

7 Questions That Build Your Position

Answer them in order. Skipping ahead produces answers that sound right and mean nothing.

1 Who is the customer, specifically?

Not "small businesses" or "women 25 to 45". A person in a situation.

2 What are they doing about the problem today?

Not "nothing". The real current behaviour: a spreadsheet, a cousin, a cheaper tool.

3 What does that cost them?

A named consequence: a missed deadline, a lost client, a Sunday night spent on it.

4 What do you do differently? Not better, differently.

A structural difference. See the six places it can live, on the next page.

5 Why should they believe that?

Evidence a sceptic accepts: a track record, a mechanism, a guarantee, a constraint you chose.

6 What do you refuse to do?

Not "nothing, we do it all". A clear boundary.

7 What is the one sentence?

Not a paragraph. One sentence a customer could repeat to a friend without notes.

BEFORE YOU FINALISE QUESTIONS 4 AND 7

Question 4: where a real difference can live

- ☐ **Method:** you do the work in a way others don't
- ☐ **Scope:** you do less, on purpose, and are better at the narrower thing
- ☐ **Origin:** where you come from gives you knowledge others can't acquire
- ☐ **Refusal:** you won't do something the category routinely does
- ☐ **Relationship:** the structure of how you work with a customer is unlike the norm
- ☐ **Point of view:** you believe something competitors don't, and act on it

Test: could a competitor copy your answer to question 4 by next quarter without changing who they are? If yes, it is a feature. If it would require them to become a different business, it is a position.

Run these three tests on your sentence

- ☐ **Substitution:** swap in a competitor's name. Is it still true? If it is, you haven't positioned anything.
- ☐ **Enemy:** does it stand against a practice or belief in your category? Without an enemy, a position has no edge.
- ☐ **Repeat:** tell a customer once. A week later, ask what you do. What comes back is your real position.

Your sentence, after the tests

If question 7 survived all three tests, copy it below as it is. If it didn't, write the new version here.

Stuck on question 4 or 6?

These are the two questions most people can't answer alone: they are about the business rather than the customer, and they need someone outside it to see clearly. In a strategic session we work through them together with you.

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