

Positioning on a page

How to turn muddy positioning into one clear page a buyer acts on. Six moves, in order, each with a template you fill in.

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Six moves, in order

- 1 Pick the one buyer
 - 2 Name the one problem
 - 3 Name what they do today instead
 - 4 Say why you, in outcomes not features
 - 5 Pin one outcome and one proof
 - 6 Assemble the page, then find your tell
-

What is this?

Positioning goes muddy for one reason: the fear of leaving someone out. So the page tries to speak to everyone, and lands with no one.

This playbook pulls a clear one-page narrative out of that mess. Six moves, in order, each with a template you fill in. By the end you have a first draft you can put in front of a buyer.

It comes out of positioning products and running launches across 15 countries, and building the pages that had to sell them. The pattern held. My angle is a product marketer who also builds and drives the adoption, so the positioning here is one that ships and gets used.

How to use it

Work the six moves in order. Copy each template. Done properly you go from a blank page to a first-draft narrative in one sitting.

Each move opens with the mistake most pages make, then hands you a filter and a template. Three of the moves carry an honesty check. Answer it straight. The blur you find is the point of the exercise. If a line here does not make your page clearer, ignore it.

MOVE 1

Pick the one buyer

The default is to write for everyone who could possibly buy. It is the fastest way to lose the reader, because a page written for everyone reads to each person as, not for me.

Pick the one buyer who feels the problem most on a Monday. Write the whole page to them. The others still buy. They just do not get the headline.

GREEN FLAGS

- ✓ One person you can name and picture
- ✓ They feel the problem on a specific day in a specific task
- ✓ You could point at three of them you already know

RED FLAGS

- ✗ "It is useful to lots of people"
- ✗ Two or three audiences held together with "and"
- ✗ A headline that would fit three other companies' sites

Honesty check

How many kinds of buyer is this really for?

One I can name and picture / Two or three related ones / Several quite different ones /
We keep it open

Anything past the first answer is the blur. **If you picked the first but your description names a few, trust the description, not the box you ticked.**

Your one buyer

This is for

[the one buyer, named]

On a Monday they

[the moment they feel the problem]

MOVE 2

Name the one problem

The default is to list everything you fix. It turns the page into a menu, and a menu makes the reader work out which item is theirs.

Name the one problem that would still make them pay if you solved nothing else. Lead with it. The rest shows up later, as proof you do more than one thing.

GREEN FLAGS

- ✓ One problem, in the buyer's own words
- ✓ If it vanished, they would feel it Monday morning
- ✓ It is the reason they would start looking in the first place

RED FLAGS

- ✗ A list of three "main" problems
- ✗ Problems only you would name, not the buyer
- ✗ "We solve a whole range"

Honesty check

Is that the one problem, or one of several?

The one, everything else is secondary / One of two or three / A whole range

If it is not the one, your buyer is sharp and your problem is not. **Cut until one is left.**

Your one problem

The one problem it removes

[the problem]

If we solved nothing else, they would still pay, because

[reason]

MOVE 3

Name what they do today instead

A page with no named alternative reads as nice-to-have, and nice-to-have does not get budget.

Name the thing you are beating: the spreadsheet, the temp, the rival tool, or plain doing nothing. Then show what it costs them. A buyer moves when the old way starts to look expensive.

The alternative is real if you can say it in one line and put a cost next to it. Time, money, risk, or the thing that keeps slipping.

The alternative you are beating

Today they

[the workaround]

It costs them

[time / money / risk]

The last straw is usually

[the moment it breaks]

MOVE 4

Say why you, in outcomes not features

A feature is a spec, and a spec asks the buyer to work out the result themselves. Most will not, so the strongest thing about you lands as noise.

Take the one thing only you do, and finish this sentence: so the buyer walks away with _____. That ending is your headline. The feature is the proof underneath it.

GREEN FLAGS

- ✓ One reason, stated as what the buyer gets
- ✓ Something the alternative cannot or will not do
- ✓ A skeptic could check it

RED FLAGS

- ✗ A spec sheet
- ✗ "Powerful, flexible, easy to use," which a rival could also claim
- ✗ A reason that is true of every tool in the category

Your reason to choose

Unlike the alternative, we

[the one thing only you do]

So the buyer walks away with

[the outcome]

MOVE 5

Pin one outcome and one proof

The default is a long list of benefits and no evidence. The list dilutes, and the missing proof means a skeptic files the whole page under marketing.

Pick one outcome the buyer could measure or point at. Put one piece of proof next to it that a skeptic would believe: a number, a named result, or someone like them.

Honesty check

How many outcomes are you promising?

One clear outcome / A few / A long list of benefits

Ten outcomes means none the reader will remember. **If your proof is an adjective, it is not proof.**

Outcome and proof

They walk away with

[one outcome they could measure]

Proof a skeptic would believe

[number / name / result]

MOVE 6

Assemble the page, then find your tell

Carry your answers into the one-pager below. Read it back as a buyer would, cold, in ten seconds. Then run it against the tells underneath. Whichever one you recognise sends you back to a single move.

Narrative on a page

For [buyer]

The problem [problem]

Today they [status quo], and it costs them [cost]

What it is [product, in one line]

Why them unlike [alternative], it [the one thing you do]

They get [outcome]

Proof [proof]

In one line: [product] helps [buyer] [outcome], without [the old way].

Find your tell

Your headline would fit three other companies	You are writing for everyone	Move 1
The page reads like a menu of things you fix	One buyer, too many problems	Move 2
Nothing to push against, reads as nice-to-have	No named alternative	Move 3
A spec sheet the reader has to translate	Feature-led, not outcome-led	Move 4
A long list of benefits, no evidence	No single outcome or proof	Move 5
One buyer, one problem, one outcome, real proof	You are sharp. Test it against your live page	Ship it

WHEN THIS IS NOT ENOUGH

What next?

Run all six moves and most muddy pages come out clear. If yours still will not, the blur is usually not on the page. It sits a level up. You are chasing two buyers because two revenue lines depend on it. The category itself is unclear, so no headline fits. The product is trying to be three products.

That is the part I read in a product marketing teardown: where your positioning is actually stuck, and the two or three moves that unstick it. Send me your live page and the one-pager you drafted here, and I will record a short teardown that shows where a buyer drops off, then hand back a rewritten core narrative you can ship. Start a teardown: cal.com/akshatkharbanda/30min

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