

One-on-One – Insider Newsletter Interview
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Nick Nanton and Jeffrey Hayzlett

Nick: Hi everybody, Nick Nanton here, and I'm really excited to have you on the call. Thanks for your patience. I was just sweating it. Only a few more people can get on the line because the lines are crowded. But I've got a really exciting call for you today here. Just informational fun, we'll kind of brainstorm and we're going to do a brain drain on my good friend, Jeffrey Hayzlett here today.

So before I get started, I'm going to read you guys Jeff's bio because it's extremely impressive and I can tell you lots of cool things about him – but I'd much rather tell you the right things about him – so I'm going to read Jeff's bio and we'll get started in just a second.

So Jeffrey Hayzlett is a best-selling author, global business celebrity and sometime cowboy, and we'll get to the cowboy part because I love that. Jeffrey Hayzlett is a global business celebrity and former Fortune 100 executive. From small businesses to international corporations, he's put his creativity and extraordinary entrepreneurial skills into play launching ventures, blending his leadership perspectives, lending insight into professional development, mass marketing prowess and ?? for social media.

He's a well-traveled public speaker, the author of the best-selling book, *The Mirror Test*, which you should all definitely check out. He is the Celebrity Editor of one of the largest circulation business publications, and one of the most compelling figures in global business. Dubbed a born leader by Mark Burnett – none other than Mark Burnett – who is a great, great guy to say that about you. Jeffrey successfully leveraged multiple media appearances on programs like Fox Business News, MSNBC's *Your Business* and, of course, NBC's *Celebrity Apprentice* with Donald Trump.

Drawing upon an eclectic background in business by a star track record of keynote speaking and deeply rooted in cowboy lore, Jeffrey energizes his role driving and delivering change. He's a turnaround architect of the highest order, a maverick marketer who delivers scalable campaigns, embraces traditional modes of customer engagement, and possesses a remarkable cache of mentorship, corporate governance and brand building.

So with all that Jeffrey, welcome to the call, man. How are you?

Jeff: I am wonderful. Thanks for having me. I really appreciate it. It's going to be a lot of fun today.

Nick: Absolutely. We're here for, I guess, multiple reasons. But one of the big reasons is to have fun. So I've got a lot of questions I want to ask you, but obviously what I would say is that most people are intrigued by is the fact that you were the chief marketing officer of Kodak. And I think what everyone on the call wants to talk about is that. Now, you're really in the entrepreneurial world, and I know that what I do know of your story is that you've always been

an entrepreneur. So would you mind telling us if you consider yourself a serial entrepreneur and if so, how did you end up in such a big company role?

Jeff: I do consider myself an entrepreneur. In fact that's the thing I always go to. No matter what I see or wherever I'm at, I'm always looking for how you can make money with it and do it in different ways and that's always been very exciting for me. And there's no difference between Main Street and Wall Street, I like to say, except for the numbers of zeros behind the number. And if you look at it that way, for me to go from a small company in South Dakota, where I was running a three-person public relations firm, although I owned a couple of franchises as well. Really, the difference was I went from, let's say I had 27 employees, to 27,000 employees. Again, it's just zeros. And I really looked at it like a start-up. For Kodak, it was like a restart. It was very much like a start-up mentality except that it already had some assets there and already had some things there that we could use, but I really didn't see much difference between the two.

Nick: Very, very interesting. So tell us a little bit about the state Kodak was in when you got there. Obviously, from my understanding they had been reeling from digital technology, the conversion to digital. So is that true? Tell us a little bit about what it was like when you got there?

Jeff: Yeah. Well, they're still reeling from that. There's a company that, in its heyday, had more market cap than all the car manufacturers in the world combined. So when you look at it, it's a massive company with a couple hundred thousand employees at one time. Today its about, I don't know, 15-20,000 employees. It's a fraction of what it used to be, but it was still a very positive brand, ...had a lot of brand value, and that was pretty cool.

The mood when we jumped into the company, we're part of the turnaround team, and who's to say if it's going to really survive the way it's supposed to, but certainly what we did was add a lot more time. We added months to the end of the light of the company and extended that out and gave them a shot.

