

# MARKETING REBELLION

THE MOST HUMAN COMPANY WINS

—THE WORKBOOK—

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BEST-SELLING AUTHOR OF *KNOWN*





# MARKETING REBELLION

## The Workbook

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## CHAPTERS 1 & 2 – A Case for the Marketing Rebellion

Welcome to the *Marketing Rebellion Workbook* where I've assembled inside commentary, study questions, bonus material, and resources to add even more value to the time you spend with my book.

This workbook is designed to accompany *Marketing Rebellion: The Most Human Company Wins* and is appropriate to help with:

- University classroom discussions
- Corporate workshops
- Personal growth and development

It would be helpful to read a chapter in the book, and then refer to the accompanying bonus material and study questions I provide in this workbook.

To start with, I'm combining the discussion of Chapters 1 & 2 because together they set the stage for the rest of the book. In these early chapters, I tell the story of how consumers have rebelled against marketing and advertising for 100 years. They revolted against business lies (early advertising), secrets (as the internet helped information flow from businesses to consumers), and now control. Empowered by technology, customers are immune to advertising, control their own sales funnel, and drive two-thirds of our marketing. We're moving inexorably toward a subscription-driven, human-driven, emotion-driven, ad-free, funnel-free, big-brand loyalty-free world and the alarm bells are ringing.

As you read the first chapter, you might have wondered if the book should be entitled "Consumer Rebellion" instead! But to adjust to these new business realities, we need a rebellion of our own. We need to overthrow our old ways of thinking about marketing and learn to be effective in a world where the customer is steering the ship.

In Chapter 2, I explain that marketers are not keeping up with the dramatically changing consumer landscape. I provide data proving the profound gap between what customers want and need and what companies are delivering. Businesses are preoccupied with technological solutions in pursuit of a marketing easy button instead of serving true human needs such as belonging, meaning, love, and protecting self-interests. Instead of focusing on change, focus on what is *not changing* -- the constant human truths.

- Marketers need to leverage technology to serve customers, not abuse them.
- Our guiding principles should be based on constant human needs, not on inhuman and opportunistic technological forces.
- Marketers need to be courageous leaders who apply these ideals consistently, even when others in the organization may not understand or agree.
- Marketers are the protectors of their brands and their customers, even at the expense of short-term prospects for profits.

## STUDY QUESTIONS – Chapters 1 & 2

1. The companies falling behind in their marketing aren't run by people who are inexperienced or stupid. Most of them are competent executives striving for business growth. Why do you believe they have slipped so far behind the curve?
2. By examining history, we see that consumers always win ... eventually. The signals are clear. Consumers don't want to be interrupted, intercepted, or annoyed by unwelcome messages. Why do companies continue to use practices like robo-calls and email spam that they know consumers disdain?
3. If you were running a modern marketing department, what steps would you take to get out of the rut and begin to adjust to the new consumer realities?
4. Research shows that "two-thirds of our marketing ... is not our marketing." What does that mean? If we're not influencing the sales, who is?

## BONUS CONTENT – The Missing Human Truths?

When writing an ambitious book like *Marketing Rebellion*, I faced choices about how far I wanted to go down the rabbit hole. What should I include ... and what should I leave out? I settled on exploring Belonging, Love, Meaning, Self-Interests, and Respect. There were three additional ideas I eliminated from the book:

### **PURPOSE**

I wrote most of a chapter about “purpose” before deciding that it’s too closely aligned with “meaning” to stand on its own. I combined the main ideas to create Chapter 6.

### **FUN**

Sometimes people buy things for no other reason than fun. I tried to come up with an example of a product people buy devoid of meaning or status and I came up with romance novels. There are plenty of products people buy for pure joy. I did the research but cut this chapter because it just didn’t fit with the other “constant human truths.”

### **HABIT**

I’m fascinated by research that shows how keeping things simple can reinforce buying habits. This idea almost made the final cut!

Research proposes that consumers are inherently lazy and don’t want to shop around on many everyday products. Businesses should it make it extremely easy to buy products and reinforce these habits. Big brands often demonstrate their lack of empathy for our overloaded attention – I think that is simply the nature of brands and advertising. Gaining attention is a zero sum battle of attrition that has become more costly for everyone.

