Guy Kawasaki: 00:06  ... working for Steve Jobs and the bigger Apple ecosystem, I learned a lot of lessons, but among the most important are first that your current customers can't necessarily tell you what they want for the future from you. So they'll tell you, "We want bigger, faster, cheaper, Apple II." Probably today they're telling Apple, "We want bigger, faster, cheaper, Macintosh or bigger, faster, cheaper iPhone, iPod, iPad." Unfortunately, if you ask the Apple II people what they wanted, they would not have described the Macintosh. If you asked the Macintosh people what they wanted, they would not have described iOS devices. And if you asked the iOS owner today, they will not describe what Apple should do next. And that is the greatest marketing lesson and challenge of them all, which is your current customers cannot articulate how to truly create a revolution.

Amber Mac: 01:04  In this episode, we speak first with Guy Kawasaki. He was one of the first employees at Apple. He's written a number of books. He speaks all over the world. And most recently he wrote a book called Wise Guy, which has many lessons from Guy in terms of his life as a marketer and beyond.

Brent Chaters: 01:20  Yeah, I think it's just such a great story. It's very personal when you get a chance to read his book, and some of the things that he talks about through this episode really anchor back to what it truly means to be not just a marketer, but kind of how your career evolves, the opportunities that can be open as a marketer. I reflect back on my own career and I think about some of the celebrities I've had a chance to meet just because of shooting different films, shooting different commercials. And then also the opportunity to see how your career evolves. And he's gone from being a core marketer over to an evangelist, and what evangelism means, and effectively, he's kind of redefined that entire space. So this to me was an exciting chance to talk to somebody who's got just a ton of great sage-like advice that I think almost any marketer should be listening to.

Amber Mac: 02:11  He's also one of those marketers who's known around the world and is also a practitioner. He's always leveraging the latest social tools, is one example. And one of the first questions we asked him was what was ... sorry. And one of the first questions we asked him is, what do you think marketers are doing wrong today?
Guy Kawasaki: 02:28 One thing that marketers are doing wrong. I can’t tell you that I know they’re doing but I think that people are in a relatively deep funk about Facebook, privacy and all those kinds of things. But from a marketing perspective, I ask the non-theoretical question, what’s a better medium than Facebook? Where can you do better targeting? Better exact sort of we want people who are female, over 40, living in San Francisco who have these kind of interests. I don’t know how else you could do it with Facebook. So I’m not a Facebook shareholder. I don’t really know many people there, but as a marketeer, I’d say, you still have to look at Facebook and say, "Wow, that is the place to go."

Brent Chaters: 03:26 And just to kind of continue on that thought, right? Technology is kind of changing the skills that marketers need to have. You need to be more socially savvy. You need to understand kind of how search works. Are there core basics that you think every marketer should have regardless, and how do you manage that? I stay bleeding edge, or I guess the same as leading edge, not bleeding edge, versus having that core grounded basic set of skills.

Guy Kawasaki: 03:54 I don’t see – I think the core functions of marketing have remained the same. That you take your best shot at positioning and branding and what people should do, what appeals to them, how you should get to them, what they want to know. The mechanism of getting that information to them has changed. Right? So I don’t know tech companies who buy full page ads in the Wall Street Journal anymore. I don’t know as many companies that feel like they have to go to a computer show anymore. And so the way of getting the message out has changed, not clear to me that the message has changed itself that much. People still need to know what does your product do? How does it make my life better and how do I get it? And that hasn't changed.

Amber Mac: 04:45 In the book, you talk about being an evangelist and some of the wisdom that you've learned along the way. And one of the things that you mentioned as far as the lessons I think is particularly important, which is really to position your product or service as a cause and not just a product. And I think it's worth just discussing that and why that's important, I think especially in 2019.

Guy Kawasaki: 05:07 First of all, I'm saying that positioning a product or service as a cause is very effective marketing. However, however, you have to understand that your product or service has to be of that quality. So if you have a piece of crap and you try to position it
as a cause, it will still be just a piece of crap. So this is, I like to explain this using the metaphor of Guy's golden touch. So Guy's golden touch is not that whatever I touch turns to gold, Guy's golden touch is whatever is gold, Guy touches. So the reason I could position Macintosh and Canva as causes is because they are 24 carat gold. I mean they are just great products and great services. So that's a key to evangelism and probably all of marketing, which is it is much easier to evangelize or market something that's great than crap.

So either create or affiliate with something that's great and everything else gets easier. So the $64 billion question is, "Well, what if I'm not working with something that's great." Well then if you want to use evangelism, you have a challenge. You have to either revise it to make it great or find a market that thinks it is great. Maybe you're trying to get to the wrong people, people who don't appreciate its greatness. But I wish I had the magic in this book to tell you, well, here's how to take a piece of crap and make it great. That would be overselling the book. The book does explain if you have something great, this is how you can make it greater.