A lot of the time when you get to a company, everybody's part of a transformation. They're transformation fatigued, all worn down to a point where they don't know what they're going to do and how they're going to do it. So what we had to do is go in and change the mood, ... and that's a big part of what guys like myself do – and I think a lot of entrepreneurs, your fans and the people that are listening in on this call do, you've really got to get in there and change the mood and change the way you're thinking, because they think, "Oh my best days are behind me." Well, you can't think that way. If you think that way you're dead. You're just not going to be able to move. Pass the mirror test, for instance. You're not going to fog the mirror. And you really have to say, "Look, I like the way I used to look when I was 20, but I look better now." I'm just never going to look like that again. So I'm going to look different. I'm going to look like the new me and the new me is better. And that's what you have to kind of bring to a company like that, and bring the sense of... "we can do it." "We can make things happen." "Let's just get it going."

Nick: I couldn't agree more. So that's really intriguing. So you really were kind of an entrepreneur brought into Kodak. You didn't climb the ranks in any way?

Jeff: No, not at all. In fact I never worked for a big company like that in my life. I looked for another, a two-billion dollar company, but even then I was out buying up other companies, putting them together, rolling them up and reorganizing them and then taking the company public. So very entrepreneurial as well. But no, I was learning a lot of the rules. That's how you win, which got me in a lot of trouble sometimes, because I don't like a lot of rules and regulations.

Nick: As an entrepreneur and a cowboy I can imagine those are two things, rules and regulations, that aren't on your to-do list.

Jeff: Yeah. I hate the man even when I am the man.

Nick: That's funny! So tell me this, it sounds like a 'story thing' to happen to somebody. So you're running a successful business. Obviously you've done a lot of successful things as we're hearing your story unfold. It sounds like something that a lot of people on this call might say, "Man, I wish that would happen to me. I wish someone would come to me, pluck me out of the business I'm running right now." Because we all have headaches in our business, don't we? "Pluck me out of it. Pay me a great salary and put me in a role like that at a company that the credibility is just through the roof." Huge company. Would you do that again or not?

Jeff: I don't know that I would do it again, because I'm in a different part of my life where I don't need to do it again. Not that I didn't like it. Come on now, I'm being called this Global Business Celebrity and Celebrity CMO. Someone called me Hayzlett-Equals-Marketing-Beast. I thought that was interesting in a tweet. I've been called that. I'm the Chuck Norris in marketing, as I get called. But I can't do that anymore because Chuck Norris called and said, "Stop saying that." ...Just joking.

Would I do again? I've been offered a lot of other CMO jobs, all these CEO jobs, a lot of different public companies and I like doing what I'm doing. I'm happy with what I'm doing for my wife and I. It's comfortable for what we want to do and the way in which you want to do it, and you have to do it for different reasons and you need to find those things out. When you say that, would I consider it? Yeah, I'd consider it. But yeah, it was a dream come true. To go work for one of the biggest brands in the world, one of the most iconic brands in the world. To be a marketing guy and to be working for my own small, little company, and then all of a sudden, get "the call" – it's kind of like the guy who always wants to be a professional pitcher and he gets "the call." He gets "the call."

And by the way, this is what people are talking about. This is really cool. I'm glad we're talking about this, I didn't think about this until last year as I've been away from the corporate planes and all the perks and everything else that you typically get with this stuff. And I miss it, by the way. But it's okay. I just have to make enough to get my own plane and everything else. But see, as you think about this thing and you think about how tough it is to be a pro athlete, it's even tougher to break in the top 100, top 200 of the C suite of business. And it's even harder than being a pro athlete.

Nick: Wow.

Jeff: When you think about it. It's a very small number...well think about it. Think about there's five to 10 of those in every company. And let's say there's a hundred like them.

Nick: Yeah.

Jeff: So that's a thousand people. Well, there's more pro athletes than that, ...there's more pro football players than that. So when you start thinking about stuff like that, you go, "Wow, how cool was that?" It was really cool. It was awesome. But at the same time, let me be clear, it was also the hardest thing I've ever done. It was the most intellectually stimulating thing I've ever done in terms of learning and having a blast and just enjoying myself. But I pushed myself. I worked 20 hours a day, which I still do today. But a different kind of work, ...just a different kind of work.

Nick: Got that. Cool. All right, so we're going to get a little bit into what you're doing today. I'm sure we'll get some of that peppered in too. But as an entrepreneur, being that you've been an entrepreneur all your life, what do you think the biggest mistake, the couple biggest mistakes that you've seen people make?

