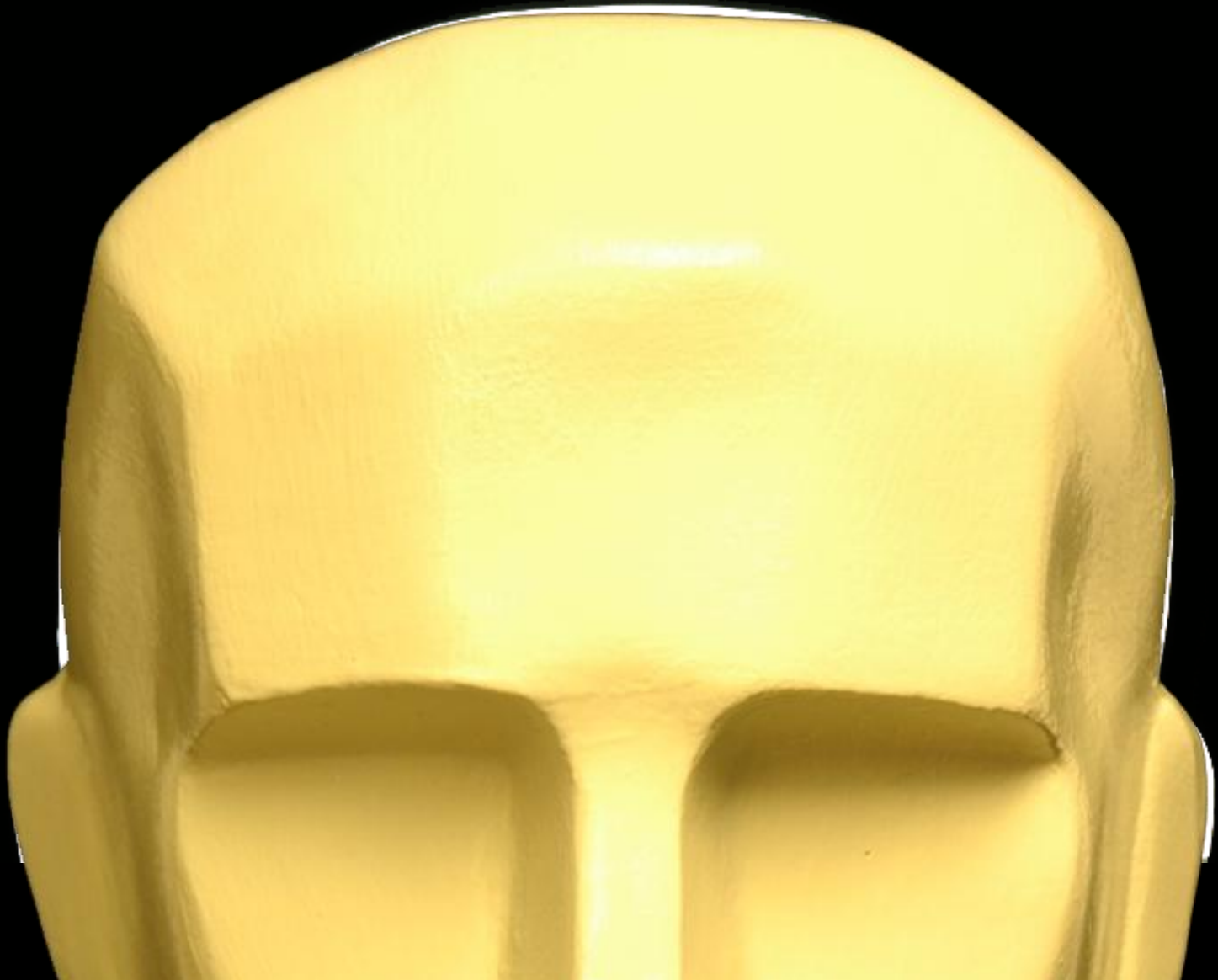




**Positioning:
The Battle for
Your Mind**

**Al Ries
Jack Trout**

Our key idea.



So how do you get into a mind?



FOCUS

You narrow your focus.

Much like a sharp knife.

