

# Buyer Personas How To Gain Insight Into Your Customers Expectations Align Your Marketing Strategies And Win More Business

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*Buyer Personas How To Gain Insight Into Your Customers Expectations Align Your Marketing Strategies And Win More Business*

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## MORA MAXWELL

*Conversations That Win the Complex Sale: Using Power Messaging to Create More Opportunities, Differentiate your Solutions, and Close More Deals* John Wiley & Sons

Four years ago, the bestselling authors of *The Challenger Sale* overturned decades of conventional wisdom with a bold new approach to sales. Now their latest research reveals something even more surprising: Being a Challenger seller isn't enough. Your success or failure also depends on who you challenge. Picture your ideal customer: friendly, eager to meet, ready to coach you through the sale and champion your products and services across the organization. It turns out that's the last person you need. Most marketing and sales teams go after low-hanging fruit: buyers who are eager and have clearly articulated needs. That's simply human nature; it's much easier to build a relationship with someone who always makes time for you, engages with your content, and listens attentively. But according to brand-new CEB research—based on data from thousands of B2B marketers, sellers, and buyers around the world—the highest-performing teams focus their time on potential customers who are far more skeptical, far less interested in meeting, and ultimately agnostic as to who wins the deal. How could this be? The authors of *The Challenger Customer* reveal that high-performing B2B teams grasp something that their average-performing peers don't: Now that big, complex deals increasingly require consensus among a wide range of players across the organization, the limiting factor is rarely the salesperson's inability to get an individual stakeholder to agree to a solution. More often it's that the stakeholders inside the company can't even agree with one another about what the problem is. It turns out only a very specific type of customer stakeholder has the credibility, persuasive skill, and will to effectively challenge his or her colleagues to pursue anything more ambitious than the status quo. These customers get deals to the finish line far more often than friendlier stakeholders who seem so receptive at first. In other words, Challenger sellers do best when they target Challenger customers. The Challenger Customer unveils research-based tools that will help you distinguish the "Talkers" from the "Mobilizers" in any organization. It also provides a blueprint for finding them, engaging them with disruptive insight, and equipping them to effectively challenge their own organization.

### Value Proposition Design Basic Books

Finally a go-to guide to creating and publishing the kind of content that will make your business thrive. *Everybody Writes* is a go-to guide to attracting and retaining customers through stellar online communication, because in our content-driven world, every one of us is, in fact, a writer. If you have a web site, you are a publisher. If you are on social media, you are in marketing. And that means that we are all relying on our words to carry our marketing messages. We are all writers. Yeah, but who cares about writing anymore? In a time-challenged world dominated by short and snappy, by click-bait headlines and Twitter streams and Instagram feeds and gifs and video and Snapchat and YOLO and LOL and #tbt. . . does the idea of focusing on writing seem pedantic and ordinary? Actually, writing matters more now, not less. Our online words are our currency; they tell our customers who we are. Our writing can make us look smart or it can make us look stupid. It can make us seem fun, or warm, or competent, or trustworthy. But it can also make us seem humdrum or discombobulated or flat-out boring. That means you've got to choose words well, and write with economy and the style and honest empathy for your customers. And it means you put a new value on an often-overlooked skill in content marketing: How to write, and how to tell a true story really, really well. That's true whether you're writing a listicle or the words on a Slideshare deck or the words you're reading right here, right now... And so being able to communicate well in writing isn't just nice; it's necessity. And it's also the oft-overlooked cornerstone of nearly all our content marketing. In *Everybody Writes*, top marketing veteran Ann Handley gives expert guidance and insight into the process and strategy of content creation, production and publishing, with actionable how-to advice designed to get results. These lessons and rules apply across all of your online assets — like web pages, home page, landing pages, blogs, email, marketing offers, and on Facebook, Twitter, LinkedIn, and other social media. Ann deconstructs the strategy and delivers a practical approach to