Jeff: I think the biggest things that we do is we go off and do things without asking while we're in the game. We should constantly be asking ourselves why are we doing it? What's the things we want to drive? What conditions of satisfaction do we want to drive from any of our actions, whether it be advertising, launching a new product, hiring a new staff person. I don't think we ask the right kinds of questions, and we think it might be cool to do it or we like the person, whatever it might be. And I think we have to spend a lot more time really getting to know why it is we're doing what we're doing, and then measure ourselves against that – to go back to it.

For instance, Nick, right now I won't do something if it doesn't meet three criteria. And when you ask me if would I go back and do it again? My three criteria, quite frankly, are real simple.

1. I have to have fun. If I don't have fun I'm not interested.
2. I have to build wealth for my family. So if I can't have a chance to make money, so that's not everything, but well, quite frankly, that's how you keep score.
3. And then the third thing is, grow professionally.

And those are the three things that meet my criteria. And so, even when I'm working with new clients now, new companies that want to have high growth and they hire the Hayzlett Group, for instance, or we invest in their company or help them with their public relations and their marketing strategies, I'm not interested if I can't meet those three criteria.

And so I think a lot of businesses and a lot of business owners get in there without asking those tough questions. That's the reason I wrote the book *The Mirror Test*. It didn't make a difference whether you're on Wall Street or you're on Main Street, whether you're a Fortune 100, Fortune

500 officer or you're running a new start up or a new hot dog stand. Ask yourself some really hard questions before you go out and do that stuff. A lot of people just don't do that. They're afraid to.

Nick: Yeah. I agree. And so in that book you talk about conditions of satisfaction, are these your conditions of satisfaction or are they something else?

Jeff: Those are my personal conditions of satisfaction, but I have other ones. Conditions of satisfaction, ...I call them mutual conditions of satisfaction. In everything that we do, Peter.

Peter, sorry I'm looking at Peter's name because Peter's trying to buzz me. He's the CMO of Macy's. The CMO of Macy's is trying to reach me right now.

Nick: Nice. He can wait.

Jeff: I'm going to ignore him because it's more fun to talk to you guys. And so, if you were to hire me or I was to hire you and for everything we do, there's a customer and there's a performer. And when we agree that I'm going to do something for you we're going to outline conditions. So I'm going to do this, and if I do this, what do I get out of it? And let's be clear about what those are. And let's make sure that those contractors really state it out and have that communication. And by doing that, then there's no ambiguity in terms of what's being delivered, how and when and at what quality, at what frequency, at what iconicity and so forth and so on. So, I don't think people do that when they don't have that transparency and that clarity. Then they sometimes get things mixed up.

I use an example all the time in speeches, ...about when I pull up to McDonald's. I shout my order out to the speaker, pull up to the first window, pay my money. I get to the second window and I'm expecting my food at the window, and see if this ever happens to you, and they lean out and say, "I'm sorry your order's not quite ready." And they said, "But if you pull over to this parking lot or parking spot over here we'll bring it out to you." And that happens to a lot of the people, I'm sure, on this call. And whenever it's happened, I say, "No I'm not pulling over there." And they say, "Well sir, you're going to hold things up." I don't care. ...I don't care. And I roll my window back up. And pretty soon, the 14 year old Assistant Manager comes over and knocks on my window and says, "Is there an issue?" It's like, "Look, we made a pact. We made conditions of satisfaction. I gave you my order. I gave you my money. You took it. I'm here at the window. I'm not taking it. Now unless you want to change the conditions of action, which you want to, give me one of those McNifty shakes or one of those apple pies I like so much. I'm not pulling over there. And until then, I'm going to sit right here," and I roll my window up.

Well now when I go to McDonald's I shout out my order. They get it. They get my money. And then I pull to the second window and my food is thrown through the window as I'm driving by. And that's setting conditions of satisfaction. And some people say, "Well Jeff, is that a South Dakota thing? Is that a cowboy thing?" I say, "Well, I don't know. I just think that's a good business thing." And that's being direct and being very clear about what I want and what you want; and if we do that more often with our employees, our vendors, even our family, ...you know what I mean?

Nick: Yeah.

Jeff: How much easier it can be.

Nick: And most people get uncomfortable in that situation because those are hard discussions to have. It's hard to be that direct with somebody. I think what people have to understand is that you're doing it because you actually give a damn. You could say "no problem" and never go back again. But you really want them to do well, so you make them learn a lesson right? That's cool.