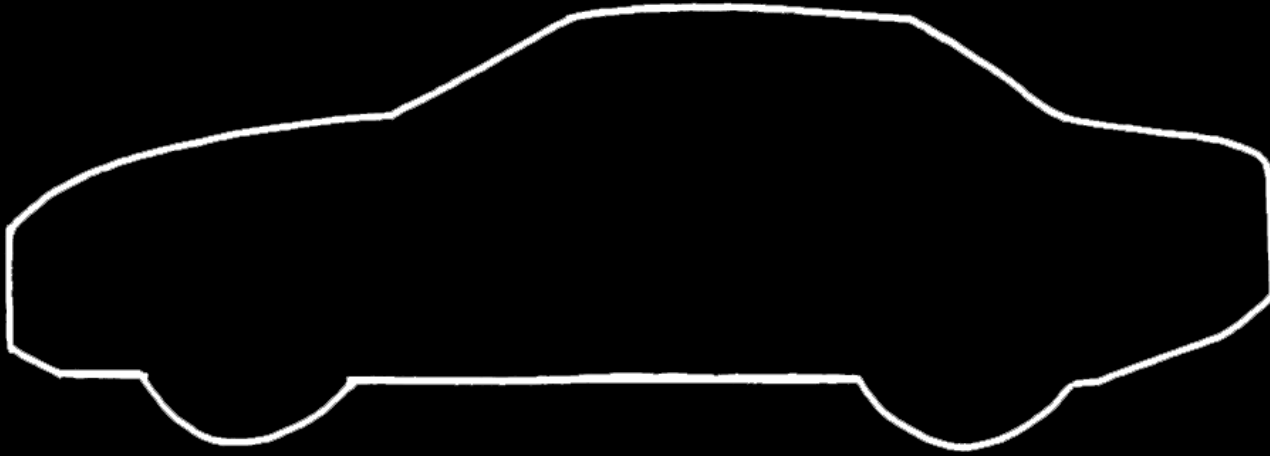


FOCUS

**Gets into the mind faster
than a dull knife.**

You narrow your focus.

Take the automobile industry.



What do buyers want in a car?



**So car companies
try to advertise everything.**

Reliability.

Good mileage.

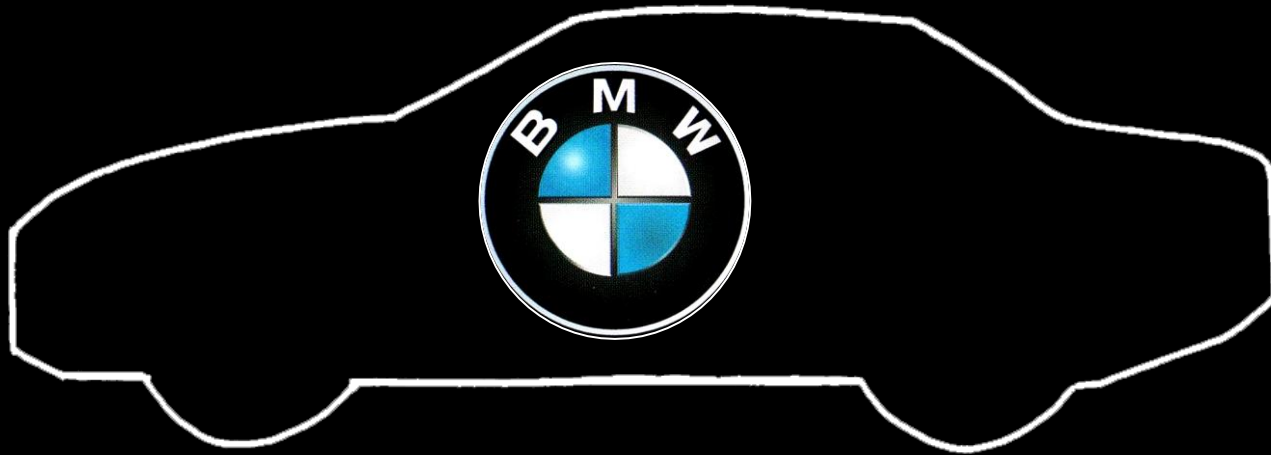
Good looks.

Nice interiors.

The right size.

Drivability.

Except BMW.



