

INTRODUCTION TO POSITIONING



MAKE IT EASY FOR CUSTOMERS
TO CHOOSE YOUR BUSINESS



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THE POSITIONING TOOLKIT

Have you ever felt that your team lacked focus? That different people in your business are speaking different languages? Have you ever wondered if your brand or market profile could be sharper? Or your culture more unified and direct?

Areas of your business, like culture, marketing and focus seem quite diverse. Positioning is not any of these things, and yet it encompasses all of these things.

Positioning creates the focus that will make your business stand out in a crowded market.

If your business is to be successful in the long term it needs to establish a position in the mind of the public and your prospective clients.

It's no longer sufficient to be well known. You need to be known for something.

It could be quality, low prices, great customer service, high levels of technical expertise, fast service or a specialism like sourcing rare or obscure products.

So, what's different about your business? Why should potential customers choose your business over all the alternatives? Why should they buy at all?

The Positioning Framework is a tool that helps to define your focus and implement the changes that initiates.

Introducing Positioning

Positioning is sometimes understood as Strategic Marketing, but while marketing is often about what you say, Positioning is also about what you do.

In a world crowded with marketing messages and overloaded with information, being focused on what you deliver is the only way to be successfully heard.

Positioning also refers to having a distinct place within your market. This is not an external, market research exercise.

First you must begin with your internal focus, choosing what you want to create. Only then can you properly assess the market opportunities, and refine your strategy accordingly.

BEFORE YOU BEGIN

This eGuide explains the concept of Positioning as a business tool and how you can use it to develop and grow your business.

Several key focus questions are asked, and explained, to help you select your preferred market position and develop a meaningful strategy. This can be shared, and, when implemented, deliver a compelling return on your investment.

Benefits of using Positioning

Positioning will help you understand where your business and your competitors are currently positioned in the market. It will also identify how you would like to be positioned. You will understand:

- The market position your business has achieved.
- The effects of your Positioning on the performance of the business.
- How to design a strategy to take your business to the market position you want to occupy.

When you attack, plan and invest in a framework, you need to be able to identify the commercial and cultural outcomes that will be created in your business.

Commercial outcomes are the 'hard' side of business, results that can be quantified by numbers, facts, and figures.

Cultural outcomes are based on the 'soft' side of the business, and include intangible benefits such as feelings, emotions, and behaviours.

Terminology

To help you get the most from this guide we have to introduce some terms that you may not be familiar with or whose meaning may not be totally clear to you.

We've defined some of these up front:

Framework: A business tool that helps you make better decisions and manage your business for improved outcomes

Positioning: A business tool that helps define your competitive position in the market

Context: The purpose behind a decision, or filter for deciding. For example, the context of Positioning is Focus, since your position will focus all your business decisions and activity

Product: What your business sells, either a product or a service

Service: The way in which you deliver your product to your clients

5 LEVELS

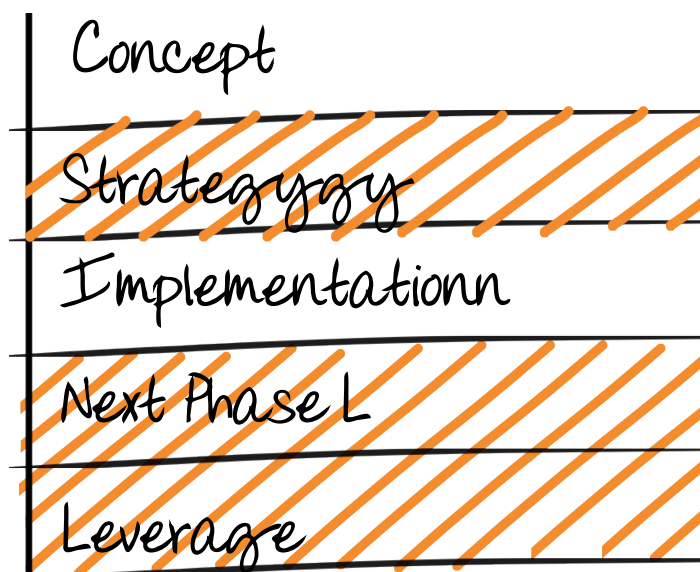
Our philosophy is that it is always better to have a basic understanding of a topic first, learning from the experience of others rather than your own trial and error.

