

The Management Series

Volume 3

The Public Relations Series
The Marketing Series
The Admin Know-How Series

by
L. Ron Hubbard

Published in the USA by
Bridge Publications, Inc.
4751 Fountain Avenue
Los Angeles, California 90029

ISBN 0-88404-674-5

Published in all other countries by
NEW ERA Publications International ApS
Store Kongensgade 55
Copenhagen K, Denmark

ISBN 87-7336-760-5

© 1991
L. Ron Hubbard Library
All Rights Reserved

No part of this book may be reproduced
without the permission of the copyright owner.

DIANETICS, HUBBARD, SCIENTOLOGY, E-METER, CELEBRITY CENTRE, FLAG, FREEWINDS, HCO, PURIFICATION RUNDOWN, STUDENT HAT, METHOD ONE, LRH, FEBEC, DSEC, *Ability* magazine, *Advance!* magazine, *The Auditor* magazine, *Celebrity* magazine, *Centre* magazine, *KSW News* magazine, *Understanding* magazine, *High Winds* magazine, *Source* magazine. SCIENTOLOGY symbol and DIANETICS symbol in circle are trademarks and service marks owned by Religious Technology Center and are used with its permission. SCIENTOLOGIST is a collective membership mark designating members of the affiliated churches and missions of Scientology.

Printed in the United States of America

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 SEPTEMBER 1988

Remimeo
Surveyor Hats
Marketing Hats
Promotion Hats
PR Hats
Survey Network

Marketing Series 25

POSITIONING SURVEYS

Refs:

HCO PL 30 Jan. 79	Marketing Series 5
Restored 28.7.83	PR Series 30
	POSITIONING, PHILOSOPHIC THEORY
HCO PL 13 Sept. 88	Marketing Series 24
	THE POSITIONING ERA
HCO PL 1 Jan. 77RA	Marketing Series 3
Rev. 29.8.79	MARKETING HAT
Book: <i>Scientology 8-8008</i>	
Book: <i>Scientology 0-8: The Book of Basics</i> , "The Logics"	
Tape: 5211C10B "Logics and Axioms 3 and 4"	

In the subject of positioning, a *position* is where you *put* a product in somebody's life or mind and in relation to other products.

There is a whole tech on positioning. In order to fully understand the subject, one must study HCO PL 30 Jan. 79, Marketing Series 5, PR Series 30, POSITIONING, PHILOSOPHIC THEORY and HCO PL 13 Sept. 88, Marketing Series 24, THE POSITIONING ERA.

Positioning calls for certain exact steps in surveying.

The first thing you have to know in doing positioning is what concept or attitude the target public has regarding the thing being positioned. So you would do the appropriate survey to find out a *button* from which to depart. If you just took something off the top of your head it might miss the boat—you could be positioning against an unsurveyed button.

Once you have a surveyed button, you survey to find the thing or object that *represents* that button in people's minds. This gives you positioning.

POSITIONING SURVEY QUESTIONS

A positioning survey is done to find the object or thing or profession or activity which expresses the attitude that people have toward what you are trying to position. In order to get a correct positioning, the survey questions must reflect that original button directly.

For example, if one had a button of “being total cause over life, MEST, thought, environment and all dynamics,” the right positioning question to ask would be: “What being or object is total cause over life, MEST, thought, environment and all dynamics?” That question would give you something against which and with which to position.

You have to ask questions which give you an *object* or *activity*, not a concept or a significance. One cannot position against a concept. Positioning is done against specific THINGS, not ideas.

Thus, there are two very basic rules about positioning survey questions:

THE QUESTIONS MUST GIVE AN OBJECT OR ACTIVITY AS THE ANSWER

and

THEY MUST REFLECT THE ORIGINAL SURVEY BUTTON DIRECTLY.

If these rules are violated, you won't get a correct positioning. Suppose one were doing a positioning survey for a book: in the initial surveys done on raw public, the button found is “It's an original work,” then the surveyor perverts this and uses an altered question, “What impresses people most about a scientific discovery made for the first time?” This won't work. The question would simply be (amongst the raw public): “What comes to mind when I ask you to name a great original work?”

Positioning surveys are very, very simple. The button is used to find the thing or object that *represents* it in people's minds.

If, for example, “drive” turned up as the surveyed button, you could ask, “What symbolizes ‘drive’?”

Here are several more examples:

The surveyed button is “peace of mind.” A good positioning question for this would be, “What symbolizes ‘peace of mind’?”

