

A marketing & communication blueprint for companies with a cause

MARKETING ISN'T ABOUT ~~YOU~~

THE TWO THINGS THAT MATTER IF
YOU SELL THINGS THAT MATTER

Adam Fairhead

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**The two things that matter if you
sell things that matter**

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Part of the Fairhead Group

About the book

Are you a difference maker? If you answered yes, then you're in luck!

The market is bending increasingly toward you. Buyers increasingly want to support businesses with a cause – businesses just like yours.

Most marketing advice is built for a world we're fast leaving behind. This book addresses the new model, providing a blueprint for a new way to communicate.

About the team

I founded the Fairhead Group with a mission to help difference makers make a difference.

We search for – and find – the best strategies from the world's best thinkers and doers across many different industries and disciplines. Then we distill the best strategies into effective, refined, transformational products. Products that remove the guesswork and risk that are designed exclusively for difference makers, just like you.

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CHAPTER 1

Introduction

Why did I write this book?

Marketing advice as it stands right now, in the overwhelming majority of cases for businesses like yours, is out of date. Consumers have access to more information than ever before and have a zero-tolerance outlook on 'salesy' messaging.

Marketing advice is particularly outdated for companies doing work that matters, where the rules are slightly different.

There's a shift happening. The rules are changing. A friend at Mozilla said it this way, "*People are becoming increasingly intolerant to business without cause.*"

The goal of this book is to help business owners learn how to successfully navigate the new world of business by providing guidelines and road maps to the new rules.

What do the new rules mean?

It means companies like yours have a unique advantage the rest of the market doesn't. Here it is:

People want what they've bought – and why they bought it – to mean something bigger for their community, their market, or their industry.

Brendon Burchard, the New York Times Best Seller and motivational coach notes that, *“we've moved away from a pain-oriented society into an aspirational society. Our job is to find the ambition of the people and to touch on that in an authentic and passionate way”*.

This is the world we're moving into. Most marketing isn't set up or built for sharing a purpose and direction with readers. *It misses the point.*

Not missing the point

When we think of marketing, we think of a box of tricks designed to get people to do things they may not want to do (but you'd like them to).

We think of free PDFs that promise the world but deliver little more than a sales pitch. We think of banner ads that follow you around for products you don't want (or you'd have bought it already, right?).

This book covers techniques, practices, and methodologies to create a sense of *support and care* between your company and your audience. It's designed to make your chosen audience *want* to hear from you because they know that *you're listening to them, too*. That you understand them, their pains, dreams, hopes, desires, and needs. That you can move their aspirations forward, and that you've already begun doing so.

That connection is a fantastic feeling, and it's precisely the kind of result we'll create for your audience using the contents of this book.

A higher standard

When you share a cause with your audience as a for-profit, nonprofit, or mission-led team of any kind, you have a greater responsibility than a typical organisation and your business is held to a higher standard.

A typical organisation is responsible to stakeholders, shareholders, and customers. Companies like yours are also responsible for those they're in business to serve on the back-end. Be it a “give back” program, a charity you support, or a difference to make in your community,

marketplace, or industry, you're responsible for its success, too.

You need to play a bigger game to achieve that success. You're responsible for making the best products in the world. Placing 3rd lets the mission down. Your marketing must be ethically stronger and strategically more performant than what the market has seen before.

We call it *Meaningful Marketing*. It's what leading difference makers do. And when you're done with this book, it's what you will be equipped to do, too.

Floppy disks and glam rock

I have always been fascinated by great design. How it invokes emotion, how it commands a premium, how it stands the test of time.

In everything I've designed, the Message was important to me, despite not always realising it.

I remember when I would design and sell floppy disk computer games in the school yard for £3 a copy. Each game needed a story. There were stories about little dragons that could fly and swim. Stories about why zombies were attacking a small town. Stories about why

guys in 70's glam rock outfits were racing around on hover boards (I have no idea how I explained that one). They all needed box art and descriptions about what made each game worthy of someone's lunch money.

And they all needed to be made for a particular demographic. The shooter fans had the zombie games. The racer fans were stuck with the 70's glam rock guys. Each game was made with a *Person* in mind, with a *Message* to resonate with each *Person*.

I had no idea I was practicing *Meaningful Marketing* at the time.

Struggling with stories

I'm not really very good at telling stories.

