

Selling, Marketing and Branding

In a world sick of being sold to, and tired of being reduced to marketers' data, a Personal Brand is the key to capturing hearts and minds.

Thanks to the ham-handed efforts of a bunch of college boys playing CEO for companies that should have never existed, branding has suffered a black eye. Tell a Wall Street analyst you're trying to build your company's brand and it's about fifty to fifty your share price will crater. Branding's brand has taken a few hits to the chin.

But to the experts, the marketing people at corporations like Procter & Gamble, Coca-Cola and Toyota, brand development isn't a cash-burning free-for-all. It's essential to grabbing and retaining market share—and it takes time, finesse and skill. But it's very real, very powerful and very much sought after.

About 90 percent of corporate marketing professionals can't explain the difference between sales, marketing and branding*. To justify their own existences, or for ad agencies to justify their stratospheric fees, marketing types have concocted complex, arcane definitions for each idea. But when you boil each concept down to its essence, it's quite simple.

*To fight sales, marketing and branding ignorance, send the unenlightened to www.petermontoya.com to download this chapter free. Or call (866) 288-9300 and we'll fax it to you.

Sales Is Convincing

Selling is the world's third oldest profession, and the road-weary door-to-door salesman is an American archetype. Sales is the art of persuasion. The salesperson uses questioning tactics, listening skills and mental judo to convince his audience that they simply can't do without his product

If you've ever encountered a really good salesperson, you know from experience that some people just have the gift of persuasion; they can talk you into anything. The truly gifted can respond to your natural sales resistance and get you to talk *yourself* into anything.

That is the key. Selling is *creating a need* where one does not exist, or where the need is too small to stimulate action on its own. In sales, you chase a customer who may not want to listen, and you make him listen. It is the business equivalent of capturing and tagging a wild animal. Sales is not about image or finesse. It is arm-wrestling for dollars, selling pure benefits and price without a thought for the emotional needs of the customer.

"We'll Stand on Our Heads to Sell You This Car."

If you want examples, look at local car dealerships. It's all about price, best terms, "come on down!" There's no subtlety or creative concept behind these commercials; the wackier and wilder the better—so long as you remember them. Their sole purpose is enticing you to come down to the dealership, where the sales staff can work on you in person.

A great example from my native Southern California is Cal Worthington, who has reigned for over three decades as the unabashed king of used-car salesmanship. His antics include "standing on his head until his face turns red" and walking the lanes of his car lot with his "dog" Spot—usually an elephant, bear or tiger. His over-the-top, unapologetic hucksterism draws customers like flies.

And once the sales pitch gets you in the door, you've got a team of sales pros ready to take advantage of your emotional attachment to a certain vehicle. They use old-fashioned "take-give" sales tactics, playing on one universal fact: you didn't come to haggle, you came to buy a car. They can wait you out. Brand advertising may have made the car appealing, but in the dealership it's about pure sales: price, pressure, get the signature.

Marketing Is Generating

Marketing is sales' more glamorous cousin. It is a single term for the collective activities companies use to *generate* business: running ad campaigns, conducting demographic research, buying television commercial time and so on. It is also a dirty word these days for consumers tired of mailboxes filled with credit card offers and their private information sold over the Internet. For plenty of consumers, the idea of marketing is joined at the hip with the specter of corporate greed, and it is an image that has led marketers to be distrusted almost as much as attorneys.

But strip away the baggage and marketing is as simple as its name: the science of creating a market by sending carefully crafted messages to the proper target audience, through multiple channels, over time. Marketing puts a sales message in front of the potential customer using different means, such as radio ads, direct mail and the media. It is planting the seeds of commerce for later cultivation by salespeople and setting the stage for sales by letting the customer know the product exists, including how they should feel about it. Over time, well-executed marketing builds awareness, wears down sales resistance and creates interest.

Marketing produces three levels of response in its audience:

1. **Awareness:** When an audience first comes into contact with a marketing message, awareness is created. People go from being igno-

rant that a product even existed to the knowledge that it does. That is always the first step.

