posh AMP” positioning canvas to help you complete your canvas

Example  
Completed Canvas

Example - Completed Positioning Canvas, Posh AMP			
<b>Product name and one-line description</b> POSH AMP - Predictive API Monitoring SaaS that preemptively identifies and resolves API issues using advanced machine learning and automation.			
<b>Who cares a lot?</b> Characteristics that makes customers care a lot about the value you deliver? Development Teams   DevOps Leaders   CTOs and Technical Buyers			
Competitive Alternatives <small>What would your customers use if your product did not exist?</small>	Unique Attributes <small>What features / capabilities does your product have that alternatives do not?</small>	Value and Proof <small>What value do these attributes enable for customers?</small>	Market category and Use Cases <small>The macro market that you compete in</small>
<ul style="list-style-type: none"><li>• <b>Traditional API monitoring tools</b> (e.g., New Relic, Dynatrace, or Datadog).</li><li>• <b>Manual or semi-automated troubleshooting methods</b> used by DevOps teams.</li><li>• <b>Non-predictive API management solutions.</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Predictive Analytics and Machine Learning:</b> Identifies potential issues before they occur, unlike traditional tools that react after the fact.</li><li>• <b>Enhanced Automated Problem Resolution:</b> Reduces downtime through instant, automated responses to common failures.</li><li>• <b>Cross-Platform Integration:</b> Seamlessly integrates across multiple platforms and tools for streamlined monitoring and interoperability.</li></ul>	<ul style="list-style-type: none"><li>• <b>System Reliability:</b> Predictive analytics cuts downtime costs (\$100k/hour), improving Prevention Rate and MTTD.</li><li>• <b>Cost Reduction:</b> Automation reduces manual work, improving MTTR and Resolution Rate by 40%.</li><li>• <b>Efficiency:</b> Cross-platform monitoring improves Integration Rate and Response Time by 90%.</li></ul>	<p>Lead with use case-based positioning. Reference Product Category: <b>API Monitoring Solutions</b></p> <p><b>Posh AMP differentiates through two transformative use cases</b> to fill gaps in the market: (1) Predictive incident prevention, moving from reactive response to ML-powered prevention, and (2) Automated health management</p> <p>Potential new subcategory: <b>Predictive API Operations</b> (PredictiveOps)</p>



# Present your canvas!

# Present your positioning canvas

## Teams present

- What was your approach?
- What was difficult or unexpected?
- What insights were revealed?

## Get feedback

- What is clear about the positioning?
- What could use more attention?
- What opportunities does the team have?

# Wrap up

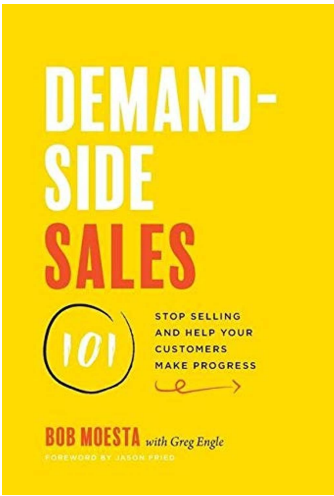
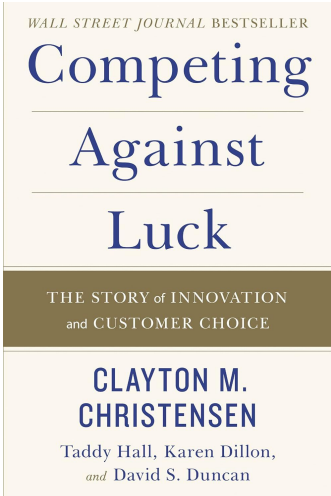
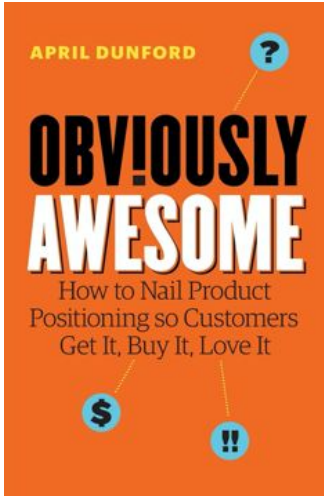


# Call to Action

In the next ...

- **7 days:** Complete your positioning canvas with your leadership team while the framework is fresh
- **14 days:** Schedule a 30-minute follow-up with our team to review your completed canvas and provide feedback
- **30 days:** Share your revised positioning with us in 30 days to show how you've incorporated it into key marketing assets

# Resources



**GROWTH UNHINGED**  
with Kyle Poyler

## Part one

### The definitive product positioning framework (part one)

Anthony Pierri on how to choose your target customer segment



ANTHONY PIERRI  
DEC 04, 2024



**GROWTH UNHINGED**  
with Kyle Poyler

## Part two

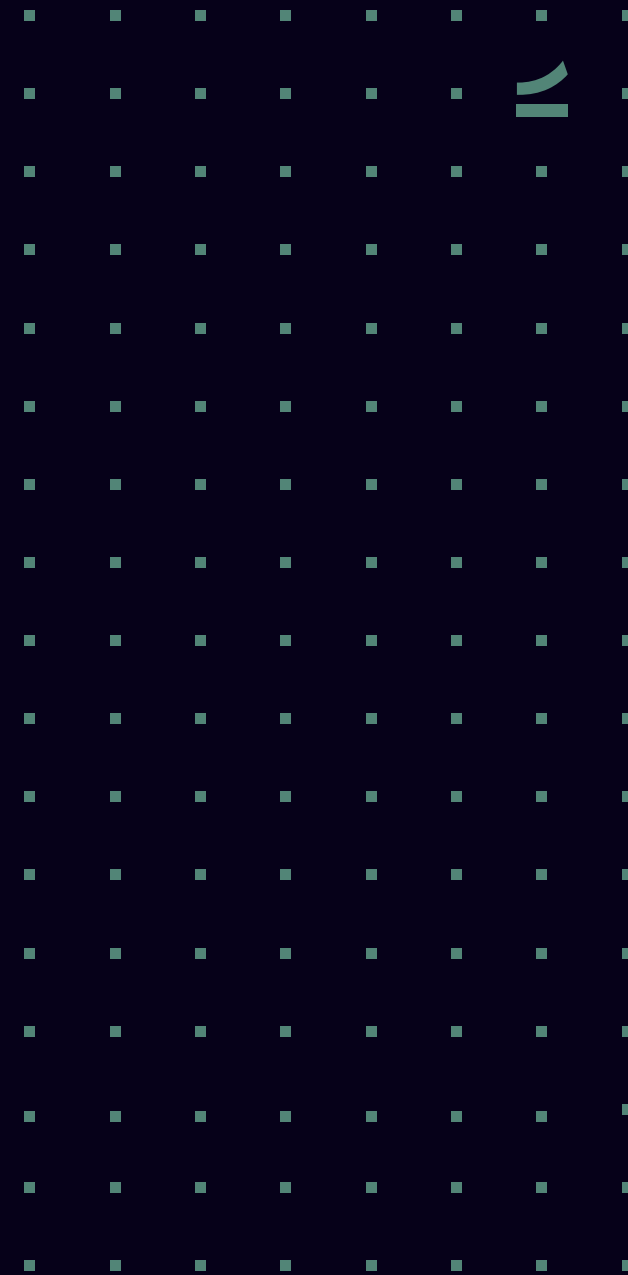
### How to differentiate your product

Part 2 of Anthony Pierri's definitive product positioning framework



ANTHONY PIERRI  
DEC 18, 2024

# APPENDIX



# Thank You!



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