create ridiculously compelling and competent content. It's designed to be the go-to guide for anyone creating or publishing any kind of online content — whether you're a big brand or you're small and solo. Sections include: How to write better. (Or, for "adult-onset writers": How to hate writing less.) Easy grammar and usage rules tailored for business in a fun, memorable way. (Enough to keep you looking sharp, but not too much to overwhelm you.) Giving your audience the gift of your true story, told well. Empathy and humanity and inspiration are key here, so the book covers that, too. Best practices for creating credible, trustworthy content steeped in some time-honored rules of solid journalism. Because publishing content and talking directly to your customers is, at its heart, a privilege. "Things Marketers Write": The fundamentals of 17 specific kinds of content that marketers are often tasked with crafting. Content Tools: The sharpest tools you need to get the job done. Traditional marketing techniques are no longer enough. *Everybody Writes* is a field guide for the smartest businesses who know that great content is the key to thriving in this digital world.

### The Art of Opportunity Routledge

Innovate your way toward growth using practical, research-backed frameworks *The Art of Opportunity* offers a path toward new growth, providing the perspective and methods you need to make innovation happen. Written by a team of experts with both academic and industry experience—and a client roster composed of some of the world's leading companies—this book provides you with the necessary tools to help you capture growth instead of chasing it. The visual frameworks and research-based methodology presented in *The Art of Opportunity* merge business design thinking and strategic innovation to help you change your growth paradigm. You'll learn creative and practical methods for exploring growth opportunities and employ a new approach for identifying what "opportunity" looks like in the first place. Put aside the old school way of focusing on new products and new markets, to instead applying value creation to find your new opportunity, craft your offering, design your strategy and build new growth ventures. The changing business ecosystem is increasingly pushing traditional thinking out to pasture. New consumers and the new marketplace are demanding a profound adjustment to the way companies plan and execute growth strategies. This book gives you the tools to create your roadmap toward the new state of growth, and gain invaluable insight into a new way of thinking. *The Art of Opportunity* will help you to: Start looking at business growth from a new perspective Create value for the customers, company and ecosystem Innovate strategically and design new business models Develop a new active business design thinking approach to innovation Your company's goal is to grow, and to turn non-customers into customers. The old ways are becoming less tenable and less cost-effective. *The Art of Opportunity* outlines the new growth paradigm and gives you a solid framework for putting new ideas into practice.

### Digital Relevance Kogan Page

Understanding marketing research to make better business decisions An ideal resource for busy managers and professionals seeking to build and expand their marketing research skills, *The Market Research Toolbox, Fourth Edition* describes how to use market research to make strategic business decisions. This comprehensive collection of essential market research techniques, skills, and applications helps readers solve real-world business problems in a dynamic and rapidly changing business atmosphere. Based on real-world experiences, author Edward F. McQuarrie gives special attention to business-to-business markets, technology products, Big Data, and other web-enabled approaches. Readers with limited time or resources can easily translate the approaches from mass markets, simple products, and stable technologies to their own situations. Readers will master background context and the questions to ask before conducting research, as well as develop strategies for sorting through the extensive specialized material on market research.

**How Customers Buy...& Why They Don't** Que Publishing Harness the extraordinary power of customer insights with this collection of adaptable, scalable strategies, which will allow any marketer to outshine the competition with effective, memorable marketing.

### Buyer Personas John Wiley & Sons

By New York Times Bestselling Authors Bryan and Jeffrey Eisenberg with Anthony Garcia, "Buyer Legends: An Executive Storytellers Guide" describes a business process that combines the emotional power of storytelling with hard data to open new opportunities, spot gaps and optimize your sales and marketing.

