

# How to Identify a Change, Stakes & Villain

**Brendan Dell**  
The **Market of One** Positioning Story

# The Journey Of This Course



**Lesson 5**  
How to Craft  
Compelling  
Change, Stakes, &  
Villain

**Lesson 6**  
How to Craft an  
Effective  
Promised Land &  
ID Your  
Superpowers

**Lesson 7**  
How to Create a  
Memorable  
Simple Promise

**Lesson 8**  
How to Roll-Out  
and Test Your  
Positioning Story

## **Lesson Objectives:**

- 1.) Learn the 3 essential elements of compelling change and stakes**
- 2.) Identify a compelling potential change and stakes to get your customers to act NOW**
- 3.) Identify a compelling villain to rally customers against**

## Promise Land

The end state for customers.  
The result you'll create.

## Villian

The thing standing in the way of  
change. What's holding them back  
from reaching the promised land.

## Best Customer

The people who buy fastest, spend  
the most, and return most often.

## Demand Type

New concept, new paradigm,  
established category.



## Change & Stakes

How the world has changed  
making your solution an imperative.  
The winners and losers that come  
in the wake of the change.

## Superpowers

The key features that create  
transformation. The "how" you do  
what no one else can do.

## Simple Promise

A one sentence promise  
for transformation. Your  
market knows it. So does  
your team.



## Proof & Results

The essence of great marketing is  
"people like us do things like this."  
Show your best customers that  
others like them are experiencing the  
promised transformation.



## Market of One

People search for **you** not "what you do."



2011



2012



2014



2015



2016



2017



2018

2019



7,040

~150

~350

~1,000

~2,000

~3,500

~5,000

~6,800

# OLD WAY

TRADITIONAL MARKETING

BEFORE DRIFT

*Visitor*



*Customer*



TIME

**Days to Weeks**

# NEW WAY

CONVERSATIONAL MARKETING

AFTER DRIFT

*Visitor*



*Customer*



TIME

**Minutes**

# OLD WAY

TRADITIONAL MARKETING

**BEFORE DRIFT**

*Visitor*



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TIME

**Days to Weeks**

# NEW WAY

CONVERSATIONAL MARKETING

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TIME

**Minutes**

# OLD WAY

TRADITIONAL MARKETING

BEFORE DRIFT



Customer



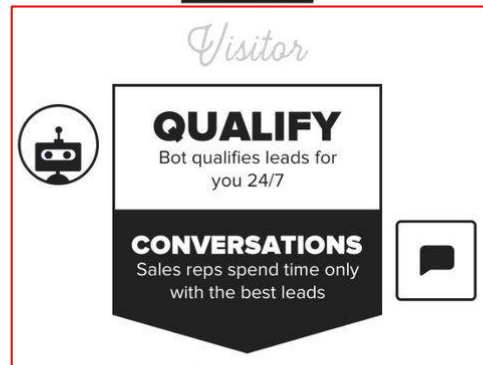
TIME

Days to Weeks

# NEW WAY

CONVERSATIONAL MARKETING

AFTER DRIFT



Customer



TIME

Minutes



**“The insight is in understanding that perception of time—not just money, not just features, not just narrative—is actually the driving force of what is happening when we try to change minds.”**

**– Seth Godin**



1. Our business is change.
2. We're on offense. All the time.
3. Perfect results count -- not a perfect process.  
Break the rules: fight the law.
4. This is as much about battle as about business.
5. Assume nothing.  
Make sure people keep their promises.  
Push yourselves push others.  
Stretch the possible.
6. Live off the land.
7. Your job isn't done until the job is done.
8. Dangers  
Bureaucracy  
Personal ambition  
Energy takers vs. energy givers  
Knowing our weaknesses  
Don't get too many things on the platter
9. It won't be pretty.
10. If we do the right things we'll make money damn near automatic.

