

From the Authors of the *New York Times* Bestseller *Call to Action*

Waiting for Your Cat to Bark?



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**Persuading
Customers
When They
Ignore
Marketing**

BRYAN & JEFFREY EISENBERG

with Lisa T. Davis

Foreword by Murray Gaylord, VP of Brand Marketing, Yahoo!

Praise for *Waiting for Your Cat to Bark?*

“In 1999, the Wachowski brothers revolutionized moviemaking with stunning new angles and special effects revealed in *The Matrix*. Now the ‘Eisenbrothers’ have done the same for business in *Waiting for Your Cat to Bark?* Stunning new angles! Techniques that will be copied for decades. *Cat* is sure to be remembered as the genesis of an important new direction in marketing.”

—Roy H. Williams, *New York Times* Best-Selling Author,
The Wizard of Ads Trilogy

“The Web is a democratizing force as the world’s largest global brain. It educates everyone on the pros and cons of every product, service, and even person. An educated person doesn’t react well to the traditional ‘art of manipulation’ that most marketers attempt to employ in their campaigns. As a matter of fact, it makes them angry and defensive—like a cat backed into a corner. No one understands this new world of marketing better than the Eisenbergs. *Waiting for Your Cat to Bark?* is the marketing manifesto of our generation. Read it, weep, and then go do something about it.”

—Brett Hurt, Founder and CEO of Bazaarvoice,
Founder of Coremetrics, and Shop.org Board Director

“It is easy to buy traffic but persuading that traffic to buy, subscribe, or otherwise take a profitable action is essential. Persuasion Architecture™ provides a framework for companies to better understand and reach customers with more relevant messages that increase the probability of acquiring and serving customers. Traffic cost inflation is a real problem, and this book not only tells you how to allow customers to buy the way they want to buy but makes the entire process accountable. I’ll be encouraging the companies I invest in to read it.”

—Tod Francis, Managing Partner, Shasta Ventures

“Who’s buying? How are they buying? And why do they buy from you? Consumers have been turning away from old media channels and even most methods of advertising to embrace new media. The Eisenbergs have developed a proven methodology for selling in this new environment where the old marketing rules no longer apply. This book will change how you think about marketing. It may even change how you think.”

—Rebecca Lieb, Executive Editor, The ClickZ Network

“This book lays out a powerful and fresh way of thinking about personas, persuasion, and marketing in today’s increasingly fragmented media environment. If you want a practical guidebook for successfully marketing to today’s consumer, then this is a must-read.”

—Mark Kingdon, CEO, Organic, Inc.

“*Waiting for Your Cat to Bark?* systematically covers every aspect of critical thinking about customers and prospects a marketer could need in today’s complex business world. This is a book you’ll reach for every time you begin your strategic planning.”

—Susan Bratton, CEO, Cendara, Inc., and Executive Chair
ad:tech Conferences

“With *Waiting for Your Cat to Bark?*, the Eisenbergs have shown us the power of persuasion for marketing. They back up their positions with compelling case studies and great firsthand experience that is priceless. This is a must-read for all marketing professionals and is on my desk.”

—Rand Schulman, Chief Active Marketing Officer, WebSideStory

“The Brothers Eisenberg usher us out of the 20th-century age of media and into the 21st-century age of optimization. They show us step-by-step how to leave behind the diminished returns and false expectations of quantity, and how to replace them instead with the more universal appeal and profitability of quality.”

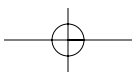
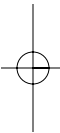
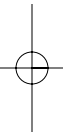
—Jeff Einstein, Media Pioneer and Social Critic

“The Eisenberg brothers have done it again! Hot on the heels of their best-selling *Call to Action*, *Waiting for Your Cat to Bark?* is a guide to the use of personas and Persuasion Architecture™ that will force readers to reconsider all of their marketing efforts. Chock full of “big picture” thinking and great strategic advice, the chapters “Choosing Personas” and “Bringing Personas to Life” are must-reads for anyone serious about marketing. Jeffrey and Bryan force us to rehumanize our audience in a way that drives measurement and forces accountability.”

—Eric Peterson, Author, *Web Analytics Demystified*
and *Web Site Measurement Hacks*

“*Waiting for Your Cat to Bark?* is a tremendous read. It has fresh ideas and practical solutions for persuading customers to act. I highly recommend this book.”

—Ivan R. Misner, Ph.D., *New York Times* Best-Selling Author
and Founder of BNI



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BRYAN EISENBERG
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with Lisa T. Davis



NELSON BUSINESS
A Division of Thomas Nelson Publishers
Since 1798

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Published in Nashville, Tennessee, by Thomas Nelson, Inc.

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SpecialMarkets@ThomasNelson.com.