By using Buyer Legends in your organization you will: Improve communications - Your whole team will see and understand both the bigger picture and the important details Improve execution - You will turn big directives into purposeful and more effective actions Improve testing. You will understand how to plan and implement more effective and impactful tests Make more money. You will see improved conversion rates that make the up-front planning worth the time and effort After reading this, you will have more insight as to why your marketing execution may not be meeting expectations and why your team might be struggling to "get it." You will learn how to communicate your brand's story intent and the responsibility of each critical touch point within every level of your organization, from the boardroom to the stockroom. The Buyer Legends process IS one of the final pieces of a complex puzzle that has been missing from most modern marketing efforts. Wouldn't you like to have an edge in turning your brand into a legend? "Having worked first hand with the Eisenbergs on mapping our customers' critical paths and creating scenario narratives, I can confidently say the Buyer Legends process works. My team's focus at Google is on acquiring SMB advertising clients. And if you've ever worked with these types of businesses, you know there is huge diversity through the spectrum of small and medium businesses. We'd miss opportunities and gaps by over-aggregating (i.e. taking too high level a view) though often the challenge was in effectively communicating our insights. The Buyer Legends framework allowed us to more effectively focus our efforts, improving the bottom line. And equally important, to make a more compelling case for change with our marketing, engineering and product colleagues." Paul Jeszenszky Head of Global B2B Digital Marketing Center of Excellence, Google "The most clear-headed and useful guide ever for developing relevant and resonant stories about your business." Jay Baer President, Convince & Convert "Buyer Legends introduced me to a structured process which uses storytelling techniques to align our brand story to our customers experiences. With so many of our customers having a unique experience every day on Airbnb, it is our task to collect and communicate a collective narrative in the Airbnb brand story. While the Airbnb storyboarding technique, as described in the introduction, gives a clear overview of the customers journey, the motives of our customers and their experiences are many. With global differences on how people travel, making their decision where to stay, and experience the more local hospitality Airbnb provides, Buyer Legends is the marketing tool which binds Persona's, storyboards and our brand story. This is a powerful combination." Dennis Goedegebuure Head of Global SEO, Airbnb" **Everybody Writes** SAGE Publications

Reach more customers than ever with TARGETED CONTENT Epic Content Marketing helps you develop strategies that seize the competitive edge by creating messages and "stories" tailored for instant, widespread distribution on social media, Google, and the mainstream press. It provides a step-by-step plan for developing powerful content that resonates with customers and describes best practices for social media sharing and search engine discoverability. Joe Pulizzi is a content marketing strategist, speaker and founder of the Content Marketing Institute, which runs the largest physical content marketing event in North America, Content Marketing World.

### Buyer Legends How2Conquer

Win more deals with the perfect sales story! "Power Messaging is a foundational element in our global marketing campaigns and sales training programs. We believe the concepts are core to engaging in customer conversations that are focused on their outcomes and what they want to achieve." —Karen Quintos, CMO and SVP, Dell Inc. "The concepts outlined in this book are critical skills to building a world-class presales organization." —Ken Hamel, Senior Vice President, Global Solutions and Presales, SAP "Our new messaging, using the approaches presented in this book, is great and is being widely used by our sales team. We've never had a year end sales meeting with content that was met with such widespread acceptance and enthusiasm." —Jerry D. Cline, Senior Vice President, Retail Sales and Marketing, AmerisourceBergen Drug Company "The best salespeople sit across the table and make change easy for their customer by creating a succinct story and vision for what to change, how to change it, and how it will impact customer results. An enterprise focus on sales messaging, using the concepts in this book, is the hidden secret to driving incremental sales productivity and overwhelming customer success!" —Ken Powell, Vice President, Worldwide Sales Enablement, ADP "The Power Messaging