**The most effective change narratives identify a change that has already taken place.**

# 3 Elements of Compelling Change


- 1.) **Real**
- 2.) **Relevant**
- 3.) **Risky**

## Mine Your Industry & Interviews For Common Changes

- 1.) How were things different?
- 2.) What were the struggling with?
- 3.) What is the commonality?
- 4.) How has the industry changed?
- 5.) What is the industry already talking about?



## Elements to Consider

- 
- 1.) **Results that are diminishing and why**
  - 2.) **Risks incurred**
  - 3.) **Obsolete processes**
  - 4.) **Systemic changes in the industry**
  - 5.) **How the technology or innovation disrupts the status quo**
  - 6.) **How society or culture has changed**

## The Stakes

**Result and fallout of the change.**

**The change should leave winners and losers in its wake.**





# TURNING CUSTOMERS INTO SUBSCRIBERS

Tien Tzuo

CEO & Founder, Zuora

zuora



A woman with blonde hair in a braid, wearing a black long-sleeved dress and high-heeled sandals, stands smiling in front of a large, ornate golden door with intricate carvings. The scene is lit with a warm, golden light. The text 'WE NOW LIVE IN A SUBSCRIPTION ECONOMY' is overlaid in white, bold, sans-serif font across the center of the image.

# WE NOW LIVE IN A SUBSCRIPTION ECONOMY

#shifthappens

zuora

# EVERY INDUSTRY IS SHIFTING

Leaders are creating new experiences through a new kind of business model





THE BEST COMPANIES HAVE  
REINVENTED THEMSELVES—AWAY  
FROM PRODUCTS

#allaboutrelationships

zuora

# IN THE LAST 15 YEARS, 52% OF THE FORTUNE 500 COMPANIES HAVE DISAPPEARED

1955

vs.