Jeff: Without question. And the more you do that with your vendors, your partners...partners, I've been in a lot of partner deals where we go through things like that. I have a partner in my business today, and am sitting down with his wife and him this weekend, and my wife, to make sure that we know that we have all the death benefit things in place. What's going to happen if I die? What's going to happen to the business? If he dies what will happen to the business? And we have hard conversations like that with his wife, who I love, and to my wife who I love, and I know he loves her like a sister, and so forth and so on. But we don't want them involved in the business. We did this business and we all have roles to play in our lives and relationships, and so we have conversations around "if I die this money goes to my wife, this money goes into the business and my wife is out of it." She's not involved, and so forth and so on.

So those are tough conversations, but ones that you need to make sure that you have, because you want to be clear. You want to be clear. You don't want no ambiguity left later on. So what's the governance? What's the thing you can put forth in that?

Nick: I love that. And again, what I'd like most people to understand is, for instance, being at Kodak probably really pushed your comfort level in certain areas with things that whether it was this kind of meeting or not, it probably pushed it to a point. But once you go through experiences like that, you realize hey, this is not a bad thing to do. This is a great thing to do. It was outside of my comfort zone, so I thought it wasn't, and I just didn't know what to do with it. I kind of hid it in the dark side of my mind and said, "A-w-w, it's not that important." But as you push yourself and instruct yourself, and when you truly are going into it with the right motives, because there's a reason why you all are going to sit down. But you have to frame it for your wife too. I know that. Hey we're sitting down because we all care. We're not trying to figure out how to cut our wives out of the business, but it's really important to have those conversations. But I love the fact that you bring that up because I think, again, things are just so outside of people's comfort zones. They just don't really know where to go with it, so they just don't do anything.

So I guess my push is, everybody needs to just think through these things because that's so important. And to get yourself, even if it is a little bit, out of your comfort zone. It's like a business pre-nup. It makes sense. I love that.

Well let's talk for a second about your best-selling book, *The Mirror Test*, some more. You write and speak frequently on the importance of social media and technology and marketing. I know

you brought a lot of that to Kodak, who obviously had not much of it. So tell us a little bit about that, about social media, and technology, and marketing.

Jeff: Well social media's been around forever. I love all these people talking about, well, social media's so new and so new and it's not. It's been around forever. It drives me crazy sometimes listening to all these pundits. I don't know where all these social media people came from before. They're new, but they're really talking about a platform, a fax machine, a different way. Did we stop listening to our customers before? I don't think we did as well because we used 800 numbers, these torturous telephone trees where you 'push one' for this, 'push five' for this ...and six for this. *We tried to force our customers into doing business with us the way that we wanted to, rather than the way they wanted to.*

And now, what's happening with social media platforms and this phenomenon of social media, which has been nothing more than customers are now being able to be heard. *They just weren't being heard before.* And so now, by doing it the way they're doing it, they're able to amplify their message. And so for businesses, it's a great opportunity.

I made the comment this morning, I was giving a keynote that was "if you sucked before in a traditional world, you will suck more online." And it'll just be more people will now be able to see it, because more people have access to you. And if that's a business practice that you did before, it will now travel at warp speed. So that's what you have to keep in mind. My strategy around this is – I call it the four E's.

You have to, first of all, Engage with your customers, which you need to do. Any good business should be doing that. Inviting engagement. You're going to be listening more. I mean I put in the very first Chief Listening Officer ever of a company. I put in a very first Chief Blogger. Have you heard that title, Chief Blogger? I invented that, I think, in 2006 I think it was. The first Chief Blogger was named in my name, the first one in a big corporation.

And then I named the first Chief Listening Officer and that wasn't some publicity gimmick. Somebody acted like an air traffic controller, and I had to listen to every conversation because I don't think you can do that. But in a small business you've got to be the Chief Executive Officer and President and you probably clean the toilets and you probably got to be the Chief Listener too. And I've been there, done that, still do that on all the above. So you see, you want to engage.

By engaging then you start to Educate. They educate you, you educate them, you start listening more and start paying attention to what they're doing, what they want and if they want this and they want that. You start sending trends. If they suggest product innovations for you, and then what happens is, people start getting Excited.

When they get excited, they start to Evangelize and that's when it becomes really cool. And so this is a great tool for business. Certainly, a great tool for people in their families and everything else. I mean that's the reason I do my tweeting. That's the reason I do my Facebook and things more for my family and now fans but I still do a lot of stuff privately that a lot of people don't see just because that's how I got started with it.