But I've read enough books and watched our Creative team transform enough companies to be intimately familiar with the power of stories.

Stories that aren't necessarily about little white rabbits, magic beans, or having the reader "become the hero", but ones that simply share a journey with somebody.

It turns out that simple ingredients such as empathy, understanding, and caring where someone wants to go are exceptionally powerful tools.

Included in this book is the blueprint our Creative team uses to tell those stories.

"We must establish where [our audience is], where they want to be, what the gap is, what that feels like, not just intellectually, then have them move them to the next stage."

– TONY ROBBINS, INTERNATIONAL PERFORMANCE COACH

The journey ahead

Most of our experiences with marketing don't feel like 'journeys'. They often feel more like roadblocks set up by companies trying to intercept us.

These roadblocks don't speak to what makes *us* special, what sets *us* apart, or what makes *us* unique. Although the organisations behind the barricades are quite happy to coerce us into believing what makes *them* special, what sets *them* apart, and what makes *them* unique.

Our journey has enough challenges, fears and dreams, without concerning ourselves with forced detours.

But if those businesses could accompany us on our journey – maybe even offering to carry a bag or two – we've got the whole journey ahead to hear their message.

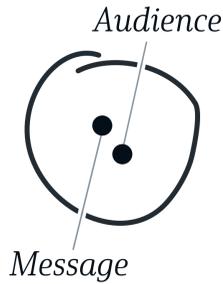
We call these journeys 'narratives', and they want to tell themselves...they just need the right structure to do so.

"People don't think in terms of information. They think in terms of narratives. But while people focus on the story itself, information comes along for the ride."

– JONAH BERGER, NYTIMES BEST-SELLER IN MARKETING

CHAPTER 2

What You'll Get Out Of This



Here's the thing

The world changed. Marketing didn't.

There are no more mass markets. Consumers want to support businesses with a cause. Marketing 'maps' weren't drawn for businesses with a cause. This one was. I call it *Meaningful Marketing*. Really, it's all that matters for companies that matter.

Over the last few years, our Creative team has tested the idea that **effective online communication comes down to a Person and a Message. Everything else is just a distraction.** This has turned out to be completely true.

Don't forget to focus on the *Person*. Put the consumer first. Empathise more with them. Love them first, ask questions later. Give them something to be a part of that is bigger than themselves. Make the interaction meaningful for both you and them.

Drawing your ideas

Does your idea make sense? Draw it for me. I drew this book's entire premise on the previous page.

If an idea is simple, we can draw it simply: When pressed to draw our ideas, we might find we fill half a sheet of paper to fully articulate our new idea. This just means we don't understand it well enough, yet.

We like to hide behind complexity: It's easy to make an idea seem complicated, because complications let us hide our lack of clarity from ourselves. Gaining clarity is much harder. Yet it's where everything else comes from.

Understand your concept enough to simplify it into one (or two) sentences: "Create a rocket that deploys from a plane and re-enters orbit in one piece without waste." That's Virgin Galactic's simplified concept. Or, "Good online communication focuses on a *Person* and a *Message*, everything else is a distraction". That concept is the premise behind this book. My drawing provided the clarity that enabled this book to flow easily with high-quality, no-fluff content. The clarity that comes from simplifying your ideas into one drawing or sentence will make it easier for you to put these ideas into motion, just like it did for me.

What you'll learn in this book

There are two big takeaways for you in this book.

The **first** takeaway is how you will identify, engage, and communicate with your target audience (your *Person*) from now on. You will be clearer on who those people are, and how to get them to take action with you.

The **second** takeaway is how to use the narrative structure our Creative team has developed to successfully create meaningful messaging (your *Message*) for your audience to see every time they interact with your company.

Your narrative will be designed to be digestible to both newcomers (prospects) and familiar faces (clients), creating interest and advocacy respectively.

By the end of this book, you will know the right things to say and the order to say them in so that your target audience will raise their hands and say "*yes, this is exactly what I'm looking for. I believe what you believe. Let's talk*".

"If you don't learn how to tell your story, you're not going to grow. Storytelling is the number one way to build your brand."

– DAVE ASPREY, FOUNDER OF BULLETPROOF COFFEE

Consistency is king

Imagine you could turn on a faucet and out flowed your company's ideal prospective customers. Imagine turning it on *right now*. Now, *what do you say to these people?*

If you're like most business owners, you have a vague idea, but you'll hesitate, wondering if you're saying the right things.

