

THE NEW RULES SERIES

FOREWORD BY DAVID MEERMAN SCOTT

ADELE REVELLA

# BUYER PERSONAS

How to GAIN INSIGHT into  
YOUR CUSTOMER'S EXPECTATIONS,  
ALIGN YOUR MARKETING STRATEGIES,  
and WIN MORE BUSINESS



WILEY

*This book is dedicated to every marketer who  
questions the wisdom of making stuff up.*

# Contents

<i>Foreword</i>	David Meerman Scott	<i>xiii</i>
<i>Acknowledgments</i>		<i>xvii</i>
<i>Introduction: Listen First, Then Speak</i>		<i>xix</i>
<i>Why Is Everyone Talking about Buyer Personas?</i>		<i>xx</i>
<i>Will This Approach Work for You?</i>		<i>xxii</i>
<b>PART I</b>	<b>Understanding the Art and Science of Buyer Personas</b>	<b>1</b>
<b>Chapter 1</b>	Understand Buying Decisions and the People Who Make Them	3
	<i>Why the “Know Your Customer” Rule Has Been Redefined</i>	5
	<i>A Clothes Dryer’s Extra Setting Made All the Difference</i>	6
	<i>Will You Understand Your Buyers’ Decisions?</i>	7
	<i>Relying on Buyer Demographics and Psychographics</i>	10
	<i>How Marketers Benefit from Buyer Profiles</i>	11
	<i>Buying Insights Complete Your Persona</i>	12
	<i>High-Consideration Decisions Reveal the Best Insights</i>	13
	<i>Buying Insights from a Quick Trip to London</i>	15

<b>Chapter 2</b>	Focus on the Insights That Guide Marketing Decisions	19
	<i>Listening to Kathy</i>	20
	<i>Frustrated, A Newly Minted Consultant</i>	
	<i>Invents Personas</i>	22
	<i>Buyers Have Distinct Expectations</i>	23
	<i>The 5 Rings of Buying Insight</i>	25
	<i>Give Your Buyer a Seat at the Table</i>	27
	<i>Buying Insight Opens Doors to C-Level Executives</i>	31
<b>Chapter 3</b>	Decide How You Will Discover Buyer Persona Insights	35
	<i>The Most Important Nine Months of My Career</i>	36
	<i>How Interviews Reveal Insight</i>	38
	<i>Is This Another Kind of Qualitative Research?</i>	39
	<i>Crafting The Low-Consideration Buyer's Story</i>	41
	<i>Using B2B Salespeople to Build Buyer Personas</i>	42
	<i>The Pros and Cons of Buyer Surveys</i>	43
	<i>When to Use Focus Groups</i>	44
	<i>Will Big Data Deliver Insights?</i>	45
	<i>How Social Media Contributes to Buyer Personas</i>	48
	<i>SAP Gains High-Value Insights through Web Analytics</i>	49
<b>PART II</b>	<b>Interviewing for Buying Insights</b>	<b>51</b>
<b>Chapter 4</b>	Gain Permission and Schedule Buyer Interviews	55
	<i>Persuade Stakeholders That You Need Buying Insights</i>	56
	<i>Overcome the “We Know Our Buyers” Objection</i>	57
	<i>When You Don't Have Time for Buyer</i>	
	<i>Persona Interviews</i>	59
	<i>Use Your Sales Database to Find Buyers to Interview</i>	60

	<i>Sometimes You Want to Avoid Your Internal Database</i>	61
	<i>Using Professional Recruiters to Set Interview</i>	
	<i>Appointments</i>	62
	<i>Which Buyer Should You Interview?</i>	64
	<i>Interview Buyers Who Chose You as Well</i>	
	<i>as Those Who Did Not</i>	66
	<i>Contacting Buyers to Request an Interview</i>	68
<b>Chapter 5</b>	<b>Conduct Probing Buyer Interviews</b>	73
	<i>Who Should Conduct the Interview?</i>	74
	<i>Prepare for Your Buyer Interview</i>	75
	<i>Getting It on the Record</i>	77
	<i>“Take Me Back to the Day . . .”</i>	78
	<i>Use Your Buyer’s Words to Probe for Insight</i>	80
	<i>Go Slowly to Capture the Whole Story</i>	81
	<i>Questions That Keep the Conversation Flowing</i>	82
	<i>An Example Interview with Tim</i>	84
	<i>Look for Insight When Buyers Use Jargon</i>	86
	<i>Make Your Questions about Your Impact Count</i>	88
	<i>Probing on Who Influences This Decision</i>	90
	<i>Asking about the Perceived Value of Your</i>	
	<i>Differentiators</i>	91
	<i>When Features Affect Decisions, Look for Insight</i>	92
	<i>First and Foremost, Be a Respectful Listener</i>	94
<b>Chapter 6</b>	<b>Mine Your Interviews for Buying Insights</b>	97
	<i>You Need Fewer Interviews Than You Expect</i>	98
	<i>Step 1: Mark Up Your Interview Transcript</i>	99
	<i>Step 2: Organize the Story Based on Buying Insights</i>	103
	<i>Step 3: Write a Headline for Each Key Insight</i>	106

