

Al Ries and Jack Trout
THE 22 IMMUTABLE LAWS OF MARKETING

1. THE LAW OF LEADERSHIP

- a. IT IS BETTER TO BE FIRST THAN IT IS TO BE BETTER
 - i. CHARLES LINDBERGH WAS THE FIRST PERSON TO FLY ACROSS THE ATLANTIC OCEAN SOLO. WHO WAS THE SECOND? (BERT HINKLER, WHO FLEW FASTER AND CONSUMED LESS FUEL)
 - ii. HEINEKEN WAS THE FIRST IMPORTED BEER AFTER WWII. 425 BRANDS ARE NOW SOLD IN AMERICA, HOWEVER HEINEKEN IS STILL #1.

2. THE LAW OF CATEGORY

- a. IF YOU CAN'T BE FIRST IN A CATEGORY, SET UP A NEW CATEGORY THAT YOU CAN BE FIRST IN.
 - i. AMELIA EARHART WAS THE THIRD PERSON TO FLY SOLO ACROSS THE ATLANTIC. WE KNOW HER AS THE FIRST WOMAN TO DO SO.
 - ii. MILLER LITE WAS THE FIRST DOMESTIC LIGHT BEER. AMSTEL LIGHT WAS THE FIRST IMPORTED LIGHT BEER.
 - 1. DON'T TRY TO ADAPT TO CLASSIC MARKETING THINKING, WHICH IS BRAND ORIENTED:
"HOW DO I GET PEOPLE TO

PREFER MY BRAND?" FORGET THE BRAND-THINK CATEGORIES- EVERYONE IS ON THE DEFENSIVE AND WANT TO TALK ABOUT WHY THEIR BRAND IS BETTER – BUT PROSPECTS HAVE AN OPEN MIND WHEN IT COMES TO CATEGORIES AND SOMETHING NEW.

3. THE LAW OF THE MIND

- a. IT IS BETTER TO BE FIRST IN THE MIND THAN TO BE FIRST IN THE MARKETPLACE.
 - i. IF YOU WANT TO MAKE A BIG IMPRESSION ON ANOTHER PERSON, YOU CANNOT WORM YOUR WAY INTO THEIR MIND AND THEN SLOWLY BUILD UP A FAVORABLE OPINION OVER A PERIOD OF TIME. THE MIND DOESN'T WORK THAT WAY. YOU HAVE TO BLAST YOUR WAY INTO THE MIND.
 1. APPLE WASN'T THE FIRST COMPUTER-MITSALTAIR 8800 WAS – APPLE GOT INTO THE PROSPECTS' MINDS BY A SIMPLE, EASY TO REMEMBER NAME.

4. THE LAW OF PERCEPTION

- a. MARKETING IS NOT A BATTLE OF PRODUCTS, IT IS A BATTLE OF PERCEPTIONS.
 - i. THERE ARE NO BEST PRODUCTS. ALL THAT EXISTS IN THE WORLD OF MARKETING ARE PERCEPTIONS IN THE MINDS OF THE CUSTOMER. THE PERCEPTION IS THE REALITY. EVERY-

THING ELSE IS AN ILLUSION.
MARKETING IS A MANIPULATION OF
THESE PERCEPTIONS.

1. THE LARGEST SELLING JAPANESE IMPORTED CAR IN AMERICA IS HONDA. IN JAPAN, HONDA IS MARKETED MAINLY FOR THEIR MOTORCYCLES. THE EXACT SAME CARS ARE SOLD IN EACH COUNTRY, HOWEVER HONDA CAR SALES ARE WAY DOWN BECAUSE THE PERCEPTION IN JAPAN IS THAT THEY ONLY MAKE RELIABLE MOTORCYCLES, NOT CARS.

5. THE LAW OF FOCUS

- a. THE MOST POWERFUL CONCEPT IN MARKETING IS OWNING A WORD IN THE PROSPECTS' MIND.
 - i. XEROX (COPIER), COKE (COLA), HEINZ (KETCHUP)

6. THE LAW OF EXCLUSIVITY

- a. TWO COMPANIES CANNOT OWN THE SAME WORD IN THE PROSPECTS' MIND.
 - i. BURGER KING "BEST FOOD FOR FAST TIMES" "FAST" BELONGS TO MCDONALDS. THE PROGRAM BECAME A DISASTER AND THE AD AGENCY AS WELL AS MANAGEMENT WAS FIRED.

