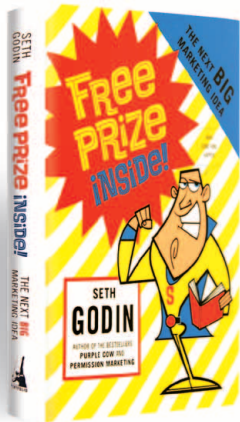


# SOUNDVIEW Executive Book Summaries®

FILE: MARKETING



By Seth Godin

## The Next BIG Marketing Idea

# FREE PRIZE INSIDE!

### THE SUMMARY IN BRIEF

*A free prize is not a gimmick. It is a game-changing soft innovation; a cool twist that doesn't cost a fortune but transforms the way people think about your product or service. In an era when the real marketing happens inside a product, not in the ad pages of a magazine, marketing guru Seth Godin encourages readers to take on the challenge of doing the essential task of creating innovation. Godin explains that one cannot create innovation by building an organization that is automatically and effortlessly innovative. Instead, companies must create innovation by creating a desire among individuals to do the difficult work that makes innovation happen. Whether you are a CEO, a mid-level manager or a mail-room clerk, you can be innovative and grow without relying on big advertisement campaigns or technological tricks — these are either too expensive or too difficult to execute. There is a third way: the leveraging of insightful, useful small ideas or soft innovations that anyone can come up with. When done right and championed properly, these ideas can make your business remarkable.*

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## What You'll Learn In This Summary

- ✓ **How to avoid marketing overload.** People are inundated with so many messages in their day-to-day lives, it has become easy for them to tune out your advertisements. Having the money for big ad campaigns does not mean you are going to reach the people you want to reach.
- ✓ **How to turn your soft innovations into free prizes** — the little extras people want to buy without telling you they want to buy them.
- ✓ **How to turn your free prizes into Purple Cows** — the products or services that people want to make remarks about.
- ✓ **How to calculate the value of a free prize by using the Godin Curve**, which plots the costs of development, the gains of revenue and the spot in between where a different kind of innovation lives.
- ✓ **How to be a champion for your projects**, guiding them around the obstacles in your organization that might hold back soft innovations.
- ✓ **How to find a free prize that will make your product or service remarkable**, then going all the way to the edge of customer needs and perceptions to create maximum growth for your company.

# FREE PRIZE INSIDE!

by Seth Godin

## — THE COMPLETE SUMMARY

### Avoiding Commodity Status

There are two ideologies that every product struggling not to be a commodity stands on:

- **Build something no one else can build, so you can charge enough to make a profit.**
- **Advertise it like mad, to build a brand, so you can charge enough to make a profit.**

In a completely rational world, advertising would not work. Consumers would simply consider all the choices and buy the cheapest product or the one that has a technical advantage no other product can match. In such a world, one would either have a patent or process monopoly, or would be selling products at ultra-low prices. But what fun is that?

#### *Sheer Averageness*

There are plenty of products that used to be right in the middle of consumers' radar screens, products that thrived due to their sheer averageness. Mrs.

### Amazon to the World: 'Advertising Is Dead!'

Not long ago, Amazon.com announced it was going to stop advertising altogether on television, in magazines and in other interruption media. Instead, the company announced it would funnel its ad money into free shipping. Marketers were aghast — imagine, spending ad dollars on actually making the product better! What heresy! Pundits, as they had before, predicted Amazon's imminent demise.

A year later, the results were in. Sales for the year were up 37 percent. International growth was an incredible 81 percent. Amazon reported its first quarterly nonholiday profit, attributed to growth due to the change in marketing tactics.

Amazon founder Jeff Bezos and his shareholders are thriving because the company abandoned the TV-industrial complex, rejecting the idea that they have to interrupt people with ads they don't want to receive. They reject the notion that the only way to build sustainable competitive advantage in a non-technology industry is to have ever more clever ads, reaching ever more annoyed customers.

### What Is a Purple Cow?

Here's the quick definition of a Purple Cow:  
**A Purple Cow is a product or service that's remarkable, meaning simply that a customer is willing to make a remark about it.**

If you can create remarkable products, people will talk about them. If that happens, word will spread and your sales will grow. That explains the success of almost every fast-growing company of the last 10 years.