Justifiably so: you know that if you say the wrong things, you'll miss an opportunity to make a great impression.

They may interpret your words as a marginalised, self-centered pitch and walk the other way.

Once you know the right things to say, you can say those things every single time. You will know that you can consistently engage prospective customers *every time you turn on that faucet*.

Without knowing the right things to say, and without saying them *consistently*, that faucet is useless to us.

In a later section we will explore what to say and how to say it to your target audience so you can convey your company and message to them in a way they understand every time. It was the same for us, too.

When our first team started out in the marketplace, we decided we would only implement for others what we knew to work reliably for ourselves and for each market we communicated with.

Before we entered the marketplace, we wasted a lot of time experimenting with different channels, tactics and techniques. Finally, we realised it wasn't the channels themselves that were "good" or "bad".

It wasn't until we realised that our performance across every channel was the same that we started to question the way we were communicating. We questioned the best practices and resolved to find "what actually works".

At the time, every client was a happy client, yet new prospects weren't able to grasp what existing clients had grasped. *The two principles that made all the difference were the Person and Message, as we will cover in this book.*

Now, the journey towards focusing on the *Person* and *Message* is one that our Creative Team watches clients experience on a daily basis. Our Creative Team sees the

frustration of things “not working” for their clients. They see the client’s reluctance to “relinquish the spotlight” by instead putting it on their prospects. They see the client’s leap into empathic, story-driven, personal language for a very specific target audience. And finally, they watch as the clients come to the “oh snap, why didn’t we do this sooner” realisation that follows.

Empathy isn't what you thought

When you think about it, “putting yourself in other people’s shoes” isn’t really empathy at all:

Us in their shoes isn't them. It’s just us, in their shoes. We’re merely imagining ourselves in a different situation.

Imposing our reality on others isn't fair. How can it be empathy if we’re still impressing our version of reality onto them?

It takes all kinds of people. Part of humanity’s beauty is the diversity of perspective and opinion, but that diversity gets lost in this false kind of “empathy”.

Let’s not “treat others like we’d like to be treated”. Instead, let’s treat them like **they’d** like to be treated.

The exercises in *Meaningful Marketing* will challenge us to identify how our target audience would like to be treated.

Online advertising is broken

We don't like being harassed, spammed, or tracked online. Yet we enjoy having more followers and creating bulging social timelines.

What's the difference?

We share our secrets with those we trust. I don't mind friends and family knowing where I am. This information is freely given to those we trust, but we rightly resent it being taken or bartered away from us.

Friends and family don't 'cash in' our trust. I've received emails that literally said, "I saw you on my website today and...". That's just being creepy. Unwanted ads and unwanted emails take advantage of our trust.

Connecting with people and sharing information is what the Internet is all about. But it's about freedom, too. We're smart enough to connect and share with people we trust. We'd never stalk or barter for private information in real life. Why should online be any different?

Meaningful Marketing spends no time on marketing hacks. Instead, we're going to focus on *people*.

How brave are you?

Most teams wouldn't doubt their answer to this question until asked to give away their trade secrets. That which they believe makes them competitive, or unique.

If you could give away your secrets, would you? For example:

Your team's secret sauce: Giving it away means it's no longer secret. It also means your genius is finally, truly on display for others to make a remark about.

How you cut costs or double value: Giving it away means others can do it too. It also means your distinction is easily and favourably compatible to the marketplace.

How you systemise transformation: Giving it away means others can do it too. It also means your audience is better informed and feels safer in your care.

Giving your secrets away means others can do what you do, too. "Others" includes your target audience. Doing so is an opportunity to serve them more fully.

Are you brave enough?

Questions need decisions

Sometimes I can't decide.

Sometimes, both ideas are good, and there's insufficient data to reveal a clear winner.

That's fine. We can test them. In those times, we can put both ideas out into the world, quickly. Show each idea to separate people and see how they respond. Which received better responses?

Get out of your head. If we were going to decide, we would have by now. Getting new eyes and perspectives on the question you have might give you the insight you need to make the call.

Just pick one. If the above fails you, just pick one. They're both as good as each other, so it doesn't really matter. Just make the call and move on.

So, what's it going to be?

Question time

I've prepared three questions, a toolkit, and a challenge.