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Library of Congress Cataloging-in-Publication Data

Eisenberg, Bryan.

Waiting for your cat to bark? : persuading customers when they ignore marketing / Bryan Eisenberg and Jeffrey Eisenberg with Lisa T. Davis.

p. cm.

ISBN 0-7852-1897-1 (hardcover)

1. Consumer behavior. 2. On-demand marketing. 3. On-demand advertising. I. Title: Persuading customers when they ignore marketing. II. Eisenberg, Jeffrey. III. Davis, Lisa T. IV. Title.

HF5415.32.E37 2006

658.8—dc22

2006005188

Printed in the United States of America

06 07 08 09 QW 5 4 3 2 1



We dedicate this book to the memory of our father,
Santiago Eisenberg
1936–2005

He lived with wisdom, strength,
wealth and honor.
—Pirkei Avot 4:1.

ACKNOWLEDGMENTS

It was the worst of times, and so the best of times passed unacknowledged. In the blink of an eye since I drafted the acknowledgments for *Call to Action* and this moment, Bryan and I have had so much to be grateful for and so many people to thank that we may never get the chance to make it up. With the passing of our father, uncle, and grandmother, we never had the chance or the urge to celebrate our huge success with *Call to Action*.

In the foreword to *Call to Action*, I mused it wasn't exactly the book we intended to write. *Waiting for Your Cat to Bark?* is. Instead of being a book about what we've thought and where we've been, it's a book about what we're thinking and where we're going.

So many people helped make this book happen that naming them all is impossible. Nevertheless, there are those people whose contribution was so great that it would be a sin to leave them unacknowledged.

We thank our friends, Roy and Pennie Williams, for believing in us when there was no good reason to.

We thank our friend, John Quarto-vonTivadar, who helped turn our philosophies and concepts into process and invented Persuasion Architecture™ with us.

We thank our friend, Michael Drew, for his tenaciousness. Without him we would never have become best-selling authors.

We thank our friends, Holly Buchanan and Anthony Garcia, our first best editors, who made this a much better book.

We thank the good people of Thomas Nelson Publishing who believed this was the book that needed to be written.

We thank our friend, Dr. Richard Grant, for his enthusiasm and intellectual rigor.

We thank our friend, Jim Novo, for helping us to refine so many ideas.

We thank our friend, Sam Decker, for reminding us what the reader really cares about.

We thank our friend, David Freeman, for his inspired generosity and insight.

We have been privileged to work with a number of people, expansive of spirit and curious of mind, who were eager to offer their marketing efforts as testing grounds for our ideas. In turn, we have learned much from them. In particular, we'd like to thank our staff, our readers, colleagues, clients, and many others who offered us advice and moral support.

And then there are our families. We lovingly thank our mother, Esther, who bravely supports and encourages us even in the worst of times.

Bryan has Stacey and I have Cindy who love us and put up with us. How can we be more blessed than that? It is possible—Hannah and Sammy are blessings beyond words. We love them dearly.

Without Lisa Davis, one of those family members you get to choose, none of our books would have been written. Her love, loyalty, and hard work are eclipsed only by her talent for extracting what Bryan and I have trapped in our heads. I know Lisa would want to thank Zachary, her brilliant and warm son, for all his patience while this book consumed time that rightfully belonged to him.

And finally, dear reader, we humbly thank you for sharing your all-too-precious time with us. Our greatest wish is that you find in this book something you can use and that you will share it with someone.

Jeffrey Eisenberg
New York City
February 16, 2006

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FOREWORD

Look around. It seems you can't pick up a newspaper or business magazine today without seeing headlines such as:

- "Is Advertising Dead?"
- "The Death of Mass Media"
- "GM Turns Cool to Mass Marketing Advertising"
- "P&G Launches Major Change in Media Spending"

Not since the emergence of television fifty years ago have we seen such a metamorphosis in consumer behavior.

We are witnessing a change in the way media is consumed and the way the entire consumer shopping experience has changed. What's driving this? To paraphrase the former Clinton administration, "It's the Internet, stupid!"

We learned from the dot-com implosion in 2001 that the Internet is neither the "Holy Grail" nor a panacea for marketers. Television, radio, newspapers, and other media are far from being dead. Each remains an important tool in the advertiser's toolkit. Yet, as Bryan and Jeffrey Eisenberg explain in this book, the Internet is the glue that binds customers' experiences in our emerging experience economy.

For marketers, the challenges—and the opportunities—are huge. Advertisers know the old model is broken, and that the old rules do not apply. As broadband has proliferated, the promise of interactivity and creativity on the Web has come to fruition. Consumers are finally in control, and they have become the programmers, consuming media when they want, where they want, and how they want. Video-on-demand, Podcast, TiVo, Yahoo!Go, Google Video, blogs, and more.

