



# Stanford eCorner

## Developing a Point of View

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Dave Peterson, co-founding partner at Play Bigger Advisors, explains how a point of view establishes what you stand for and against, while attracting just the right customers. He also describes agenda setting and the importance of strategically framing a problem, outlining consequences for not solving it, sharing a vision for the future and identifying a call to action.



### Transcript

- Every category designer, specifically the category kings that we know and those entrepreneurs that are kind of locked in our minds, has a point of view. And a point of view is often mistaken for messaging, or marketing, or even positioning, and it's all of those, but it's more and it's bigger than that. A point of view establishes what you stand for. It establishes what you stand against. It attracts the people you wanna attract into your business, into your ecosystem, into your category, and it repels the people you don't want to do business with. And the point of view is built around a framework that's been around for a long, long time: framing the problem, painting clear ramifications for not solving that problem, sharing the vision for the future, and outlining the business outcomes and what to do now. So has anybody ever stayed up late and seen an infomercial? Like the Zumba, you know that thing that crawls around on your floor and sweeps up everything? Have you ever noticed how an infomercial start? Black and white. Right? It's always the problem. They frame the problem up front, and then it turns to vibrant colors, the vision for the future, and then operators are standing by. This framework is also, and I would say, it used to be used in politics, now they just yell at each other, but it used to be used really well in politics.

And I admired it, and we've all experienced people could truly frame problems and own the agenda. And many of you may be studying this too, if you're working in the world of debate, there's this, all you have to do is google agenda setting theory, and there's this whole notion of how you can get into the brain by framing the problem in such a way that you must have the answer. So the point of view starts with that story, but that's not the whole story, I guess, around a point of view; it's just one piece of it. The second piece is a point of view has to make you feel a certain way. There's a famous saying: "Nobody will ever remember what you say, "but they'll always remember how you feel." So we recognize these logos? One's Southwest Airlines the other is United. So raise your hands if you think Southwest Airlines has a point of view. Lot of hands are up. So how do you know? Because you feel it. They like you. They don't hate you for flying with them.

You could do things like change your flight, or maybe take a bag with you and not get charged. They smile. You can feel welcome in their category and in their brand. They have a point of view. And you could argue whether the flights are a little bit cheaper, right, that's the better wars. They're not gonna get you there any faster. But that's why they have unfair competitive advantage over companies like United. They have a point of view; it makes you feel a certain way.