Overload has opened the door for offerings that simplify. Buying a mattress is a chore—Casper makes it easy with limited choice and a good product that just works. It’s not cheap but they bring it to you and will pick it up if you don’t like it after three months, at no cost and with little risk.

Customers that opt in to these kinds of offerings are essentially opting out of buying the old way, from categories that have too many options built on superfluous differences. Often we simply stick with what we know. Much of what’s called ‘loyalty’ is just capitulation.

Driving repeat sales generally requires ongoing marketing. The bulk of marketing spend is not to introduce new offerings, but to reinforce the ones we know. This is how they compete.

Subscriptions have emerged as a vehicle for a far less onerous relationship—they don't require endless maintenance marketing. Opting in, customers exchange the burden of ongoing decision making and transactions for their patronage and attention. Then the product has to do the talking.

Whether through subscriptions or other low friction approaches, the products making life easier gain appeal as the burdens on attention and decision making in the marketplace grow.

## CHAPTER 3 -- Love and the end of loyalty

This chapter kicks-off a discussion of the five constant human truths and how they relate to modern marketing. I intentionally placed this chapter first in line because the idea of businesses being built on human impressions instead of advertising is so critically important. If my readers only take one idea from the book, I wanted it to be this one!

Research shows that we are in a post-loyalty era. 87 percent of our customers shop-around. The primary reason is that there is no emotional connection to brands.

Customers form this emotional connection by evaluating the brand's warmth and competency – “companies are people too.” One way to demonstrate those traits is by elevating human connections between our employees and the customers who need us. People don't trust companies, brands or ads, but they do trust each other. Why not elevate those human connections?

To me, this is the essence of marketing today: Providing value and earning trust through human impressions so our customers carry our story forward.

## STUDY QUESTIONS – Chapter 3

1. The research presented in this chapter makes a strong case that companies can't count on consumer loyalty like they used to. But is that always the case? What brands and products are you loyal to? List the reasons you might be loyal to your favorite products:
2. Respond to this phrase: "Brands are people too." Do you agree or disagree and why?
3. Company employees, properly trained and empowered, can be powerful advocates for our brands. What are the benefits and risks of helping employees develop their personal brands to carry our messages forward?
4. Researchers contend that consumers evaluate brands based on their warmth and competence. Does that make sense for your company? Your industry? Would there be any benefit to your company if you were seen as more warm and competent?

## CHAPTER 4 -- Belonging, the most powerful human need

I struggled with the concepts in this chapter because I've long believed the idea of "community" is overplayed in the corporate world.

Just because somebody leaves a comment on a blog or clicks through to an online forum for help, it doesn't mean they're truly part of a "community." As I've seen this term over-used and abused through the years (primarily by the social media world), I've become quite skeptical of anybody claiming to maintain an effective customer community.

As I spent time researching this subject, I learned that my perceptions were incorrect. Building communities are extremely hard work – and it's not for every business – but it can be done very effectively, as I show through several case studies.

The reason why this works so well is simple: A human's greatest psychological need is to belong and yet there is a belonging gap in the world – people are lonelier than ever.

Companies can truly create a sense of belonging by owning a space, inviting people in, and nurturing human affiliation.

Key ideas from this chapter include putting the customer ahead of commercial needs, bestowing status on community members, and giving up control to the customers.

## BONUS CONTENT – A Community Case Study

I'm a bit nutty in that I'm always assessing the world through a marketing lens. And one of the product launches I could never figure out was the Porche Cayenne SUV. Why would a brand known for performance, power, and Italian sexiness produce a family car that looks like a tennis shoe? Turns out, I was not the only one who was confused.

Owners of the classic Porche sports models refused to accept the Cayenne as a “real” Porsche. They argued that it didn't match the brand's racing heritage and described Cayenne drivers as soccer moms who did not and could not understand the brand. Die-hard Porsche owners even banned Cayenne owners from rennlist.com, a site that has become a community discussion board for everything Porsche.

The company attempted to mend the rift through a television campaign aimed at demonstrating that the Cayenne was a genuine member of the Porsche family. The entrenched community was not convinced. Positioning the Cayenne as a race car was “a stretch that only delusional Porsche marketers could possibly attempt—and a flat-out insult to every great Porsche sports car that has come before it,” one person wrote in a forum.