Amber Mac: 06:53 There's an important lesson in here from Guy that is interesting to dive into because often times we forget that you have to have a good product in order for it to be marketable.

Brent Chaters: 07:04 Yeah, I mean I can go back to my own personal experience where this really resonated for me. I've seen marketers who sit there and they complain about we can't position the product. And the reality is, is that it's not so much about is it the right product, it is do you have the right audience? And so I think marketers almost sometimes need to step back and say, "Well, what's in my control and what's not?" And then figure out what do I need to own. And as a marketer effectively, you own the desire to drive the audience, you own the message that you're going to use to describe the product, and then kind of where you take it from there.

Amber Mac: 07:35 We have another big thinker on this show. We started off the entire series with celebrity businessmen, Jeffrey Hayzlett, and we asked him the same question that we asked Guy. What do you think is the number one mistake that marketers are making today?

Jeffrey Hayzlett: 07:48 I think we focus too much on two or three things. One is we rely too much on the old model, meaning the agencies and the way in which we have bought traditional or getting our message out. That we're not looking for the little nuances. The game has
changed. It used to be a mass market, get it out to everybody. Now we're dealing with people who will select and deselect messages in their own email, and the way in which they do things and how you take in information. And so we still measure, a lot of CMOs still measure the game by eyeballs and ears when it's clearly become a game of hearts and minds.

Brent Chaters: 08:33

You had mentioned too much dependency on agencies. If you were to sit down with somebody or you're starting up an agency, what would the agency look like that would help the modern marketer? And I agree. I think a lot of stuff is being in sourced. Those are the right things. So what is the role of the agency today?

Jeffrey Hayzlett: 08:53

Well, I think it's to serve the customer. And I think a lot of agencies, and I'm not saying all agencies because I think there's some really good ones out there, they serve themselves. And in my book, The Hero Factor, and even in my last book, Think Big Act Bigger, I talk about servant mentality. That the real money and the real value is always in serving others and the way in which we serve. And I think far too many of us are looking in the mirror and saying what's in it for me? What's in it for me? And so I think that an agency's, in some cases and not saying in all, but in many cases they're buying stuff to buy it because they make the commissions on it and they do it that way and they do...so they push things that way to drive those metrics, when that's not in the best use or use case of their client or customer.

So, if I were an agency head, I would look at solving the problems of my customer in the best manner possible. Highly hands-on, highly, a much more higher labour intensive activity. But in this case I would be buying real expertise in solving problems rather than a commodity, buying millions of dollars or tens of thousands of dollars of advertising dollars or whatever, then I just get a piece of it. One's easier, but one's a lot more valuable and quite frankly more rewarding.

Amber Mac: 10:21

Just one more question from me and maybe one more from Brent as well, but I had read somewhere that being a CMO at Kodak was the longest job that you ever had. And I'm just curious in terms of what you're doing now that really fuels you as far as knowing that this is what you were meant to do versus going back into the job as CMO, which I think would have been a natural fit for a lot of people.

Jeffrey Hayzlett: 10:45

Yeah, it's an easy one. So I get to certain things in my life by my own conditions, satisfaction. One's building wealth for me and my family because I didn't grow up that rich. So certainly in any
way, shape or form grew up more on the poor side of the tracks. And so having enough money at some point in my life to do what I want to do and how I want to do it, and to me it's just buying a tractor and living in South Dakota, to be honest with you, that's my big goal. My wife won't let me buy a tractor yet, but there we go, one of these days. She's five foot one but she runs my life. And so the next one was to learn new things, and then last one was to have fun.

So that's what guides me is those three things. And I go to bed right now hoping I'll hurry up and sleep and so that I can get up and get going as fast as possible next day. That's how I live my life, and I want to have that every day because I don't want to miss anything. And so right now I'm building an organization, The C-Suite Network, and inside of that we have various networks like The Hero Club where we're building a group of value based CEOs. It's the highest, fastest growing group there is of people who sign a pledge that says they won't be a-holes, that they'll do the right thing, that they take care of the community, they take care of the employees, they take care of their vendors, and as a result, they make more money and they gross more money than any other business in their industry.

Holy moly. The Hero Factor takes on where good to great leaves off. Well that's pretty dang exciting. And what a legacy to have a value based free enterprise system that doesn't take the money and runs and does the right thing. Wow. That would be cool, and that's what I want to do. And there's nothing wrong with making money and making good money. It's what you do with it, and then how and then how you deploy it and how you use other people to get it. And so I'd much rather teach and help groups get to it in a much better way, and that's what's driving me every single day.