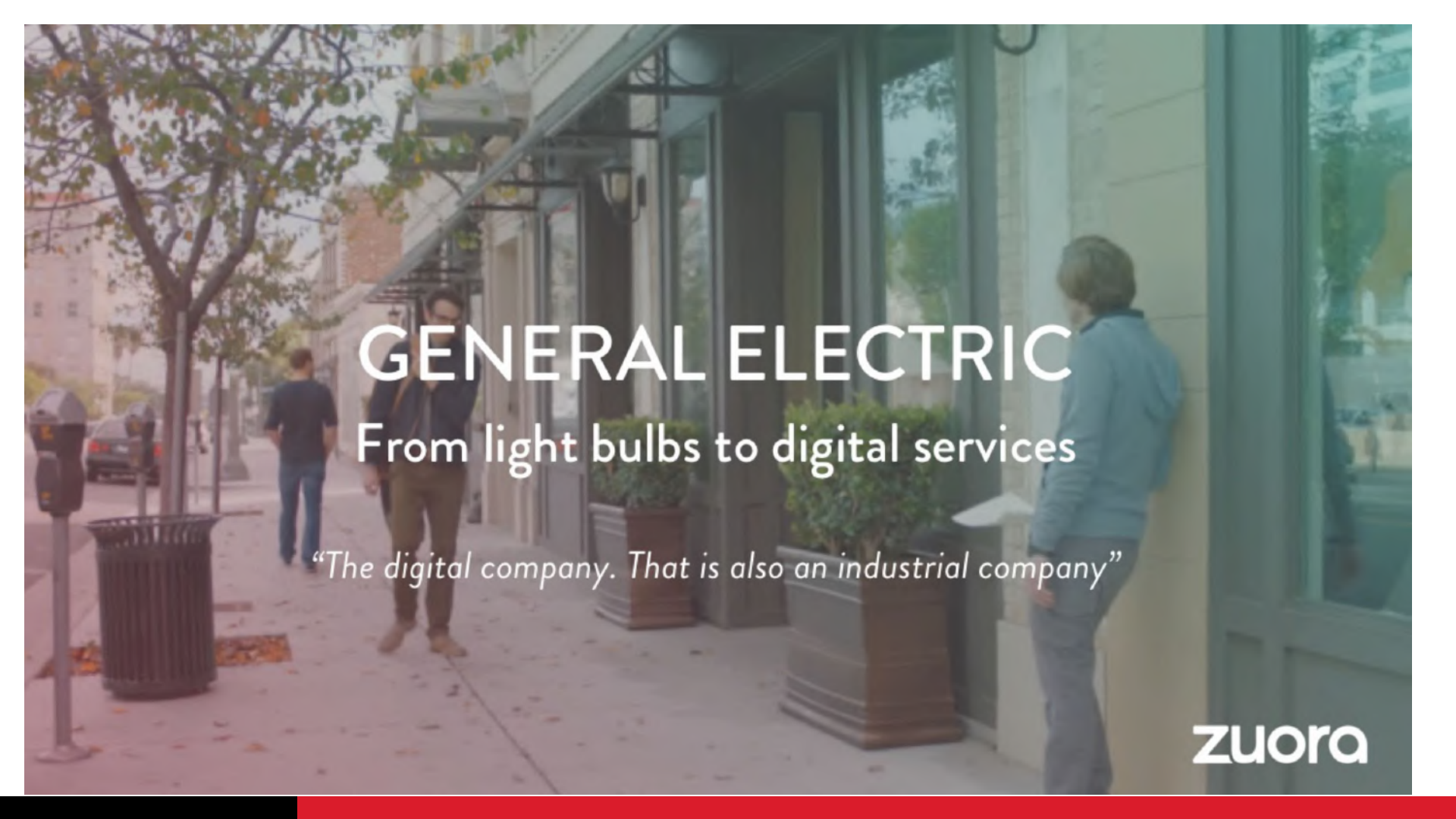
2015

*Average life expectancy 75 years*

*Average life expectancy 15 years*

**zuora**

# WHO SURVIVED THE MASS EXTINCTION?



# GENERAL ELECTRIC

From light bulbs to digital services

*“The digital company. That is also an industrial company”*

**zuora**



WHAT IS THE COMMON THREAD?

zuora

# THEY UNDERSTAND WE WANT THE SUBSCRIPTION EXPERIENCE



Ongoing  
Value



Memorable  
Experiences



On-demand  
Fulfillment



Anywhere,  
Real-time



Personalized  
Service

zuora



# The Fourth Industrial Revolution



# Return to Your Customer Insights & Research

Question	Positioning Insight
How were you addressing the problem before adopting our solution?	Demand type
How is your life or industry different than it was 3 years ago?	Change and stakes
What were you struggling with before buying [product or service name]?	Villain, Change and stakes
What changed in your industry or life that made it imperative to do something NOW?	Change and stakes
What is the ONE thing you no longer have to do or use that was once painful, inefficient, or eroding results?	Villain
What is the ONE most compelling benefit you received from [product or service name]?	Promised land
How would you describe your world/work after using [product or service name]?	Promised land
What element of the solution is the MOST important or impactful to you?	Your superpowers
What are the top 5 elements of the solution you value most? Specific things.	Your superpowers
If you were going to provide a referral to a friend/colleague, how would you describe the change you experienced once adopting [product or service name]?	Simple promise & proof
How would you get a colleague to consider the solution?	Simple promise & proof
What concrete results have you achieved?	Proof



## Promise Land

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## Change & Stakes

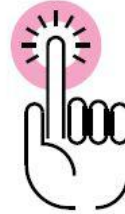
How the world has changed making your solution an imperative. The winners and losers that come in the wake of the change.

## Superpowers

The key features that create transformation. The "how" you do what no one else can do.

## Simple Promise

A one sentence promise for transformation. Your market knows it. So does your team.



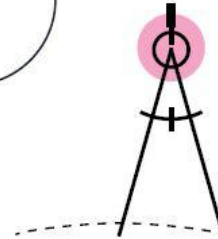
## Proof & Results

The essence of great marketing is "people like us do things like this." Show your best customers that others like them are experiencing the promised transformation.