<b>Chapter 7</b>	Determine How Many Buyer Personas You Need	111
	<i>Segment Buyers Based on Insights, Not Profiles</i>	112
	<i>Conduct More Interviews to Test Segmentation Options</i>	114
	<i>Analyze Insights to Decide How Many Personas</i>	117
	<i>Will Two Buyer Personas Help You Win More Business?</i>	118
	<i>Presenting Your Buyer Persona</i>	123
	<i>Copywriting Your Buying Insights</i>	127
	<i>Building the Buyer Profile</i>	128
	<i>How to Find Buyer Profile Information</i>	129
<b>PART III</b>	<b>Aligning Your Strategies to Win More Business</b>	<b>131</b>
<b>Chapter 8</b>	Decide What to Say to Buyers	135
	<i>Will Your Current Approach Work?</i>	136
	<i>Set the Agenda, and Invite the Right People</i>	138
	<i>Ask for Premeeting Contributions</i>	139
	<i>Develop a Complete List of Capabilities That Matter</i>	140
	<i>The Moderator Is a Proxy for the Buyer</i>	142
	<i>Apply Two Filters for Short Messaging</i>	143
	<i>Evaluate Your Competitive Ranking</i>	144
	<i>Assess Relative Value to Buyers</i>	145
	<i>Bring in the Copywriters and Creative Teams</i>	150
<b>Chapter 9</b>	Design Marketing Activities to Enable Your Buyer's Journey	151
	<i>Understand the Buyer's Journey</i>	153
	<i>Patrick's Journey for an Employee Benefits Decision</i>	154
	<i>Prioritize Assets That Align with the Buyer's Journey</i>	156
	<i>Prepare to Be Surprised</i>	157

	<i>How Buyer Personas Affect Industry or Solution Marketing</i>	158
	<i>A Global Perspective on Buyer Personas and Campaigns</i>	160
	<i>Can You Be Useful to People Who Aren't Buying?</i>	162
	<i>Educate Buyers That Success Is within Reach</i>	163
	<i>Autodesk Helps Buyers Achieve Their Top Priorities</i>	164
<b>Chapter 10</b>	<b>Align Sales and Marketing to Help Buyers Decide</b>	171
	<i>Changing the Conversation with Salespeople</i>	173
	<i>Share Insights, Not Buyer Personas</i>	174
	<i>Deliver Buying Insights through Sales Playbooks</i>	175
	<i>Enabling the Challenger Sale</i>	176
	<i>Helping Salespeople Break into the C-Suite</i>	177
	<i>Insight into the Nurse's Emotions Halts Sales Losses</i>	179
	<i>Sales and Marketing: Vive La Différence!</i>	183
<b>Chapter 11</b>	<b>Start Small, with an Eye to the Future</b>	185
	<i>Where to Begin Your Buyer Persona Initiative</i>	186
	<i>How to Earn Your Stripes as a Strategic Resource</i>	188
	<i>How Buyer Personas Benefit Product Strategy</i>	190
	<i>Building Buyer Personas for New Products</i>	192
	<i>Communicating Insights That Affect Other Teams</i>	193
	<i>Using Buyer Personas to Guide Strategic Planning</i>	194
	<i>Start Small and Make a Big Difference</i>	198
	<i>Bibliography</i>	199
	<i>Index</i>	203

# Foreword

Back in 2007, I gushed enthusiastically on my blog about the GoPro digital camera, which I had purchased to take photos and videos while surfing. I was a very early adopter (the digital version had been out only a month).

The clever marketers at GoPro focused on creating cameras that address the specific problems faced by consumers, in my case a camera I could take surfing. Not long after my original post, I interviewed Nick Woodman, Founder and Chief Executive Officer (CEO) of GoPro, who told me how his company makes decisions. “Our solutions could never evolve from a boardroom discussion,” he told me. “We go straight to the source. We don’t ask our grandmother what she thinks about our motorsport mounts apparatus; we ask race car drivers.”

Although he didn’t call what he was doing buyer persona research, Nick leads a company that builds product and marketing strategies using the ideas that you’ll read about in these pages.

So how is GoPro doing now, seven years after the first digital camera was launched and I first wrote about the company? Sales have doubled every year, with the company reporting \$279 million in revenue for the three months ending September 30, 2014. This rapid growth allowed GoPro to go public on the stock market in 2014. From zero revenue to a billion dollars a year in less than a decade! As I write this, the company has a market capitalization of \$10 billion,



making Nick a billionaire. GoPro has left its competitors in the dust through an intense focus on understanding their buyers' expectations!

In this book you will learn how to gain insights into your buyer's mind-set so that you can create and market what your buyers are seeking. You'll see how to differentiate the needs of distinct groups of buyers—in the case of GoPro not just digital camera buyers but surfers, race car drivers, and skydivers—in buyer personas that guide your company to breakthrough success.

This approach is utterly different from most companies. Either they fail to differentiate their markets and create nonspecific marketing for everyone, or they create approaches to segments based on their own product-centric view of the world.

