

Why 'good products and services' still lose market share

Tuesday, June 16, 2026 06:00 AM EDT

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

[Listen to this story](#)



When companies lose market share, the explanation is often familiar: a competitor became more aggressive, pricing tightened, customers became more cost-conscious, or new entrants added pressure. Sometimes those explanations are valid. But sometimes the issue is harder to accept. The product or service is still good—the buyer just no longer sees it as better.

This is where many companies get stuck. Internally, performance remains strong. Quality is consistent, delivery is reliable, and the team understands what makes the offering valuable. The assumption is that those strengths still matter in the same way they always have. But markets do not stand still. Competitors improve, gaps close, and capabilities that once created separation become expected. What once helped a company stand out becomes the baseline buyers assume every provider will deliver. Even when a company introduces a clear advantage, it rarely remains exclusive for long. Competitors identify it, replicate it, or find ways to neutralize it. That separation becomes widely available—often faster than expected. In some cases, even value-added features or enhancements, especially those sourced externally—can be quickly matched or improved upon, further compressing any perceived advantage.

This dynamic is playing out across a range of industrial sectors. In some categories, long-established solutions are now being evaluated alongside newer alternatives built on different assumptions. In energy storage, for example, traditional battery technologies are increasingly compared against lithium-based systems with different performance profiles, maintenance expectations, and lifecycle considerations. In equipment and service environments, similar shifts are occurring—where long-standing strengths like durability, responsiveness, or customization are no longer enough on their own to create a clear advantage. As expectations evolve, so do the criteria buyers use to evaluate options. What once mattered most—proven reliability, familiarity, and track record—may now be weighed differently against speed, flexibility, visibility, or long-term operating cost.

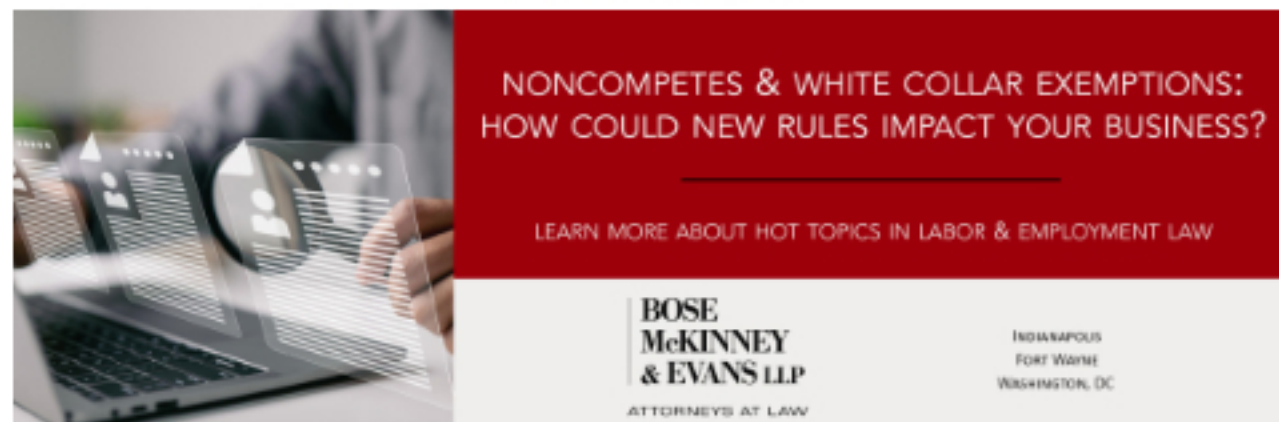
Buyers may fully understand the offering. They may respect it and even have prior experience with it. They no longer find it compelling enough to choose it over something else.

When that happens, decisions begin to shift. Price becomes a more significant factor, familiar options feel safer but not necessarily superior, and competitors that appear more aligned with current priorities gain traction—even if their solutions introduce new trade-offs. Sales teams feel it first. Conversations become harder to advance. More time is spent justifying decisions that used to be straightforward, and wins require more effort. Losses become more frequent, but harder to clearly explain. From the outside, it looks like increased competition. From the inside, it feels like something has changed—but it is not always clear what.

What has changed is the offering's position in relation to the market.

This is where many leadership teams misdiagnose the issue. They respond by pushing harder—more outreach, more activity, more urgency. They adjust pricing, increase promotions, or ask marketing to generate more leads. Those actions may create short-term movement, but they do not restore a lost advantage. They increase pressure on a system that is already losing leverage.

[Story Continues Below](#)



The better question is not “How do we compete more aggressively?” It is “Where have we lost our edge?” This question shifts the conversation. It forces a current evaluation of how the offering compares today—not how it performed historically.

It also forces a more direct assessment: is the offering still meaningfully better in ways that matter to the buyer?

Because if the answer is unclear, the market will default to easier decisions.

Companies that navigate this well do not assume their position holds. They continually reassess where they lead, where they are at parity, and where they are falling behind. They make deliberate decisions about where to strengthen, where to reposition, and where to redefine value in the context of the current market. This work is not always comfortable. It requires acknowledgement that what once worked may no longer be enough—but it is necessary.

For many leadership teams, this requires an outside-in perspective—one that looks beyond internal assumptions and evaluates how the market truly sees the offering. At Buckaroo Marketing, we work with manufacturing and industrial related companies to evaluate their true position in the market—identifying where competitive gaps have closed and where an advantage needs to be reestablished. The goal is not to create noise, but to ensure there is a real, defensible reason to be chosen.

A good product or service is not a guarantee of market leadership. It only performs as well as its position relative to the alternatives. When that position weakens, growth slows—no matter how strong the offering once was.

In the next article, we shift from internal assumptions to external insights, specifically, why companies that actively listen to their customers identify these shifts earlier and respond more effectively.

Up next: Companies That Listen to Customers Grow Faster

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. To learn more visit www.gobuckaroo.com.



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@IBJNEWS.COM

