

MARKETING · CANVAS

Positioning Canvas for This Product

A one-page working canvas for defining who this product is for, what it solves, and why it matters now, built for a team with a working product and no settled market story.

How to use this: Fill out each section in order. The sections build on each other, so resist skipping ahead to pricing or proof before the segment and problem are locked. Aim for one sentence per field wherever possible; if a field needs a paragraph to answer, the segment or problem is still too broad.

1. Target segment

Define the narrowest buyer this product should win first, not the widest audience it could theoretically serve.

Role/title of the primary buyer:

Type and size of company/organisation they work in:

Industry or vertical constraint (if any):

What this buyer is currently using instead (tool, spreadsheet, manual process, nothing):

One sentence describing this buyer that a colleague would immediately recognise:

2. The problem, in their words

Write this as the buyer would complain about it out loud, not as an internal description of the gap the product fills.

The problem, stated in one sentence, using words the buyer would use:

How often this problem occurs (daily, weekly, at a specific trigger event):

What it currently costs them (time, money, risk, reputation) when unresolved:

Who else in the organisation feels the downstream effect of this problem:

3. Why now

Identify what has recently changed that makes solving this problem urgent rather than optional.

What changed recently that increased the cost or visibility of this problem:

What happens to this buyer if they do nothing for another 6-12 months:

What alternative or workaround is becoming harder to sustain:

4. The promise

State plainly what changes for the buyer after using the product. Not the feature list, the outcome.

One sentence: "[Product] helps [segment] do [outcome] without [old pain/cost]."

The single most important outcome this buyer should expect first:

The one thing the product deliberately does NOT try to be or do:

5. Proof

List concrete evidence, ranked from strongest to weakest available today. It's fine if only mechanism-level proof exists so far.

- ☐ Specific before/after example from a real or beta user
- ☐ Concrete number describing time, cost, or effort saved
- ☐ Demo or walkthrough showing the exact workflow replaced
- ☐ Plain description of the mechanism a skeptical buyer could evaluate without trusting a claim

- ☐
- Any early user quote, even informal, describing the problem being solved

6. Pricing framing

Check that the pricing model matches the segment and promise defined above, not a generic default.

Pricing element	Current or planned approach	Does it match the target segment above? (Y / N + why)
Pricing unit (per seat, flat, usage-based)		
Price point relative to what buyer pays for the current alternative		
Who signs off on this purchase, and does that match the pricing model's complexity		

7. One-sentence positioning statement

Combine the sections above into a single working statement to test in outreach, landing pages, and conversations.

For [target segment], who struggle with [problem], [product] is the [category] that [promise], because [proof/why now].