



Positioning: The Battle for Your Mind

Other books written by Al Ries and Jack Trout

Marketing Warfare
Bottom Up Marketing
Horse Sense
The 22 Immutable Laws of Marketing

By Al Ries

Focus
*The 22 Immutable Laws of Branding**
*The 11 Immutable Laws of Internet Branding**

By Jack Trout

The New Positioning
The Power of Simplicity
Differentiate or Die

* *With Laura Ries*

Positioning: The Battle for Your Mind

Twentieth Anniversary Edition

By
Al Ries, Chairman
Ries & Ries
and
Jack Trout, President
Trout & Partners Ltd.

McGraw-Hill

New York San Francisco Washington, D.C. Auckland Bogotá
Caracas Lisbon London Madrid Mexico City Milan
Montreal New Delhi San Juan Singapore
Sydney Tokyo Toronto

Disclaimer:

Information has been obtained by The McGraw-Hill Companies from sources believed to be reliable. However, because of the possibility of human or mechanical error by our sources, The McGraw-Hill Companies or others, The McGraw-Hill Companies does not guarantee the accuracy, adequacy, or completeness of any information and is not responsible for any errors or omissions or the results obtained from use of such information.

McGraw-Hill*A Division of The McGraw-Hill Companies*

Copyright © 2001, 1981 by The McGraw Hill Companies, Inc.. All rights reserved. Manufactured in the United States of America. Except as permitted under the United States Copyright Act of 1976, no part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written permission of the publisher.

0071374612

The material in this eBook also appears in the print version of this title: 0-07-135916-8.

All trademarks are trademarks of their respective owners. Rather than put a trademark symbol after every occurrence of a trademarked name, we use names in an editorial fashion only, and to the benefit of the trademark owner, with no intention of infringement of the trademark. Where such designations appear in this book, they have been printed with initial caps.

McGraw-Hill eBooks are available at special quantity discounts to use as premiums and sales promotions, or for use in corporate training programs. For more information, please contact George Hoare, Special Sales, at george_hoare@mcgraw-hill.com or (212) 904-4069.

TERMS OF USE

This is a copyrighted work and The McGraw-Hill Companies, Inc. ("McGraw-Hill") and its licensors reserve all rights in and to the work. Use of this work is subject to these terms. Except as permitted under the Copyright Act of 1976 and the right to store and retrieve one copy of the work, you may not decompile, disassemble, reverse engineer, reproduce, modify, create derivative works based upon, transmit, distribute, disseminate, sell, publish or sublicense the work or any part of it without McGraw-Hill's prior consent. You may use the work for your own noncommercial and personal use; any other use of the work is strictly prohibited. Your right to use the work may be terminated if you fail to comply with these terms.

THE WORK IS PROVIDED "AS IS". McGRAW-HILL AND ITS LICENSORS MAKE NO GUARANTEES OR WARRANTIES AS TO THE ACCURACY, ADEQUACY OR COMPLETENESS OF OR RESULTS TO BE OBTAINED FROM USING THE WORK, INCLUDING ANY INFORMATION THAT CAN BE ACCESSED THROUGH THE WORK VIA HYPERLINK OR OTHERWISE, AND EXPRESSLY DISCLAIM ANY WARRANTY, EXPRESS OR IMPLIED, INCLUDING BUT NOT LIMITED TO IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. McGraw-Hill and its licensors do not warrant or guarantee that the functions contained in the work will meet your requirements or that its operation will be uninterrupted or error free. Neither McGraw-Hill nor its licensors shall be liable to you or anyone else for any inaccuracy, error or omission, regardless of cause, in the work or for any damages resulting therefrom. McGraw-Hill has no responsibility for the content of any information accessed through the work. Under no circumstances shall McGraw-Hill and/or its licensors be liable for any indirect, incidental, special, punitive, consequential or similar damages that result from the use of or inability to use the work, even if any of them has been advised of the possibility of such damages. This limitation of liability shall apply to any claim or cause whatsoever whether such claim or cause arises in contract, tort or otherwise.