7. THE LAW OF THE LADDER

- a. THE STRATEGY YOU USE DEPENDS ON

WHICH RUNG YOU OCCUPY ON THE LADDER. WHILE BEING FIRST INTO THE PROSPECTS' MIND OUGHT TO BE YOUR PRIMARY MARKETING OBJECTIVE, ALL IS NOT LOST IF YOU FAIL. THERE ARE STRATEGIES FOR #2 AND #3.

- i. AVIS IS #2 BEHIND HERTZ. FOR 13 YEARS THEIR CAMPAIGN WAS "THE FINEST IN RENT-A-CARS". THEY WEREN'T, IN THE PROSPECTS' MIND. THEY FINALLY WENT TOO "AVIS IS #2. WHY GOT WITH US? WE TRY HARDER". THEIR SHARE INCREASED TREMENDOUSLY.
- ii. THE LADDER IS A SIMPLE BUT POWERFUL ANALOGY THAT CAN HELP YOU DEAL WITH THE CRITICAL ISSUES IN MARKETING. BEFORE YOU START, ASK YOURSELF:
 1. ARE WE ON THE TOP RUNG IN THE PROSPECTS' MIND?
 2. SECOND RUNG?
 3. ON THE LADDER AT ALL?

8. THE LAW OF DUALITY

- a. IN THE LONG RUN, EVERY MARKET BECOMES A TWO HORSE RACE. EARLY ON, A NEW CATEGORY IS A LADDER OF MANY RUNGS. GRADUALLY, IT BECOMES A 2 RUNG AFFAIR.
 - i. EVEREADY AND DURACELL
 - ii. KODAK AND FUGI
 - iii. SCOPE AND LISTERENE

9. THE LAW OF THE OPPOSITE

- a. IF YOU'RE SHOOTING FOR 2ND PLACE, YOUR STRATEGY IS DETERMINED BY THE LEADER. IN STRENGTH, THERE IS WEAKNESS. WHEREVER THE LEADER IS STRONG, THERE IS AN OPPORTUNITY FOR A WOULD BE #2 TO TURN THE TABLES.
 - i. SCOPE VS. LISTERENE "MEDICINE BREATH"
 - ii. A GOOD #2 CAN'T AFFORD TO BE TIMID. BURGER KING'S MOST SUCCESSFUL YEARS WERE WHEN IT WAS ON THE ATTACK – BROILING, NOT FRYING – HAVE IT YOUR WAY – THEN FOR SOME REASON THEY BROUGHT IN "HERB THE NERD" AND "BEST FOOD FOR FAST TIMES". THEIR SALES HAVE DECLINED STEADILY.

10. THE LAW OF DIVISION

- a. OVER TIME, A CATEGORY WILL DIVIDE AND BECOME 2 OR MORE CATEGORIES.
 - i. AUTOMOBILE CATEGORY WENT TO LUXURY CARS, MODERATELY PRICED AND INEXPENSIVE. FULL SIZE, INTERMEDIATES AND COMPACTS. SPORTS CARS, 4-WHEEL DRIVES, RV'S AND MINI VANS.

11. THE LAW OF PERSPECTIVE

- a. MARKETING EFFECTS TAKE PLACE OVER AN EXTENDED PERIOD OF TIME. THE LONG TERM EFFECTS OF MANY MARKETING MOVES ARE OFTEN THE EXACT OPPOSITE OF THE SHORT TERM EFFECTS.
 - i. "SALES" AT A BUSINESS INCREASE

SALES SHORT TERM. BUT THERE'S MORE AND MORE EVIDENCE TO SHOW THAT SALES DECREASE BUSINESS IN THE LONG TERM BY EDUCATING CUSTOMERS NOT TO BUY AT REGULAR PRICES.