The surveyed buttons are “total standardness” and “totally standard actions.” The positioning questions would be, “What object flashes into your mind when I say ‘total standardness’?” and “What activity flashes into your mind when I say ‘totally standard actions’?”

The surveyed button is “having a more positive attitude toward life.” The positioning question would be, “What has the most positive attitude that you can think of?”

The button could be any of numerous concepts: “a great discovery,” “a powerful force,” “happiness,” “self-respect,” “self-confidence,” “a great writer,” “someone who knows himself,” etc. For any one of these the positioning question could be:

“What object or activity do you think of instantly when I say the words (surveyed button)?”

POSITIONING AND CLASSIFICATION

Per the Logics, a datum can be evaluated only by a datum of comparable magnitude.

Suppose one used “library” as a positioning for a book that was being marketed. “Library” in popular understanding belongs in the category of things you don’t buy. But the purpose of the ad is to *sell* books! This comes under the heading of classification of materials and objects and things—“library” is in the wrong class. People don’t buy books in the library.

Another example of incorrect classification would be using a crown as the positioning object for auditor training. Auditors are in the healing or pastoral profession. Kings and crowns are in a ruling profession. This makes a mixed message. It puts an auditor into a position of command and the audience might get the idea that auditors were setting themselves up as rulers or that auditors were arrogant. This is not the character of an auditor.

Surveys have to be kept in the same *class* of thing. Everything has its own class of associations. When you’re surveying shaving cream to get a positioning, you don’t ask about horses.

Logic is the gradient scale of relating facts one to another.

Communication, in essence, depends upon logic.

Therefore, positioning surveys must not violate *classification* of objects.

If classification is not taken into account when doing positioning surveys, you can come up with a “positioning” which violates the fitness of things. For example, a promo piece for an upper-level rundown was once submitted which compared a thetan to a mountain. This was a contrary and even destructive comparison—you’re not going to find anyone who wants to become a mountain. In looking at the surveys done to get this positioning, it was found that the survey question was alter-ised. The button was “become very stable as a thetan,” and the positioning question asked—“What object represents stability to you?”—did not get a correct answer because a *thetan* is not an *object*. The question also used the word “stability,” whereas the actual survey button was “become stable.” Furthermore, what was being positioned was an *action* (a rundown), and the question asked was not in the same context or class of things as what was being surveyed for. A much more effective question would have been “What thing has man always counted on in past ages to become stable?” The answers to that question could have given something in the same class of thought or classification of things as what was being surveyed for.

POSITIONING BY ASSOCIATION

What people think they are and what they want to become is an exercise in positioning when you add *for what service* and *for what org.*

You can survey to find out what type of person the target public think they would like to be associated with and then show them—through ad copy, design, artwork, etc.—that by buying a certain product they become associated with that type of person.

In other words, if a company wants a man to buy beer, they position beer, group-wise, with macho types or interesting adventure types that the man viewing the ad would want to think of being associated with. A company marketing a brand of mineral water might find through marketing studies and surveys that the jet set is looked up to and so position their water against that group.

Coca-Cola did this one time—they found out that teenagers were buying most of the Coca-Cola. Based on surveys, they promptly went out with psychedelic billboards and broke all sales records with Coca-Cola. That was simply the result of searching and careful surveying and the application of standard marketing tech, using the mechanism of positioning by association.

CREATE WANT

In marketing, a positioning must create want for the product.

If the positioning item does not create want on the part of the public, it will not be a successful positioning.

Take, for example, a positioning survey which comes up with the item “mathematics.” Mathematics creates no subliminal want on the part of any public, and in fact could create a revulsion. That survey did not first consult whether the object or subject was *wanted*. Very few people, if any, would buy mathematics.

Another example of positioning which wouldn't have created want for the product was a proposal to position the book *Dianetics: The Original Thesis* with physics. The positioning survey came up with a positioning object—Sir Isaac Newton (English mathematician who formulated the laws of gravity and motion). Then someone carried the survey through a third (invented) step and positioned the book with physics. That wouldn't have been successful, as physics is not all that popular. Positioning the book with Newton also wouldn't have been particularly advantageous as the book goes into thought whereas Newton went into matter. People picking up the book would have immediately gotten the impression that they were looking at an original college thesis on the subject of physics and they would have left it right on the shelf. The whole positioning survey was actually carried out along a wrong line of thought.

CONCLUSION

Using positioning, you can attain fast communication about the unfamiliar and can formulate “instant opinion.”

By doing correct positioning surveys you can come up with a positioning that will *talk*.

L. RON HUBBARD
Founder

Compilation assisted by
LRH Technical Research
and Compilations