We measure understanding at 5 levels:

Concept	You understand the basic principles
Strategyyy	You have a documented plan of how you will address this area in your business
Implementationn	You have a documented strategy and have started applying what you have learned
Next Phase L	You have planning and mentoring capability in this area to transfer knowledge for the future
Leverage	The framework is seamlessly incorporated, allowing you to leverage this skill across your business and your life

In our experience, businesses of all sizes find themselves stuck at the Strategy level, and then (later on) moving skills into levels 4 and 5.

This creates an unsustainable habit of moving from Concept to unplanned Implementation and missed opportunities.



WHAT TO EXPECT

Specific questions this document will guide you through include:

- Whether you are a Product or a Distribution business
- Whether you are primarily positioned around Product, Price, Market or Service
- Whether you want your clients to have a relationship with your Product or your Company proposition
- Whether you want to communicate, and have clients make their purchasing decision, in a Thinking, Feeling, or Knowing space
- Whether your business is aligned Up, Down, or Neutral
- What your One Word position is, and how it relates with the other words to create an Elevator Pitch
- Where your business is placed on a Market Matrix, and
- What your specific Positioning Strategy will be achieving

When do I need Positioning?

Use the Positioning framework to:

- Identify your competitive position in the market
- Plan where you would like to be positioned
- Select One Word that defines your position
This then provides a filter for all decisions, by all team members, so your distinct position comes through in every action

POSITIONING TARGETS

Specific concerns

The framework is most valuable when a business is experiencing:

Commercial (-)	Cultural (-)
<ul style="list-style-type: none">• Low quality referrals and lower than expected marketing responses• Uncertainty about strategic decisions• Limited or no recognition in your chosen marketplace• Difficulty attracting colleagues that fit and meet their targets	<ul style="list-style-type: none">• Lack of commitment and focus throughout your team• Colleagues who view your business as a job, not a lasting career

Some examples of commercial and cultural outcomes from implementing the Positioning framework in a business may include:

Commercial (+)	Cultural (+)
<ul style="list-style-type: none">• Increased, better quality referrals• Improved marketing responses• Better informed strategy and operational decisions• Easier attraction of quality employees• Raised profile and a competitive edge in your market• Greater consistency of operations•	<ul style="list-style-type: none">• Greater alignment, commitment and focus from your team• Easier communication internally and with clients• Confidence in decisions and delegation of tasks• Greater pride from all team members in your company

WHAT IS POSITIONING?

Positioning is imperative in today's crowded marketplace.

It's a business exercise which should be done before any marketing takes place.