Think about the websites you've visited. Have you noticed that sometimes you can glance at a site (or product page) and instantly know that it will not be helpful? I experience that feeling nearly every day. I might be shopping for something—say, a hotel for a family vacation in Tobago. So I go to Google and just search. Because I'm in the research phase of my decision, I'm looking for a site that will educate and inform me, not one that is chock-full of jargon and hype. I'm browsing and not ready to buy, so I'm not interested in a sales come-on. I'm expecting that the people who built the site have anticipated my need for helpful information. Yes, I am interested in booking a room at some point, but not until someone educates me about my options. What should I look for in Tobago? Should I be on the beach? Which beach? What's the trade-off between an all-inclusive versus à la carte experience? What's the price range? What are the advantages of a big resort compared with a small, intimate inn?

Usually I sample a few sites that are just terrible, filled with gobbledygook and corporate drivel. When that happens, I'm gone in a split second, clicking away, never to return. You know what I'm talking about, right? You make a decision immediately. It's a gut feeling, isn't it?

In contrast, a few sites have valuable and useful information. In fact, sometimes I feel that a site has been developed especially for me! It's as if someone read my mind and built a site based on my needs. The information I wanted was right there when I wanted to find it, telling me everything I needed to know.

It's not a coincidence when it feels like a company's marketing message and content was created especially for you. It means a marketer somewhere did his or her job well. It means that they took the time to understand their buyers' goals, needs, and objections. This isn't one of those egotistical companies that doesn't care about its customers. When the company takes the time to understand my questions and answer them through a video, a few blog posts, or a Q&A, I trust that company. And guess where I am inclined to buy? Yes, the place that was helpful, even if their price is higher than their competition's.

Adele Revella taught me about buyer personas nearly a decade ago, and it was one of the most important revelations I've had as a marketer. If you've read any of my recent bestselling books or seen one of my live presentations, you know I talk a lot about buyer personas. The concept of buyer personas is so essential to good marketing and sales that I've been bugging Adele to write this book for years. And I'm glad she did. Once you dig into the concept of buyer personas, you too will learn how to transform your marketing and your business.

You'll learn that buyer persona research ensures that you market using the voice of your buyer, not of your founder, CEO, product manager, or public relations (PR) agency staffer. This builds a bond of trust with your buyers that leads them into the buying process, making your salespeople's work easier and quicker.

Organizations that take the time to understand their buyer personas escape the trap of selling to the wrong people at the wrong time. You will see that by being helpful and informative rather than hyping, your marketing will come alive. Your buyer will be eager

to do business with you and excited to share your ideas with others. The sale will be made more quickly, and your buyers may even be willing to pay a premium to work with you.

Gaining insight into your buyer personas will transform your business!

—**David Meerman Scott**

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# Introduction

## Listen First, Then Speak

“So what brings you in here to see me?”

That question is spoken countless times every day in doctors’ offices, car repair shops, bank loan offices, law firms, and hundreds of other professional establishments. What usually follows that question is the customer’s narrative describing their problem.

“My daughter is entering college next year, and I want to explore loan options for her education.”

“It’s probably nothing, doctor, but I’ve been wondering about a small change I’ve noticed recently . . .”

“The engine has been making the strangest sound when I drive downhill. It all started right after I loaned the car to my brother-in-law, who said he used it to move his large collection of Civil War cannon balls.”

“I’m concerned that my cat has been pacing back and forth at night and making very loud howls.”

Listening is an essential part of any first meeting. It’s how professionals learn about their customers’ concerns, goals, and expectations so that they can present a relevant solution.

Yet in many organizations this one-to-one communication between marketing professionals and their customers is infrequent—if it happens at all.

How often do you have an opportunity to listen to your customers describe their problems? Do you know how to ask the questions that will make this conversation valuable for you and your customer? And

most important, do you know how to apply what you've heard to become a more effective marketer?

The art and science of asking probing questions and carefully listening to your customers' responses lie at the core of the buyer persona concept. It's the key to discovering their mind-set and the motivation that prompts them to purchase a solution like yours.

One marketing professional confessed to me after conducting her first buyer interview, "This is almost like cheating; like getting the exam paper weeks before the final. Instead of trying to guess what matters, I now know not only what the customer wants—I realize how she goes about it."

This is the power of the buyer persona. Built around a story about your customers' buying decision, the buyer persona reveals insight into your buyer's expectations and concerns as they decide whether to do business with you, choose your competitor, or simply opt to do nothing at all.

This book will show you how you can listen to your buyers' stories to gain insight into the factors that trigger their search, how they define success, and what affects their final decision that a particular approach is the best one for them. We'll show you how the buyer's personal narrative reveals language and phrases that will resonate with other buyers with similar concerns, and how to define and focus on the activities that compel buyers to take action. You will see how giving buyers the clearly articulated information they seek, in the language they understand, when and where they need it, is the essence of effective marketing.

## **Why Is Everyone Talking about Buyer Personas?**

In the simplest terms, buyer personas are examples or archetypes of real buyers that allow marketers to craft strategies to promote products and services to the people who might buy them. During the past decade the term has almost become a marketing mantra.

But as this book will show, the growing interest in buyer personas has resulted in confusion about how they are created, how they are used, and their ultimate effectiveness.

It's the intention of this book to provide some much needed clarity.

The marketer's need to understand the market is hardly new. But the depth of insight required is increasing exponentially as technological advances demand that organizations rethink how they sell everything from music and books to bulldozers and information technology. Michael Gottlieb, a senior director of marketing and business strategy at one of the world's leading software firms, described it this way: "*What* we are selling is changing; *who* we are selling to is changing (some are people we've never sold to before); and *how* these customers want to be engaged, marketed, and sold to is changing, too."

