

### Chapter Seventeen – Permission and Remarkability in a Virtuous Cycle

- Permission is anticipated, personal, and relevant.
- The privilege of delivering anticipated, personal, and relevant messages to people who want to get them.
- What I saw twenty-five years ago was that spam didn't scale. That attention was truly precious, and selfish marketers needed to stop stealing something that humans couldn't make any more of.
- Before paying for ads, then, long before that, begin with the idea of earning this asset. The privilege of talking to people who would miss you if you were gone.
- Treating people with respect is the best way to earn their attention.
- Attention becomes an important asset, something to be valued, not wasted.
- Real permission works like this: If you stop showing up, people are concerned. They ask where you went.
- Every publisher, every media company, every author of ideas needs to own a permission asset, the privilege of contacting people without a middleman.
- In order to get permission, you make a promise. You say, "I will do x, y, and z; I hope you will give me permission by listening." And then—this is the hard part—that's all you do.
- If it sounds like you need humility and patience to do permission marketing, that's because it does. That's why so few companies do it properly. The best shortcut, in this case, is no shortcut at all.
- Once you earn permission, you can educate. You have enrollment. You can take your time and tell a story. Day by day, drip by drip, you can engage with people. Don't just talk at them; communicate the information that they want.
- When we use a social media platform because it has plenty of users built in, we're not really building an asset. Sure, for now you can reach your followers on this platform. But over time, the platform makes money by charging you, not by giving away their work.
- Showing up with generosity.
  - When Marvel wants to launch a new superhero franchise, they don't begin with nationwide TV ads. Instead, they go to San Diego Comic-Con.
  - Mostly, it's a signal. A way of telling the core of the tribe that attention has been paid, that this is the sort of thing people like us will be talking about next year.
- Transform your project by being remarkable.
  - Intentionally create a product or service that people decide is worth talking about. I call this a Purple Cow.
  - You must do it with intent, building it deep into the product or service.
- Offensive/juvenile/urgent/selfish is not the same thing as purple.
  - Too often, impatient marketers resort to stunts. Stunts come from a place of selfishness.
- Alcoholics Anonymous is a huge organization. And it's hardly anonymous. Built into the practice of an active member is the posture that, when in doubt, we talk about AA, because talking about it is a generous act. It's a shame killer. It's a life raft. It's a fellowship of connection, a chance to do for others what was done for you.
- What we choose to market is up to us. If the change you seek to make can't be talked about, perhaps you should find a different change worth making.
- Designing for evangelism
  - Evangelism is difficult. Bringing tension to a coworker or friend is fraught with risk. It's easier to avoid. The hard work of creating the change you seek begins with designing evangelism into the

very fabric of what you're creating. People aren't going to spread the word because it's important to you. They'll only do it because it's important to them. Because it furthers their goals, because it permits them to tell a story to themselves that they're proud of.

#### Chapter Eighteen – Trust is as Scarce as Attention

- Trust Is as Scarce as Attention. The forces that prefer dominion instead of affiliation see this as a threat. And they've created waves of distrust around the voices and channels that we built our cultural trust around.
- The result is a moment in time when more people are connected and fewer are trusted.
- We're not supposed to trust spiritual institutions, the mainstream media, politicians, social networks, or even the person down the street. Add to this the cacophony of noise (with less signal than ever before) and the prevalence of fakes and rip-offs, and trust is endangered.
- Into this vacuum of mistrust, marketers find themselves on one of three paths:
  - Ignored
  - Sneaking around
  - Trusted
- The third method—trust—is the only one that pays for the investment required. And it's nice that it's also the easiest to live with.
- A trusted marketer earns enrollment. She can make a promise and keep it, earning more trust. She can tell a story, uninterrupted, because with the trust comes attention. That story earns more enrollment, which leads to more promises and then more trust. And perhaps, if the story is well organized and resonates, that leads to word of mouth, to the peer-to-peer conversations that are at the heart of our culture.
- Benefit of the doubt is not a myth. There's a ton of doubt, and you're likely not getting the benefit of it.
- The trust of action In a world that scans instead of reads, that gossips instead of researching, it turns out that the best way to earn trust is through action.
- Marketers spend a lot of time talking, and on working on what we're going to say. We need to spend far more time doing
- If you're a business consultant, a designer, or an inventor, being famous to the right three thousand people is plenty. The goal isn't to maximize your social media numbers. The goal is to be known to the smallest viable audience.
- Public relations and publicity.
  - What you probably need more than publicity is public relations. Public relations is the art of telling your story to the right people in the right way.

#### Chapter Nineteen – The Funnel

- Visualize a funnel, one with a bunch of leaks and holes in it. At the top of the funnel, you pour attention. At the bottom of the funnel, committed loyal customers come out.
- As people work their way through the funnel—from stranger to friend, friend to customer, customer to loyal customer—the status of their trust changes.
- Perhaps they become more trusting, the result of cognitive dissonance and experience. Or, more likely, they become more distracted, more fearful, more eager to run away, because saying yes is more stressful than simply walking away.
  - *NOTE: The courage to say yes is core to coaching! And core to developing a thriving coaching business!*
- You can fix your funnel You can make sure that the right people are attracted to it. You can make sure that the promise that brought them in aligns with where you hope they will go. You can remove steps so

that fewer decisions are required. You can support those you're engaging with, reinforcing their dreams and ameliorating their fears as you go.