12. THE LAW OF LINE EXTENSION

- a. THERE'S AN IRRESISTIBLE PRESSURE TO EXTEND THE EQUITY OF THE BRAND.
 - i. A-1 STEAK SAUCE TRIED TO INTRODUCE A-1 POULTRY SAUCE. THEY SPENT 18 MILLION IN ADVERTISING, AND IT FAILED.
 - ii. LESS IS MORE. IF YOU WANT TO BE SUCCESSFUL TODAY, YOU HAVE TO NARROW THE FOCUS IN ORDER TO BUILD A POSITION IN THE PROSPECTS' MIND. "I'D RATHER BE STRONG SOMEWHERE THAN WEAK EVERYWHERE".

13. THE LAW OF SACRIFICE

- a. YOU HAVE TO GIVE UP SOMETHING IN ORDER TO GET SOMETHING.
 - i. EMERY AIR FREIGHT WOULD SHIP ANYTHING, SMALL PACKAGES, LARGE PACKAGES, OVERNIGHT SERVICES, ECONOMY SERVICE. FEDERAL EXPRESS CAME IN AND CONCENTRATED ON SMALL PACKAGES OVERNIGHT.
 - ii. YOU DON'T HAVE TO APPEAL TO EVERYONE. PICK A TARGET, NARROW YOUR FIELD AND OWN

THAT SHARE OF THE MARKET.

14. THE LAW OF ATTRIBUTES

- a. FOR EVERY ATTRIBUTE, THERE IS AN OPPOSITE, EFFECTIVE ATTRIBUTE.
 - i. CREST TOOTHPASTE OWNS “FIGHT CAVITIES”. SO OTHER COMPANIES CAME IN AND AVOIDED “CAVITIES”, AND INSTEAD FOCUSED ON TASTES GOOD, WHITENS TEETH, FRESHENS BREATH.

15. THE LAW OF CANDOR

- a. WHEN YOU ADMIT A NEGATIVE, THE PROSPECT WILL GIVE YOU A POSITIVE.
 - i. WITH A NAME LIKE SMUCKERS, IT HAS TO BE GOOD.
 - ii. SINCE YOU CAN'T CHANGE A MIND ONCE IT'S MADE UP, YOUR MARKET-ING EFFORTS HAVE TO BE DEVOTED TO USING IDEAS AND CONCEPTS ALREADY INSTALLED IN THE BRAIN. YOU HAVE TO USE YOUR MARKET-ING PROGRAMS TO “RUB IT IN” IE. AVIS IS #2. WHEN A COMPANY STARTS A MESSAGE BY ADMITTING A PROBLEM, PEOPLE TEND TO OPEN THEIR MINDS. NOW WITH THAT MIND OPEN, YOU'RE IN A POSITION TO DRIVE IN THE POSITIVE, WHICH IS YOUR SELLING IDEA.

16. THE LAW OF SINGULARITY

- a. IN EACH SITUATION, ONLY ONE MOVE WILL PRODUCE SUBSTANTIAL RESULTS.

- i. MANY MARKETING PEOPLE SEE SUCCESS AS THE SUM OF A TOTAL OF A LOT OF SMALL EFFORTS BEAUTIFULLY EXECUTED. THEY THINK THEY CAN PICK AND CHOOSE FROM A NUMBER OF DIFFERENT STRATEGIES AND STILL BE SUCCESSFUL AS LONG AS THEY PUT ENOUGH EFFORT INTO THE PROGRAM. HISTORY TEACHES THAT THE ONLY THING THAT WORKS IN MARKETING IS THE SINGLE, BOLD STROKE. FURTHERMORE, IN ANY GIVEN SITUATION, THERE IS ONLY ONE MOVE THAT WILL PRODUCE SUBSTANTIAL RESULTS.
 - 1. COCACOLA-CLASSIC AND NEW COKE. COKE HAD TO DROP NEW COKE AND BRING BACK THE CONCEPT OF “THE REAL THING”.