Nick: Very cool. And I love that, *I know you emphasize that marketing is not just about one solution*, and I'd beat this into people's heads every day. For example, companies obviously shouldn't just focus only on social media – the new platforms, but they need to take advantage of other marketing mediums like print and direct mail and audio and video. Let's talk about that for a minute.

Jeff: I'm sorry, you cut out. What was that?

Nick: I was just saying that I know you emphasize a lot of people shouldn't just use one solution. I do the same thing. There is not only one marketing solution. And a lot of people now want to drop everything else and go straight to social media platforms. But I know you talk about taking advantage of other mediums like print, direct mail, video/audio and other mediums as well.

Jeff: Yeah, those things aren't dead. Everyone likes new shiny objects. There's no doubt about that. They always want to go to that, but that's not what you should do. If you're a good marketer and you're a good business person, you're going to use every tool that's in your arsenal. And so you're hunting, now you got to use a rifle and I shoot long range, but I need a shotgun where I need to shoot up close. And so it just depends on what you're going for, and how you want to get it. And so I would tend to want a blended campaign. I would tend to want to look at it from a blended perspective. And then see which tools I want to use based on my audience. So that's what I would tell any worker to do, and I'd use every tool that's in my arsenal that would be the most effective.

Nick: Absolutely. We've just distilled it down and made a list. There's probably many lists out there. We've figured out 22 different channels of media, and most businesses are only using one. If you use two, it'll usually double your business. Not everyone is going to work well, but think about if you, those of you on the call, if you expand your business into three, four, five, six, seven, eight, ten channels of media, your business will go through the roof, because it's just using other ways to communicate with prospects and clients. That's what I continually find out over and over again. I've got a lot of people on the call today from an e-mail. Well, a lot of times people send a lot of e-mails, we send a lot of e-mails. Not everybody has time to read them all. Sometimes they hit the spam filter; all that stuff, and it's always shocking to me that every time I follow up with a piece of direct mail, my response is so much better. I get a lot of response from e-mail, but I always get an additional response, an additional wave of response from direct mail. And now we do a lot of multi-sequence direct mail, ...and e-mail, ...and faxing, ...and voice. All that kind of stuff, because the more channels you use the more likely someone's going to catch it, they're going to hear it.

Whether they weren't listening at first or it just never got to them, because quite frankly, that happens so often. One of my biggest frustrations right now is one of the things that I really try to do anytime someone mentions me on Twitter; I just think it's good manners to say thanks. And I'm having so many times now where even my Twitter monitoring applications are missing on picking up the fact that someone mentioned me. So actually, I have a second column now in Hoot Suite where instead of just my mentions, I search my name too. I find probably half as

many times whose tweet picked it up, as they didn't. And I'm not picking on them. I think they got a great service, but I'm sure they're all the same. But just with the amount of noise going on online, even if you are trying hard to pay attention to things, there's so many times when it doesn't all come through because there's just so much clutter, so many walls for it to go through, that I think it's so important to use just as many channels of media that are effective in your business as you can. And again I guarantee you, most people on the line here are using one, two, maybe at the most three. I'd say 90% of people are using less than two or three channels of media, which is scary and you have huge room to grow.

Jeff: Yeah! We used to just use Yellow Pages. So imagine how far we've come.

Nick: Exactly. And I think you can get a pretty good deal on the Yellow Pages right now.

Jeff: There's some businesses that can still thrive from that and that's a good medium for them to use; and the Yellow Pages, quite frankly, has really taken over a lot of stuff online in terms of searching for people.

But getting back to your point about using different things, that's just something you should do.

By the way, I'll give you one other hint you might want to do. For those that are out there that are using it, you go, "Oh, I search mentions and find out." You just gave another one, not just your name. And then the next one I'd use is, mis-spell your name and search for that too.

Certainly, with my name, it was Hayzlett, H-A-Y-Z-L-E-T-T. Some people miss that and they'll type it differently. So I'll spell it differently and I'll pick up other things that people say, which is kind of nice.

Nick: And while you're talking about it, what are your favorite tools for monitoring social media right now?

Jeff: I use a couple different tools. We use People Browser pretty heavily here. We use Radiance 6. Radiance 6 is one of the tools we've used. But I also use Uber, Uber Tweet on my Blackberry, which I use pretty heavily. I don't know what else. We've got a bunch of other tools that we use, that the team uses that I'm not as good at, but they are.