And there's a lot of great people out there in this world and a lot of great businessmen and a lot of great business women who have done the right thing for so long and they've not been getting recognized for it. And The C-Suite Network is there to change that and to highlight and then help grow more of those people, so they're not these ass hats. They're not bottom liners, they're not wannabes, they're not just do-gooders. They're doing it for a purpose and reason, and that's what I'm out there to do and I'm excited by it.

Amber Mac: 13:16  Brent, Jeffrey's last statement was pretty insightful where he says that marketing has become a game of hearts and minds. What do you think he meant by that?
Brent Chaters: 13:25  I think that there's a lot of things that are happening today. As much as we talk about the rise of technology to really enable and transform marketers, it's also driving a different consumer behavior. And if you think about if you look at your phone and you see all the different badges that are showing up saying, I've got so many unread messages, so many likes, so many things I have to activate across Facebook or Google or whatever it is. And what it means is that in a lot of ways, consumers can actually tune out if they need to. They can quickly silence the noise and there's this need to decompress almost digitally from what's happening. And so hearts and minds means I've got you today, but I can just as quickly lose you tomorrow if I do something or it doesn't come across as relevant to what you're trying to do.

Amber Mac: 14:10  Another person who's been in this space for a long time is Jeremiah Owyang from Kaleido. And we asked him what it takes to be a marketer today.

Jeremiah Owyang: 14:19  Thanks! Well when we started off, it's so funny and ironic, Amber, that we like in 2005, the trope was social media, or we called it business blogging back then, is going to destroy advertising. It's going to destroy press releases. It's going to destroy journalism and destroy, destroy, destroy, and guess what? All of those industries adopted that. In fact, the main revenue driver of social media now is ads. It's advertising driven. That's Facebook's business model, Instagram.

So it's come full circle and every industry that suffered from disruption and the marketers in those spaces have adopted these technologies. So it's just continuing to do that. I do think in the future though, we'll see more personalized content. We might be able to see specific recommendations from friends and social networks around products. That doesn't really exist. What we see right now are typically disruptive or infomercial type ads in social network channels, versus like the more dynamic recommendations on content. Yes, there are certainly influencer recommendations that are doing products that are integrated into their content, sponsored media, sponsored content or product placement. But there's nothing in between. So I expect a new type of ad unit, marketing unit to emerge that we don't know what that looks like yet.

Brent Chaters: 15:45  When you start to talk about the existing trends, you'd think about the science and marketing, what do you think the education system should be doing around making sure that marketers are coming out with the right skills? It sounds like a
lot of things we’re talking about have applied STEM implications-

Jeremiah Owyang: 16:00 For sure.

Brent Chaters: 16:00 …and yet you still see a traditional marketer coming out with a very different orientation.

Jeremiah Owyang: 16:07 I got to pause – I have a humble degree in marketing and when I graduated from college, pretty much everything I learned in college really didn't apply because technology was changing so fast. So I'm hesitant to suggest, like to teach them specific technologies to marketers. But I think what's more important is to teach them how to adopt and adapt to the next technology set. So teaching them innovation, processes, how to quickly iterate and how to quickly adopt a new technology is a more important skill set than teaching them Facebook ads today. Because Facebook ads today may not be important in 10 years from now. Secondly is I believe that as we see more automation and people's jobs become automated, that the humanities will become more important. So marketers will need to use their empathy skills and their human skills to better connect with their market. That's going to matter more and more.

And along with that comes along with a heavy dose of ethics. Right now the power is in the hands of the social networks and the large tech companies and the marketers who feel them with their money and their ads. They have the power, the consumers don't have the power right now. And that's going to come back and bite them in the ass. Then you see some brands like Patagonia turn down the corporate deals from the finance and Wall Street companies to purchase their vest, because it's not in alignment with their values and ethics. That's a sign that will strengthen their community. And so you had to take a real strong stance to reduce your revenues in order to be core to your values. So that's how I would like to see marketing change in the education system.

Amber Mac: 17:52 Brent, as much as we've talked about data, there's really a theme here in terms of the human skills that are necessary from a marketer.

Brent Chaters: 18:00 Yeah. I think when we start to think about what are the skills that a marketer needs to have, I think you still need a very strong foundation, what I would call a classical marketing approach, right? If you don't understand the foundation then you don't really know how to break the rules. And then the second part to that is as exciting as data and technology and
everything else that's going along with it, you need to have a fairly good understanding of the STEM skills required, right?

You need to be fairly proficient in math and not afraid of technology, but you don't need to be a technologist to be a great marketer. What you really need to do is figure out how you start to paint on what I would call a digital canvas, right? And that's really starting to see that intersection of technology coming together with what we call the artistic liberty of marketing, and truly creating that real connected experience as we've been talking about journeys and outcomes, that to me is how it really starts to come to life. And those are probably some of the better marketers that are out there today.

Amber Mac: 18:56 And speaking of the human side of marketing, we spoke with Brian Solis, and he talked about the customer journey, and what's important for marketers to know about what the customer is experiencing, especially when they're online.