DOI: 10.1036/0071374612

*Dedicated to the second best
advertising agency in the whole world.*

Whoever they might be.

Positioning became a roaring success, the buzzword of advertising and marketing people around the world.

Yet the success of the concept had the unintended consequences of pushing Trout & Ries out of the advertising business and into the marketing strategy business.

As it turned out, clients didn't want their advertising agencies to be "strategic"; they wanted them to be "creative." The clients would do their own positioning.

So be it. We became marketing strategists and never looked back.

Contents

Introduction	1
Developed by the authors, "positioning" is the first body of thought to come to grips with the problems of communicating in an overcommunicated society.	
Chapter 1. What Positioning Is All About	5
Many people misunderstand the role of communication in business and politics today. In our overcommunicated society, very little communication actually takes place. Rather, a company must create a "position" in the prospect's mind. A position that takes into consideration not only a company's own strengths and weaknesses, but those of its competitors as well.	
Chapter 2. The Assault on the Mind	11
There are just too many companies, too many products, too much marketing noise. The per-capita consumption of advertising in America is \$200 per year.	
Chapter 3. Getting into the Mind	21
The easy way to get into a person's mind is to be first. If you can't be first, then you must find a way to position yourself against the product, the politician, the person who did get there first.	

Chapter 4. Those Little Ladders in Your Head	33
To cope with our overcommunicated society, people have learned to rank products on mental ladders. In the rent-a-car field, for example, most people put Hertz on the top rung, Avis on the second rung and National on the third. Before you can position anything, you must know where it is on the product ladder in the mind.	
Chapter 5. You Can't Get There from Here	43
A competitor has no hope of going head-to-head against the position IBM has established in computers. Many companies have ignored this basic positioning principle and have suffered the consequences.	
Chapter 6. Positioning of a Leader	51
To be a leader, you have to be first to get into the mind of the prospect. And then follow the strategies for staying there.	
Chapter 7. Positioning of a Follower	65
What works for a leader doesn't necessarily work for a follower. An also-ran must find a "creneau" or hole in the mind not occupied by someone else.	
Chapter 8. Repositioning the Competition	77
If there are no "creneaus" left, you have to create one by repositioning the competition. Tylenol, for example, repositioned aspirin.	
Chapter 9. The Power of the Name	89
The most important marketing decision you can make is what to name the product. The name alone has enormous power in an overcommunicated society.	
Chapter 10. The No-Name Trap	107
Companies with long, complex names have tried to shorten them by using initials. This strategy seldom works.	

Chapter 11. The Free-Ride Trap	119
Can a second product get a free ride on the advertising coattails of a well-known brand? In the case of Alka-Seltzer Plus and many other products on the market today, the answer is no.	
Chapter 12. The Line-Extension Trap	127
Line extension has become the marketing sickness of the past decade. Why it seldom works.	
Chapter 13. When Line Extension Can Work	145
There are cases, however, of successful line extension (GE, for example.) A discussion of when to use the house name and when to use a new name.	
Chapter 14. Positioning a Company: Monsanto	159
A case history that illustrates how Monsanto is establishing its leadership in the chemical industry with the Chemical Facts of Life program.	
Chapter 15. Positioning a Country: Belgium	171
A case history of Sabena Belgium World Airlines. The answer to the problems of a national airline like Sabena is to position the country, not the airline.	
Chapter 16. Positioning a Product: Milk Duds	179
A case history that illustrates how a product with a small budget can get into the mind by positioning itself as the long-lasting alternative to the candy bar.	
Chapter 17. Positioning a Service: Mailgram	183
A case history that illustrates why a really new service has to be positioned against the old.	
Chapter 18. Positioning a Long Island Bank	191
A case history that shows how a bank can successfully strike back when its territory gets invaded by its giant neighbors from the Big City.	