So the question is: Are you invisible, or remarkable?

Butterworth, Mr. Bubbles, Mr. Coffee: these were average products for average people, sold at commodity prices. They could do that because they had great advertising; they had successfully created a brand. Every time the brand marketers spent \$100 on advertising and other forms of "interruption-based" marketing, they made \$200 in profit.

#### *Marketing Overload*

Those were the days. Now, some 20 years later, one product after another is fading away, for one simple reason — advertisements cannot pay for themselves anymore. We live in an information-rich era — there's too much noise, too many choices and too much clutter. Consumers are hit with spam, pop-up ads, 500 cable channels, blinking Web banners, blue-screen ads behind home plate and dozens of other interruptions. You can-

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### Avoiding Commodity Status

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not make a good living by interrupting people over and over. The TV-industrial complex is crumbling, and smart marketers are running from it and its interruption media like they were diseased. Now, they're searching for something else.

People have learned to ignore ads, and to avoid the companies that interrupt their activities to make them look at ads. The lesson for product makers is clear — just because you have money does not mean you can trade it for attention by buying advertising. And if you don't have money, don't worry — there is a better way. Marketing is no longer the sole purview of the organization's marketing department. Everyone in the company is in the marketing department. ■

For additional information on the paper clip parable, go to: <http://my.summary.com>

### Why You Need a Free Prize

From time immemorial, kids have nagged their parents to buy the cereal with the free prize inside. Cracker Jacks tasted fine, but kids wanted them to get the goofy little prize. The cereal without the prize was just as good, but, of course, it wasn't just as good. It didn't have a prize.

Cereal makers could offer a free prize and create amazing advertising, as well. They could charge a significant premium over generic brands with the same ingredients and taste — as long as they could put a talking toucan or shouting tiger or mustachioed Cap'n on the box and in their ads. Today, of course, cereal isn't the cash machine it used to be — there are too many brands, insufficient shelf space, and consumers are too cost-sensitive to be fooled by TV advertising. All we've got left is the prize.

### Innovation Is Cheaper Than Advertising

In a world of Purple Cows, when the marketing is built into the product, creating products that are innovative is actually cheaper than advertising average products. Thus, once your company recognizes that insight, it will invest the money it would have spent on advertising to create cool, innovative products, instead. Innovation is free — in fact, it is a profit center. The future belongs to companies, organizations and people who are remarkable, not boring.

### The Godin Curve

To show the value of the free prize, observe the Godin curve on the right.

The right half of the curve demonstrates that, as you

invest in media, you need to have an increasingly higher expected return to break even. It is a risk — the more you invest, the bigger payoff you need to make it worthwhile.

The left part of the curve shows that the same is true for technology. If you spend a fortune building a gizmo, you need to have a very high return in order to break even on your investment and have enough left over to justify the risk.

The dotted line shows how much revenue you can expect, historically, from big investments in media or technology. You generate more revenue when you get a big ad campaign right or launch a high-tech success, but the increase in revenue is not commensurate with the increase in risk. Big technology and media projects rarely generate the large returns needed to make them worth the effort. Sometimes, they fail altogether.

The curve, as a whole, subtracts the cost of development and media from the project's revenue and shows the likely profit (the dotted line). The spot between the two curves is the free-prize zone, where a different kind of innovation lives.