## Market of One

People search for **you** not "what you do."





About 419,000 results (0.44 seconds)

### Slack is killing email | The Verge

[www.theverge.com/2014/8/.../slack-is-killing-email-yes-really](http://www.theverge.com/2014/8/.../slack-is-killing-email-yes-really) The Verge  
Aug 12, 2014 - It's been four years since Stewart Butterfield last sent an email to a work colleague. His team long ago replaced email with a chat app that ...

### Slack, the Office Messaging App That May Finally Sink Email

[www.nytimes.com/.../slack-the-office-messaging-app-...](http://www.nytimes.com/.../slack-the-office-messaging-app-...) The New York Times  
Mar 11, 2015 - The start-up Slack is changing the way workers communicate, with a ... People in the tech industry have been digging a grave for email for more ...

### Slack: a true email killer? - Sydney Morning Herald

[www.smh.com.au/.../can-slack-really-make-yo...](http://www.smh.com.au/.../can-slack-really-make-yo...) The Sydney Morning Herald  
Jun 22, 2015 - Out of nowhere, Slack has become the default chat program for the world's coolest companies. Thanks to a generous amount of features on the ...

### Inside Slack: How A Billion-Dollar Email-Killer Gets Work ...

[readwrite.com/2014/11/06/slack-office-communication-productivity](http://readwrite.com/2014/11/06/slack-office-communication-productivity)  
Nov 6, 2014 - ReadWrite's Inside Tech series takes a close look at the workspaces and office culture of companies creating new technologies.

### "Email Killer" Slack Buys Desktop Sharing And Voice Chat ...

[www.fastcompany.com](http://www.fastcompany.com) Fast Feed Fast Company  
Jan 26, 2015 - Collaborative team communication tool Slack has swept the business world since it launched back in 2013—racking up 8,000 customers in its ...

## The 3 Elements of a Compelling Villain

- 1.) The thing that inhibits change and exacerbates pain
- 2.) Common to all customers
- 3.) Relevant to demand type





## Count on Mucinex DM to get rid of mucus.

When mucus causes chest congestion and coughing, it can keep you up no matter how many sheep you count. But Mucinex DM breaks up mucus and quiets coughing so you can get to sleep. And Mucinex DM is the only dual-release tablet that gets rid of mucus and helps quiet your cough for a full 12 hours. So when congestion and coughing keep you up at night, get rid of them with Mucinex DM.

[www.mucinex.com](http://www.mucinex.com)

**Mucinex**<sup>®</sup>  
Mucinex in. Mucus out.™

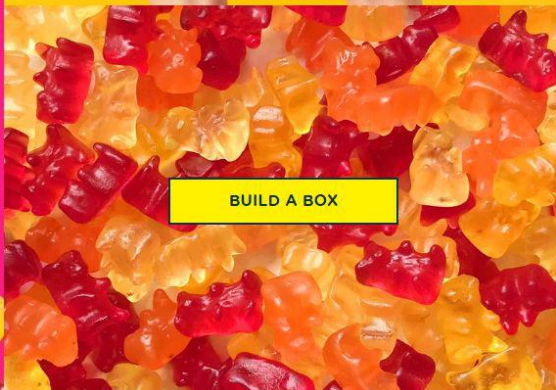


Use as directed.

⚡⚡⚡  
**KICK SUGAR  
KEEP CANDY**

[SHOP CANDY](#)

[BUILD A BOX](#)





## Questions to Identify Your Villain

- 1.) **What is the cause of their pain?**
- 2.) **What stands in the way?**
- 3.) **What is the shared cause of frustration?**




## How Your Demand Type Affects Your Villain

- 1.) **New Concept.** Must anchor against something they know & lead the market.
- 2.) **New paradigm.** Must be provocative and have a strong villain.
- 3.) **Established category.** Can experiment with both.