Buyer personas have a lot to do with attaining that kind of alignment, but not in the way that marketers often use them, which is basically to build a profile of the people who are their intended customers. Rather, the contention of this book is that when buyer personas evolve from authentic stories related by actual buyers—in the form of *one-on-one interviews*—the methodology and presentation allows you to capture the buyer's expectations and the factors that influence them. Then, and only then, can you truly stand in your buyer's shoes and consider the buying decision from the buyer's point of view. This goes way beyond buyer profiling—but most marketers don't realize that.

As a veteran sales and marketing executive, trainer, and researcher, I've worked with thousands of marketers in hundreds of companies. Not long ago, I met with executives from a large corporation who had spent hundreds of thousands of dollars for research on "buyer personas" that was essentially worthless. The company had purchased profiles about the people who buy from it, but these failed to capture the crucially important stories revealing how buyers make this type of

decision. I've also seen companies purchase oversegmented research that defined dozens of buyer personas, a number that would be feasibly impossible for them to market to with any effectiveness.

In both of these cases, the company had lost its way by focusing on the goal to build buyer personas without a clear plan to ensure that they contain useful findings.

Naturally, it's far easier to make educated guesses and assumptions about what buyers may be thinking based on extrapolations of your own knowledge or intuition. That's certainly how large aspects of the marketing community have functioned for decades. But the climate of social and technological change favors companies that embrace a culture of buyer understanding that allows them to adapt to customer needs. Just consider the major technology players that have receded or disappeared: AOL, Digital, Polaroid, Wang, AltaVista, Netscape, Fairchild Semiconductor, Palm, Sun Microsystems. The list could run for pages. Each of these companies was outrun by competitors who possessed greater clarity about their buyers' expectations.

### **Will This Approach Work for You?**

This book is for marketing executives who wish to avoid that kind of dire scenario, whether they work in the business-to-business (B2B) or the business-to-consumer (B2C) arena. It is specifically aimed at marketers of "medium- and high-consideration" products, services, and solutions—buying decisions that require a considerable investment of your buyers' thought and time. Examples of high-consideration decisions range from selecting the right vendor of capital equipment or picking which college to attend to carefully choosing a new car or the most appropriate location for office space. This decision-making process differs markedly from impulse purchases made in a grocery store or at the checkout register.

When you consider that we want to interview buyers to capture their story, it is easy to understand why a detailed narrative about a choice between exotic vacation destinations would be immensely useful. In contrast, little insight would be gained as a result of asking a buyer to explain why she decided to purchase a particular pack of gum.

Although the Internet has given us instant access to immense knowledge, even the most sophisticated applications of Big Data won't reveal what you can learn by listening to your buyers' stories. Just as there is nothing to acquaint you with a foreign culture as intimately as staying with a native family in their home, the best way to gain deep insight into the mind-set of your buyers is to spend quality time with them.

The buyer persona methodology outlined in this book will help companies avoid the consequences that inevitably engulf organizations that fail to listen intensely to their buyers. In the pages to come I will explain how you can use buyer personas to craft successful marketing strategies based on insight that would otherwise be nearly impossible to acquire. I will show how this can be done without exorbitant investments in money, time, or labor. It just requires adhering to a well-defined process, mastering a few skills, and honing your analytical thinking. This is a craft and a set of skills that can be learned, and this book will serve as your primer for how you or your organization can achieve this.

We've organized this book into three parts. In the first three chapters, you'll learn what a buyer persona is and what it is not. You'll find out why so many buyer personas are not as useful as they should be and what you need to do to ensure the success of your buyer persona initiative.

In Part II, we'll help you decide whether you want to build your own buyer personas or use a third party to do this work for you. You'll learn about every aspect of the methodology that you or your contractor needs to employ to interview buyers about their decisions,



collect and analyze your findings, and use these to build insightful buyer personas.

Finally, in Part III, we'll share step-by-step guidance about how to use buyer personas to define your marketing strategies. You'll learn how to rely on buyer persona insights to develop your messaging and marketing activities and align with your sales organization, and in the final chapter, we'll recommend a place to begin and explain our vision for the future role of buyer personas.

We are excited that you share our interest in buyer personas and hope that this book will help you join the growing ranks of buyer expert marketers.

# 1

## Understand Buying Decisions and the People Who Make Them

The launch of Apple's iPhone in January 2007 is now widely recognized as a pivotal moment in the history of digital technology and consumer culture. When it went on sale later that year, customers in the United States and parts of Europe greeted the iPhone with near rapture.

A few months later, during the summer of 2008, Apple introduced the iPhone 3G in a total of 22 countries. But what happened to the iPhone in technology-obsessed Japan is a classic lesson in the importance of deeply understanding the expectations of buyers.

Incredibly, Apple hadn't considered that buyers in the Japanese market might have different needs from U.S. and European buyers. And the results were compelling.

Although demand for the iPhone exceeded supply in many other parts of the world, in Japan the iPhone 3G was gathering dust on store shelves by the close of 2008. Press reports the following spring indicated that Japanese sales of the iPhone were only 200,000 units, primarily to existing users of Apple computers and laptops. This was a

country where an estimated 50 million cell phones had been sold the previous year.