Neither of us want this to be another book that gets read, enjoyed, and placed on the shelf without implementation. You probably have lots of books doing that job already.

I'm challenging you to do things differently with this one.

After all, you're not an information hoarder (right?) and this isn't intellectual entertainment.

These **questions** (on page 35) will set your intentions as we journey through this book. The **toolkit** (on page 187) will equip you to make those intentions happen. The **challenge** will be your accountability: I want you to prove to me that you'll take action on the contents of this book *within the month*.

Since your company is doing meaningful work, you should be held to a higher standard than the rest. That's why I wrote this book, and why you're reading it.

1. Accountability

At the end of this book, there's going to be a link for you to put your email address in. Once you do, we've prepared a system to keep you accountable for taking action. You'll get progress check-ins for you to reply to, plus reminders and pointers based on the things you learned in this book so that it doesn't "fall off the shelf".

This is an important step.

Without something to hold us accountable, we're far less likely to take action. What we learn risks staying in "good idea" territory, rather than becoming a cornerstone of our companies.

If you don't plan on completing this step, consider *putting the book down* until you're ready to commit to taking action. This book is a *blueprint*; if you don't create what's on it, why study it?

If you do plan on completing this step—to make your marketing memorable, engaging, conversion-oriented, and impactful in your community or cause—then *read on!*

2. Toolkit

Included with the accountability material is a toolkit (page 187).

This is a members-only area where you can access supporting assets – such as worksheets and videos – designed to help you maximise this opportunity.

The toolkit is complimentary with this book.

Since the book was designed to help you create momentum as a meaningful company, it's *my responsibility* as the author to ensure you have what you need to make that happen.

If the book receives updates in the future, you'll have the ability to download revised copies from the toolkit, too.

Our Creative team will continue to add resources to this toolkit over time and send them to you as they are released.

3. Three Questions

Before we move on, answer the three quick questions below. I find if things aren't written down, they don't really count because I'll forget about them. Consider these affirmations to yourself:

Question one: What is your *primary* motivation for reading this book?

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Question two: What are you hoping to *learn* as you work your way through this book?

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Question three: What will you *do* with your learning once you've finished reading this book?

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CHAPTER 3

Part One: Attract Your Best Customers

Why this step exists

I find that most companies think they have this section all figured out already.

Then they go through this exercise and realise how vague their definition of their target audience really was.

You lead a purpose-driven company. There's a reason for that and that reason is bigger than you, or the Profit and Loss sheet.

Whether you're networking, pitching, presenting, selling, or being introduced, if you're talking to the wrong people, you're wasting your time.

Step one is to become clear about who the *right people* are. This is called the "Attract Your Best Customers" step, and it's designed to ensure you don't waste any more time.

If you'd like to download the worksheet that goes with this step, go to fairhead.net/mia.

"The most important thing to remember is you must know your audience."

– LEWIS HOWES, AUTHOR & FORMER FOOTBALL PLAYER

“It’s like you know me better than I do”

When our audience can say *that*, we’re already half way towards communicating with the clarity we need to enrol and serve more people more effectively. I heard this quote while sitting in on an ImpactCoaching call between our Creative team and a client.

They hadn’t yet made a single observation: they simply cared enough to ask good questions and empathise with the answers that followed.

No fancy language required: there’s no “secret marketing hack” that competes with caring enough about the person speaking. Like our grandmothers would say, “*God gave us one mouth and two ears.*”

Foundation for every great message: Can a great message that doesn’t intimately understand who it was written for actually be great?

The Internet is full of “secret marketing hacks”. If you like intellectual entertainment, pick one. They’re a hoot.

But when our audience can say “*It’s like you know me better than I do*”, we’re already half way to our goal of serving people more effectively.

1. Sources

When looking for the data needed to make informed decisions, we tend to over-complicate things.

We likely already have the information we need about our audience, it just happens to be a tangled mess in our minds with distracting tangents protruding from every facet.

We need a way to make sense of it all.

Making sense of the information we already know creates order out of the chaos, aligns our thinking, and makes these facts actionable. The following process will help us put everything in order.

In this section, we're going to comb through what we already know about those we work with, with whom we'd love to work, who we lost along the way, what their pains are, and when they need relief. This will provide you with a clear outline of your target audience (your *Person*). There is space on page 51 to enter your responses to the questions you'll be asked in this section.

Who do you love working with now?