# Return to Your Customer Insights & Research



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# MATCHA COFFEE



6 HOURS  
OF ENERGY

- 140X ANTIOXIDANTS
- L-THEANINE (EASES STRESS)
- CLEANS TEETH
- HELPS BAD BREATH

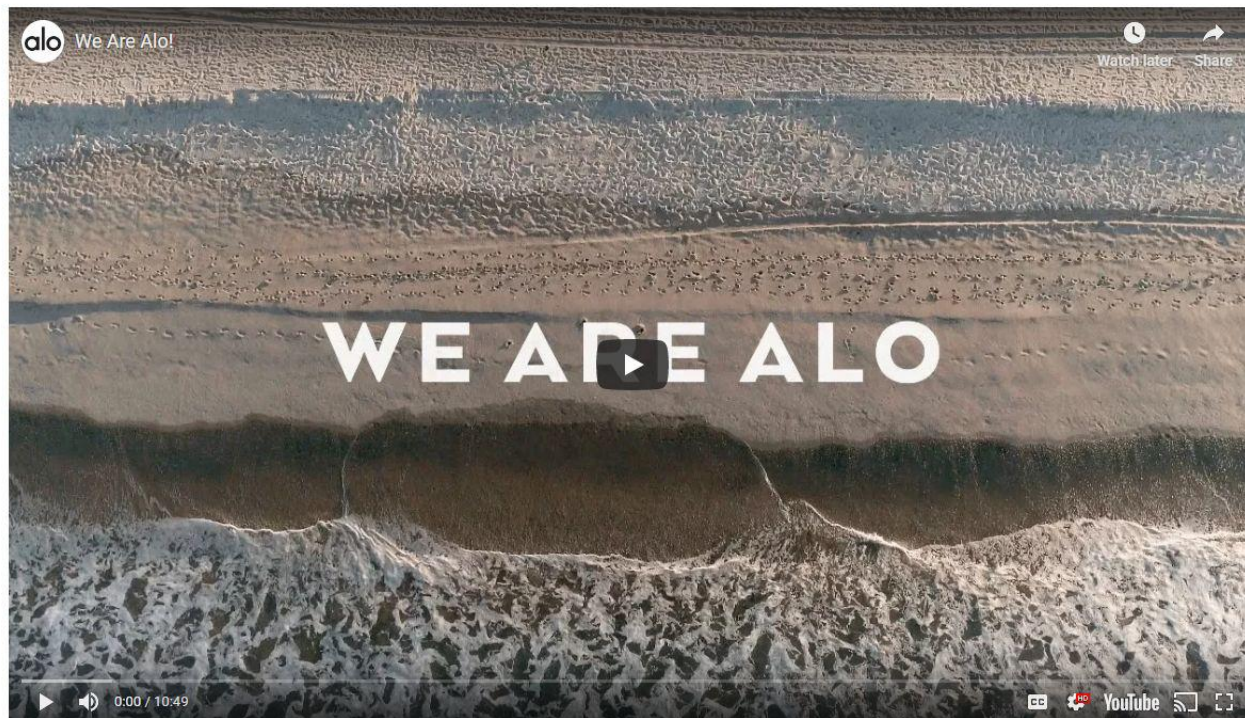
1.5 HOURS  
OF ENERGY

- LOW ANTIOXIDANTS
- NO L-THEANINE (JITTERS + ANXIETY)
- DESTROYS TEETH
- CAUSES BAD BREATH

## BRINGING YOGA TO THE WORLD

Spreading mindful movement, inspiring wellness and creating community.

These goals inspire everything we do at Alo.



**MORE TOES-ON-THE-MAT EXPERIENCES**

## **Assignment:**

**List potential change and stakes on your positioning canvas.**

**List potential villains.**

**Consider your demand type when listing top potentials.**

## Lesson Recap:

- 1.) **Effective change and stakes is real, relevant, and risky.**
- 2.) **Villain's should be common to all customers and stand in the way of change.**
- 3.) **How you use change and stakes will vary based on demand type**

## Lesson Resources:

- **Post links to tools, templates, or other resources here.**