Nick: I got that. Cool. All right and let's talk for a minute, a lot of people get scared of social media and digital marketing because they don't understand how to track the ROI of it. The ROI seems a bit elusive. Can you speak a bit about that?

Jeff: Well absolutely. So when people start talking to me about what's the ROI on this? I say, "I don't know, what's the return on ignoring?" This is your customers talking. Doesn't mean you have to respond, to me this is also the biggest use of O-P-M I've ever seen in my life, Other People's Money, and so this is a great way for you to be able to get engaged with these guys and get business from them. And you can get business. I don't care if you're a B-to-C company or a B-to-B company, you get business from this stuff.

My number one lead source for the stuff that I do comes from Twitter. Second is LinkedIn. And then third would be Facebook. Google Plus, I haven't seen that, but there's only 25 million people that are a part of that and those are mostly insiders. So it's not out to the masses yet.

Let's see, I want to add some more tools. Seismic is another tool. Hoot Suite's one we use. Tweet Deck is another one. So use a lot of different tools for a lot of different things.

Nick: Yep got that. Figure out what it's good at and use it for that and keep as many quick tools in your arsenal as possible. Well cool. I want to open it up for questions in just a minute, but just before we get onto that, what are you working on these days? I've heard you got another book coming out. Tell us about that and just tell us any other projects you're working on these days.

Jeff: Yeah, I've got another book called *Running The Gauntlet* to talk about all the things I couldn't say in the first book. So I could say about this and this about driving change in your organization. People talking about being *change agents*. They want to be a *change agent*, and I've been described as that. The longest place I ever stayed at for one particular time has been Kodak, which was four years. And typically, a CMO only stays about 18 to 23 months. That's the average lifespan of a Chief Marketing Officer. So I stayed there quite a long time. Almost twice the time span of someone who shouldn't have probably stayed there that long. I was only going to stay there a couple of years.

But anyway, to be a *change agent*, it takes a special breed of person. Takes a special kind of gift and a special attitude. I strived to write that in my new book called *Running the Gauntlet* which will be out in January.

But right now we're still supporting *The Mirror Test*. *The Mirror Test* is still doing well. It was last year Inc. Magazine's number one business book. And then, of course, The Wall Street Journal best-seller, New York Times, USA Today. And so we've been real, real excited by the designation that we've got from the best-seller list.

And right now we lead the Hayzlett Group and we work with high-growth companies. Those companies that want to move to high growth whether they're a few million dollars or a few billion dollars. And so we're working with those, and recently just purchased the Idea Network, which is a company that is a public relations firm which we merged into a company called Tall Grass, which is Tall Grass Public Relations, and we're working with authors and thought leaders and a number of businesses, on making sure they get their fair share of media coverage.

Nick: Awesome. Well it all sounds really exciting and certainly everybody on the call needs to go out and buy *The Mirror Test*. Great book as well as check out your new book coming out.

If anyone has a question go ahead and dial star two right now. Dial star two to raise your hand and I will unmute you and call on you. And don't be bashful. Jeff's happy to answer these questions. So do that. So again dial star two if you've got any questions.

I see our first question coming in right now. It looks like we got Frank, the name on the line says Frank Smith. Is this Frank we got on the line?

Mark: No this is Mark, but I do the advertising for Frank.

Nick: All right. Hey Mark, how are you, man?

Mark: Good, good. Hey, good going. I got a question and I know Kodak has been around a while but I don't see that. So my question is that I work for a company and we're always wanting to promote "over 45 years in the community." Does Kodak do that? They don't have any concerns about how long they've been in business? ...or do you think that people just don't care anymore and it's more of a moot point?

Jeff: Well, you mean in terms of what? Are you're talking about the length of time they've been as a company?

Mark: Yeah. Kodak. I just recently bought some of your products for my daughter going to college. I know it's been around a long time but a lot of people don't. And like I said, I promote our company serving the community for over 45 years, and I don't know if Kodak and a lot of other companies do that. So do you think it's important to let people know how long the company has been around or not?