The individuals and companies you think of when you ask yourself this question are important. These people can tell you why they chose to work with you, and they can act as clues as to who your current target audience might be.

We love working with – and serving – those who love working with us because it maximises the enjoyment on both sides.

We love working with those for whom we can create the greatest outcomes while exerting the least amount of effort. This way we get the maximum return for our effort.

These people are well-equipped to benefit from our genius and we know who they are without thinking too hard. We don't need months of data analysis to reveal their names. Note them down, these are your champions.

Who would you love to work with in the future?

If we don't know where we want to go or who we want to work with, how can we be sure we'll ever get there?

Knowing where we're going enables us to align our efforts and increases the chances that we will arrive where we want to be.

As Craig Groeschel, pastor and best-selling author, knowingly stated, "everyone ends up somewhere. Few people end up there on purpose". This is where vision counts. We want to be able to say: "We've never been there before, and we can't be sure we'll ever get there. But that's where we're going. Who's in?" We might not know if our goal is attainable, but we can make it our purpose to try to reach it.

By leveraging the *Meaningful Marketing* language and communication techniques outlined in this book, we can work with anyone we want.

The people you want to work with in the future are likely people you've never worked with before. They may be out of reach for you at the moment, but everyone works with someone, and that someone can be you. Note these people down, they are your unicorns.

Who did you love working with in the past?

The past leaves us clues about where we're going and how we can influence our future.

Bad gigs show us what to avoid.

Mistakes show us where to improve.

These missteps can teach us as much about where to focus our attention as our successes can.

In this section we're recalling people or organisations that we really enjoyed working with but don't work with anymore, whether it's because they bought our product and that was it, or because things went south so they cancelled. Making a list of these people shows you two things:

First, it presents those who have come through as happy customers who may perhaps engage you again one day.

Second, it reveals those you have let down who may have still been good candidates if you had fixed the areas of service that ultimately turned them away.

Where are the people you love working with located?

Do you know where their world is? What it looks like? What it feels like to live there?

Our environment and its culture shapes us as people, and where our *Person* lives tells us a lot about them.

Remember, buying decisions happen in their world, not yours. The better we know their world, the better equipped we will be to enter it and talk in ways they will understand.

When we examine where the people we love working with live, we have to resist the temptation to say, "They're everywhere! We can help them wherever they are." While noble, that mindset is a disservice to you and to them. They're not everywhere, you just haven't yet named the land.

Are they a native, rural, midwestern dweller? Are they an urban transplant in a major coastal city? Defining where they are and why they are there gives us an insight into their personality and how it influences their objectives (which we will examine in the next chapter).

A key benefit of defining your clients (your *Person*) comes in the form of target advertising. By embracing their culture and showing up in their hometowns, in their magazines, or in their Facebook feeds, we can communicate intimately and intentionally with those we wish to serve.

Where is your *Person* located? Note each place down, these are your new favourite places.

"Don't find customers for your products. Find products for your customers."

– SETH GODIN

What are their pains?

Many companies try to build a product or service, then try to sell it. This is a “solution in search of a problem”.

Isn't it better to focus on the people you wish to serve and simply ask them what hurts? This way you'll know what problems exist and can provide direct, relevant solutions.

This simplifies “product development” and “sales” into simply “offering to bring relief those who need it”.

Your *Person* will tell you everything you need to know about their pains. All you need to do is ask, listen, and solve them.

You'll be tempted to quantify their pains in relation to your existing products and services. Don't do that. It weakens the clarity of communication we're working toward in this book.

Remember, “offering to bring relief to those who need it” is all about them. Not you.

What are their pains? Note them down in language they would use. These are your new pains, and the ones for which you will create solutions.

When do they need relief?

We behave differently when something is urgent compared to when it's merely "coming up".

If something is urgent, it needs to be dealt with quickly and the situation almost has a sense of borderline desperation. However, if something is coming up in the future, there is some anxiety related to the situation and the potential for analysis paralysis. One risks receiving an overly-emotional response, while the other risks enabling us to become overly-pragmatic.

Being able to empathise with the urgency and mental state of those we wish to serve can help us respect and respond to them in a way they'll appreciate.

For instance, a pressing scenario won't respond well to 35-day turnaround times, and a distant scenario won't respond to next day delivery.

When do they need relief? Note it down; this is your new timeline.