Smart managers know that singing around the campfire won't force warring tribes to unite. Later in the book I discuss the idea of involving customers to co-create your brand. Porche would have benefitted from this idea!

Community needs the support of the entire company. Community is a business strategy, not just a marketing strategy.

## STUDY QUESTIONS – Chapter 4

1. This chapter presents many case studies demonstrating how businesses have “fans” who sustain their business. The Wisita case study in Chapter 12 is another excellent example of this concept. What examples might you add? Are you a fan of any company? Why? What lesson is there for your own business?
2. I state that once you have “fans,” your marketing can stop. But is that entirely true? How is the work of marketing different in a world of true communities?
3. In this chapter, I describe the “Sticker Test” to find places where customers feel they belong. If you want to continue learning about how “belonging” is playing out in the business world, start paying attention to the stickers people use on their laptops and cars. What examples can you think of? What makes these companies beloved?
4. Creating a community that helps people belong isn’t for every company. What kind of a corporate culture is needed to achieve this? How does that compare to your own corporate culture?



## CHAPTER 5 -- Protecting self-interests: Artisanal marketing

Chapter 5 begins by taking Delta Airlines to task over their in-flight video. But you'll never find that example on the web or on their website. Shortly after I wrote a blog post about the video, they took it down. A coincidence? Who knows, but Delta is pretty sensitive to the mood of the social stream.

The message provided by this example is that corporate messaging is only believed if it's demonstrated in a local community and provides personal impact that supports tangible self-interests. We can't just be "in a city," we have to be "of a city."

Local activism is a signature trend of the Third Rebellion calling for "artisanal marketing." Advertising is impersonal, uniform, and intrusive. The localist movement requires connection that is relational, affectionate, and based on reciprocity and trust.

In the questions for this chapter, I want to focus on the three qualities of what I call "Artisanal Marketing" that connects to local interests:

1. It is so compellingly authentic, believable, and natural that people will want to carry your story forward. Your customers do not want to be bought, and they will have a negative reaction to anyone they suspect is trying to sell them something. Your story has to be true, and not just cleared-by-the-lawyers true. It has to respect your audience's intelligence.
2. It provides an experience that is unique, remarkable, and meaningful on a personal level.
3. It dispenses an obvious benefit that connects to a person's self-interest. It tangibly helps a person, or their community, make money, save money, save the environment, become healthier, happier, more entertained, feel more self-esteem, and so on.

## STUDY QUESTIONS – Chapter 5

1. It's difficult creating communications that aren't just "cleared-by-the-lawyers true." We must show our faces, tell real stories, demonstrate compassion, and speak in an authentic human voice. Starting today, what can you do to present your stories in a human way?
2. Customers value meaningful personal experiences. I'm trying to do that more often by calling people who appreciate my work or leaving them video messages instead of emails and tweets. I'm hoping these little experiences make a difference and create conversations. Human experiences don't have to be grand. How can you implement small ideas like this in your organization?
3. People struggle to protect self-interests and provide a safe and healthy life for themselves and their families. You need to show you understand and provide tangible help. How does your company show up and help the communities you serve?

## CHAPTER 6 – Values-based marketing and the search for meaning

Connecting to customer values is one of the few remaining options to ignite loyalty in customers. If you expect customers to be loyal to you, they want you to see that you're loyal to them first. That could mean supporting their values, even if it might be unpopular with other customer segments.

As I was writing this chapter, the Nike-Kaepernick controversy was exploding across the news streams. I could understand why Nike would make such a bold and risky move based on the research I had been reading but it seemed to stun much of the marketing world.

For this reason, Chapter 6 has been one of the most popular chapters in the book because it unravels a trend that has been sneaking up on the business world – values-based marketing.

Although values-based marketing is a current conversation topic, the consumer trend has been brewing for more than 25 years. The vast majority of consumers – especially younger ones -- say they're likely to purchase a product if it aligns with their beliefs, and protest it if it doesn't.

Taking a “brand stand” isn't for everyone but the trend is so important it simply must be considered in any marketing strategy today.