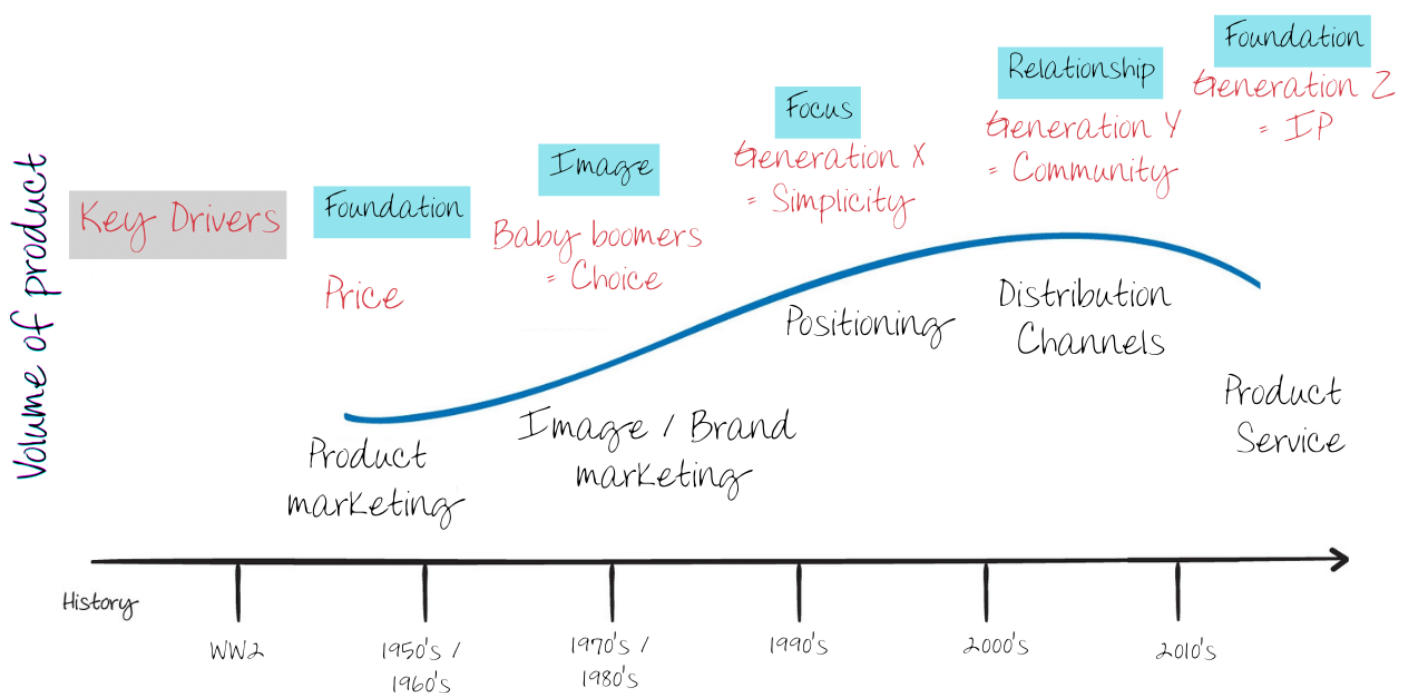
It impacts the entire business model to include how the business and management operate. In markets where there is a lot of choice for the consumer, a Positioning strategy will put your product in the mind of the consumer before somebody else's. Positioning makes you stand out from the crowd.

Once you are clear about your positioning you can take your marketing to a strategic level, which will add equity value to your business.

If you have already studied the [Stages framework](#) you will know that Positioning is one of the key skills needed to get your business through the 2nd Brick Wall.

If you intend to undertake a Distribution strategy, you need to have a clear Positioning so strategic referral partners can send you the clients you desire.

Positioning through the ages



THE POSITIONING FRAMEWORK

In the 1950s and '60s most new products were bought based on originality of the product. Manufacturing or distributing the only television or lawnmower meant consumers needed only to decide whether to buy the product, not who to purchase it from.

Market forces naturally meant competition would be introduced in the product space. This meant by the 1970s and '80s products needed to have an image attached to stand out. People bought the image, whether it was created (the Marlboro Man) or attached to a celebrity (Air Jordans).

Marketing was, and in some aspects, remains, a hugely successful strategy for finding new business. However it has become increasingly clear that there is simply too much advertising competing for space in our mind.

When the average consumer is exposed to thousands of ads every day, they seek to make a purchasing decisions from a different context - simplicity.

A business reputation is no longer based solely on producing new or more innovative products. Nor does image or personality marketing make this impact alone.

Positioning – where what we do is as important as what we say – is the only way to cut through the noise and be remembered by those clients wanting to make the simple purchasing decisions.

THE MAGIC NUMBER

Here's a quiz to demonstrate why Positioning works.

Q: Name the four highest mountains in the world.

A: 1st - Everest, an answer most people remember.
2nd - K2, not as memorable (though the number 2 helps!).
3rd - Kangchenjunga.
4th - Lhotse, most people don't remember past the first two.

Q: Name the four longest rivers in the world.

A: 1st - The Nile.
2nd - The Amazon.
3rd - The Yangtze.

Unless this is of specific interest or has very recently been relevant in your life then you, like almost everybody else, will have difficulty remembering the answer to the next question..

Q: The 4th longest?

A: The Mississippi.

How about a question closer to home.

Who is the leading business in your industry and your market? Number two? Number three? If you had to think, imagine what clients unfamiliar with your industry experience.

You may have heard that 95% of people doing a Google search will only look at the top ten options. When they rely on personal recall they rarely go past number three.