2. **Affinity:** Upon multiple exposures to marketing messages, some people will begin to develop positive feelings toward the brand, even without knowing much about the product. That is why soft drink commercials are so relentlessly upbeat; the marketers want you to feel good about drinking their soda even when you are not drinking it.
3. **Understanding:** Eventually, affinity for a product leads to greater investigation. At this point, good marketing helps a consumer understand how and why the product benefits them or is right for them. The appeal is to the intellect as well as the gut.

Tony Robbins and Personal Power

Self-help guru Anthony Robbins is a great example of using a Personal Brand for a marketing goal. He has turned his overpowering personality, mega-watt smile and positive philosophy into the driving force behind his best-selling books and sold-out seminars. The objective of his books, seminars and infomercials is to sell—and he does so, which is why Robbins is a Personal Marketing* master.

Robbins' tireless *Personal Power* “you can change your life” message has created a billion-dollar Personal Brand with unlimited influence that spans the globe. It's no accident that when professional sports teams like the L.A. Kings and San Antonio Spurs want to motivate their players with a locker room speech, they call on Robbins.

Branding Is Influencing

Whereas marketing is actively presenting an offer to buy, branding is creating an identity that causes others to associate certain qualities, values or feelings with that identity—eventually creating an affinity that leads them to buy. A strong brand is the rock-solid

*For more information on Personal Branding's little brother, Personal Marketing, visit www.petermontoya.com and download the Special Report “Personal Marketing v. Personal Branding” or call (866) 288-9300.

foundation for all marketing, because every other aspect of a product's identity—its logo, how its ads are written, who its spokesperson is—is based on that brand. Branding is the reason customers consider a product in the first place.

Personal Branding is about creating a unique personal identity around a leading attribute, managing the perceptions of your audience to make them feel a certain way about you and what you can offer. Like a product brand, a great Personal Brand “pre-sells” people on you, making them aware of your character, strengths and personality before they ever meet you. Great Personal Brands do not necessarily attract sales, but rather, attract power. A Personal Brand gives the power to influence the decisions, attitudes and actions of an audience.

The Dealmaker

The average guy has never heard of Mark McCormack, but in the sports world, his Personal Brand is without peer. A Yale-educated sports agent, promoter and lawyer, McCormack began his career by offering to arrange exhibitions for Arnold Palmer and founded the International Management Group (IMG) in 1962. The agency quickly grew into the largest personal management agency in the world, handling the sponsorship deals and promotion for numerous sports stars and other personalities.

McCormack's and IMG's client lists are a “who's who” of the sports and entertainment world. From Tiger Woods to the Pope, if you want recognition or a great deal on your next contract, Mark McCormack has the influence to make it happen. His Personal Brand attracts huge clients who know his reputation for getting things done on a global scale.

Branding Is Everything

Branding has been mislabeled as advertising. The truth is, branding is *everything*. Everything you do affects your Personal Brand. That includes:

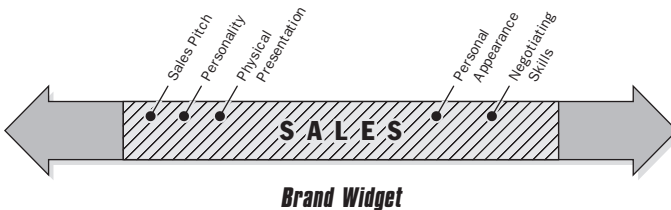
- The way you walk, talk and dress
- Your education, neighborhood and profession
- Your choice of spouse, car and friends
- The way you sell, negotiate and meet your obligations
- Your customer service and presentation skills
- How well you follow through on your promises

Branding is not marketing, advertising or promotion. It's everything.