techniques in this book are the foundation of how our marketing team creates our sales messages, as well as the process our field sales teams use for delivering that message in a unique and compelling way. At Kronos our results are a reflection of the power of the tool.” —Aron Ain, CEO, Kronos About the Book: In today’s highly competitive world of complex sales, commoditization of your brand is one of the greatest dangers. You must differentiate yourself from the competition—or you will lose out. And the way to do that is through customer engagement. Rather than sell your own corporate story and brand message, you need to tell customers their story—the one in which they are the heroes and they achieve success. Erik Peterson and Tim Riesterer have been developing and honing their Power Messaging sales technique for more than 20 years, and now they reveal all their secrets in *Conversations That Win the Complex Sale*. Presenting a catalog of facts or playing 20 questions with prospective customers is the surest way to lose the sale. Peterson and Riesterer provide the tools you need to recraft your message into a compelling story that wins more deals. With *Conversations That Win the Complex Sale*, you’ll learn how to: Differentiate yourself from the competition by finding your “Value Wedge” Avoid parity in your value propositions by creating “Power Positions” Create a message that can literally double the number of deals you close Spike customer attention and create “Wow” in your conversations Prove all your claims without resorting to lists of boring facts and statistics Your competitors are out there telling their own corporate story—a story customers don’t want to hear. Now is the time to seize the moment. This book is the one and only source you need to reframe your sales story and turn the tables on the competition by fully engaging their would-be customers. *Conversations That Win the Complex Sale* helps you create and deliver messages that customers care about, giving your brand the clear edge in today’s crowded markets.

#### **StoryBranding** Yonel Local Publications

The world’s foremost expert on pricing strategy shows how this mysterious process works and how to maximize value through pricing to company and customer. In all walks of life, we constantly make decisions about whether something is worth our money or our time, or try to convince others to part with their money or their time. Price is the place where value and money meet. From the global release of the latest electronic gadget to the bewildering gyrations of oil futures to markdowns at the bargain store, price is the most powerful and pervasive economic force in our day-to-day lives and one of the least understood. The recipe for successful pricing often sounds like an exotic cocktail, with equal parts psychology, economics, strategy, tools and incentives stirred up together, usually with just enough math to sour the taste. That leads managers to water down the drink with hunches and rules of thumb, or leave out the parts with which they don’t feel comfortable. While this makes for a sweeter drink, it often lacks the punch to have an impact on the customer or on the business. It doesn’t have to be that way, though, as Hermann Simon illustrates through dozens of stories collected over four decades in the trenches and behind the scenes. A world-renowned speaker on pricing and a trusted advisor to Fortune 500 executives, Simon’s lifelong journey has taken him from rural farmers’ markets, to a distinguished academic career, to a long second career as an entrepreneur and management consultant to companies large and small throughout the world. Along the way, he has learned from Nobel Prize winners and leading management gurus, and helped countless managers and executives use pricing as a way to create new markets, grow their businesses and gain a sustained competitive advantage. He also learned some tough personal lessons about value, how people perceive it, and how people profit from it. In this engaging and practical narrative, Simon leaves nothing out of the pricing cocktail, but still makes it go down smoothly and leaves you wanting to learn more and do more—as a consumer or as a business person. You will never look at pricing the same way again.

#### **The Art of Insight** John Wiley & Sons

The seventh edition of the pioneering guide to generating attention for your idea or business, packed with new and updated information In the Digital Age, marketing tactics seem to change on a day-to-day basis. As the ways we communicate continue to evolve, keeping pace with the latest trends in social media, the newest online videos, the latest mobile apps, and all the other high-tech influences can seem an almost impossible task. How can you keep your product or service from getting lost in the digital clutter? The seventh edition of *The New Rules of Marketing and PR* provides everything you need to speak directly to your audience, make a strong personal connection, and generate the best kind of attention for your business. An international bestseller with more than 400,000 copies sold in twenty-nine languages, this revolutionary guide gives you a proven, step-by-step plan for leveraging the power of technology to get your message seen and heard by the right people at the right time. You will learn the latest approaches for highly effective public relations, marketing, and customer communications—all at a fraction of the cost of traditional advertising! The latest edition of *The New Rules of Marketing & PR* has been completely revised and updated to present more innovative methods and cutting-