With a minimum of research, Apple could have discovered that by 2008 the Japanese were accustomed to using their personal phones to shoot videos and to watch digital TV programs. Yet the iPhone 3G didn't even include a video camera. What's more, Apple could have anticipated the difficulty competing in a market where many phones routinely included chips for debit card transactions and train passes. After all, Japan is a place where trains are a part of daily life, and credit cards are rarely accepted. Debit transactions are the primary currency.

To compound the situation, the iPhone was also more expensive than its competitors in Japan. Perhaps Apple thought that its online software store would be valuable enough to justify the higher price. If only the company had known that its target buyers were reluctant to shop online in 2008.

This was nearly the end of the story for the iPhone in Japan. "A lot of times, people don't know what they want until you show it to them," Steve Jobs boldly proclaimed to *Businessweek* in an interview a decade earlier. Having seen the iPhone 3G, the Japanese market had shown Apple's brilliant visionary CEO what they didn't want, as well as the dangers of relying exclusively on intuition and past success as a marketing strategy.

Luckily, Apple learned its lesson. Four years later *Forbes* reported that the iPhone 5s had captured 34 percent of the Japanese smartphone market, in a country now widely considered as the world's most sophisticated, advanced, and competitive marketplace for smartphones.

The dramatic difference this time: Apple was keenly aware of what its Japanese buyers were expecting.

Apple is fortunate to be that rare brand with the resources to recover from such a stumble. Nonetheless, it would have been far less costly in terms of time, expense, labor, and brand reputation for Apple to have interviewed Japanese buyers about their smartphone expectations before this launch.

## **Why the “Know Your Customer” Rule Has Been Redefined**

The story of Apple’s iPhone launch in Japan reminds us that even the most admired companies cannot avoid one of the most basic rules of business: Know your customer.

Now that customers are choosing how and when they will engage with your sales and marketing efforts, this timeless truth is gaining new urgency, forcing companies to reconsider their approach to discovering and applying customer insight.

In 2012, the Corporate Executive Board’s (CEB) Marketing Leadership Council released a widely cited study that concisely defined the problem, revealing that on average, business-to-business (B2B) customers are nearly 60 percent of the way through the purchase decision before engaging a sales representative. There is compelling evidence that customers of business-to-consumer (B2C) companies are equally likely to rely on peers and digital connections to guide their decisions about what to buy and which supplier they should trust.

We know that the 60 percent statistic cited in the CEB study is not universally applicable, but the trend is unmistakable—customers who have the resources and networks to make buying decisions without your input are happy to do so.

Armed with instant access to countless peer-reviewed options, customers are holding your sales and marketing teams to a new standard: Tell me what I want to know and help me find the right option at every stage of my buying decision, or I’ll go somewhere else.

This change in customer decision making is a game changer for companies that have always relied on their salespeople to listen to each buyer’s needs and create a winning argument, one customer at a time,

while marketers stayed inside the building, churning out marketing materials and running campaigns that were based on a good deal of supposition about what their customers wanted to hear. If we start with the principle that effective communication requires good listening, it's easy to see that marketers have been working with a severe and illogical handicap.

Although the details about buyer personas are unclear to many, their goal is simple. Marketers must understand how markets full of buyers navigate the buying decision they want to influence so that they can become a useful, trusted resource throughout that decision. Marketers need to become good listeners if they want to be effective communicators.

### **A Clothes Dryer's Extra Setting Made All the Difference**

Beko, a Turkish manufacturer of major household consumer appliances, took a very different tack than the Apple team that launched the iPhone 4 in Japan. They prepared for a launch into the lucrative and unfamiliar Chinese market by listening to buyers of electric clothes dryers.

According to David Meerman Scott, who visited with Beko executives in Istanbul in 2014, Beko staffers routinely conduct in-depth interviews with potential customers before introducing an appliance in any international market. In the course of their conversations with buyers in China, Beko marketers learned that many people hold fast to a cultural tradition that uses direct sunlight to dry clothes. Some Chinese believe there is a spiritual component when garments are exposed to the sun. So rather than throw in the towel (so to speak), Beko dryers were built with a setting that stops the drying cycle when it is only half done. Now Beko consumers can partially dry their wet laundry and then hang the slightly damp clothing in the sunlight.

Scott reports that the new Beko dryers are just one of their appliances that are selling very well in the Chinese market. Chinese buyer interviews led Beko to design a refrigerator that is very different from those routinely sold in Western countries. As almost everyone knows, rice is part of the daily Chinese diet. Without the research, however, Beko might not have known that their buyers wanted a refrigerator that could store rice at low humidity and a temperature of 10 degrees Celsius, a setting that's too warm for conventional refrigerated food. So Beko's Chinese model has three doors instead of the familiar two, each with separate temperature and humidity controls. Scott reported that "at the 2013 IFA Fair, the world's leading trade show for consumer electronics and home appliances, this Beko refrigerator won a coveted innovation award."

Luckily, most marketers don't have to confront cultural factors as unusual as those that affected the introduction of Apple and Beko's products in Asia. But the essential concern—the importance of focusing on the concerns and expectations of your buyers—remains a crucial issue for all marketers, even those whose buyers live right next door. And admittedly, for many marketers their buyers' mind-sets can be as mysterious as the customs of citizens living in a foreign country.