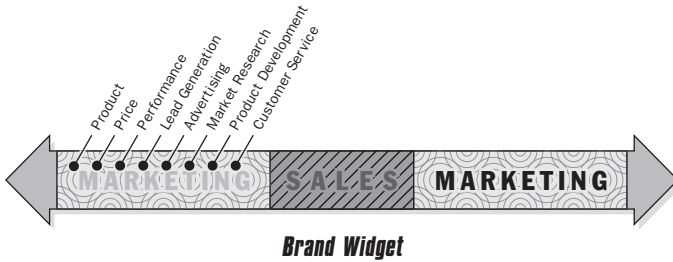
The Brand Continuum



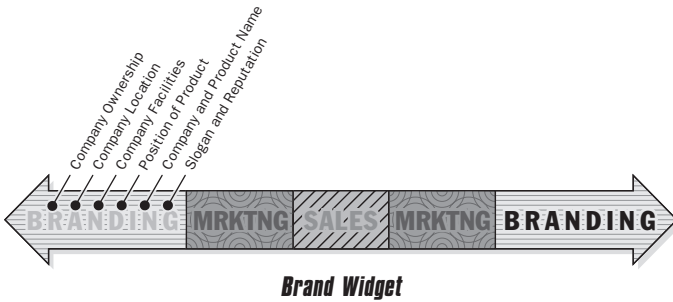
Imagine a continuum that goes on infinitely in both directions, using Salesman A from Company A, selling Brand Widget as an example.



The category of “sales assets” can include sales pitch, personality, physical presentation, personal appearance and negotiating skills.



Notice that selling is contained as part of marketing. Marketing includes many factors outside the control of Salesman A: product, price, performance, lead generation, advertising, market research, product development and customer service.



Notice that both sales and marketing are parts of branding. Branding is everything contained in sales and marketing plus any or all of the following: company ownership, company location, company facilities, position of product, company and product name, slogan and reputation.

Because Branding is everything, sales and marketing help build brands, and vice-versa. In short, everything you do affects your Personal Brand, either by supporting it or contradicting it.

What does that mean? In the Short Attention Span Theater that is our modern world, branding allows us to form impressions

instantly as information blurs past us. So, before any new product or service can be sold or marketed, it should be branded. With individuals, developing a compelling Personal Brand is like tilling the soil before planting seeds.

It is possible to sell a product or a person without branding it, but in this message-saturated culture, building a strong, memorable brand makes the process easier, far less costly and more effective in the long term. Our society speaks brand language fluently and embraces a well-constructed Personal Brand more readily than the best resume.

Branding Ain't Easy

Why do so many companies spend so much money to create compelling brands and develop brand equity, and botch it so badly? The key reasons:

1. **Brands take time:** A smart company can put the messages and image in place to create a great brand, but the brand identity always grows over time. Nike is a perfect example of a company building a splendid brand over time, letting the brand identity grow organically within the culture the company was trying to reach.
2. **Branding isn't always rational:** Imagine the first meeting with Nike when ad agency Wieden and Kennedy proposed “Just do it” to a bunch of guys trying to sell shoes. The tagline has nothing to do with shoes, which is why it has become a classic. Instead of trying to build a brand based on the tactile qualities of their shoes—a commodity—Nike built it on striving, sweating and sacrificing to be the best. They ignored the empty claims of sales and focused on hitting customers in the gut.
3. **Brands aren't about ads:** Ever hear the oxymoron “instant classic?” That's when companies try to short-circuit the brand development

process. It is endemic in the youth market: design a product, spend millions on a hip, edgy ad campaign, attach a cool Web site to it, and instant brand equity, right? Wrong. Brands develop based on the product and how it makes people feel, not on the ad campaign.

4. **Brands demand consistency and clarity:** In 2000, Oldsmobile decided to kill its venerable family of autos. Why? Sales were plummeting, partially because of inconsistent brand messaging. No one really knew who the cars were for—young adventurers or retirees? Crown Books filed for bankruptcy in 2001 after two decades as the nation's discount bookstore. Their error: trying to compete with superstores like Barnes & Noble by opening Super Crown. The strategy took them away from their brand strength—low prices. And Royal Crown Cola, which many agree tastes better than Coke or Pepsi, is barely on the soft drink map because it lacks any consistent visibility. Three disastrous examples of inconsistent, unclear branding.