Reliability.

Good mileage.

Good looks.

Nice interiors.

The right size.

Drivability.

“The ultimate driving machine.”

**How successful
was BMW?**



World's best-selling luxury car.



Chinese automobile industry.

We worked
for Great Wall.



Great Wall started by making:



Pickup trucks.

By 2009, they had a full line.



Pickup trucks.



Passenger cars.



Minivans.



SUVs.

With 9 different model names.



With 9 different model names.



Our recommendation.

Focus on one model.



The company's SUV vehicle.

Focus on a single position.



“The leader in economical SUVs under 100,000 RMB.”

In the four years since 2009.



**Great Wall sales are up
5.1 times.**



**Great Wall profits are up
8.6 times.**



**Great Wall stock is up
12.3 times.**

Great Wall made more money.



\$1.3 billion.

Net profits last year.

Than the other four combined.



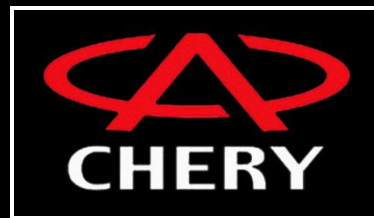
\$1.3 billion.



\$438 million.



\$146 million.



\$137 million.




\$127 million.

Net profits last year.

Why is it?

Everybody wants to grow
by expansion.



When the real opportunity
is just the opposite.



What's a Subaru?

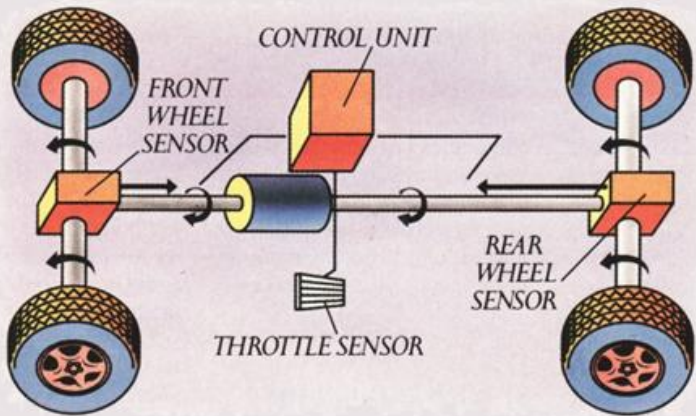


The company that pioneered.

SUBARU



Four-wheel drive.



Subaru sales in 1993.

**4-wheel
drive:
48 percent.**



**And the company lost \$250 million
on sales of \$1.4 billion.**

**2-wheel
drive:
52 percent.**



What did the new president do?

