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—KAY KOPLOVITZ, president and CEO, USA Network

# ***THE 22 IMMUTABLE LAWS OF MARKETING***

*Violate Them at Your Own Risk!*

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**AUTHORS OF THE BESTSELLER POSITIONING**



# 22 Immutable Laws of Marketing



**THE LAW OF LEADERSHIP**

**THE LAW OF SACRIFICE**

**THE LAW OF FAILURE**

**THE LAW OF SUCCESS**



# The Law of Leadership



## IT'S BETTER TO BE FIRST THAN IT IS TO BE BETTER

- If you can't be first in a category, set up a new category you can be first in.
- It's better to be first in the mind than to be first in the marketplace.
- There seems to be two kinds of people: those who want to buy from the leader and those that don't want to buy from the leader.
- Too many potential no. 2 brands try to emulate the leader. This usually is an error. You must present yourself as the alternative.
- In retail, the big successes are the specialists.
- The best way to maintain a consistent position is not to change it in the first place.
- It's much easier to get into the mind first than to try to convince someone you have a better product than the one that got there first.

## TWO COMPANIES CANNOT OWN THE SAME WORD

- The most effective words are simple and benefit oriented. It's always better to focus on one word or benefit rather than two or three or four.
- The essence of marketing is narrowing the focus. You become stronger when you reduce the scope of your operations. You can't stand for something if you chase after everything.
- In general, a mind accepts only new data that is consistent with its product ladder (hierarchy of brands) in that category.
- Most often there is only one place where a competitor is vulnerable. That place should be the focus of the entire invading force.

# The Law of Sacrifice



## KNOW YOUR POSITION

- It's sometimes better to be no. 3 on a big ladder than no. 1 on a small ladder.
- Before starting a marketing campaign, ask: where are we on the ladder in the prospect's mind? On the top rung? On the second rung? Or maybe we're not on the ladder at all?
- Make sure your program deals realistically with your position on the ladder.
- In the long run, every market becomes a two horse race.
- If you want to establish a firm foothold on the second rung of the ladder, turn the firm above you strength into their weakness.
- Don't try to be better, try to be different.
- One way to cope with an unpredictable world is to build an enormous amount of flexibility into your organization.

## GIVE AND TAKE, OR LOSE

- A sale says that your regular prices are too high. After the sale is over, customers tend to avoid a store with a sale reputation.
- Any sort of couponing, discounts, or sale tends to educate customers to buy only when they can get a deal.
- Marketing effects take place over an extended period of time.
- When you admit a negative, the prospect will give you a positive.
- The purpose of candor is to set up a benefit that will convince your prospect.



# The Law of Failure



## SUCCESS OFTEN LEADS TO ARROGANCE, AND ARROGANCE TO FAILURE

- Ego is the enemy of successful marketing. Objectivity is what's needed.
- “Pride goeth before destruction and a haughty spirit before a fall.” - Proverbs 16:18
- Too many companies try to fix things rather than drop things.
- Over time, a category will divide and become two or more categories.
- “If you learn something and you're trying something, then you will probably get credit for it. But woe to the person who makes the same mistake twice.” - Sam Walton
- Most companies live from quarterly report to quarterly report. That's a recipe for problems. Companies that live by the numbers, die by the numbers.

## LESS IS MORE

- When a company becomes incredibly successful, it invariably plants the seeds for its future problems.
- When you try to be all things to all people, you inevitably wind up in trouble.
- In the long run and in the presence of serious competition, line extensions almost never work.
- More is less. The more products, the more markets, the more alliances a company makes, the less money it makes.
- “Full speed ahead in all directions” is the corporate call for line extension that ultimately leads to oblivion.
- Less is more. If you want to be successful today, you have to narrow the focus to earn a position in the prospect's mind.
- You'll get further with a mediocre idea and a million dollars than with a great idea alone. In marketing, you can't save your way to success.

# The Law of Success



## THE SECRET TO SUCCESS IS GETTING INTO THE PROSPECT'S MIND

- Once a mind is made up, it rarely if ever, changes. The single most wasteful thing you can do in marketing is try to change a mind.
- Most people think they are better perceivers than others. They have a sense of personal infallibility. Their perceptions are always more accurate than those of their neighbors.
- Only by studying how perceptions are formed in the mind and focusing your marketing programs in those perceptions can you overcome your basically incorrect marketing instincts.
- A company can become incredibly successful if it can find a way to own a word in the mind of the prospect.
- Marketing is a battle of perceptions, not products.
- The most successful entertainers are the ones who control their appearances. They don't overextend themselves. They don't wear out their welcome.
- Marketing is a game for 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.

## SUCCESSFUL PROGRAMS ARE NOT BUILT ON FADS, THEY ARE BUILT ON TRENDS

- As change comes sweeping through your category, you have to be willing to change and change quickly if you are to survive in the long term.
- A fad is a wave in the ocean, and the trend is the tide. A fad gets a lot of hype, and a trend gets very little.
- The situation is often the opposite of the way it appears in the press.



# The 22 Laws



1. The Law of Leadership
2. The Law of the Category
3. The Law of the Mind
4. The Law of Perception
5. The Law of Focus
6. The Law of Exclusivity
7. The Law of the Ladder
8. The Law of Duality
9. The Law of the Opposite
10. The Law of Division
11. The Law of Perspective

1. The Law of Line Extension
2. The Law of Sacrifice
3. The Law of Attributes
4. The Law of Candor
5. The Law of Singularity
6. The Law of Unpredictability
7. The Law of Success
8. The Law of Failure
9. The Law of Hype
10. The Law of Acceleration
11. The Law of Resources