## CHAPTER 7 – “Respect Me” -- A Call for Consensual Marketing

I’m guessing you could detect the passion behind this chapter! In fact, I had to tone down this chapter quite a bit as it went through the editing process.

Marketing is the most interesting and rewarding profession, but I’m disheartened by the way businesses abuse and disrespect customers. And by the way, *we’re all customers!*

Advertising isn’t dead, but too often lazy marketers use it to abuse and annoy customers. We’re over-reliant on automation in search of the marketing easy button but it’s unlikely that lazy marketing will work any longer.

Sure there’s a place for technology, but it should be implemented in the service of customers. Marketing must be consensual with a fair value exchange between companies and customers.

We can see the evidence of the consumer rebellion everywhere. Why aren’t we paying attention? The customers will eventually win, so let’s get ahead of the curve and treat people with the respect they deserve. Are you with me?

## STUDY QUESTIONS – Chapter 7

1. Many companies disrespect customers when they implement marketing automation without thinking through the consequences. Examine the marketing practices of your own company, or a company you admire. Is technology being used to respect and serve the customers? Are there any unintended consequences of the technology employed?
2. There's a big difference between *personalization* and *being personal*. Most of the email I get inserts my name (or not!) in the text but it really has nothing to do with me and my life. Think hard on this one. What can you do to connect with customers in a truly personal way?
3. At the end of the chapter I suggest some ways we can institute policies and practices that can make technology more respectful. What would be the impact on your organization? Which of these seems achievable?

## BONUS CONTENT – Blockchain

I was fortunate to have Christopher S. Penn contribute an essay on how Artificial Intelligence might help make our companies more human. Here's his take on Blockchain:

“Another technology that will help companies be more human is blockchain. The simplest way to explain blockchain is that it is a bunch of publicly locked spreadsheets. Everybody agrees on the contents of a spreadsheet. Once a sheet is locked, it is immutable, you cannot go back and change the past. It brings a new level of trust and accountability into our processes.

“For example, if you have service logs written to blockchain, each transaction is locked down. You can't go back and say, “well this bad thing never happened.”

“The benefit of blockchain is visibility and accountability. You can determine the processes that are not meeting your standards, not living up to your ideal customer experience, and then go correct it. It is a constant and consistent auditing of how customers experience us. And so, marketing becomes more human when everybody knows there is accountability, up and down the value chain.

“Once again, this has to be driven by humans and common sense. If everything is audited, you have the potential of reducing people's willingness to take risks. People will be rewarded for being conservative and sticking with what they know. So there has to be some level of flexibility and human guidance in the system. But at a minimum, if you're not currently meeting customer expectations, using blockchain as the record for every customer interaction will improve your operations.”



## CHAPTER 8 – A Manifesto for Humanistic Marketing

This is shortest chapter I have ever written in any book, but I thought it made sense to “pause” and curate some of the key learnings. I put a lot of thought into these ideas and sincerely believe this represents the solid guidelines for a more enlightened business approach.

In the early stages of this book “Humanistic Marketing” was a nominee to be included as an element of the title or sub-title, but some of my friends thought it sounded too academic.

I’m guessing that some of the ideas in this list seem accessible, and some might appear like a far-off objective. One thing is certain, the customers will eventually win their rebellion against annoying and unethical marketing practices, so you’re better off if don’t try to fight the resistance!

## STUDY QUESTIONS – Chapter 8

1. This chapter begins a new section of the book called “Reaching the Unreachable.” What does this mean to you? Why do you think it is more difficult for businesses to reach consumers today? How is this showing up in your own business?
2. If you’re using this workbook in a group, class, or with friends, a great discussion opportunity would be debating the items in the list you agree and disagree with.
3. It was difficult to whittle this list down to just 10 statements, but I was determined to keep it short and to the point! What are the points I missed? Why not send me your suggestions through a tweet? My handle on Twitter is @markwschaefer.

## CHAPTER 9 – Your customers are your marketers

As I was writing *Marketing Rebellion*, I started to test my ideas with groups of people in my workshops and speeches. I stumbled onto this analogy that customers have assembled into these islands of shared interests. When I proposed this idea to a global marketing team, they started using that terminology in their strategic planning sessions – How do we get invited to the islands? It was such a popular idea that I decided to weave it into the book and make it a permanent feature of my talks.