Jeff: Well it depends. Certainly Kodak's been around for 119 years. That's a pretty long time for a company, but does that make you supply the camera? Does that make you want to buy the printer or does that make you want to buy the product that much more? I think once you get to a certain level of maturity as a company, people pretty much know you've been around forever, 'older-than-dirt' so to speak. So I don't know that it becomes a value statement. It's a different situation between somebody else, unless, of course, you're trying to differentiate yourself against someone who might be fly-by-night and less established.

So if you're in a marketplace where you've got a competitor that's less established, and maybe it's a risk for the person. So if you choose that company it's not a really good decision on your part. You don't want to say that to them because they might not have the money to support you. They might be out of business next year and so forth. So therefore saying, "Hey, I've been in business 47 years." That's a good thing. Or if it's a service business that's a *trust* business, you know what I mean? In terms of ...we come into your house and so forth and so on, you can *trust* us – like an electrician or plumber and some of those. Those to me would be an area where I would do that.

And then I'd look at the value statement somewhere else to say that that would be a great value that makes me want to do business with you for that. It's certainly something to know. And I think on your website this is an area you could promote, talk about your history, talk about these things so that people could see that side of the story for those that are interested. I don't know if it's your value statement. I would use a different value statement typically.

Mark: Yes, we have other value statements but anyway thank you very much. That's good. Do you promote that anyway through Kodak, that you guys have been around for 119 years?

Jeff: Well when I was at Kodak, I did some of that in some areas where I thought it was valuable, especially when I was talking about the breadth and history when I started to explain the transformation the company's going through, and I certainly did it in my speeches, because in one of the sections I was saying, "What would George do?" And so I wanted to take it back to the founding principals of the company, and so I would really start to delve into the history and show people the history. And then show how George made the company and then how innovative he was, and how we pulled that innovation all the way through to today. Then 119 years later, look how innovative we are by following these same principles.

So, he said, "Push one button and we do the rest. Okay this is what it means to our products today. Make cameras as easy as using a pencil." Okay? This is what it means today. You know what I mean?

Mark: Yeah, right. Yeah.

Jeff: So those two things when you start talking about them, then you want to frame it and say, "George Eastman said these things 119 years ago. They're just as relevant today and this is what it means today in today's technology." So a camera that has an Easy Share button on it that says, "Push this one button," and it has Smart Capture and on your camera today you have 90 some different settings on your camera for inside, outside, close up, flowers, facial, and we built the ten most used features and put them into one button, so that you don't have to set that camera. And then tie that back to the principle, you can see what I'm talking about.

Nick: Great question. Thanks for calling in man. We appreciate it. And I'd second that. I'm just saying that I think it's, ...Don't just use it blindly. Use it when it makes sense because there's certainly been times when companies like Kodak or Blue Cross/Blue Shield Insurance, whatever, some of the commercials will kind of bring that, I call it like a hearth feeling, like a family hearth, a nostalgic feeling back to things. So there's all kinds of ways to do it, but don't just do it blindly.

Jeff: Yeah Nick, I used to be on the operating board, the review board for Northwestern Mutual.

Nick: Yeah.

Jeff: Here's a billion, billion, billion, billion plus company. I'm putting my money in. I want to know they've been around for a long time.

Nick: Right. That makes a big difference. Good point. All right, cool. Got some more questions lined up.

Again if you want to ask a question dial star two and we'll get you in a second but dial star two to go ahead and get yourself in line. I got Michael on the line. Michael, what's going on, my man?

Michael: Hey I'm here. How you doing Nick? How you doing Jeff? Thank you for taking the call.

Nick: My pleasure.

Michael: I had two quick questions. One is, Jeff first brought up the four Es. I don't think you completed what those four Es were and I did want to know them.

Jeff: Yeah I did. I left them hanging out there for you because I want you to buy the book and read it, but I'll give them to you again. It's really about Engagement. The second one is about Education. The third one's about getting people Excited and when they get excited it leads to the fourth one, which they start to Evangelize. And so those are the four Es and I describe those more in depth. You can actually, if you search online you'll see me with a number of different videos and so forth. We'll talk about that and you'll find it. But otherwise it's also in the book.

Michael: Okay. My second question was I was originally started my business for first decade. I was real protective of my Internet image and Nick has been the person that I've worked with now to launch this internet image. Every single thing now about finding me on the Internet has been now working through Nick and that's increased now as we're going to be working on some other projects. And I like the way it's rolling out. So my question is this, if you have a business that's 15 years old and does well, but then you're also, ...your personal status is also one of the driving forces of that business, what do you think is better to attack the social media market with – you or your business?