Bringing it all together

We often feel as though we need more information before we're able to make a decision. We want more research, or another blog post, or more YouTube videos to help us get where we need to go. This is called 'stalling'.

We have the information we need. We have identified our *Person*, where they are located, and how we can help them.

At this stage, it's time to stop collecting information. No new data allowed.

But shouldn't it be more complicated? Shouldn't we have graphs and studies and reports? If we maintained a "solution in search of a problem" strategy, it would be more complicated. But serving people who we know need our help doesn't need to be over-thought.

It's time to start working with the data we have. It's in the execution of our data – not the collection – that we uncover the discoveries we've been looking for.

Your answers

Who do you love working with now?

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Who would you love to work with in the future?

.....
.....

Who did you love working with in the past?

.....
.....

Where are the people you love working with located?

.....
.....

What are their pains?

.....
.....

When do they need a solution?

.....
.....

2. Objectives

“Genchi genbutsu” is a Japanese phrase that means “going to the source”.

Taichii Ohno, former VP of Toyota, supposed that “the root cause of any problem is the key to a lasting solution”.

When we look at the pains of our target audience, genchi genbutsu puts our theories of how to solve them to the test.

In this section, we are going to look at an example on page 53 of genchi genbutsu, so that you can note yours down before moving onto the next section.

Notice how asking the question “*Why does this matter?*” enough times will reveal the source objective we’re looking for.

What’s your source? Note it down, this is your new objective and focus. There is space at the end of this section on page 55 to record your answers.

Genchi Genbutsu in Action

I want to visit England more often.

Innovation is asking more questions to find the source of this statement. At first it sounds like a travel challenge, but are faster planes and cheaper fares ‘innovation’?

Let’s ask more questions:

Why visit England more often? Because that’s where most of my family lives.

Why does this matter? Because seeing them regularly brings us all joy.

Why does this matter? Because without the family-fuelled joy, I feel like something is missing in my life.

With these answers, perhaps virtual or augmented reality social tools might also be solutions to explore. Visiting England more often isn’t a travel challenge at all, it’s about bringing family closer together.

Innovation is asking more questions – divergent ways of *going to the source*.

Example 2: “Get a coaching call”

Rather than working through this book on your own, you could arrange an ImpactCoaching call with our team.

Why does this matter?

Try as we may, our first attempt at all these answers is unlikely to be as comprehensive or sophisticated as it would be if we'd done it a thousand times (like a coach).

Why does this matter?

Deeper, fuller answers can give us a stronger sense of how we can target and attract our very best customers.

Why does this matter?

If we can better attract our very best customers, we can serve more of the right people.

Why does this matter?

We will be able to make a greater impact in the lives of those we wish to serve and transform our businesses for the better in the process.

Genchi genbutsu enables us to speak the right language: saying that we want to “impact the lives of those you wish to serve” is much closer to our desired objective than “get a coaching call” is.

Your answers

What is your objective?

.....
.....

Why does this matter?

.....
.....

3. The Circle of Influence

John Neffinger and Matthew Kohut, authors of “*Compelling People*”, advocate the use of a circle, which we’re referring to as *The Circle of Influence*.

Draw a circle around their hearts. That circle represents the limits of how far they are prepared to listen. Beyond this circle, they can’t hear you. Within it, you have their attention. Our job is to get inside and stay inside.

Everyone around us speaks one of two languages, and to understand how to enter the trust circles of our target audience, we must first examine the languages they speak.

1. **The language of ‘warmth’** speakers may be untrusting or wary of your intentions. These people want to know that you *understand* them; from comprehension comes **relief and excitement**, and from those emotions comes *an interest in what you have to say*. Stephen Fry, English actor and activist, says he sees a colour in his mind whenever he hears a note. He ‘hears in colour’. This kind of emotive language is typical of the language of ‘warmth’.

2. **The language of ‘strength’** speakers may be tired of time-wasters who don’t keep their word. These people want to know you deliver, consistently. From **trust comes respect**, and from respect comes *an interest in what have you say*.

Gary Vaynerchuk and Seth Godin, both American entrepreneurs, regularly cite a special kind of respect for people who commit to showing up every day in their workplace for long periods of time. This type of appreciation is typical of the language of ‘strength’.