This is a point worth repeating

Your clients are unlikely to remember more than the first three accounting firms, take-away restaurants, or whichever industry you happen to be in. And when they want to make a simple purchasing decision, they don't explore beyond those three.

Positioning is about making your message so simple that in your target market you are remembered as one of those three. Only then will you have the opportunity to compete.

That is the opportunity you have before you.

WHAT IS YOUR CURRENT POSITION?

Every business must sell, build a product or service, deliver it and service customers. Most businesses do these operational management tasks well and will want to create more profit and more growth. But improving sales or building things more effectively is not the whole solution for growth.

Before a company can market itself, the management must decide on the proposition to take to market, i.e. their Positioning. Once you are clear about your Position, your company can design the marketing to support it.

Who are you?

The key question behind any Positioning strategy is an understanding of what you stand for, who you are. Being able to answer this question succinctly enables you to clearly and consistently articulate that aspect of your business. This will improve sales opportunities, identify potential acquisitions, mergers and JV opportunities as well as enabling distribution, build and PR.

The first part of the Positioning exercise is for the business to identify how it is positioned today. The following process will enable you to identify the relevant questions.

Choose your primary position

Identifying your current Position and then, if necessary, choosing your new Position begins by answering four questions:

1. Are you a Product or a Distribution company?
2. Are you best recognised for your Product, Price, Market, or Service?
3. Are you remembered for your Company or your Product proposition?
4. Do customers purchase you in a Thinking, Feeling, or Knowing space?

Distribution				Product			
Market		Service		Product		Price	
Product	Company	Product	Company	Product	Company	Product	Company
Think		Feel		Know			

POSITIONING DIAGNOSTIC EXERCISE

Question 1 - Product or Distribution

The first strategic position question is whether you are a Product or a Distribution company.

A Product company is a business whose primary expertise is around developing or innovating products, often recognisable by their ongoing investment in Research & Development (R&D).

For example, Kellogg's is a product company. For more than 100 years they have developed breakfast cereals and snack foods, innovating both their product line and their manufacturing processes. You don't buy your cornflakes direct from Kellogg's.

A Distribution company is primarily focused on its relationships with its clients, making ongoing investments in creating and building those relationships.

For example, Supermarkets (Tesco, Sainsbury's, Asda) are Distribution companies. They build relationships with consumers and distribute products developed by other companies (like Kellogg's).

As all companies do both Product and Distribution operationally you won't be able to make the choice in this context. You need to think strategically, where you will focus on one or the other.

So, are you a Product or Distribution company? Circle your choice below.

Distribution	Product
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POSITIONING DIAGNOSTIC EXERCISE

Question 2 - Product, Price, Market or Service

Every business has a Product, sells for a Price, delivers to a Market, and Services their clients. Their description of each needs to be aligned, and again you will need to select one of these four as your primary positioning focus.

Product choice

Is it your Product Range that makes you unique? Do you have products or a choice of products that your competitors don't?

A Product position would mean:

- Your business that has been the 'first to market' with a particularly strong product offering, and created a market around that product.
- Your business invests heavily in product research and development, remembering that your 'product' can also be a professional or technical service.
- Your business attracts copy-cat product offerings from competitors or similar businesses in other locations.
- The product you sell may even have a higher profile than the company itself. Companies like Mercedes and Microsoft have created strong product positions. Known for the quality of their product they are still market leaders despite having attracted copy-cat offerings into their target markets.

POSITIONING DIAGNOSTIC EXERCISE

Price choice

Are you positioned on Price, like a low-cost airline or a high end fashion boutique? The easy choice for those seeking the lowest prices around, or those seeking to make a statement by purchasing the premium option?

A Price position at the lower end would mean:

- Your business provides a value price that undercuts your competitors.
- Your business has built strong supply chain and business model efficiencies that enable you to lower cost base and margins on your product offerings.
- Your business leads its marketing campaigns with attractive price offerings pitched beneath the expectations of the market.

A Price position at the higher end would mean:

- Your marketing profiles the business as exclusive, and restricted to the higher end of your market.
- Your products have limited releases, and their high value is derived from that limited availability as much as the product quality.
- You may even have attracted knock-off brands, copying or emulating your distinctive products or styles due to your premium position.