edge strategies than ever. The new content shows you how to harness AI and machine learning to automate routine tasks so you can focus on marketing and PR strategy. Your life is already AI-assisted. Your marketing should be too! Still the definitive guide on the future of marketing, this must-have resource will help you: Incorporate the new rules that will keep you ahead of the digital marketing curve Make your marketing and public relations real-time by incorporating techniques like newsjacking to generate instant attention when your audience is eager to hear from you Use web-based communication technologies to their fullest potential Gain valuable insights through compelling case studies and real-world examples Take advantage of marketing opportunities on platforms like Facebook Live and Snapchat The seventh edition of *The New Rules of Marketing and PR: How to Use Content Marketing, Podcasting, Social Media, AI, Live Video, and Newsjacking to Reach Buyers Directly* is the ideal resource for entrepreneurs, business owners, marketers, PR professionals, and managers in organizations of all types and sizes.

#### **The Market Research Toolbox** CreateSpace

Lewis makes a compelling argument that businesses must look beyond their own internal view of how something is sold, to the external reality of how customers actually buy. He asserts that no one buys anything because of a sales process; customers only buy because of their own buying process. And so, for all those whose livelihood depends upon successful revenue generation, the only rational course of action is to positively influence and effectively manage the end-to-end customer-buying journey. The simple failure of mousetrap logic—that is, the quality of the product or value proposition of the service is sufficient to convince customers to make a purchase—is at the heart of most revenue generation challenges today. *How Customers Buy...and Why They Don’t* shows that vendors are too often trying to solve the wrong problem, because customers actually do “get it,” they just don’t buy it. The book starts by explaining Outside-in Revenue Generation. It then decodes the six elements of the Customer Buying Journey DNA. It defines the nine Buying Concerns, any one of which can derail a purchase. It unveils the deceptively simple and elegant 4Q Buying Style Quadrant that unlocks the intricacies of how buyers actually think. The second section of the book explains what you can do about customers not buying your products or services. It reveals that there are only four things—Sales and Marketing Imperatives—that can be done to positively impact the market. It goes on to walk the reader through the development of the Market Engagement Strategy. The final section of the book translates the five components of the Market Engagement Strategy into actionable sales and marketing behaviors.

#### **They Ask, You Answer** McGraw Hill Professional

“How to Win Friends and Influence People” is one of the first best-selling self-help books ever published. It can enable you to make friends quickly and easily, help you to win people to your way of thinking, increase your influence, your prestige, your ability to get things done, as well as enable you to win new clients, new customers. **\_x000D\_ Twelve Things This Book Will Do For You:** **\_x000D\_ Get you out of a mental rut, give you new thoughts, new visions, new ambitions.** **\_x000D\_ Enable you to make friends quickly and easily.** **\_x000D\_ Increase your popularity.** **\_x000D\_ Help you to win people to your way of thinking.** **\_x000D\_ Increase your influence, your prestige, your ability to get things done.** **\_x000D\_ Enable you to win new clients, new customers.** **\_x000D\_ Increase your earning power.** **\_x000D\_ Make you a better salesman, a better executive.** **\_x000D\_ Help you to handle complaints, avoid arguments, keep your human contacts smooth and pleasant.** **\_x000D\_ Make you a better speaker, a more entertaining conversationalist.** **\_x000D\_ Make the principles of psychology easy for you to apply in your daily contacts.** **\_x000D\_ Help you to arouse enthusiasm among your associates.** **\_x000D\_ Dale Carnegie (1888-1955)** was an American writer and lecturer and the developer of famous courses in self-improvement, salesmanship, corporate training, public speaking, and interpersonal skills. Born into poverty on a farm in Missouri, he was the author of *How to Win Friends and Influence People* (1936), a massive bestseller that remains popular today. **\_x000D\_**