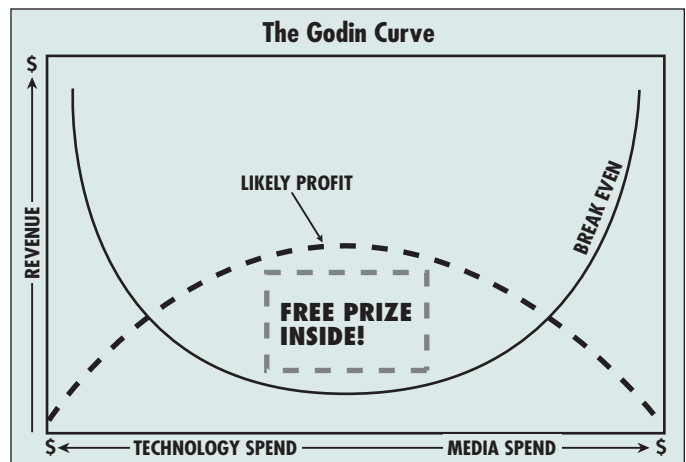
### The Crumbling Pillars

It seems counterintuitive, doesn't it? Each incremental dollar of big ad spending or big R&D and technology investment doesn't contribute appropriate incremental profit in return. That is anathema to some marketers and tech geeks! But it is true — the twin pillars of patents and ads have crumbled. Something else has to work, to help you differentiate yourself from your competitors.

Indeed, there is a new way of winning, which is happening thanks to a confluence of reinforcing events:

- **Consumers (at home or at work) have always wanted more than they say they want.** Regardless of cost and regardless of the biggest ads or latest technology, they want cool stuff. Like kids and their cereal choices, they want the free prize, sometimes more than

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## Why You Need a Free Prize

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they want the thing they're buying itself.

● **We now live in a world where the path from a great idea to the consumer is shorter than ever.** It once took years to build a manufacturing facility, set up distribution, do the advertising and get the product into the hands of the user. Today, the competition is building something right now.

● **The tools that are available to creators are so much better than they used to be.** We can prototype and mock up products and even model behaviors, right on our desktop computers. The bar for truly revolutionary technical innovation gets higher almost every day. The half-life of a successful product is shorter than ever, so ideas must be cheaper to build and faster to market.

### *The Soft Innovation*

When one considers innovation, one tends to think about the big stuff — paradigm shifts, huge R&D and technical changes, major shifts in what we think is possible. Most successes, though, are the result of soft innovation — things like fast lube-job shops, cell phone pricing plans and purple ketchup. These are the commonsense, creative things that require initiative and curiosity, not an advanced degree, to do.

The reason soft innovation works is that all breakthroughs, regardless of size, require quantum leaps. It is considerably easier to take a quantum leap with style or insight than it is by toying with the rules of physics or jumping Moore's curve. If you have been told that you are not qualified, authorized or entitled to pursue breakthroughs of any kind, the idea of soft innovation should provide you with some relief — you can make a difference, and you're not alone.

### *Ordinary People*

Ordinary people can do extraordinary things. There

### Soft Innovations and Free Prizes

A soft innovation is what you, the marketer, see. If it catches on and becomes something the consumer wants, it becomes a free prize.

A free prize is the essence of a Purple Cow, with two key characteristics:

1) It is the thing about your service, product or organization that is worth remarking on, something worth seeking out and buying.

2) It is not about what a person needs — it is about what a person wants. It delivers something extra.

A product or service that carries a free prize is a Purple Cow.

### CD Baby Is a Purple Cow

Derek Sivers is a smart guy, but he is not a geek. He is a musician.

A few years ago, in the middle of the dot-com boom, Sivers had an idea for an online company that would sell CDs from unsigned, self-published musicians. Had he gone to venture capitalists, they would have likely required him to bring in high-priced technical minds to build a proprietary system. Then they would have piled on the marketing money, helping him build an impregnable brand footprint. And he would have likely been out of business by now.

Instead, Sivers taught himself how to use FileMaker, which he then used to build a simple system that enabled him to run his business online. He coupled that with his understanding of musicians' needs, customer needs and his considerable sense of humor, building soft innovations that have attracted artists, consumers and profits. While other dot-coms have come and gone, CD Baby is still standing, and Derek Sivers is still spending insight and creativity on the free prize.

are many examples of ordinary people using ordinary tools to create products or services that generate both user satisfaction and profits. In any industry where people decide, style matters. Whatever you do, wherever you do it, you have the opportunity to innovate and you have the power to find and develop a free prize.

No free prize lasts forever, though. Krispy Kreme found its market niche and created a terrific product to meet the needs of that niche. However, recently, it has been reported that the guest count (a key measure of retailer health) at one large group of Krispy Kreme's stores is down by almost 20 percent. This is why it is so very essential that you keep innovating and keep making new free prizes.