This is the longest chapter in any of my books and it was difficult to organize. I wanted to provide practical, actionable ideas for every chapter but I realized that for many concepts there was a lot of overlap. For example, social media and word of mouth marketing can be used across many of the constant human truth ideas.

So, I decided to just bring all the tactical ideas together in one chapter and break it little sections to make it easier to read.

While many of these ideas are well-known – social media or influencer marketing, for example – I thought it was appropriate to discuss these in the context of the Third Rebellion realities. Even “new” marketing ideas don’t work like they used to when the consumers are in control.

One of the things that I learned from writing this book is the importance of face-to-face interactions. Perhaps you saw this theme too? It seems like many of the case studies pivoted on live experiences:

- Pat Flynn holding live meet-ups
- HBO driving awareness for its programs through elaborate activations
- The Harley Owners Groups that bond through community rides and events
- Lululemon designing their stores to encourage conversations.
- YETI meeting with outdoor guides to explain their products
- North Face creating free community climbing events
- Nike taking its products to the streets of Brazil. JetBlue handing out candy in neighborhoods.

It’s easy to over-rely on technology and observe your market from an office. But a theme of this day in marketing is: GET OUT THERE!

## STUDY QUESTIONS – Chapter 9

1. This was one of my favorite chapters because I felt like I could introduce the reader to new ideas and re-frame some old ones. Which marketing tactics were new to you? How could you add them to your plans to make your marketing more human?
2. Consider this idea of building “peak moments” into your customer touchpoints. How can you re-invent a customer meeting? A service call? A sales presentation? Your company office building?
3. Of all the marketing ideas in this chapter, I think “social media” is the most misunderstood. The main reason is that the dynamics have changed so very fast. Companies are too locked-in to tactics and annual goals when the marketing realities are changing almost daily. This might be a good time to re-evaluate your own approach to social media marketing. Compare what you’re doing today to the priorities I outlined in Chapter 9.

## CHAPTER 10 – Pathfinders

In all of my books, I want to provide inspiration and hope. Yes, I hit you with some uncomfortable, unvarnished truth, but it is also a positive book of encouragement and hope.

Chapter 10 is one of my favorite chapters because I showcase inspirational people and companies embracing the rebellion. I wanted to show that there are practical new ways to connect to customers. I loved putting this chapter together and weaving the lessons from the book into real-life case studies. I hope you'll choose to learn more about all of these marketing heroes, follow them online, and watch how they continue to evolve to meet changing customer needs.

## STUDY QUESTIONS – Chapter 10

1. Which was your favorite case study and why? How could the approach in the case study be regarded as humanistic marketing?
2. Several of these examples rely on word of mouth marketing as a primary connection point to customers. How do the approaches from Wren, Everlane, and Ted Wright (PBR example) differ? How are they the same?
3. Glossier and Tony's Chocoloney are examples of companies that were built from the ground-up in the social media age. Is it easier to start a brand from scratch and adjust to Marketing Rebellion realities or bend an established brand in a new direction?
4. If your customers post news and stories about you on Facebook or Instagram, is that considered word of mouth marketing? Why, or why not?

## BONUS CONTENT – Adding emotion to the brand experience

I had the wonderful problem of having far too much great content to fit into the book! Here is another great story from Martin Lindstrom on how he created an amazing brand through research and storytelling:

“We work with one of the most luxurious hotel chains in the world and they asked us to redefine the concept of “suites.” The problem is you can stay at the crappiest hotel and they call themselves suites, right? So, it’s a completely watered-down word, but the suites in five-star hotels might cost one thousand, two thousand, or ten thousand dollars a night. So, it really is a bit of an elastic word that needed to be re-branded.

“So we started by interviewing the luxury hotel guests. I literally sat down with 15 billionaires. I learned that people buy these suite experiences because they want to go through a transformation in their lives. It’s not just a matter of about having the biggest room, or the best bed, or even more amenities in the bathroom. They’re so used to all that stuff anyway.

What they really want is a memory to take home with them.

“These hotels are serious properties that have an enormous amount of history in each and every suite. Problem was, nobody ever recorded those iconic stories -- People living or not living, famous songs composed in those rooms, amazing books we all know were written there, amazing movies filmed at the locations. In some cases, a celebrity had lived in a room for more than 20 years! But nobody had connected these stories to the suites.