We are never told which of these languages we need to speak to which people. *The trick is uncovering which one we need to use with which people*. We figure this out by talking to enough of the people we wish to serve. Being ‘bilingual’ enables us to create **relief and excitement**, as well as **trust and respect**, and helps us to enter our audience’s Circle of Influence so we can serve them better.

Being outside the circle

We all start outside the circle, and consumers have a set of stereotypes for different types of people they consider to be “outside the circle”.

For instance, there are a number of “outsider” traits that organisations and individuals notice:

- “They are selling web marketing ‘things’. Can’t be trusted.”
- “Not sure how they come up with those prices.”
- “They promise the world and deliver almost nothing.”
- “They don’t really know if their own stuff works. It’s unproven, or they’d be doing a lot better themselves!”

These are – quite rightly – how consumers look at the marketing industry. These points are all valid. We have noticed them, too. To enter their circle, you need to stand out from the rest of the marketing world.

Going inside the circle

Now that we know what we're up against in the eyes of our audience, we know where we are starting our journey from. Here's how we are going to journey from outside to inside.

Our approach will depend on which of the two languages our audience speaks: warmth, or strength.

If empathising from warmth:

- “It can be frustrating trying to get the web content set up right.”
- “It can feel confusing to know which marketing technique is right.”
- “It feels scary; making the wrong choice will be costly.”

If stating from strength:

- “There's a lot of junky marketing out there.”
- “You're right to not trust web marketers; most are liars.”
- “They promise the world and usually deliver nothing.”

We're saying the same things in each case, while speaking in a language they'll understand.

Being inside the circle

This is where we want to be and stay.

Inside the circle we will have their attention, their trust, and the benefit of the doubt. Here we can see an example of how we'd all like our clients to feel when we're in their circle:

Empathising from warmth:

- “It’s a relief to feel looked after by those who care.”
- “It’s exciting to know my marketing is taken care of.”

Stating from strength:

- “It’s empowering to see this being taken care of.”
- “Results are consistent; I don’t need an alternative.”

Another aspect we need to consider is the “register” in which we speak, which goes deeper than warmth and strength. Our register is a reflection of our personality, mindset, beliefs, culture, and interests.

For example, US English is a mutually understood selection of words and phrases, but our urban transplant example from earlier in Part 3 (see page 46) may speak

“US, white-collar professional, optimistic, diplomatic English”.

The register our *Person* uses tells us even more about their language and how we might go about speaking the same language as them. When we speak the same language as our *Person*, their trust in us increases.

And trust is precious. This is an asset that all of us should treat with more respect than the revenue that may or may not come with it.

It is from this place of trust that our ideas are shared, our products are enjoyed, and their friends are invited.

Kicking others out

Here's a bonus piece: by understanding the parameters of *The Circle of Influence*, we can elect to kick out competitors if they're under-serving or disrespecting those we wish to serve in the market.

Consider how our Creative team might remove competitors if they chose to do so:

Empathising from warmth:

- “They don't commit to the level care and support that your business deserves.”
- “It can feel devastating to watch someone take your hard-earned resources and give nothing in return.”

Stating with strength:

- “They have no history of results; they're figuring it out and winging it on your dollar.”
- “They are desperate for the work and will promise anything at the expense of delivering consistent results.”

These language factors are important in *The Circle of Influence*; that membrane around our hearts we use to protect ourselves from lousy encounters.

Speaking in both strength and warmth—and understanding the various registers in your *Person's* language—will tell you how to negotiate the membrane of your *Person's* circle. It will also help you serve more of the right people while protecting them from the companies who are just going for their wallets.

Your answers

What is it like outside the circle?

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.....

What warmth language helps us enter the circle?

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What strength language helps us enter the circle?

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What warmth language keeps us in the circle?

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.....

What strength language keeps us in the circle?

.....
.....

What warmth language kicks others out?

.....

What strength language kicks others out?

.....

4. The Person

Data about our target audience is only useful when we act upon it.

The danger of collecting information without applying it is that it can become unwieldy and unusable.

In this stage we're going to address *our* Source data through the lens of *their* Objectives to create a simple, single piece of information.

It's called a 'Person'. The way we approach this notion is a little different to common, clinical, verbose 'Persona Development' strategies.

We are going to specify who the *Person* you're in business to serve is, if they were to be one person. We are going to mould them out of your Source data, and breathe life into them using your Objectives data.

There's no such thing as "many target audiences" anymore. There are only lots and lots of "individuals", and they all make up your *Person*.