Companies like Ryanair, Budget, Rolex and Louis Vuitton are examples of price based positioning strategies.

POSITIONING DIAGNOSTIC EXERCISE

Market choice

Are you market positioned, with your products or services primarily aimed at a particular Market, geographic, demographic, or otherwise segmented?

A Market position would mean:

- Your business is highly identifiable in a market category, e.g. with corporate consumers or with pensioners.
- Your business is very adept at building new markets, perhaps expanding into other locations while targeting the same type of clients.
- Your business excels at building strategic referral relationships inbound and outbound and distribution channels.
- Your business is very skilled in selling additional products to your clients, even though you don't have to develop or source those products yourself.
- Your clients have a very strong sense of belonging to your brand. Companies like Apple, Billabong and Pepsi are strong at creating a market position. Apple has created a community of raving fans, Billabong develops products and has a reputation among the surf culture, and Pepsi target geographic areas where they can dominate, such as India.

POSITIONING DIAGNOSTIC EXERCISE

Service choice

Is it the Service wrapped around your products that you are known for?
Do your clients happily pay more because of the style or extra inclusions your service offers?

A Service position would mean:

- Your business has a strong, ongoing service ethic as opposed to a transactional sales ethic.
- Your clients choose to use you primarily for the way you deliver your product, over and above the product itself.
- Your business is known for its expertise and advice in helping clients choose which product to purchase.
- Your business will develop a client service strategy, not only meeting a high standard of delivery but also providing extras above and beyond expectations that delight clients.
- Your business builds a relationship with clients, rather than the relationship remaining with a specific salesperson.

Singapore Airlines is an example of a Service position. They service the customer exceptionally well, and this costs them a lot of money up front in extra staff and infrastructure.

Another strong example is Harrods. Their motto is 'All Things for All People, Everywhere'. This translates into home delivery, wrapping services and a dedication to ensuring the customer feels like they have received extra special attention. This high level of service is aligned with high quality products, targets the top end of the consumer market, and, of course, the price to match.

We will return to this question in more detail later on. For now, based on what you have read you need to select either Market, Service, Product or Price as your primary market Position.

As a guide, most Product businesses have a primary position around either Product or Price (rewarding product innovation). Most Distribution businesses have a primary position around either Market or Service (rewarding relationship building).



POSITIONING DIAGNOSTIC EXERCISE

Question 3 - Product or Company

Should we focus our client relationships on our Product proposition or our Company proposition? Do people talk about your business, or the products you deliver?

Product proposition

These companies attract clients to them because the client has a relationship with the company that is built around the product proposition.

We used the Singapore Airlines example earlier. For question 2, they have a Service Position. For this question they have a Product proposition. The focus of their service is on the flight itself, not building relationships with the company by servicing their clients between flights.

Company proposition

These companies focus on building the relationship between the company and their client, as opposed to the product and the client. This can be expressed through the company having built a lasting reputation over time, or via a strong marketing program that makes the client feel valued by the company.

For example, companies like Mercedes, Rolex, and McDonalds build the company brand with their clients, creating a relationship between the clients and the company.

You may purchase an Oyster Perpetual Milgauss or a Big Mac, but chances are you talk about your Rolex or going to McDonald's. Ronald McDonald is a classic example of creating a strong relationship between customer and company through marketing.

POSITIONING DIAGNOSTIC EXERCISE

Question 4 - Thinking, Feeling or Knowing Communication

What is the appropriate language to use to communicate with our clients? Thinking, Feeling or Knowing language? The answer to this question may depend on whether your clients make their purchasing decision in a Thinking, Feeling or Knowing space.



Thinking language focuses on data, facts and figures.

Examples of products often purchased in a thinking space include highly technical IT products. Clients making a decision in a thinking space want the necessary details included and explained so they can make their choice.

Feeling language is all about the customer experience, stories and pictures.

Examples of products purchased in a feeling space include restaurant meals and beauty products. Clients making a feeling decision want to feel comfortable with the experience post-purchase, so testimonials and photos of people help.

Knowing language is all about gut instinct, fast decisions, context.