17. THE LAW OF UNPREDICTABILITY

- a. UNLESS YOU WRITE YOUR COMPETITORS' PLANS, YOU CAN'T PREDICT THE FUTURE.
 - i. FAILURE TO FORECAST COMPETITIVE REACTION IS A MAJOR REASON FOR MARKETING FAILURES.
 - ii. TRACK TRENDS, COME UP WITH GOOD SHORT-TERM PLANNING AND COME UP WITH AN ANGLE OR WORD THAT DIFFERENTIATES YOUR PRODUCT OR COMPANY.

THEN SET UP A COHERENT LONG-TERM MARKETING DIRECTION THAT BUILDS A PROGRAM TO MAXIMIZE THAT IDEA OR ANGLE. IT'S NOT A LONG-TERM PLAN, IT'S A LONG-TERM DIRECTION.

1. DOMINOS CAME UP WITH HOME DELIVERY IDEA AND BUILT A SYSTEM THAT DELIVERED PIZZAS QUICKLY AND EFFICIENTLY. THEIR LONG-TERM DIRECTION WAS TO BUILD THE FIRST NATION-WIDE HOME DELIVERY CHAIN. TODAY DOMINOS HAS A 40% SHARE OF THE HOME DELIVERY BUSINESS.

18. THE LAW OF SUCCESS

- a. SUCCESS OFTEN LEADS TO ARROGANCE, AND ARROGANCE TO FAILURE.
 - i. EGO IS THE ENEMY OF SUCCESSFUL MARKETING. OBJECTIVITY IS WHAT'S NEEDED.
 - ii. KEEP YOURSELF FOCUSED ON THE MARKETING BATTLE THAT TAKES PLACE IN THE MIND OF THE CUSTOMER.

19. THE LAW OF FAILURE

- a. FAILURE IS TO BE EXPECTED AND ACCEPTED.
 - i. ADMITTING A MISTAKE AND NOT DOING ANYTHING ABOUT IT IS BAD FOR YOUR CAREER. A BETTER

STRATEGY IS TO RECOGNIZE FAILURE EARLY AND CUT YOUR LOSSES.

20. THE LAW OF HYPE

- a. THE SITUATION IS OFTEN THE OPPOSITE OF THE WAY IT APPEARS IN THE PRESS.
 - i. WHEN THINGS ARE GOING WELL, A COMPANY DOESN'T NEED THE HYPE. WHEN YOU NEED THE HYPE, IT USUALLY MEANS YOU'RE IN TROUBLE.
 - 1. COCA COLA'S NEW COKE RECEIVED MORE HYPE THAN ANY OTHER SOFT DRINK. 60 DAYS LATER, COCA COLA CAME BACK WITH CLASSIC, WHICH NOW OUTSELLS NEW COKE 15 TO 1.

21. THE LAW OF ACCELERATION

- a. SUCCESSFUL PROGRAMS ARE NOT BUILT ON FADS, THEY'RE BUILT ON TRENDS.
 - i. A FAD IS A WAVE IN THE OCEAN, AND A TREND IS THE TIDE. A FAD IS VERY VISIBLE, BUT IT GOES UP AND DOWN IN A BIG HURRY. LIKE THE TIDE A TREND IS ALMOST INVISIBLE, BUT IT'S VERY POWERFUL OVER THE LONG TERM.
 - ii. ELVIS, MARILYN MONROE RESTRICTED THE NUMBER OF APPEARANCES THEY MADE. AS A RESULT, EVERY TIME THEY APPEARED, IT WAS AN EVENT OF IMPACT.

iii. FORGET FADS. AND WHEN THEY APPEAR, TRY TO DAMPEN THEM. ONE WAY TO MAINTAIN A LONG-TERM DEMAND FOR YOUR PRODUCT IS TO NEVER TOTALLY SATISFY THE DEMAND.

22. THE LAW OF RESOURCES

- a. WITHOUT ADEQUATE FUNDING, AN IDEA WON'T GET OFF THE GROUND.
 - i. MARKETING IS A GAME FOUGHT IN THE MIND OF THE PROSPECT. YOU NEED MONEY TO GET INTO A MIND. AND YOU NEED MONEY TO STAY IN THE MIND ONCE YOU GET THERE. YOU'LL GET FURTHER WITH A MEDIOCRE IDEA AND A MILLION DOLLARS THAN WITH A GREAT IDEA ALONE.