### *You Can Do It, Too!*

Anyone can create a soft innovation. It's not based on your power in an organization, or your desire to become an entrepreneur, or how creative you are. You can find a Purple Cow in your organization and a team to build it, then repeat the process again and again. Remember — inventing something and making it happen are not the same thing. You don't have to do the work to champion it. But your idea, all by itself, will fail unless you make it happen.

Creating and championing free-prize projects isn't hard, but it is difficult. Difficult work is easy to avoid, but it is also exactly what will get you promoted. ■

For additional information on the Gouliard paradox, go to: <http://my.summary.com>

## Selling the Idea

Knowing how to sell your idea — how to make it happen — is something you must do before you bother to invent your product. If you can't figure out how to implement your idea, there's no point in inventing it. Think of it this way — do you think your company will put resources or effort behind a product that it will be unable to sell? There is no correlation between how good your idea is and how likely the organization is to embrace it. None.

If it is not about good ideas, then what is it all about? The answer is selling — selling the idea and making it happen. Marketing is no longer the purview of a separate department or agency — your entire company is responsible for marketing. In order to do the remarkable, though, you need a champion. Without managing the organization, marketing doesn't get done.

### Happy Customers Don't Help

People who are happy and satisfied are your company's worst enemy. They don't complain; they pay on time; they don't bother you or make a fuss about anything. They are the end result of success, and they can positively choke any kind of innovation out of your business. Satisfied customers are unlikely to radically increase your sales. They are unlikely to push your company to stay ahead of the competition. In fact, one day your competitors will pass you, and your satisfied customers will go with them.

Your growth will come instead from the dissatisfied and the unsatisfied. The dissatisfied know they want a solution, but they aren't happy with the solution they've got. The minute they find a better solution, they will buy it. The unsatisfied don't even know they've got a problem that requires a solution — they're not even looking for you. These people are the source of real growth — the customers you need when your current product line becomes obsolete.

The problem is that management really likes the satisfied customers. When an innovation arises, the first question on their lips is, "Will our satisfied customers like it?" The satisfied customers *already* like what you're offering. You want to appeal to the dissatisfied, get them to embrace your product, then get them to tell the unsatisfied all about you.

### Avoiding Idea Failure

Almost all efforts at creating innovations within existing organizations fail. Innovators are too focused on what the innovation is, but not on how they will go about implementing it. The truth is, no organization innovates. *People* innovate. The innovations that actually get produced are the ones with a successful champion behind them.

These champions are the people who turn "no" into "yes." They understand that the internal sales process is at least as important as the idea itself. Champions bring together all the elements required to turn a soft innovation into a free prize, creating a Purple Cow that reaches the market with the best chance at transforming an industry.

### The Cart and the Horse

Starting with the innovation and then figuring out how to sell it is the main reason innovations fail. We pick something too big or too small or launch the project incorrectly, and the whole thing is dead before we know it. Salespeople understand this. A great salesperson will not join a company if it appears that the method of selling does not match the product itself. First you figure out the how and who of selling, and then you figure out the product.

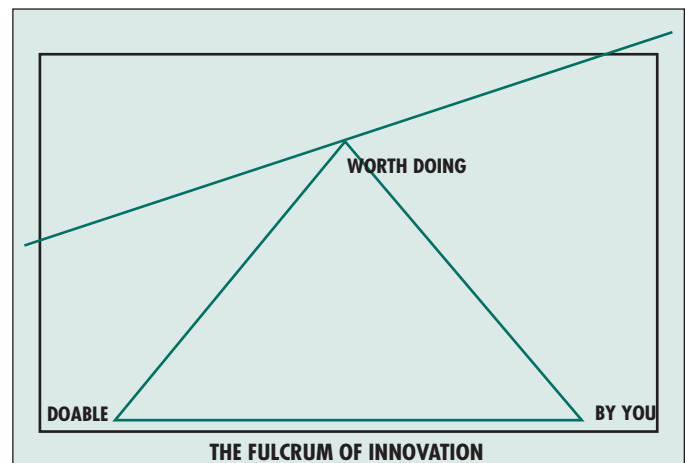
Take a look at every Purple Cow, every remarkable product, every free prize, and sooner or later, you will find a champion. Without a champion navigating through the obstacles innovations always face, most projects will slow down and eventually stop. Someone who cares too little won't put in the effort to overcome the obstacles; he or she will give up and walk away.