- You can use tension to create forward motion. You can, most of all, hand those who have successfully engaged in the funnel a megaphone, a tool they can use to tell the others. People like us do things like this.
- Google and Facebook. In 2017 these two companies took in more than a hundred billion dollars, about half of all the money spent on online advertising worldwide.
- The vast majority of your profit is going straight from you to the place you're buying the ads, which is why those two companies are so extraordinarily successful.
- Google might make a hundred dollars per sale in profit, where you, the advertiser doing all the work, are making just ten dollars.
- If you're careful and alert, you can begin to understand what putting attention into the top of the funnel costs you, and you can work to improve not only the quality of your leads but the efficiency of the process.
- Invest in the lifetime value of a customer, building new things for your customers instead of racing around trying to find new customers for your things.
- The most important thing to figure out is the lifetime value of a customer.
- If you can't see the funnel, don't buy the ads. If you can measure the funnel and it costs too much for you to afford ads, don't buy the ads. Fix the funnel first.
- While there are plenty of people happy to sell you a miracle—a self-running, passive funnel of income—these magical funnels are rare. That's because the lifetime value of a new customer rarely exceeds the cost of running the ads necessary to get a new customer.
- The work you put into improving your funnel is effort well spent. But attempts to build a perpetual motion machine of profit almost always end with bitterness, because they require you to push too hard and too fast to do anything that lasts.
- The goal is to prime the pump with ads that are aimed at neophiliacs, people looking to find you. Then build trust with frequency. To gain trial. To generate word of mouth. And to make it pay by building a cohort of people, a network that needs your work to be part of who they are and what they do.
- Half of Amazon's sales are books that are not in the top five thousand. Half!
- Amazon can do great with this strategy since they sell all the available books. Each author, though, is in pain: selling one or two books a day is no way to make a living.
- This is the false promise of the internet. That you can be happy with a tiny slice of the long tail. That anyone can sing or write or dance or do comedy or coach or freelance, and so anyone will, and so you'll be fine. Except you won't be fine, because you can't live on that. The internet can live on that, Upwork and Fiverr and Netflix and Amazon can live on that, but you can't.
- Becoming an outlier isn't a strategy. It's a wish.
- Living on the long tail has two essential elements: Creates the definitive, the most essential, the extraordinary contribution to the field. Connects the market you've designed it for, and helps them see that you belong in the short head. That this hit is the glue that holds them together.
- Yes, the internet is a discovery tool. But no, you're not going to get discovered that way. Instead, you will make your impact by uniting those you seek to serve.
- Geoff Moore discovered the chasm. It's the overlooked but often fatal gap in the Rogers curve, the curve of how ideas spread through the culture. The early adopters go first; they buy things because they're new, interesting, and a little bit risky.
- The mass market is where Heinz and Starbucks and JetBlue and The American Heart Association and Amazon and a hundred others live. How do you get there?

- The mass market wants something different from what the early adopters want. The mass market wants something that works. Something safe. A pattern match, not a pattern interrupt.
- Where's your bridge? The bridge across the chasm lies in network effects.
- Connected tribes are more powerful than disconnected ones. Individuals who get in early have an incentive to bring others along, and so they do.
- The peer-to-peer movement of ideas is how we cross the chasm—by giving people a network effect that makes the awkwardness of pitching change worth the effort.
- The bridge is built on two simple questions: What will I tell my friends? Why will I tell them?
- Make things better by making better things—things that have a network effect, a ratchet, a reason for sharing.
- In our lifetime, very few brands have crossed over fully to the mass market. Starbucks, which is familiar to most people reading this, hasn't made it all the way, and neither has Heineken or even the bagel. But Facebook has.
- Facebook was planted in the best possible spot, surrounded by insecure, high-status young people, with fast internet connections, plenty of spare time, and an insatiable desire to be seen, to connect, and to move up in some invisible hierarchy.
- Facebook was able to combine nerdiness with status, they were able to surround the middle of the market and create an irresistible ratchet. Join in, or face your worst fear—be socially isolated.
- Changing a multigenerational habit that's as close to survival as water is does not happen right away.
- When your young child talks about his neighbors having clean water . . . and you don't. When you see the respected members of the village hierarchy carrying the distinctive Jerry cans. When you hesitate to host someone in your home because you don't have clean water to offer them. This is a ratchet, but not one based on obvious software network effects. It's based on the original network effect, the one built around people in proximity.
- The one question that every business buyer asks herself is, "What will I tell my boss?" You're marketing the answer to that question: "If you choose this, you can tell your board/investors/boss that you . . ."
- There's the opportunity to finish that sentence with a narrative about status, fear, affiliation, belonging, dominion, safety, commitment, insight, or any of the other emotions we've discussed.