Examples of a knowing space include purchasing your own home. You don't need to think about it, you just know it's right for you. Communication is direct such as bullet points, executive summaries.

Opportunities exist for any sector to choose a Think, Feel or Know style of communication. For example, the IT industry...

Thinking

PC World where specifications are clearly displayed.
Clients can compare features and prices.

Feeling

IT Service Company where engineers build a relationship with clients. Clients trust their advice about what to purchase for any specific need.

Knowing

Combined Services where IT products are sold as part of a package. This may be in a serviced office environment or through strong referral relationships so the client almost makes no purchase decision at all.

HOW TO USE POSITIONING IN YOUR BUSINESS

Aligning Your Position

The first step is ensuring that each of the four categories (Product, Price, Market, Service) are aligned.

Ryanair, EasyJet and Jetstar Airways are clear examples of an aligned position. All of these airlines are Positioned around Price.

Product	Price	Market	Service
↓	↓	↓	↓

Alignment is achieved because the Price matches the basic Product they sell. They target the lower end of the travel market with clients who expect a basic level of Service before, during and after their flight.

If they were offering the same Product and Service, but at a high Price, no one would buy and they would be perceived as offering low value. If they kept their low Prices and offered a high standard of Product and Service then their costs would increase and become unsustainable.

Many small businesses cut costs at the expense of client value, or try to offer high service levels at too low a price. These decisions, the lack of alignment, affect their Position.

Your business needs to be Positioned so it's top of mind, one of the first businesses potential clients think of. Any misalignment across these four areas will confuse consumers. And confusion makes it hard for them to remember us. Here's a reminder of those four areas. One of them will be your Primary Position; all need to be aligned.

Product

What are you selling? How does it compare with competitors in your market?

Price

How does your pricing compare; are you expensive, cheap, or mid-market?
If you have several products, are they all aligned?

Market

What is your market? If you sell to business, are they corporate, mid-tier, or small businesses? If you sell to consumers, are they the top, mid, or low end of the market?

Service

What are your levels of service? Do all your customers receive the same level of service regardless of how frequently they use your products or service?

ALIGNMENT CASE STUDY

Mid-tier Law Firm

Here's an example of an alignment exercise conducted by a mid-tier sized Law firm. In addition to the four areas, they compared each of their four divisions. What does this tell you?

Product	Product	Price	Market	Service
Corporate Law	↑	↓	↑	—
Private Clients	↑	↑	—	—
Litigation	↓	—	—	—
Employment	↑	—	↓	↑

As you can clearly see, none of their divisions has an aligned market position. Within the various markets, Litigation, Employment etc., they:

- Provided ad hoc service
No consistency meant different lawyers followed different processes
- Gave their clients mixed messages
Which means they didn't stand out and weren't memorable
- Had to work extra hard to find and keep clients
- Received few internal or external referrals
As the different divisions didn't align with each other
- Confused their clients
For example, a corporate client expecting the same pricing structure for private matters may well get an unpleasant surprise when the bill arrives

How aligned is your business?

Do you have different Products, Markets, Divisions, Departments and Suppliers? Run this exercise for each one to discover how aligned the different parts of your business are and whether they're aligned with each other.

HOW TO USE POSITIONING IN YOUR BUSINESS

One Word

For Positioning to be successfully implemented, for it to be readily applied to areas of your business as diverse as culture, marketing and focus then it needs to be summed up in a something brief enough for your whole team to remember at all time: One Word.

Ideally you are looking to identify One Word that encapsulates your business. For example, Volvo chose 'Safety', whereas Rolls Royce chose 'Luxury' and Jaguar chose 'Style'.

So how do you choose your one word? Begin with a brainstorming session, alone or with your team. Write down all the words or short phrases that describe what you do. These might be things like 'innovate' or 'respect our customers'.

Record each one under one of those four headings - Product, Price, Market or Service. Once the initial list is complete, specifically address each one, i.e. how would you describe your Product, etc.

Some columns may have more words in their list than others. You now want to choose just One Word in each column that best describes who you are and what you deliver to your customers.