It wasn't necessary for Apple and Beko to engage the methodology behind building buyer personas to avoid stumbling in their new markets. Some basic old-fashioned consumer market research was involved. But the fact that Beko undertook a concerted effort to interview their prospective Chinese customers demonstrates the wisdom of a disciplined approach to gathering insights into buyer expectations.

### **Will You Understand Your Buyers' Decisions?**

Most buying decisions are not as easily understood as those in the Apple iPhone and Beko examples. Many buying decisions are far more complex, involving many variables and multiple influencers or

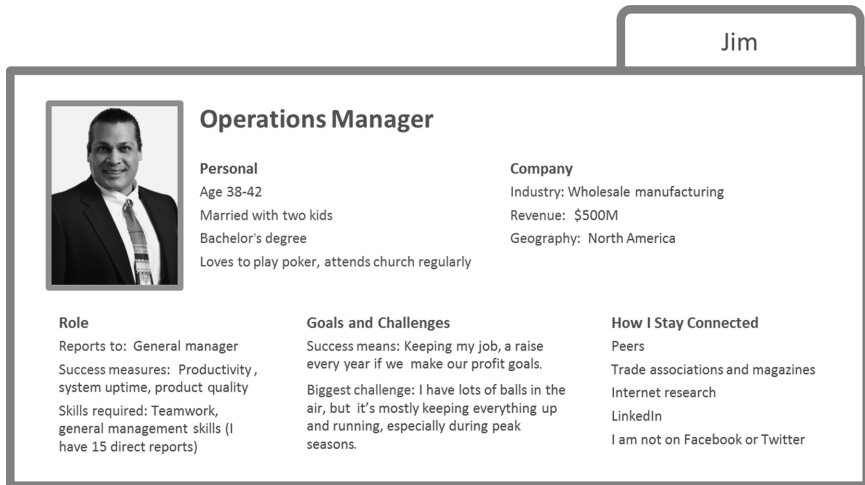
decision makers. Geographic distinctions may or may not alter the buyer’s approach to the decision. And product design modifications are an uncommon result of building buyer personas.

However, the most crucial aspect of buyer personas applies to each of these stories: The companies involved needed to listen to their buyers tell a story about a considered decision.

We will explore other circumstances and approaches in Chapter 3, but the most effective way to build buyer personas is to interview buyers who have previously weighed their options, considered or rejected solutions, and made a decision similar to the one you want to influence. Unfortunately, many marketers don’t realize that hearing and relating their customer’s story is the foundation of understanding them as a buyer. So it’s essential to clearly define what a buyer persona is—and what it is not.

In some marketing courses and websites, buyer personas are defined as something similar to Figure 1.1.

Here we see Jim, a fictional archetype who is meant to represent a typical operations manager. The graphic outline gives us information about Jim’s education, age, to whom he reports, his skills, the



**Figure 1.1 Example Buyer Profile**

incentives and rewards from his job (keeping his job and an occasional raise), and how he spends his free time (family, church, a weekly poker game with his friends); plus how he stays current on the latest trends in his industry, broken down into four categories. This is a Buyer Profile that is heavy on data that could be readily gleaned from online sources.

What does this tell us about how Jim makes a buying decision? We see he reads industry publications, belongs to industry trade groups, and uses the Internet when searching for solutions. Alas, the same could be said for about 99 percent of other business professionals working at a comparable managerial level.

Let's say Jim is looking for a new logistics management supplier. From this template, what do we know about what's motivating Jim to find a new supplier? What does he expect to be different once he makes this switch? What is very important to Jim about the appearance of the packaging and enclosures in the shipments sent to retailers? What does Jim dislike about a lot of the providers he has used in the past?

Marketers hoping to interest Jim in their logistics services using his Buyer Profile template won't find much useful intelligence here. Instead they would need to use this profile to imagine (guess?) how Jim would respond to their messaging when sitting at his desk.

It's difficult to imagine how this approach to buyer personas will help marketers of logistics solutions know what they need to do to help Jim see their solution as a perfect fit for his needs. Furthermore, it is unlikely that this company's marketers will use this tool to persuade their internal stakeholders that a different approach to their messaging and marketing activities will set their merchandise or services apart from their competition.

Buyer Profiles will not transform this marketer's ability to think like Jim. But suppose you knew what Jim is looking for when he is considering signing a contract with a new provider, why he has been dissatisfied with other providers in the past, and a score of other specific details about how Jim makes his decision. And suppose that



these actionable details are things that neither you, nor your own salespeople, nor the competition has ever heard before.

### **Relying on Buyer Demographics and Psychographics**

Too often, Buyer Profiles are nothing more than an attractive way to display obvious or demographic data. Defining markets based on demographics—data such as a person’s age, income, marital status, and education—is the legacy of 60 years of selling to the mass market.

When large-circulation magazines and network television were marketing to the public *en masse*, demographics helped them create market segments that could be targeted by their advertisers and program managers. Many companies, especially those that market retail consumer products, still rely on demographics to define their markets.

Yet such distinctions can be irrelevant, if not misleading, when applied in many instances of persuasive marketing. Since marketers have been using demographics for generations to define and segment their buyers—often with very productive results—it requires some attention to realize they are not the best way to build buyer personas.