We also have a generation of young adults who are now in their twenties and early thirties, who have grown up with interactive technology and are not set in their media-usage habits. With the advent of popular sites like MySpace, Flickr, Facebook, and sixdegrees.com, this group is redefining the roles of traditional media and demand media on *its* terms.

Search marketing is becoming an extremely powerful new way to engage customers, and it makes the Web experience more important than ever. Pay-per-click, a model that did not exist at the end of the last decade, is the fastest growing segment of all advertising.

Clearly we are moving through a time of irrevocable change that has profound implications for businesses large and small. A.G. Lafley, Chairman and CEO of Procter & Gamble, recently said, “We need to reinvent the way we market to consumers. We need a new model. It does not exist.”

Until now.

In *Waiting for Your Cat to Bark?* Bryan and Jeffrey Eisenberg dig deeply into the marketing changes we are seeing. They integrate a variety of perspectives and tie together lots of dangling threads, all of which marketers are now called upon to weave into their efforts.

The Eisenbergs speak to the concerns of all marketers who want to navigate intelligently through this emerging media landscape and make a difference on behalf of their companies, within and across channels. They identify why we need to rethink the interconnectedness of marketing and sales, and they offer a smart—and simple—model for looking at customer behavior. Persuasion Architecture is a great framework for becoming an effective marketer in this new world.

Foreword

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Given the changes we are seeing, marketing professionals as well as students of marketing are clearly in need of a playbook to thrive in this new environment. *Waiting for Your Cat to Bark?* is that playbook.

This is an important book. I thoroughly enjoyed it. I am sure you will as well.

Murray Gaylord
Vice President, Brand Marketing
Yahoo! Inc.
January 23, 2006

INTRODUCTION

Waiting for Your Cat to Bark?

This question is really our way of asking, “Are you waiting for your customers to respond the way they used to?”

Many marketers are, and that’s a problem.

Cats don’t bark—and consumers today don’t “salivate on command” like they seemed to a couple of decades ago. Consumers today behave more like cats than Pavlov’s pooch. Times have changed—and so must we.

Nobody could have foreseen the challenges today’s marketers would face. Twenty years ago, getting through to “over-messaged” customers was like filling a thimble with a fire hose. Imagine what we would have thought then of the multi-tasking, instant-messaging, e-mailing, cell phoning, emoticoning ;-), always on, Web-searching, blogging, TiVo-watching, eBaying customers we now need to reach.

Then, we would have been horrified. Today we’re scrambling just to get the job done.

Acquire new customers, deepen relationships with existing customers, reach decision-makers, measure marketing results, generate more leads,

improve lead quality, reconcile selling channels, increase product awareness, close more business, develop the brand—these are our goals as marketers. We understand this language. But the equation has become so complex that we often lack a framework to describe how one marketing solution affects the others.

Technology has changed; emerging media are subdividing the masses into specialized audiences. But the biggest challenge we face is the customer's ability to assert control over the entire process.

While emerging media and technology undermine the effectiveness of traditional mass-marketing models, they also create unprecedented opportunity for us to redefine and profit from how we communicate with customers.

WIIFM: “What’s in it for me?”

This book isn't filled with business-school theory. In these pages, we explain the principles and framework behind the things we do every day. We give you a framework for modeling interactivity across all your touch points and for tying all the communications your company creates into a coherent persuasive system.

In the chapters ahead, we tell a marketing story that has a happy ending. It's not a small story with a simple plot; as marketers, we are not facing a small problem. Through Chapter Thirteen, we lay the groundwork, examining the interconnected issues in today's marketing landscape. The balance of the narrative weaves together the elements of our solution.

Along the way, we answer several questions:

- How and why has marketing permanently changed? (Chapters One–Six)
- Why do customers respond differently than they used to? (Chapters Seven–Thirteen)
- How can you anticipate what customers require? (Chapters Fourteen–Twenty-Two)
- How does Persuasion Architecture¹ bridge the new marketer/customer gap? (Chapters Twenty-Three–Twenty-Eight)

- How can you start implementing Persuasion Architecture in your business? (Chapter Twenty-Nine)

We tell this story primarily from a marketing perspective, for marketers and for business owners who are involved in marketing and sales as well as for general students of business and followers of media developments. Our story provides a necessary framework for preparing both marketers and sales staff to manage and respond to the demands emerging media place on them.

Success by multiples!

Waiting for Your Cat to Bark? provides a proven context for rethinking and retooling your customers in a rewired world. We've worked with and helped some of the best and brightest marketers who face the same challenges you face. Persuasion Architecture is enormously practical. It's simple. But it isn't easy. We guarantee, however, that if you start applying these principles to your business, you will get better results—not just by percentages but by multiples.