“We created a historic team, and the team went around the world, went into the suites, interviewed past staff, existing staff, customers, guests, anybody who had a story to tell. And we have rebranded all the suites by integrating the history, the celebrities, the stories into every room in a very classy and subtle way.

“The point here is that often brands are sitting on a gold mine of opportunity.

“We didn’t create more value for this company by changing the product or service in any physical way. But we changed it a lot in an emotional way. It had nothing to do with advertising and everything to do with creating a human image for the brand.”

## Bonus Content - Measuring awe

This is a case study I left out of the book so I could feature a small company instead. I think it is a worthy and interesting idea – quantifying emotional connection!

A few years ago, marketers for the famed Cirque du Soleil shows were fascinated by a young woman, Noto, who travels from Tokyo to Las Vegas each year to see their shows 14 times in a week. One show -- “O” -- is her mainstay. First opened in 1998, “O” is Cirque’s famous water show, and its most ambitious since it features a 1.5 million-gallon swimming pool that, at certain points, seems to magically disappear. All told, the young woman has traveled to Vegas to see this one show well over 100 times.

“It touches my deepest emotion,” Noto said. “I feel the tears welling up at the end of the show every single time.”

For the folks at Cirque du Soleil’s Montreal headquarters, there’s something powerful and intriguing in Noto’s experience, in the way she expresses the emotions “O” raises in her. And more important, there’s something in that experience they thought they could—and should—measure, because this deep emotional experience can guide their business decisions.

To do this, Cirque turned to Lab of Misfits Studio, founded by Neuro-scientist Dr. Beau Lotto. This lab claims to be the world’s first neuro-design studio and public perception research space. By wiring customers with sensors, the company can precisely measure moments of deep emotional connection.

Cirque’s mission was to identify and quantify the emotion of “awe.” The company had tried to connect precise moments, costumes, routines, and even individual performers to emotions using word clouds and other marketing techniques but nothing could really quantify “awe.” So, it turned to science for help. The company had a sense of urgency. Although Cirque is one of the best-known entertainment brands in the world, a study revealed that its relevancy was low among millennials and a younger audience. For a brand based on visual impact, quantifying the emotional connection to the show, and amplifying it, was key to building a lasting brand.

And so the experiment began.

In exchange for free tickets to “O,” customers agreed to be poked, prodded, and have their brain activity observed during a performance. Spectators were fitted with special headgear -- surface electrode caps – with wires connected to a nearby computer. Throughout the show, iPads prompted the viewers to report moments of awe, which were correlated to brainwave activity.

It may take years to fully turn the scientific results into performances with more awe, but by using science to quantify the emotional connection to its show, Cirque hopes to optimize its show for a new generation.

## CHAPTER 11 – Marketing re-imagined

I hope you made it to this chapter because it's an important one! Nothing in this book is going to make sense or work in an organization unless you have alignment and leadership.

When I start working with a new client, within an hour I usually have a good idea of how receptive they might be to dramatic change. I can get clues from the language they use, the importance of hierarchy, how the meeting is organized, who is attending, what determines authority.

Are they having meetings all the time? That's a sign that people aren't empowered to make decisions. Is the pace of the company calm and slow or are they always putting out fires?

What is the turnover rate? Unhappy employees is a leading indicator of unhappy customers.

The most important consideration for marketing transformation isn't your budget, your vision, or your strategy. It's your corporate culture.

Much of my career was spent at Alcoa. I was fortunate to have worked around many of the greatest leaders I've ever known. Many are now running companies of their own. All of them know the importance of culture, and that this comes from the top.

## STUDY QUESTIONS – Chapter 11

1. What is a Quantum Leap? Is this something attainable by your organization?
2. I propose that a humanistic marketing department of the future might tend to be more creative than analytical. In other places, I emphasize the need for data-based customer insight. Can the two ideas co-exist or is this a discrepancy in the book?
3. Can an organization dedicated to achieving a more humanistic approach to marketing do it without significantly adding to headcount? How do we become more personal and human at scale without an explosion in the budget?
4. My biggest concern about the adoption of the ideas in my book is the unfamiliar metrics that will have to be learned to measure our activities. If you're committing to new marketing ideas from this book, how will you measure your progress?