Jeff: So this is a great, great piece. In fact I close my book with this chapter and I'll sum it up by saying – sell you and you sell the business. ...Sell yourself and you sell the business. Most people are doing business with people, not necessarily the company, and it's the relationships that they have with those people. So there was a headline that was, I was termed the Celebrity Apprentice by Forbes Magazine. They wrote a big article on me at one time and the headline said, ...I can't remember the headline but it's in the book. Again I apologize. I've been traveling like crazy.

But I think it said something along the lines, "Jeff Hayzlett's all the rage online, but is he doing more than selling his company? Is he selling himself?" And it went on to say that that's really what a guy like me does, is sell himself to sell the company, and I would use any tool in my arsenal to be able to sell it. And if all I have right then is to sell me to sell the company in my enthusiastic opinion of the company and so forth, that's what we'd do. So it was a pretty cool article. I just didn't like the headline.

And I think that's the way most small businesses and most businesses do it. When I see you walking to a restaurant, I see you, but I see the business and I don't think they're interchangeable or exclusive to one another. I think they're very interchangeable. So you run some risk with that, okay? But a brand is nothing but a promise delivered, and you're part of the promising thing that you're delivering. So to me they're uniquely tied together, and I think you should be selling yourself. And I think when you talk about getting involved on Twitter and you get involved in social media, and in a lot of cases I think those have to be people. And so it can't just

be XYZ Company. So I would really push it to get very, very active and very up front about that stuff.

Nick: Very cool. Great question Michael and great to hear you, man. I'm sure I will see you soon. Jeff, I'm going to do one more question. This one came in through an e-mail and I think I might know your answer but I love the question. Obviously, as a CMO of Kodak as well as a big online presence, and just as you mentioned in that article, you're not always going to get it that people aren't always going to say what you want them to say. And there's nothing you can really do about it. How do you deal with criticism both online and offline, but particularly I'd say in the social media sphere?

Jeff: Well, I'll just sum it up – they can bite me. Look, everybody's entitled to their opinion. I love it. That's what makes our country great. That's what makes democracy great. And you can say whatever you want and people are cruel. I hope you've got enough guts to say it to me to my face. I hope you're coming from an educated perspective and so forth. I hope that you would like to have a healthy debate, but I find a lot of people that make a lot of these comments, quite frankly, hide behind unregistered names and so forth and so on.

And then people are vocal about my role at Kodak. They're vocal about the leadership in companies. Knock yourself out. No one's going to die from that perspective. Here's what I've always learned. I've been a speaker for a long time. I've spoken at audiences and you can't believe your own stuff, I mean press releases. You can't believe your standing ovations all the time.

So here's what I do – I take the bottom 10% - I throw it out. The top 10% - I throw it out. And what's left is pretty much what I've got. And that's just the way I've always gone with it. I don't try to believe too much of the good stuff and I don't try to believe all the bad stuff either. Is there truth in some of it? Sure there is. Otherwise it would be sad. But I know who I am. I know what I'm doing. I know where I want to go and thank goodness my mom and dad raised me well enough to know I'm comfortable with myself. And I don't try to take myself, and luckily I've got a great spouse, and I've got a great staff and great friends who try to make sure I don't get “too-big-for-my-own-britches” sometimes.

Nick: Love it. Very cool Jeff. Hey if people want to learn more about you, *The Mirror Test*, or tweet with you, give us some contact info.

Jeff: Yeah, just go to Hayzlett.com, H-A-Y-Z-L-E-T-T. If you just type in Hayzlett, there's not too many of us, you'll find me and you can find me on Twitter. You can find me on Facebook. You can find me on LinkedIn. That's me. I'm the one that's doing it. I'm the one responding. I've got a good team to help me out from time-to-time. But you can find us at H-A-Y-Z-L-E-T-T, the name is Jeffrey Hayzlett.

Nick: Awesome. Well hey Jeff, thanks a ton for your time. I know everyone on the call really enjoyed it. Everybody else I hope you will continue to follow Jeff and see what he's up to. I always enjoy my time with him. Jeff, I'm sure I'll see you in L.A. or somewhere else soon in the

next few months. But hey man, good luck with everything you're doing and thanks a ton for spending some time with us.

Jeff: Hey, thanks everybody, and tune in and we'll keep going, and I appreciate it very much Nick.

Nick: All right. Take care.