Brian Solis: 19:09 Well, through my personal transformation, I learned that the impacts of digital distraction are far deeper and honestly far darker than I think anybody realizes, and we need to fix that and change that quickly. Because while there are amazing gifts that come to us as a result of this technology, there are also a lot of things that are happening inside of us and around us as a result of this that are not healthy for us as individuals and also not healthy for the progress of society. So what it helped me understand is that when people go let's say, and by people let's look at customers, when people make a decision they're carrying with them this angst, these anxieties, these issues around everything from self-esteem to happiness that maybe they don't even realize. And so it makes the journey far more frustrating. This is one of the reasons why they're far more impatient.

Amber Mac: 20:14 That's Brian Solis, author and analyst, and he's talking about how doing good needs to be part of the way you do business.

Brian Solis: 20:22 So when we think about marketing or customer engagement or customer experience, if we could take this knowledge, if we could extract that out of the data, if we could look at a much more anthropological view and even psychological view of the world of the customer, you can find ways to not just modernize touchpoints, but actually deliver touch points that deliver more than a transaction.

They can deliver positivity, they could deliver convenience, they can deliver personalization, they can deliver relief, they can
deliver a lot of things that whether a customer realizes it or not is appreciated because it's different and it feels different and it feels good. And with that comes an age old response, which is called reciprocity. So I think actually this is a tremendous opportunity to not just fix those moments and improve the lives of others, but actually just add value. And that's where it really comes down to is using all of this data and going deeper and allowing us to understand what a day in the life really means or what it really looks like so that we can add a little bit of positivity and productivity to that touch point.

Amber Mac: 21:38 Now, if you haven't had a chance to listen to all of our episodes, we encourage you to go back and download them. Really what we saw, I think Brent, over the course of these episodes is that we touched on many different themes. We talked about data and analytics, we talked about the human side of marketing, privacy and personalization, and probably one of the most important topics was the role of the CMO and ROI.

Brent Chaters: 22:00 Yeah, I think we had a good foundation. I think that there's still a ton of stuff in marketing that we haven't talked about. We didn't get a chance to talk a ton about PR and the evolution of PR and how it relates to marketing. We very quickly touched on brand, but we didn't really talk deeply about how brand is going to evolve. But all of that said, I think there was a ton of great stuff that we've really covered across the last seven episodes in that as a marketer, if you're not thinking about your accountability for ROI, if you're not holding yourself to true measures, you're probably not really relevant in the organization today. We opened up with the statement that brand is something that you put on an account. And I love that statement because the role of a marketer needs to evolve beyond just what that brand looks like.

Technology is not the thing that is transforming marketing. It's really what's happening with the customer, and the customer's evolved. The customer is more savvy, the customer's more dialed in, the customer is more connected and customers are expecting more transparency. And so that means you as a marketer need to think about how you're using technology to connect with your customer.

So again, don't get distracted with that shiny bauble. And then lastly, it's about a better sense of what you're doing within your communities, right? That corporate social responsibility, and marketing is as much about what you say as it is about what you don't say. And I think as marketers we need to think about how we're using technology to get the messages out to the people
that matter, how that permeates across the brand. And then ultimately how that starts to intersect with who we are and how we want to be represented within the larger community. What is the voice that you as a marketer want to have? And I always use, at the end of the day I feel like I've done a good job if I can go home, look my daughters in the eye and say, "Today we did something that was fairly decent. We're not saving the world. We're not curing cancer, but we are doing things that can have truly impactful things in lives whether or not we really see it today."

Amber Mac: 23:58 I think another theme that we talked about as well is that for many marketers, oftentimes you need to think like a startup. And because of this world that we live in where the rate of acceleration of technology is moving so quickly, the platforms are changing right in front of our eyes.

Brent Chaters: 24:15 Yeah. It's almost like you can't really go to a textbook anymore. You almost have to figure out like how are you going to stay dialed in and how are you being connected to your community? And really, it's just developed that sense of always learning, always evolving. And when I think about the startups that I've been closest to, people use the term scrappy. I like to think that they're innovative. You give them a budget and often they'll outperform what you will see from a multimillion dollar organization because they have to be so specific and so narrow focused in terms of what is the outcome that they want to do. And so there's a lot of planning and they just go out and they nail it, and they don't get lost in the inertia that you might see in a larger enterprise.

Amber Mac: 24:54 Well, that's it for this season of Marketing Disrupted. I'm Amber Mac.

Brent Chaters: 24:59 And I'm Brent Chaters.

Amber Mac: 24:59 Thanks for listening. Marketing Disrupted is a production of Antica Productions and eOne. It's produced by Stuart Cox, music by BoomBox Sound, and this podcast is supported by Accenture.