For example, the low-cost airlines example we used earlier might end up looking like this:

Product	Price	Market	Service
↓	↓	↓	↓
Basic	Budget	International	No frills
Older planes	Low cost	Families	Minimal
Economy class only	Cheap	Budget	Pay for extras

HOW TO USE POSITIONING IN YOUR BUSINESS

In a thorough Positioning Project, you may want to complete a similar exercise with your external relationships, including current and former clients, even competitors and suppliers.

The One Word for your business is the word you have selected in your Primary Position column. Make sure your whole team agrees that this is what you stand for. This word has now become a focal point. When your team filter all their decisions through that word, then you will ensure that **what you say** and **what you do** are powerfully aligned.

All **Four Words** can be incorporated into a brief explanation of what your business does and what makes it distinctive. Every person in your business needs to communicate a consistent message based on these words.

This is achieved by creating an 'Elevator Pitch'. In other words, if you met somebody in an elevator, could you clearly communicate your position with them in the thirty seconds it takes for the elevator to reach your floor?

For example:

"We are the low-cost airline for no frills, budget travellers, looking for the cheapest way to reach their international destination."

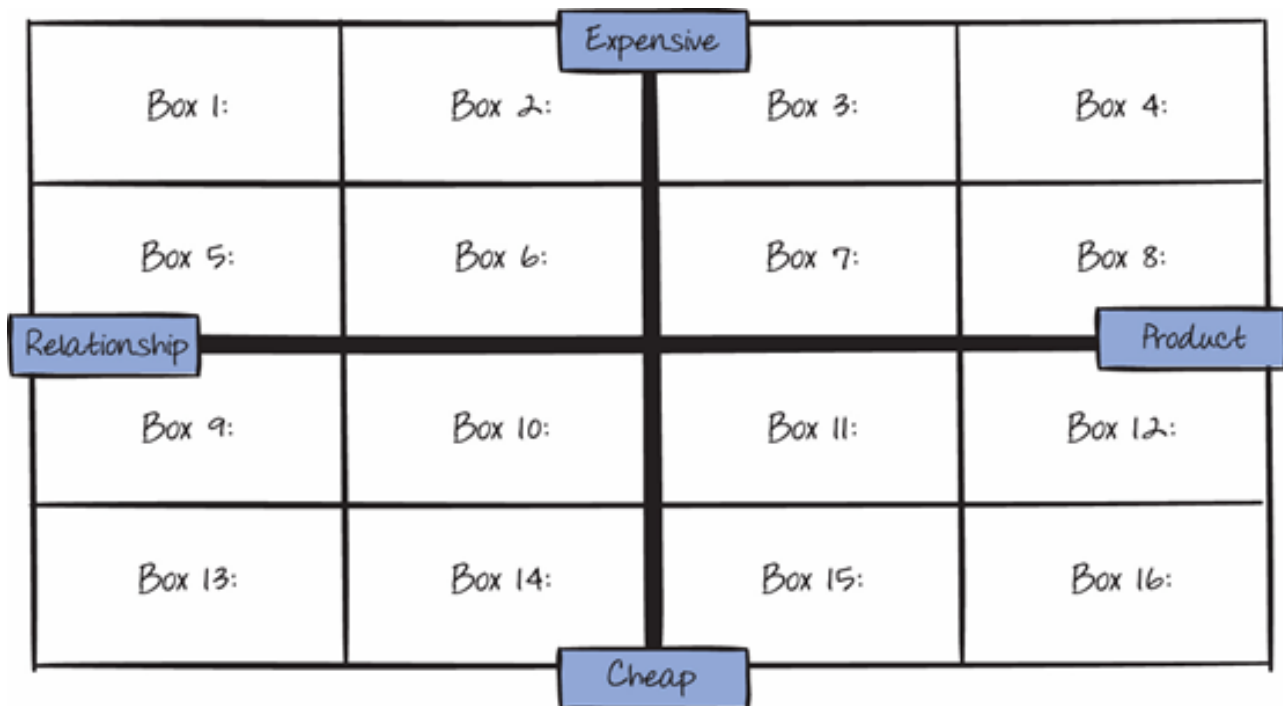
Turn those four words, and any other key elements, into one or two sentences. When everyone in your team can communicate that message authentically and consistently, your business reputation will grow.