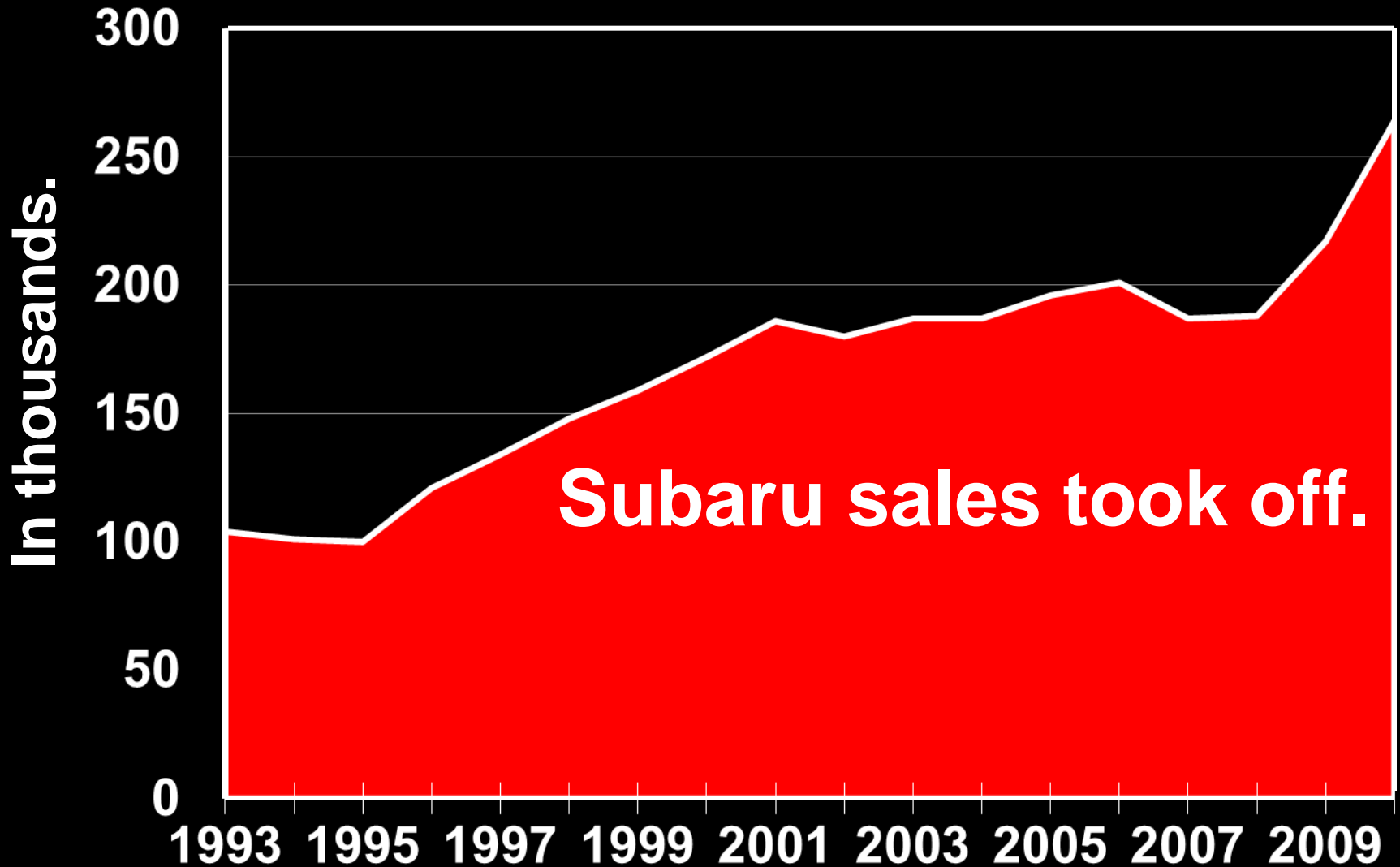
4-wheel
drive:
48 percent.



2-wheel
drive:
52 percent.



After a short decline.



1993.

2 wheel

4 wheel

104,179

1993.

2013.

4 wheel

4 wheel

4 wheel

Subaru was up 308 percent.

4 wheel

4 wheel

2 wheel

4 wheel

4 wheel

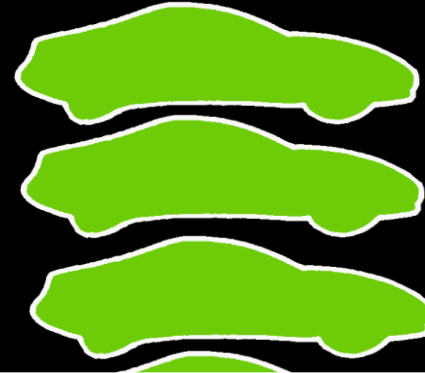
4 wheel

104,179

424,683

1993.

2013.



The market was up only 12 percent.