Once you know your *Person*, every piece of meaningful marketing you create or use in the future is going to speak specifically to this individual. Your *Person*.

Be assumptive

Being assumptive gets a bad rap.

You may have heard the catchphrase, “When you ‘assume’, you make an ‘ass’ out of ‘u’ and ‘me’”. That’s only when it’s not meant for ‘u’ or ‘me’.

Sometimes to not assume is to be impersonal and disconnected, such as when teams communicate with the marketplace.

If you’re looking for people who are looking for X, stating “*You are looking for X*” to the marketplace makes some people say “no” and others say “*that’s me*”.

The “no” crowd was never going to respond anyway. They aren’t interested in your product; they aren’t your potential customers, so “No” is fine from them. But, for people who find your product relevant to them, the answer is a resounding “Yes”.

Using an assumptive phrase such as “*You are looking for X*” is useful to identify which people are your potential customers and which aren’t.

Sometimes, to assume is to get to the heart of those your message is to serve.

Where is your Person?

A person's location can drastically change their objectives.

For instance: a native, rural, midwestern dweller might be at higher risk of thinking "real men don't need coaching" than an urban transplant. The urban transplant, however, may have a smaller circle of friends and relish the idea of talking something out with a professional.

Do you remember your answer to this question from the Sources chapter? Note this place from your Sources and keep in mind how your *Person's* objective may be affected.

What language do they speak?

We all talk different languages, so it is critical that we don't forget which one our *Person* speaks.

Because language is a reflection of personality, mindset, beliefs, culture, and interests, it also affects our *Person's* objectives and must be taken into consideration when examining our *Person* as a whole.

What's their language? Note this place from your Sources and keep in mind how your *Person's* objective may be affected because of it. This is your language now.

What does your Person do?

For most of us, including our target audience, our work takes up a huge portion of our lives.

But what our job description is and what we call ourselves can be two different things.

What we choose to call ourselves is as important as the role our work represents. Are you an accountant or CFO? A cook or a chef? An intern or an apprentice? A proprietor or an entrepreneur?

The answer may hint at our job description, but the different titles for the same jobs indicate to your audience how you'd like to be perceived.

Knowing what our *Person* does and which job title they use tells us a lot about their lives, indicates the language they use, and reveals the challenges they face.

What do they do? Note it down, this is your new special interest.

Note: there are sometimes more than one "Person", so the answers section on page 71 exposes two spaces in case there are two key demographics.

What does your Person 'like'?

This question refers to Facebook, or Instagram, or whatever primary social network your Person belongs to.

'Liking' things may be an arbitrary and haphazard pastime, but it leaves clues.

We all want to be associated with things that we believe express the fabric of who we are, such as the football club we support, or the fact that we're "in business", or our wealth of knowledge about our special interest.

Does your Person join non-profit Facebook Groups? Retweet certain activists? 'Like' select business magazine Facebook Pages?

Follow the clues and note them down. These are our new social hangouts.

Your answers (Person A)

They live in...

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.....

Their language is...

.....
.....

Their age/gender/marital status is...

.....
.....

Their occupation is...

.....
.....

The Facebook Pages they like are...

.....
.....

They dream of...

.....
.....

Your answers (Person B, optional)

They live in...

.....
.....

Their language is...

.....
.....

Their age/gender/marital status is...

.....
.....

Their occupation is...

.....
.....

The Facebook Pages they like are...

.....
.....

They dream of...

.....
.....

Putting it all together

Everything we just identified about our target audience, from where they live to what they are interested in on social media, makes up our *Person*.

Everybody else is merely a distraction. They can't afford your time or attention anymore. And you can't afford to give it to them.

From now on, the more you serve this *Person*, the more your organisation succeeds.

Keep this *Person* written down, close at hand, and think about them often. Dedicate your business to them. Write them letters of advocacy and appreciation. Think about ways you can help them live their best life. Go where they go. Be interested in what they're interested in. Talk their language. Be in their world.

This is the *Meaningful Marketing* way to approach the market. Make yourself meaningful in your *Person's* world and meet them where they are, on their level.

Now that we make great company for them and we know how to access this *Person* on-demand, we need to know what to say. We need to master our message.

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Design & illustrations by Adam G Fairhead

Printed in the United States of America
Set in Studio Sans and Lora text

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