The relationship between Positioning and Marketing

We've already stated that Positioning sits above Marketing. While marketing is what you say, Positioning (filtered through the One Word) is also what you and your team do in your business.

The Positioning Word or Words don't have to be used in marketing. It's a decision individual companies make, so don't feel you need to shoehorn them into your marketing messages.

INDUSTRY ANALYSIS AND MARKET MATRIX



Completing an Industry Analysis will allow you to map your business and its competitors to show the different messages that are being communicated in the marketplace.

If all the competition is positioned in a similar way, the customer is only left to choose on price. However this gives you a great opportunity to position yourself differently.

The first step is defining the market in which you and your competitors operate. A Market Matrix has two axes; up and down, and side to side. This allows the market to be split into 16 Boxes.

So what axes do we use? This depends on the criteria your clients make their decisions on.

In most markets, the vertical axis is price, from Cheap up to Expensive. The horizontal axis has Relationships on one side, Product on the other. This separates businesses that are known for their great product (often Product or Price positioned) from those who build great relationships with clients (often Market or Service positioned).

Map your business on the one above or create your own. Price is normally a factor in purchasing decisions. Some common examples for the other axis are 'Specialised Market or Product' versus 'General Market or Product'.

INDUSTRY ANALYSIS AND MARKET MATRIX

To complete this exercise, begin by listing all the competitors you can think of. Potential clients will compare you with alternative suppliers, so your position is determined relative to your competitors.

With that list, start marking on the Matrix where each of those businesses sits. Are they high or low priced? Are they focused more on the product they deliver or the relationships they build? The pricing element is probably the easiest to discover, but to determine whether your competitors are Relationship or Product based, you may need to review their marketing message. Their website is usually a great place to start, and you can also enquire within the industry.

Mark them on the matrix. As you complete the exercise, some of these may move around. Don't forget to include yours! Where is your business positioned today?

Examining the Matrix

Looking at the Matrix, what can you see? Are some of the boxes crowded? Are some empty? Are you crowded in with several competitors, or in a box by yourself?

You can decide to change your position, away from a crowded box or into a box which you feel has more opportunities. Be aware that moving more than one box in any direction is a radical plan, which can be exciting but usually comes with more risk.

If you do move, you need to ask what changes this means for your business. For example, becoming more expensive may mean upgrading your office to reflect your premium position. If you decrease your price, you may need to reduce costs to maintain profitability.

If you moved along the other axis, how can you improve your product or focus more on building relationships across your organisation? You will need to review the Positioning exercises from above, although the Positioning decisions and One Word agreed earlier will usually guide a move, rather than be changed because of one.

Sometimes, you will identify a Gap in the Market, a box where nobody else is sited. You need to be certain that there is a Market in the Gap. It's possible nobody else is positioned there because, in your industry or area, there is limited or no demand for that combination.

POSITIONING STRATEGY

You now have a strategic choice to make. This depends on how strongly that word describes your business today, which box you want to position yourself in, and how well your position is understood by external parties.

There are five options to consider when choosing the appropriate Positioning strategy for a business. The options are:

1. You are not sure what your position is – **Create a Position**
2. No clear Position – **Build a Position**
3. You have a Position but it is not what you want – **Rebuild a Position**
4. You have a Position but it is not aligned within the business – **Align a Position**
5. You have a clear and aligned Position that is not being used – **Leverage a Position**

You will now have selected:

- Whether you are a Product or a Distribution business
- Whether you are primarily positioned around Product, Price, Market or Service
- Whether you want your clients to have a relationship with your Product or your Company proposition
- Whether you want to communicate, and have clients make their purchasing decision, in a Thinking, Feeling, or Knowing space
- Whether your business is aligned Up, Down, or Neutral
- What your One Word position is, and how it interrelates with the other words to create an Elevator Pitch
- Where your business is placed on a Market Matrix, and
- What your specific Positioning Strategy will be achieving

What next?

Having put in the work to identify your Positioning, you're ready to move to strategy and implementation. Unlock the rest of the tools, documents and videos in the Positioning toolkit which will support you along the way.

Get in touch to find out more about Positioning or to preview more Powered by Shirlaws frameworks and methodologies, book yourself in for a **Discovery Session**.

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