

# The market decides your value – not your product sheet

Friday, May 15, 2026 06:00 AM EDT

By **Deborah Daily**, Co-founder & President, Buckaroo Marketing | New Media

Listen to this story



When growth slows, many companies look inward at the product.

They review features, specifications, engineering quality, and performance data—confident that what they've built should be enough to win. The assumption is straightforward: if the product is strong, the market will recognize it.

But the market does not evaluate value the same way a company does.

Customers do not buy based on product sheets alone. They make decisions based on what they understand, what they trust, how they compare alternatives, and whether the outcome justifies the investment. A technically strong product can still struggle if its value is not clear to the people responsible for choosing it.

That disconnect often goes unnoticed until growth becomes harder to sustain.

Inside most organizations, the product reflects years of engineering, refinement, and proven performance. Teams understand where it excels and why it outperforms alternatives. From that vantage point, it is easy to assume the market sees those same strengths in the same way.

But buyers are not evaluating the product from the inside. They are comparing options with limited time, incomplete information, and pressure to make the right decision.

From their perspective, the question is not simply, "Which product is best?" It is, "Which option delivers the most value for the investment—with the least amount of risk?"

That distinction matters.

Buyers are weighing more than features. They are evaluating reliability, consistency, service support, and the potential consequences of making the wrong choice. Price is part of that equation—but not in isolation. It is judged in relation to what the buyer expects to receive in return.

A lower price may appear attractive, but if it introduces uncertainty, inconsistency, or added effort, the perceived value declines. A higher-priced option becomes easier to justify when it delivers confidence, predictability, and a stronger overall outcome.

The gap begins when companies present value one way, and buyers evaluate it another.

Most organizations communicate through specifications, capabilities, and technical details. Buyers are assessing outcomes, risks, and whether the investment will perform as expected. When that translation is not clear, value becomes difficult to see—and harder to justify.

The result is not a product problem. It is a clarity problem.

A company may have a strong offer and still struggle because the market does not clearly understand how it compares, where it stands apart, or why it is worth the investment. Important differences become difficult to see. Conversations become more transactional. Decisions begin to default toward familiarity, perceived safety, or price alone.

At that point, leadership often turns to sales execution—asking teams to increase activity, push harder, and generate more opportunities.

But effort does not resolve a lack of clarity. It often extends the sales process and increases dependence on lengthy explanations rather than allowing value to stand on its own.

This is why the most important question for leadership is not whether the product is good enough. It is whether the market clearly understands the value it delivers—and whether that value justifies the price.

That requires a shift in how companies communicate—translating technical strengths into clear business impact and making differences easy for the market to understand and compare.

Companies that do this well create a different kind of position in the market. They are not selected because they are the lowest-cost option. They are chosen because the value is clear at the point of decision—and reinforced through performance over time.

In these situations, customers do more than purchase. They commit. They push back internally when alternatives are introduced. They recognize that switching introduces risk that outweighs potential cost savings.

That level of confidence is not created by a product sheet. It is built through clearly understood value.

Without that clarity, even strong products can struggle to maintain position. Over time, this leads to a gradual and often misunderstood issue: declining market share—not because the product has weakened, but because its differentiation has become less visible.

That is where many companies begin to misdiagnose the problem.

They assume the cause is aggressive competitors or pricing pressure. In some cases, that may be true. But often, the deeper issue is that the market no longer clearly sees the difference.

In the next article, we'll examine why "good products and services" still lose market share—and how eroding differentiation, not competition alone, is often the real reason companies begin to fall behind.

If growth has slowed or become harder to sustain, step back and evaluate how your value is being understood—not just how it is being presented. Look beyond features and specifications and ask whether your positioning clearly communicates why the investment is justified.

Because the market will always weigh price against value. The question is whether you are clearly defining that value—or leaving it open to interpretation.

**Up next: Why "good products and services" still lose market share**

*Deborah Daily is the co-founder and president of Buckaroo Marketing | New Media, a Fishers-based strategic multi-media, marketing, communications, and advertising agency established in 1999. She can be reached at [DLDaily@gobuckaroo.com](mailto:DLDaily@gobuckaroo.com). To learn more visit [www.gobuckaroo.com](http://www.gobuckaroo.com).*



**PODCASTS**

Business & Beyond With Gerry Dick

Brought to you by  
**PNC**

**CareSource**  
CARE THAT CONNECTS  
Good Health + Healthy Rewards  
MAKE THE CONNECTION

## MOST POPULAR STORIES

- GM to pause construction of EV battery plant in New Carlisle, officials say
- Braun: State continues to meet with Bears; decision on stadium site expected soon
- Veteran South Bend business attorney hangs out his own shingle
- Indiana nuclear startup announces \$250M agreement with construction manager
- AeroCore Technologies opens new Brownsburg HQ
- Duke Energy breaks ground on \$3.3B Cayuga Energy Complex

## PERSPECTIVES



### The market decides your value – not your product sheet

When growth slows, many companies look inward at the product. They review features, specifications, engineering quality,...

**STRENGTH YOU CAN BANK ON**

**Indiana's Local Bank Since 1834**

Inside Indiana Business  
A division of IBJ Media



1 Monument Circle, Suite 300  
Indianapolis, IN 46204  
PHONE: (317) 634-6200  
FAX: (317) 263-5060  
NEWSLETTER@IIBNEWS.COM