Worse than stopping, though, is when the forces of mediocrity band together to water down an innovation, making it "safer" or more easily understood, easier to build, easier to fit within the existing retail/factory/media business model. These people may be well-meaning, but they don't realize that by watering down an edgy idea, they make its survival riskier.

### The Fulcrum of Innovation

Most people cannot create a free prize on their own — they require the help of others to realize their dreams. They need the leverage of organizations and their people, money and assets. Of course, in order to make such a lever work, you need a fulcrum.

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## Selling the Idea

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A fulcrum is a leverage point that magnifies your efforts and your ideas and turns them into reality. Building that fulcrum is a challenge that is the same across almost every organization. Regardless of what you do and who you do it with, the steps to build your fulcrum remain the same. The fulcrum results from the answers to three questions people will ask themselves when they consider your idea:

**1. Is it going to be successful?** Most people like to work on projects that are going to succeed. However, there is no way in the world to know if they are going to be successful in advance. In order for the fulcrum to work, you must persuade people you've got something that is a sure thing. The paradox, however, is that the more certain it appears, the less likely it is to succeed.

**2. Is it worth doing?** Even if it is likely to succeed, it is still going to require a lot of work, time and effort. You've got to figure out what each person you are selling to thinks is important: a cool challenge, an increase in the stock price or a more secure job. Figuring out who wants what — then playing it back to them — is an essential part of using the fulcrum properly.

**3. Is this person able to champion the project?** If you are the type of person who complains, "I have all these great ideas, but my boss won't let me do anything," this question describes your real problem. Chances are, your vision of the fulcrum does not match your organization's vision. Your boss might also think you can't handle it, because your audacity doesn't match your reputation for execution. Your ideas are of a scale that overwhelms your role as a champion. You can keep waiting to get plucked from obscurity, or you can learn how to champion your project, one person at a time.

If the answer to any of these questions is a resounding "no," it is unlikely your project will happen. Understanding how the three pieces fit together and what to do about them is a big part of choosing the right project and getting it done.

### *Are You the Person?*

Since selling your idea is a process, you must approach the three points of the fulcrum in a step-by-step manner from the very first day. First, build your reputation as a champion in advance. Secondly, denigrate the status quo before you present anything. Thirdly, find the handles your audience needs to give them security to believe in your idea. These are the three gates through which you must pass in order to proceed and in order for your organization to adopt your idea, regardless of whether your idea is a good one.

## Dyson Makes a Great Idea Work

In 2003, Dyson sold more than \$200 million worth of vacuum cleaners around the world. Its vacuums are possibly the very best ever invented and, even though they cost twice as much as a standard model, they are the bestselling vacuum cleaners in England. Yet, the company's founder, James Dyson, did not set out to sell his own vacuum — he had initially intended to license his model to every single vacuum cleaner marketer he could find. One by one, they all — Electrolux, Hoover, Miele and more — had the chance to embrace the idea and dominate the market. All of them refused.

No one argues now that Dyson didn't have a great idea. At the time, though, the idea wasn't good enough for the major marketers. For years, Dyson's idea was inches away from never being built. A quick look at all the Dyson knockoff vacuum cleaners on the market today, though, is proof that his idea was terrific.

### *Idea-Selling Tactics*

What matters to you doesn't matter; what matters to the organization matters. That's the one constant in selling an innovative idea to an organization. Every situation might require a different tactic, depending upon the idea or product, the people you must sell the idea or product to, and your own individual style. There is no right or wrong way to sell the idea; there are only a multitude of tactics you can employ in the situations you are given. Among those tactics are the following:

- **Ask Questions.** Don't think you've got all the answers — you don't. You need the posture of a champion and the guts to ask questions.

- **Ask Obligating Questions.** Answer an objection with a question. Make sure you understand the objection by asking questions until you get to the root of the problem. Then, ask questions that obligate the objecting people to speak up or put up, negating their efforts to stall you. Try to get them on your side.