#### **Choice Hacking** Buyer Personas

Turn prospects into buyers with a powerful emarketing strategy! “Albee shows how smart business-to-business marketers learn about buyers, tell a story, and greatly influence the B2B lead-to-sale process. This is your guide for Web marketing success.” David Meerman Scott, bestselling author of *The New Rules of Marketing and PR* and *World Wide Rave* “A compelling read for both B2B marketing and sales professionals alike, *eMarketing Strategies for the Complex Sale* is a practical and insightful how-to guide that will enable marketers to drive sales conversions and faster sales results.” David Thompson, CEO, Genius.com, and founder of the Sales 2.0 Conference “Albee lays out a path to understanding buyer personas, building their trust, and delivering contagious content that they want to read. A must-read for B2B marketers looking to engage with today’s buyers.” Steven Woods, CTO, Eloqua, and author of *Digital Body Language* “If you’re looking for a comprehensive, well-researched, single resource to plan, build, execute, and succeed in your eMarketing efforts, then buy this book!” Barry Trailer, managing partner, CSO Insights

“New media, content marketing, social networking . . . Ardash cleverly wraps these concepts in a bow and makes this book required reading. . . . Become the expert resource for your customer and watch your business grow.” Joe Pulizzi, coauthor of *Get Content Get Customers* and founder of Junta42 About the Book Web 2.0 has reshaped the role of marketing in the Complex Sales process. Because prospects now have instant access to information about your company and its products—and your competitors—they can make buying decisions without ever communicating with you. Doing what you’ve always done simply won’t work anymore; you must entirely rethink how you attract and compel buying behavior. With *eMarketing Strategies for the Complex Sale*, expert B2B marketing strategist Ardash Albee breaks new ground in the field of digital marketing and new customer acquisition. Albee offers techniques and tools for developing and executing strategies that are guaranteed to generate results. The Internet offers an unprecedented opportunity for creating trusted relationships with your prospects and customers—before you ever “meet” them. Never before have marketers enjoyed such a wide-reaching and varied communication platform. Yet with all the noise, you have to stand above the crowd. The key is to converse about meaningful and relevant topics with your diverse audiences, to share your perspectives on what matters to them. That’s just what Albee teaches us to do. *eMarketing Strategies for the Complex Sale* shares methods to help you: Create eMarketing strategies based on customer perspectives Use a contagious content structure for competitive differentiation Establish trusted relationships Continuously measure, tune, and improve your effectiveness *eMarketing Strategies for the Complex Sale* also shares proven approaches to collaborating with sales. You can leverage eMarketing to move leads further into the pipeline while focusing sales time and energy on highly qualified opportunities. The results? Reduced time to sales, increased sales productivity, and growing revenues. *eMarketing Strategies for the Complex Sale* reveals processes critical to ensuring that you make a powerful, measurable contribution to the lengthy sales process—and to the longterm success of your organization as a whole.

#### **The Challenger Customer** John Wiley & Sons

The essential roadmap for the new realities of selling when buyers are in charge Sales and service are being radically redefined by the biggest communications revolution in human history. Today buyers are in charge! There is no more ‘selling’—there is only buying. When potential customers have near perfect information on the web, it means salespeople must transform from authority to consultant, product narratives must tell a story, and businesses must be agile enough to respond before opportunity is lost. *The New Rules of Sales and Service* demystifies the new digital commercial landscape and shows you how to stay ahead of the pack. Companies large and small are revolutionizing the way business gets done, and this book takes you inside the new methods and strategies that are critical to success in the modern market. Real-world examples illustrate the new marketplace in action, and demonstrate the brilliant utility of taking a new look at your customer and your business. This new edition has been updated to reflect the current reality of this rapidly-evolving sphere, with fresh strategies, new tools, and new stories. Whether you’re an independent contractor, a multi-national corporation, a start-up, or a nonprofit, this book is your essential guide to navigating the new digital marketplace. David Meerman Scott provides up-to-the-minute analysis of the current state of the digital commercial landscape, plus expert guidance toward the concepts, strategies, and tools that every business needs now. Among the topics covered in detail: Why the old rules of sales and service no longer work in an always-on world The new sales cycle and how informative Web content drives the buying process Providing agile, real-time sales and service 24/7 without letting it rule your life The importance of defining and understanding the buyer personas How agile customer service retains existing clients and expands new business Why content-rich websites motivate interest, establish authority, and drive sales How social media is transforming the role of salesperson into valued consultant Because buyers are better informed, and come armed with more choices and opportunities than ever before, everything about sales has changed. Salespeople must adapt because the digital economy has turned the old model on its head, and those who don’t keep up will be left behind. *The New Rules of Sales and Service* is required reading for anyone wanting to stay ahead of the game and grow business now.

