



The Positioning Gaps That Create Revenue Friction

A Practical Diagnostic for B2B Companies (\$5M–\$50M)

Why is Positioning Important?

When growth slows, the default response is to focus on execution. Companies invest more in marketing, push sales teams harder, and look for ways to improve how they communicate their value. In some cases, that works. In many cases, it doesn't.

The reason is that the issue is not execution, it is positioning. This guide is designed to help you identify where gaps exist and how they create friction across your revenue model.

Positioning is not just a messaging exercise. It determines how your company competes, defines who you are most relevant to, the problem you are known for solving, and the basis on which buyers evaluate you against alternatives. When these elements are aligned, growth tends to feel more efficient and predictable. When they are not, the opposite is true.

The Most Common Positioning Gaps

1. ICP Drift

Over time, many companies expand beyond their original customer base in ways that dilute focus. Instead of a clearly defined ideal customer, they end up serving a broad mix of clients with different needs and expectations.

The result is messaging that tries to speak to everyone and resonates with very few.

2. Problem Ambiguity

Companies often describe what they do in terms of services or capabilities, but fail to clearly define the specific problem they solve.

Without that clarity, buyers struggle to see urgency or fit, even when the underlying value is strong.

3. Weak Differentiation

In many cases, differentiation exists, but it is not clearly articulated. It is implied through experience or approach rather than stated directly.

This creates a situation where buyers default to comparing options on price or familiarity.

4. Capability-Led Messaging

When messaging is built around what the company can do rather than the outcomes it creates, it shifts the focus away from value and toward activity.

That often leads to commoditization, even when the work itself is not a commodity.

5. Sales as the Translator

When positioning is unclear, sales teams are forced to bridge the gap. They interpret, adapt, and reframe the message in real time.

While this can work in individual conversations, it creates inconsistency and limits scalability.



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How These Gaps Create Revenue Friction

These issues rarely operate in isolation. Together, they create a system where growth requires more effort than it should.

Deals take longer to close because clarity has to be built during the sales process. Conversion rates decline because differentiation is not immediately evident. Customer acquisition costs increase as more activity is required to generate and convert demand.

This is what revenue friction looks like in practice.

A Practical Diagnostic

To assess whether positioning may be contributing to revenue friction, consider the following:

- Is your ideal customer clearly defined and consistently targeted?
- Do prospects quickly understand why you are different?
- Is your value framed in terms of outcomes or activities?
- Are you easy to compare, or easy to choose?

Consistent hesitation around these questions is often a sign that positioning needs to be revisited.

Next Steps

Improving positioning requires more than refining language. It requires alignment across the core elements that drive how your company competes. That includes clarifying your ideal customer, defining the problem you own, making differentiation explicit, and ensuring that messaging reflects how buyers actually make decisions.

Many companies attempt to solve growth challenges by increasing activity. But when positioning is unclear, additional effort tends to amplify inefficiency rather than resolve it. Clarity at the positioning level does not just improve marketing performance. It improves how the entire revenue system functions.

If You Want Help

If you are seeing signs of revenue friction and believe positioning may be a contributing factor, it is worth addressing directly, because the goal is not simply to communicate more effectively. It is to make your company easier to understand, easier to evaluate, and ultimately, easier to choose.

If you'd like to discuss the specific next steps your company should take, [let's have a conversation](#). Your growth is on the line here.