- **Think Like an Artist.** Don't quit. Embrace your idea and share it with others (ideas die when kept secret). Avoid the myth of perfect — doing your best might be enough. Take no shortcuts. Your ideas gain power as you proceed through the process. And remember that people don't like to say no, so look them in the eye and say, "I'm going to make this happen unless you insist that I stop." More often than not, you'll get what you ask for.

- **Sell Individuals, Not the Organization.** Don't call a big meeting — that arena is terrible for pitching a new

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### Selling the Idea

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idea. Have informal conversations with individuals, tailoring your message to the unique needs, requirements and interests of each.

● **Dare Them to Improve Your Idea.** As you interact with people about your idea, encourage each person to make your idea better, and get each to start thinking of it as his or her idea. Get them on your side of the table, reading off the same page.

● **Acknowledge the Status Quo.** If your idea is designed to augment or replace the status quo, you must make it very clear how much trouble the existing state of affairs is going to cost your company if action is not taken now.

● **Build a Prototype.** These days, it is so easy to make a prototype using common desktop software, it is surprising how few people actually do it. A prototype makes an idea concrete; it makes all three elements of the fulcrum more real. A prototype makes your idea possible and likely, and it reinforces your role as the champion.

● **The Gimme Cap.** Once your idea spreads through an organization, there will be only two teams: for you and against you. If you're doing your job as a champion, you need to make it easy for people to let others know they share your vision. Give them a cap or a shirt, or any other easily visible way to let the world know they're on board.

● **Invent a Vocabulary.** Championing an idea through your organization is about persuading people to see the world through a different lens, and one of the best ways to do that is to give them new words for complicated concepts.

● **Take a Little.** To make an idea more palatable, take the most practical aspects of it and present them first, even making an initial version of the product that is built around those aspects. Once you have proven your-

self and the worth of the product, you can move onward and upward from there.

● **Hire a Librarian.** Moving a soft innovation through an organization involves more than getting buy-in: It involves lots of paperwork — forms, flowcharts, memos and more, all of which must be distributed to the right people. Appoint a librarian and channel all that information through him or her, with a check-in/check-out process that will enable you to track who knows what and who owes what.

● **Paint a Portrait of the Future.** Denigrating the status quo makes some people uncomfortable: It is seen as disloyal or too negative. The flip side is more exciting — you get to paint a portrait of the future. Tell a story, give a scenario and get people to share your vision through a vivid description of the ideal end state. Give people permission to get excited. ■

### Creating the Free Prize

You've learned how to sell your idea, now you need an idea to sell. Some would suggest brainstorming as the appropriate “magical” event that enables you to calm your mind and allow your innately great ideas to surface. Brainstorming is about nonlateral thinking, about finding odd connections that help you jump from one idea to another.

Brainstorming doesn't work in all environments, though. Many companies don't need to be nonlateral. You don't need ideas that are startling in their originality. What you do need is the guts to do the things you need to do. You need an alternative to brainstorming, something that everyone responsible for creating a free prize can use, that always works, that generates ideas that can be improved upon and that is transparent, not magical.

#### *Edgecraft Explained*

Edgecraft is a methodical, measurable process that enables individuals and teams to inexorably identify the soft innovations that live on the edges of what already exists. Edgecraft is a straightforward process consisting of two essential steps:

1. **Find an edge — a free prize that has been shown to make a product or service remarkable.**
2. **Go all the way to that edge — as far from the center as the consumers you are trying to reach dare you to go.**

The edges of a problem are not always obvious. It is not always clear exactly what would make your product or service considerably more remarkable, until you embrace the fact that the problem you are trying to solve is not the problem you think you have. It is not always a top-down process.

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### Pepsi's New Vocabulary

What do you call a bottle of Pepsi that a teenager can drink in less than six seconds? At a company where maximizing consumption among teens is a primary goal, having a word for this attribute is essential. At Pepsi, they actually have two words: *slam* and *gulpability*.

Now that you've got the words, it is easier to have a conversation about what you are trying to accomplish. A brand manager can pitch a 2-liter plastic bottle to management using a simple sentence: “It'll work because it doubles *gulpability*.”