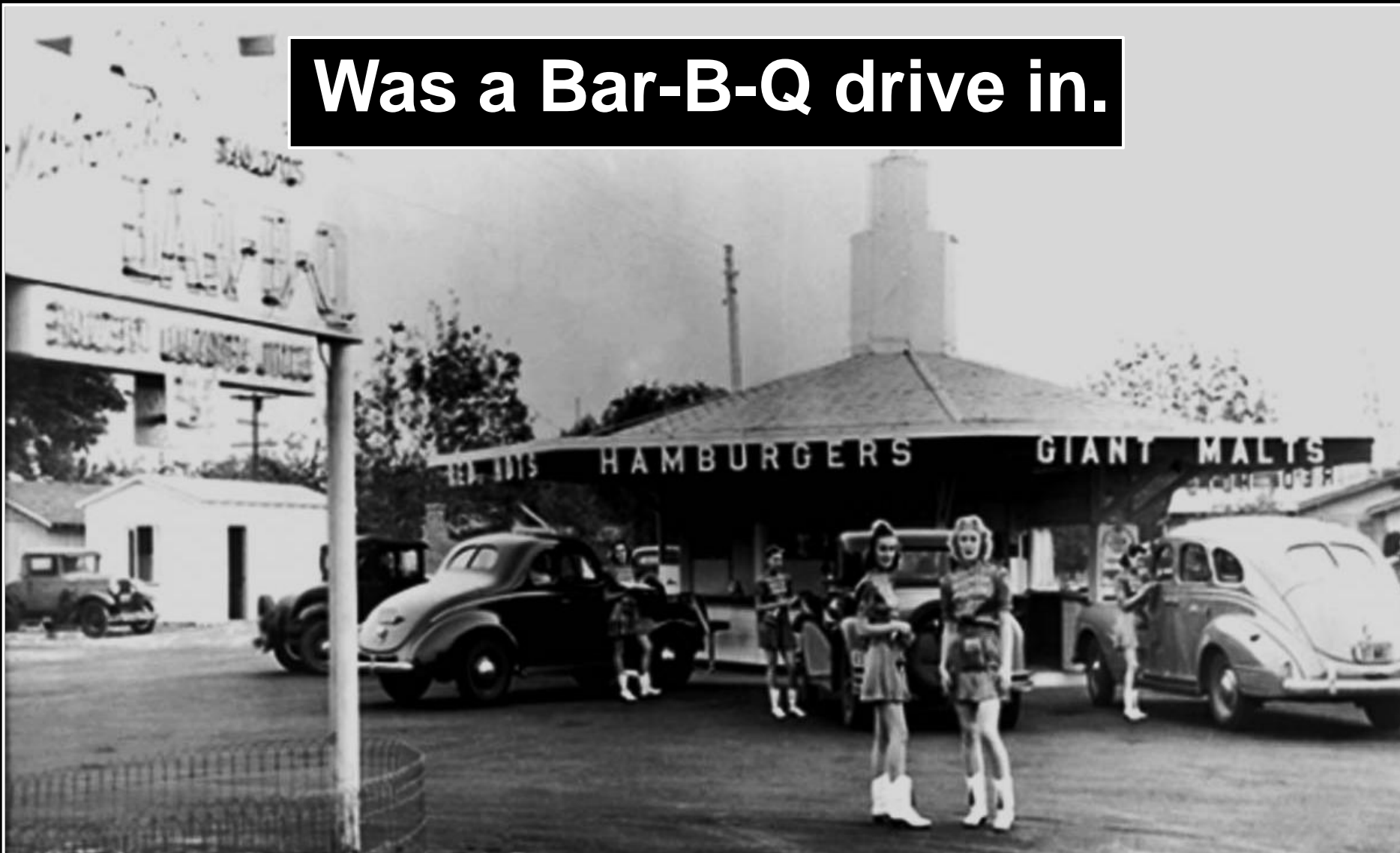


13,916,624

15,582,136

The first McDonald's.