#### **Data-Driven Personas** Springer

#### **Buyer Personas** John Wiley & Sons

#### **Social Selling** Radius Book Group

Real-world tools to build your venture, grow your business, and avoid mistakes *Startup, Scaleup, Screwup* is an expert guide for emerging and established businesses to accelerate growth, facilitate scalability, and keep pace with the rapidly changing economic landscape. The contemporary marketplace is more dynamic than ever before—increased global competition, the impact of digital transformation, and disruptive innovation factors require businesses to implement agile management and business strategies to compete and thrive. This indispensable book provides business leaders and entrepreneurs the tools and

guidance to meet growth and scalability challenges head on. Equal parts motivation and practical application, this book answers the questions every business leader asks from the startup ventures to established companies. Covering topics including funding options, employee hiring, product-market validation, remote team management, agile scaling, and the business lifecycle, this essential resource provides a solid approach to grow at the right pace and stay lean. This book will enable you to: Apply 42 effective tools to sustain and accelerate your business growth Avoid the mistakes and pitfalls associated with rapid business growth or organizational change Develop a clear growth plan to integrate into your overall business model Structure your business for rapid scaling and efficient management *Startup, Scaleup, Screwup: 42 Tools to Accelerate Lean & Agile Business Growth* is a must-read for entrepreneurs, founders, managers, and senior executives. Author Jurgen Appelo shares his wisdom on the creative economy, agile management, innovation marketing, and organizational change to provide a comprehensive guide to business growth. Practical methods and expert advice make this book an essential addition to any business professional's library.

**The World's Best Buyer Persona System** HarperCollins Named one of Fortune Magazine's "5 Best Business Books" in 2015 See your offering through the buyer's eyes for more effective marketing Buyer Personas is the marketer's actionable guide to learning what your buyer wants and how they make decisions. Written by the world's leading authority on buyer personas, this book provides comprehensive coverage of a compelling new way to conduct buyer studies, plus practical advice on adopting the buyer persona approach to measurably improve marketing outcomes. Readers will learn how to segment their customer base, investigate each customer type, and apply a radically more relevant process of message selection, content creation, and distribution through the channels that earn the buyers' trust. Rather than relying on generic data or guesswork to determine what the buyer wants, the buyer persona approach allows companies to ask the buyer directly and obtain more precise and actionable guidance. Buyer personas are composite pictures of the people who buy solutions, services or products, crafted through a unique type of interview with the people the marketer wants to influence. This book provides step-by-step guidance toward implementing the buyer persona approach, with the advice of an internationally-respected expert. Learn who buys what, and why Understand your buyer's goals and how you can address them Tailor your marketing activities to your buyer's expectations See the purchase through the customer's eyes A recent services industry survey reports that 52 percent of their marketers have buyer personas, and another 28 percent expect to add them within the next two years - but only 14.6 percent know how to use them. To avoid letting such a valuable tool go to

waste, access the expert perspective in *Buyer Personas*, and craft a more relevant marketing strategy.