Personal Brand Profile

Jack Welch

The Greatest CEO Ever

Former General Electric CEO Jack Welch is the Obi-Wan Kenobi of CEOs, the man who, during his twenty-year reign, turned a company best known for light bulbs into the dominant force in more than twenty industries, with over \$130 billion in revenue in 2000. But what made “Neutron Jack” into an overwhelming Personal Brand was his vision. He steered GE away from manufacturing into the insanely profitable service business, and embraced the Internet before almost anyone else. He is an icon, regarded not just as one of the best CEOs of his generation, but in history.

Jack Welch (1935 -)

John Francis Welch Jr. was born in Salem, Massachusetts in 1935. A 1957 graduate of the University of Massachusetts with a B.S. in chemical engineering, Welch continued to pursue his education at the University of Illinois, earning his master's and doctorate in the science.

Welch joined General Electric in 1960, but initially the marriage was not made in heaven. After one year, Welch contemplated leaving GE to take a job at International Minerals & Chemicals. Working as a junior engineer in Pittsfield, Massachusetts, for a salary of \$10,500, Welch felt underpaid and stifled by GE's strict bureaucracy. An executive, who saw hints of Welch's future greatness, spent four hours convincing him to stay...and a legendary CEO was on his way.

How This Brand Was Built

Critical to the greatness of Welch's brand has been his ability to render himself and GE synonymous. There was never a doubt about who was at the helm and responsible for the massive changes in the company. This high profile also earned him respect for being willing to put his own neck on the line.

Just as critical was Welch's vision. Ruthless and audacious, he insisted that in each of its businesses, GE be either number one or number two. If a business fell short, it was sold or shut down. The result: over 130,000 layoffs, over seventy plant closings, and a \$500 billion increase in shareholder value.

A third key to Welch's brand is his passion, both for excellence in corporate operations, and for teaching young GE managers. Accessibility, charisma and a willingness to pass on his wisdom have branded him as more than a ruthless CEO.

Finally, Welch continued to build his Personal Brand by going out on top, retiring at age sixty-five when he could have stayed on until he dropped. His reward: a \$7.1 million advance for his biography.

Why This Brand Works

- **Excellence:** Welch turned GE into the world's most valuable company—more profitable, agile, and ready to dominate in the Information Age. He did everything he promised and more.
- **Authority:** Welch's success has elevated him to the position of Über-CEO, the man other CEOs go to when they need answers. No one else is even close.
- **Flaws:** Welch never tried to conceal his flaws: his temper, his intolerance for failure, and his slight stutter. Instead of being a corporate emperor, he became more human.
- **Confidence:** Even when colleagues, the media and ex-employees were telling him he was going too far, Welch pressed on, ultimately certain that his way was the right way. Ultimately, he was proved correct.

Adherence to the Eight Laws

1. **The Law of Specialization.** There are plenty of CEOs out there, so it is hard to specialize. But this did not affect his brand; he just became the best in the world.
2. **The Law of Leadership.** No one was seen as more creative, aggressive, forward-thinking or relentless than Welch—and his results speak for themselves.
3. **The Law of Personality.** Welch did not hide his flaws. He had a temper and could not tolerate mediocrity. He balanced these attributes

with charisma and the willingness to be solely responsible for the results of his directives.

4. **The Law of Distinctiveness.** When people refer to a CEO as “another Jack Welch,” you know the man stood out. He made everyone else a follower.
5. **The Law of Visibility.** Every business reporter, MBA professor and corporate executive in the western world knows Welch, and since the publication of his autobiography, he is getting even more airtime.
6. **The Law of Unity.** Welch the CEO was Welch the man, for the most part. His ferocious passion for excellence manifested in his obsession with golf, his teaching and his entire life.
7. **The Law of Persistence.** Welch never wavered in his management style, so his Personal Brand maintained its momentum.
8. **The Law of Goodwill.** Shareholders loved him. Labor and laid-off workers loathed him. But Welch followed this law fairly well, because it was known that his intent was to make GE more profitable and competitive.

Influence in Its Domain

Jack Welch was the first modern celebrity CEO, paving the way for Bill Gates, Jeff Bezos, Ted Turner and Nike’s Phil Knight. His influence glamorized business leadership, set the stage for the e-business bubble and changed how corporate leadership is viewed.