### March of Dimes on the Edge

The March of Dimes has captured the attention of millions by tapping into the network in a new way: It fund-raises by putting community leaders in “prison.” Now, these local luminaries need to call all their friends to bail them out by soliciting donations to the charity. Not surprisingly, the response rate is huge. The March of Dimes has changed its sales force from telemarketers and direct mail to influential community leaders calling their friends.

### Creating the Free Prize

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#### Watch the Watch

Think of it this way. People don’t buy a watch just to tell the time. If you spend more than \$10 on a watch, you are not only buying the time — making an accurate watch is not hard at all. This means, of course, that a better watch is not a more accurate watch. Spending \$100 or \$1,000 for a watch that is more accurate is stupid. So, assuming that most people with expensive watches aren’t stupid, what’s going on?

It turns out that they also want a watch that is beautiful, slim, handsome, lightweight, Swiss, etc. It also turns out that a Franck Muller watch — like the Perpetual Calendar with Retrograde Monthly Equation, Tourbillon and Split-Sec Chronometer — could easily cost \$10,000. Muller figured out what his customers want. He doesn’t sell watches. He sells Tourbillons with Complications.

You must embrace the fact that people rarely buy what they say they are buying; if you do this, you’ll have a chance to create a free prize. The free prize is the element that transcends the utility of the original idea and adds a special, unique element worth paying extra for, and worth commenting on. The goal of edgecraft is to find the free prize that is worth paying for.

#### Edge Examples

There are many examples of edgecraft. Among them are the following:

- **The network.** This is probably the most valuable edge available to most products — the goal is to build the act of communication right into the product. Putting a camera in your cell phone gives you a way to share. Making a car that people want to talk about because it looks cool is another way to share. If you go all the way to the edge and build communication into the use of your product, it instantly becomes remarkable.

- **Ergonomics.** If you can dramatically increase the performance of your product by rearranging the interface, reordering the buttons or reconfiguring the handle, your

most frequent users will notice. Ergonomics that are slightly better are useless. Your product only becomes remarkable when you redefine the user’s experience.

- **Packaging.** Packaging is part of the product, and the free prize can easily be the package itself. If you bought *Purple Cow* in a milk carton, you can see how easy and cheap it is to make a real impact. Rhino Records’ CD box sets are amazing because they are over-the-top. You can also have zero packaging and make an impact. (Audible will sell you the digitized voice for a book on tape — no cassettes, CDs or boxes.)

- **Technology.** Moore’s law says that every 18 months, the power of the computer chips you can buy for a dollar doubles. You can use this law in one of two ways — by packing more supercomputer power into your products, or by offering yesterday’s top-power chips in products at a discount (a \$10 digital camera, anyone?). Either way, you’ve opened an opportunity and taken your product to the edge.

- **Treat people unequally.** Bend over backward to treat your best customers better than everyone else — dramatically better. You might annoy some low-profit customers, but at the same time, your regular customers would see the advantage of becoming great customers.

- **Who sells it.** We associate a product with the way we buy it. We subscribe to the newspaper, for example, but not to books. You can find a terrific edge in changing the very way a product is sold. The Girl Scouts moved their cookie sales from the grocery store to your front door. If you had to rejigger the way you sell your wares, could you?

- **Convenience (or lack thereof).** Lunchables built a billion-dollar business by making lunch junk into convenient lunch junk. The marketers at Lunchables understood that people would pay a huge premium for little sealed compartments of food. Sometimes, though, convenience is not desired. Why does wine come with corks? The new artificial corks are easier, more consistent, and less fragile. However, the free prize you buy when you choose a fancy wine isn’t how convenient it is to open the bottle — it’s the rusticity that matters. ■

### Thomas Dolby Sells Ringtones

Ringtones are one of the silliest multimillion-dollar businesses. Thomas Dolby (of “She Blinded Me With Science” fame) is poised to make a killing with his [www.retroringtones.com](http://www.retroringtones.com) ringtone wholesaling business. After you hear a few of his samples, you might just trade in your old cell phone for no other reason than to have Richard Nixon or Jimi Hendrix announce your calls. This is classic free-prize thinking.