Some marketers will focus on psychographics, another long-standing approach to segmenting markets based on factors such as personality, values, lifestyles, and opinions. This approach might capture the fact that Jim goes to church regularly, is skilled at managing people, and is challenged by keeping multiple balls in the air. But this information has little bearing on how he will evaluate and choose a logistics management supplier. Combined with a few demographics, you might know the kind of neighborhood he lives in and that he likes to spend time with his family, but you’ll still have to guess about what triggers his interest to evaluate your solution, the barriers that prevent him from finalizing the purchase, and which of your advantages will impress him.

## **How Marketers Benefit from Buyer Profiles**

The Buyer Profile has gained a lot of traction because it is a useful tool to help you think about your target buyers as real people, with actual families, typical bosses, and human concerns. For the same reason that we find it far easier to communicate via social media when we have a photograph of a person we have never met in person, the Buyer Profile creates a sense of the human connection with people whom we have never met face-to-face. If you've ever built a relationship with someone through social media, you may have noticed that your first in-person encounter feels a lot like running into an old friend. The photograph and details of this person's job or personal life have likely shaped your interactions and created a sense of intimacy despite the fact that you live and work in very different circumstances.

Marketers who may never meet the chief financial officer at a large bank can rely on the Buyer Profile to understand why trying to reach him through an email marketing campaign is so difficult.

Marketers who get the most benefit from Buyer Profiles are those who find it easy to imagine themselves making the decision they want to influence. Consider the story of Jessica.

Some years ago an advertising agency constructed a detailed Buyer Profile to describe the person who was the typical buyer of their client's car. The profile detailed the tastes, lifestyle, attitudes, and concerns of a buyer they named "Jessica." This team wasn't satisfied with a slide deck or poster describing Jessica; they actually created a "Jessica room" containing the Ikea furniture that she would use to decorate her apartment, a glass coffee table displaying the magazines she would read, and a goldfish tank, knickknacks, and small television on the bookshelf.

I have never heard of anyone else who has allocated actual office space to their buyer persona, but it's easy to see that being seated in this room would help the agency's marketers remember that a real woman like Jessica was the target of their marketing strategies. In this environment, a suggestion to emphasize the spaciousness of the car's cargo area

for large dogs or landscape materials would be easily discarded, as the marketers were clearly aware that Jessica was rarely home (goldfish require little maintenance) and she certainly has no time or space for a garden.

### **Buying Insights Complete Your Persona**

For many marketers, the demographic profile is the beginning and end of their buyer persona's story. But marketers gain far more value from buyer personas when they include their buyer's story about the decision they want to influence.

What if the agency marketers for Jessica's car had repurposed the budget and time they'd allocated to her apartment and used it to interview real customers about their car-buying decisions? By listening to in-depth stories related by buyers like Jessica, the agency would have known what triggered Jessica's decision to skip her Saturday aerobics class to look for a new car. Rather than guessing (and second-guessing) which aspects of their cars she'd evaluate, the agency could have asked real buyers how they justified the extra cost of optional packages. Most critically, they would have clearly understood the barriers that prevented her from including their client's dealerships in her Saturday visits.

The agency marketers could have benefited from building buyer personas that included two parts: a Buyer Profile that describes Jessica, and Buying Insights, describing the when, how, and why aspects of Jessica's decision to buy a car.

Unlike the simple categories that typify a Buyer Profile, your buyer's story is a lengthy narrative related through the personal buying experiences of people like those you want to influence. Although the concept is simple, there are many things you will want to know about whom to interview, how to engage them in telling their story, and how to build a cohesive, actionable Buyer Persona based on your findings.

In Part II of this book you'll learn how to find people to interview, conduct a probing interview, and mine those interviews to communicate the Buying Insights that you and your company need to make effective marketing decisions. You will need to read several chapters to learn how to achieve this result, but it is easy to explain what you'll learn through Buying Insights, and to see why this will be the most actionable part of your buyer persona.

Buying Insights reveal:

- Which buyers are receptive, and which will ignore you no matter what you say
- Which aspects of your solution are relevant to them, and which are irrelevant
- What attitudes prevent your buyers from considering your solutions
- What resources your buyers trust as they evaluate their options
- Which buyers are involved in the decision and how much influence they wield

A Buyer Profile alone allows you to focus on who your buyer is through demographic data assigned to a fictional name and portrait. When you combine the Buyer Profile with Buying Insights, you will have clear guidance for the decisions you need to make to win their business. Companies that are fully invested in this approach can mention Jim in a meeting and evoke the full story about what the company needs to do to persuade him.

### **High-Consideration Decisions Reveal the Best Insights**

Some buyer stories reveal more insight than others, and you may be surprised to learn that this question has nothing to do with whether you are a B2B or B2C marketer.

When people make a high-consideration buying decision—think about a consumer purchasing a home or an executive investing in capital

equipment—they invest an enormous amount of time and energy evaluating their options. Some decisions take only a period of days; others take weeks; and some take months or even years. Whether it's a large corporation's information executive evaluating a new technology architecture or parents considering a college for their son or daughter, these decisions require a substantial financial investment, and the outcome of the decision will profoundly affect the lives of others well into the future. The buyers are engaged in a thorough analysis of the various options before they arrive at a conclusion. Typically they will also need to be able to defend or discuss that decision with others who will have to live with the consequences, for better or worse.