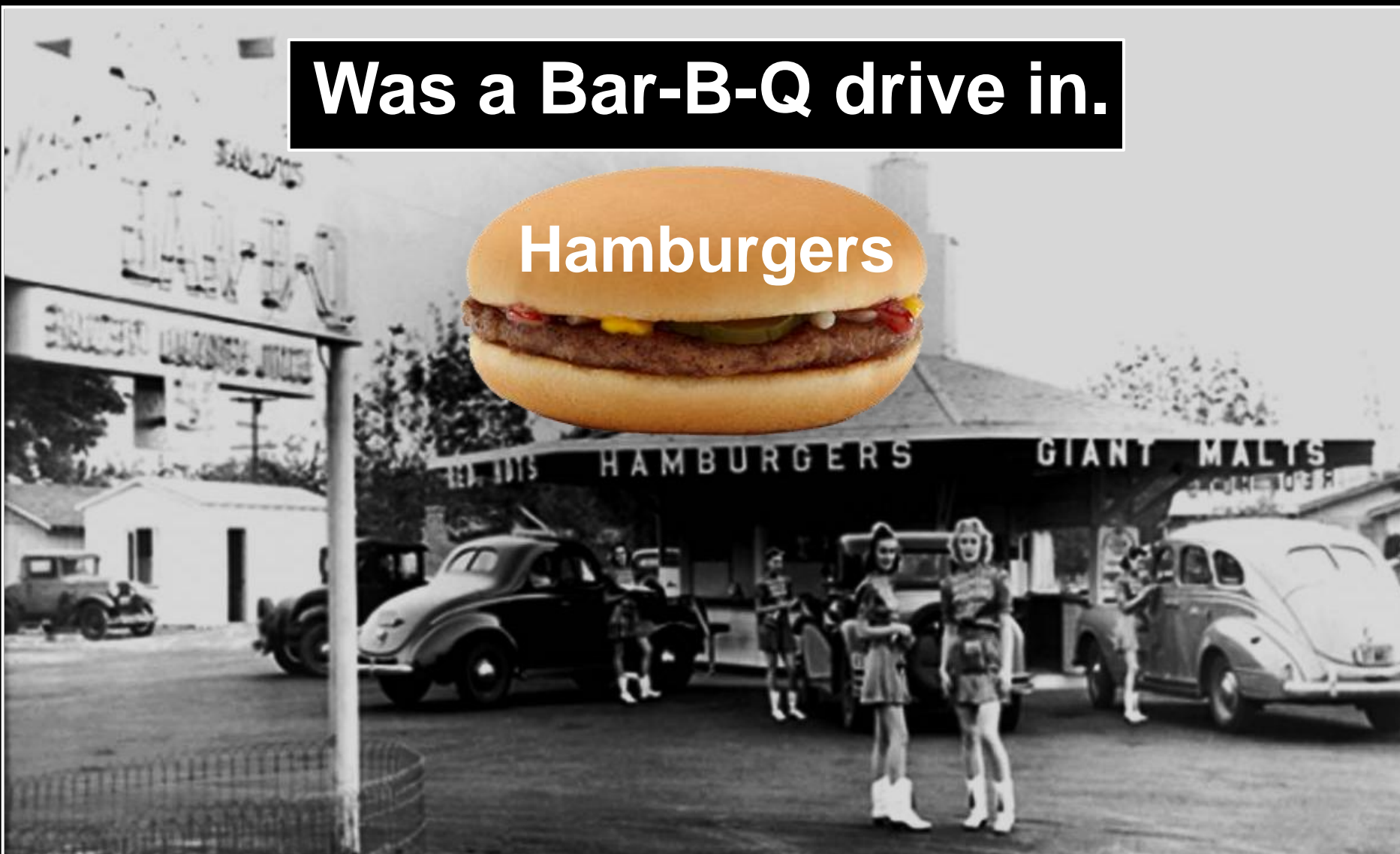
Was a Bar-B-Q drive in.



But most of their profits.

Was a Bar-B-Q drive in.

Hamburgers



**McDonald's closed for 3
months.**



**And reopened
with a hamburger focus.**

And a hamburger sign.



And a hamburger menu.



A white rectangular sign with black text. At the top, it reads 'McDonald's Speedee Service' in a stylized font, followed by 'MENU' in a simpler font. Below that, it lists 'HAMBURGERS 15c' and 'CHEESEBURGERS 19c'.

McDonald's	
<i>Speedee Service</i>	
MENU	
HAMBURGERS	15c
CHEESEBURGERS	19c



And seven things to drink.

McDonald's Speedee Service

MENU

HAMBURGERS	15c
CHEESEBURGERS	19c
MALT SHAKES	20c
FRENCH FRIES	10c
ORANGE	10c
ROOT BEER	10c
COFFEE	10c
COKE	10c
MILK	10c




If they had not done that.



**Would McDonald's have become
the world's largest fast-food chain?**

Why is it?

Everybody wants to grow
by expansion.



When the real opportunity
is just the opposite.



FOCUS
THE FUTURE OF YOUR
COMPANY DEPENDS ON IT
AL RIES

市場支配の絶対条件

アル・リース
島田陽介 訳

フ オ カ ス

ダイヤモンド社