*Startup, Scaleup, Screwup* DigiCat

The foremost authority on innovation and growth presents a path-breaking book every company needs to transform innovation from a game of chance to one in which they develop products and services customers not only want to buy, but are willing to pay premium prices for. How do companies know how to grow? How can they create products that they are sure customers want to buy? Can innovation be more than a game of hit and miss? Harvard Business School professor Clayton Christensen has the answer. A generation ago, Christensen revolutionized business with his groundbreaking theory of disruptive innovation. Now, he goes further, offering powerful new insights. After years of research, Christensen has come to one critical conclusion: our long held maxim—that understanding the customer is the crux of innovation—is wrong. Customers don't buy products or services; they "hire" them to do a job. Understanding customers does not drive innovation success, he argues. Understanding customer jobs does. The "Jobs to Be Done" approach can be seen in some of the world's most respected companies and fast-growing startups, including Amazon, Intuit, Uber, Airbnb, and Chobani yogurt, to name just a few. But this book is not about celebrating these successes—it's about predicting new ones. Christensen contends that by understanding what causes customers to "hire" a product or service, any business can improve its innovation track record, creating products that customers not only want to hire, but that they'll pay premium prices to bring into their lives. Jobs theory offers new hope for growth to companies frustrated by their hit and miss efforts. This book carefully lays down Christensen's provocative framework, providing a comprehensive explanation of the theory and why it is predictive, how to use it in the real world—and, most importantly, how not to squander the insights it provides.

*Roar!* John Wiley & Sons

This book traces the techniques that have enabled the development of data-driven personas and how they can be leveraged as tools for empathizing and understanding users. Data-driven personas are a significant advancement in the fields of human-centered informatics and human-computer interaction. Data-driven personas enhance user understanding by combining the empathy inherent with personas with the rationality inherent in analytics using computational methods. Via the employment of these computational methods, the data-driven persona method permits the use of large-scale user data, which is a novel advancement in persona creation. A common approach for increasing stakeholder engagement about audiences, customers, or users, persona creation remained relatively unchanged for several decades. However, the availability of digital user data,

data science algorithms, and easy access to analytics platforms provide avenues and opportunities to enhance personas from often sketchy representations of user segments to precise, actionable, interactive decision-making tools—data-driven personas! Using the data-driven approach, the persona profile can serve as an interface to a fully functional analytics system that can present user representation at various levels of information granularity for more task-aligned user insights. Presenting a conceptual framework consisting of (a) persona benefits, (b) analytics benefits, and (c) decision-making outcomes, we illustrate applying this framework via practical use cases in areas of system design, digital marketing, and content creation to demonstrate the application of data-driven personas in practical applied situations. We then present an overview of a fully functional data-driven persona system as an example of multi-level information aggregation needed for decision making about users. We demonstrate that data-driven personas systems can provide critical, empathetic, and user-understanding functionalities for anyone needing such insights.

**How Not to Suck At Marketing** Jennifer L. Clinehens Named one of Fortune Magazine's "5 Best Business Books" in 2015 See your offering through the buyer's eyes for more effective marketing Buyer Personas is the marketer's actionable guide to learning what your buyer wants and how they make decisions. Written by the world's leading authority on buyer personas, this book provides comprehensive coverage of a compelling new way to conduct buyer studies, plus practical advice on adopting the buyer persona approach to measurably improve marketing outcomes. Readers will learn how to segment their customer base, investigate each customer type, and apply a radically more relevant process of message selection, content creation, and distribution through the channels that earn the buyers' trust. Rather than relying on generic data or guesswork to determine what the buyer wants, the buyer persona approach allows companies to ask the buyer directly and obtain more precise and actionable guidance. Buyer personas are composite pictures of the people who buy solutions, services or products, crafted through a unique type of interview with the people the marketer wants to influence. This book provides step-by-step guidance toward implementing the buyer persona approach, with the advice of an internationally-respected expert. Learn who buys what, and why Understand your buyer's goals and how you can address them Tailor your marketing activities to your buyer's expectations See the purchase through the customer's eyes A recent services industry survey reports that 52 percent of their marketers have buyer personas, and another 28 percent expect to add them within the next two years - but only 14.6 percent know how to use them. To avoid letting such a valuable tool go to waste, access the expert perspective in *Buyer Personas*, and craft a more relevant marketing strategy.