Contrast this kind of decision with the improbability of discerning how that same person might approach a low-consideration choice—such as selecting one brand of soap from a shelf containing an array of options—and you can see why Buying Insights are more readily available to marketers of medium- to high-consideration solutions.

As we will discuss briefly in Chapter 3, low-consideration buying decisions are best understood through complex algorithms that examine the buyer's online behavior, or through costly choice modeling and ethnographic studies that attempt to examine mind-sets that people cannot explain, even to themselves.

Marketers of high-consideration solutions are fortunate that a technique as simple as the one in this book reveals even greater insight. If you are in this category, your buyer's conscientious investment in this decision makes it possible for you to deeply understand the logical and emotional aspects of a decision you have never personally encountered.

A person's thoughts about an impulsive or low-consideration buying decision usually reside in the realm of the unconscious. Conversely, high-consideration buying decisions involve, by definition, considerable conscious thought that can be expressed, evaluated, and analyzed.

You can see that grocery store consumers making low-consideration decisions would be unable to explain precisely how and why they chose one product off the shelf rather than another. If you asked this buyer to tell a story about that decision, you would be unlikely to gain real insight. But that same individual can tell you fascinating and revealing stories about how they chose an architect for their new home, or how they planned an elaborate wedding.

All marketers gain value from listening to their buyers. But we can see that as individuals invest more time and effort thinking about a challenge or solution, they simultaneously become more acutely aware of the journey they have undertaken and the steps they followed to reach their conclusion. Active contemplation and reflection that took place over an extended period of time is far, far easier to recount than trying to recapture the dynamics behind decisions made quickly and then seldom revisited.

### **Buying Insights from a Quick Trip to London**

Probing interviews with buyers who engaged in medium- or high-consideration decisions invariably reveal insight that no one in your company has heard. Time and again, we have seen how these interviews uncover previously unknown information that makes a decisive difference—factors that direct the company to achieve unexpected success or, as this story examines, prevent a costly misstep that would have embarrassed everyone. Although you may not be happy about what you learn through your buyer interviews, in some situations even bad news can make you a hero.

A few years ago a technology firm asked me to help them prepare for the launch of an entirely new solution that was nearly complete. With partial funding by a major client, this tech company had developed a Web portal that would streamline the day-to-day processing of an arcane and litigious area of maritime law. One of the oldest forms of

international jurisprudence, admiralty law covers marine commerce, navigation, salvaging, shipping, and the transportation of passengers and goods. A single dispute generally involves multiple parties—the owner of cargo, the shipping company, the port, the buyer, those damaged in an accident, and many more—so the paperwork can be formidable.

My assignment was to identify which of the decision makers at these organizations were most receptive to this solution and, most critically, how the costs would be distributed among them. We needed to understand the triggers that would motivate them to use the portal, which of many benefits were most relevant, and how we could efficiently reach these very different buyers with sales and marketing activities. Our client expected that insights into their buyers' concerns and expectations would result in rapid adoption of their new portal.

I was fortunate that the industry would soon be gathering in London for its annual conference about this specific niche of admiralty law, and convinced the client that my attendance would produce quick results. I wasn't wrong. Between sessions, I found the participants were happy to talk about the processes they were currently using and that it was easy to get their reaction to the concept of my client's portal. In 22 interviews I found unanimity. But what I discovered was not what the software developer was hoping to learn.

Far from embracing a solution that would coordinate and streamline the massive paperwork that consumed their professional lives, the buyers were adamantly opposed to it. "There is no way I would use anything like a Web portal," they told me in one interview after another.

I was astonished. It was 2009 and yet here was a large group of global businesspeople whose mind-set was entrenched in laws and business practices that hadn't changed in more than a century. A relatively simple solution that would have minimized paperwork, eased communications, and prevented litigation ran into the hard reality of a complex network of business practices and people who were fundamentally resistant to technology and change.

It was a truly frustrating reality. And it was certainly no fun delivering the message to my client that, for now at least, these buyers were not interested in using my client's portal, even if it were free. I was gratified that they welcomed my findings, noting the embarrassment and financial losses they would have incurred with a solution that the industry saw as inappropriate or irrelevant.

Rather bluntly, my client told me that the disappointing situation revealed during the course of my buyer persona interviews had actually saved the company millions of dollars. It's worth remembering that many good products have been developed at a time before the market is ready for them. The first tablet computer and first e-book readers went on sale years before the market was prepared to embrace them and before the technology was able to deliver the experience that buyers wanted. Alas, the companies who were first to market are no longer in business.

Everyone would agree that knowing your buyers' mind-set in detail—even when the reality can be as disappointing as what I discovered at the London conference—is preferable to sitting around a table and playing the old marketing guessing game. But to create effective buyer personas with actionable Buying Insights requires learning a unique methodology, engaging with your buyers, listening to their stories, and mastering some interviewing and analytical skills.

In the pages ahead we'll discuss these in detail and tell you how you too can be a buyer persona expert.



THE NEW RULES SERIES

FOREWORD BY DAVID MEERMAN SCOTT

ADELE REVELLA

# BUYER PERSONAS

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