# OR

The CEO Guide to Disruptive Positioning

Secrets of Silicon Valley

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After positioning hundreds of successful Silicon Valley companies

– from disrupters to unicorns to established leaders – we're sharing the secrets of successful B2B tech positioning.



"Think customer-in, not company-out.

Until you do, you'll just talk the talk
not walk the walk – something that 95%

of tech companies today
are still very guilty of."



# PROVEN<br/>RESULTS



#### Positioning clients











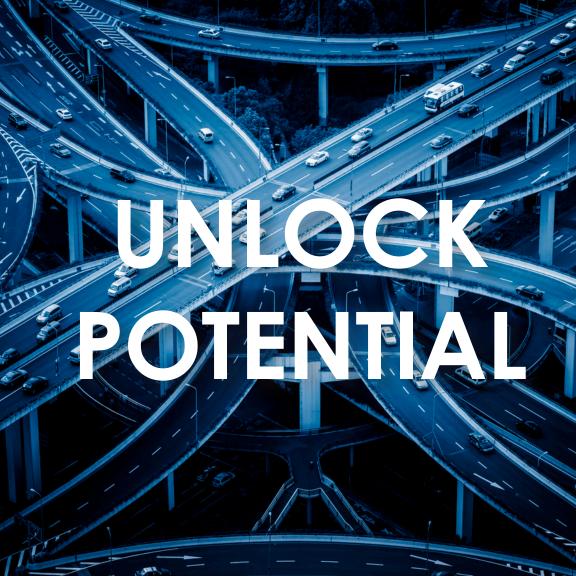












### Do you have a positioning problem? The tell-tale signs



Your presentation is 38 slides



Long sales cycles, feature wars, pricing discounts, unacceptable win/loss ratio



Ask 3 people about your company. Get 3 different answers



You place your logo on your competitor's web site; you both look the same



Blah, Blah, Blah. Your parents don't know what you do for a living



Your product is considered a "nice to have"



### The inconvenient truth of B2B technology: Driving the need for strategic positioning

The best product rarely wins

No executive buyer wants another technology vendor

All companies are organized for yesterday's buyers

The competition is setting the buying criteria and market agenda

Tech companies love to talk features; executive buyers don't care "how it works"



### What do all B2B tech category leaders have in common?

- All have a strong, differentiated positioning strategy as a central foundation for their company success
- All understand that positioning is a strategic CEO-led initiative for accelerating revenue and commanding a higher valuation
- All recognize that breakaway differentiation requires a shift from a product-centric to a buyer-centric positioning strategy



# The 5 keys to disruptive positioning

This is not a marketing game. It's a game-changing CEO initiative.



## 1

#### Define your "Mary"

Successful positioning strategies are exquisitely clear about their "Mary," or target buyer. The more clearly you understand the motivations, needs, challenges and attitudes of your buyer, the stronger your positioning. Most tech companies do a poor job of truly understanding their "Mary." Or they miss the mark by positioning to yesterday's buyer. If you want to break away from the pack, you must have a point of view and value proposition that engages your next set of buyers.

# WHT. MATTERS

# 2

#### "Own" a problem

Every B2B tech category leader has built a positioning strategy around a **big hairy problem** their buyers deeply care about. They "**own**" **this problem** in the market, develop a strong viewpoint that resonates with their buyer, and articulate what they do in the context of the problem their customer is trying to solve. Successful positioning calls for a **fundamental shift** in the conversation from "how the product works" to "**why it matters**" to your buyer.



# 3

#### Take a corner of the room

Each significant tech company has carved out their "corner of the room" with a distinct, highly differentiated positioning that separates them from the pack. They know their true genius – whether it's unique IP, an original approach, a specialized focus – and how it positions them to solve their buyer's problem better than anyone else. In contrast, most tech companies are stuck in "geek speak" and feature wars or end up sounding exactly like their competitors. And if buyers can't tell the difference between competitors, they will always go with the bigger brand name





#### Have a viewpoint, tell a story

Stop explaining. Start inspiring. Today's market leaders **stand for something** with a provocative viewpoint and a positioning story that cuts through the noise, **wakes up** the market and brings their products alive. Positioning that **elevates** the whole conversation, **captures** the imagination of buyers and proactively **influences** the formation of the category. Stories that make the difference between average and transcendent, boring and inspiring. The **difference** between yes and no.





#### Answer 3 questions for your buyer

True game changers are unambiguously clear about **why they matter** and why buyers should care.



The answer to these questions is **everything**. So your buyer can finally understand who you are and how you will rock their world. It's **never** about "how the product works." This comes later.

# BREAK

### Success metrics: What does winning positioning look like?

Your company has a **strong viewpoint** that wakes up the market

Everyone is on the **same page** in your company

Sales engages at the executive level

Your win/loss ratio is at least 5:1

Your solution commands a **premium** price

There is buyer **urgency**: your solution is a "got-to-have"

Analysts and customers are adopting your language



Firebrick is a San Francisco-based consulting firm that helps B2B tech companies accelerate revenue growth and command a higher valuation through breakaway positioning strategies. Through a proven process, refined by our experience positioning over 400 B2B tech companies, we give your company the powerful positioning it deserves.

www.firebrickconsulting.com