## Bonus Content: About that cover!

Ryan Holliday wrote that you really know you're an author when you feel tormented every waking moment until your book comes out.

By this definition, I am certainly an author, and there was no greater period of torment than developing the title and cover for the book.

A book title seems so easy for a fictional book. Just make something up like "A Summer's Dawn" or "The Periodontal Papers" and you can let the reader figure out the rest.

But with a nonfiction book, you're required to provoke interest, be original, and accurately describe the book in three words or less. Greatness looks like:

- *Good to Great*
- *Principles*
- *Made to Stick*

A book title becomes your legacy. A permanent imprint on your life story. Writing the two words that became the title for this book was the single most excruciating creative process in my life. At one point, I actually hired a copywriter, surveyed dozens of my friends, used creative writing apps on the web ... and I still *could not name this book*.

Part of the challenge was the vast scope of the book. I cover historical trends, emotional truths, strategy, tactics, and projections. It is marketing reimaged, reawakened, rediscovered.

After nine months of torture my wife and I were brainstorming in our kitchen. "This is nothing short of a revolution," she said, "but that seems so very scary. Guns and stuff. What's another word for that?" "Rebellion!" I answered. "It's a marketing rebellion."

But the job still wasn't done. Some people hated that title. It still seemed too violent. "You have a reputation as a sweet guy," counseled my friend Mitch Joel. "Don't ruin it with a negative title."

He was right. The only way I could use that title was to counter its impact with an uplifting subtitle. I knew "human" had to be in there. Most subtitles offer a promise like "Six ways to deliver record profits in one year." I took a risk instead by offering a conclusion: "The Most Human Company Wins."

Now, it was on to the book cover! One themes of the book is that marketing needs to seem local and hand-crafted. I decided early on to hire a local artist to oversee the art direction of the book and I made a great choice in 24-year-old Paris Woodhull.

The torment started all over again.

I needed an image that was unexpected. No raised fists. No angry mobs. I wanted to hint at revolution and something edgy but not come across as warlike. My book isn't angry. It's a book of hope. We played around with different symbols of peace and finally the repeating, Warhol-like peace signs seemed to capture the duality of my message. A rebellion with hope.

Reactions from my audience were mixed. Some thought it looked like "Russia" or "communism." Some hated the red color.

But some understood perfectly: "The cover is great. It reminds me of old war propaganda poster artwork. However it's tied in with a peace sign. A human connection! Bringing people together. That's not the norm of marketing and marketing is changing. The design is interesting and intentional. Great work!"

Hurray.

## CHAPTER 12 – The Fourth Rebellion

I begin the final chapter with a futuristic projection from a young writer named Alexander Nethercutt. I discovered Alexander through Medium and have been continually impressed with the level of his thinking and consistently good writing. I was happy to feature him in my book and provide some well-deserved exposure. I literally stumbled on to his post and marveled at how well his view of “molecular marketing” could fit into the final chapter of the book.

I also included a melancholy quote at the beginning of this chapter. Writing a book is an emotional and draining experience. Narrating the manuscript for the audio book is one of the final steps in the project and a huge relief when it’s over. It represents the culmination of many months of grueling work. But the feeling at the end isn’t all happy. Indeed, I die a little as the project ends and my new baby enters the cold, hard world to see if it can stand on its own.

I’ve written seven major books in 10 years, plus numerous new editions and foreign imprints. Ironically, I have no plan to write books. They simply occur out of insatiable curiosity. When I see a problem I can’t figure out, I obsess over a solution. I can’t let it go and that becomes the book.

Will I write another one? I suppose that depends on a suitable problem presenting itself!



## Keeping in touch

Over the years, many of my readers have become my Alpha Audience – my most loyal sharers of my content!

I'd love to connect with you and hear your thoughts about this book, the evolution of marketing, and anything else on your mind. There are many ways to keep in touch with me:

- Follow me on Twitter @markwschaefer
- Connect with me on LinkedIn. I normally follow everybody back!
- Subscribe to my blog at [businessesGROW.com](http://businessesGROW.com)
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