Speaker 1: [00:00:00](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=0.45) Okay. Okay, cool. Well let's, let's, let's go ahead and get started with the speed round, bicycle or unicycle bicycle. I would fall off a unicycle in 0.3 seconds. Life without a laptop or life without a mobile phone, you know, uh, I am a regeneration. We're probably the laptop. Uh, I still get more value out if I do all my writing on a laptop and so on. Although there boop be difficult to do without. Yeah. Up the mountain or down the mountain up up is, uh, easier in certain ways. Have you ever tried going down a steep mountain? It's kind of scary. I was wondering if you're going to go for a frictions story on that right now. Do we need more or less friction in our lives? Uh, generally lasts less. Friction is almost always good, but sometimes adding friction can help us do things like break bad habits or steer the behavior of others.

Speaker 1: [00:00:58](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=58.44) All right. Yeah, let's talk about that. Yeah, because you have a, a new book coming out. Friction. And so can you just tell us, like kind of give us an overview of, of what this book is about and what was the impetus? What, what got you thinking about writing this book? While I'll try and give you a condensed answer to that as possible. But, uh, uh, for the last 15 years or so, I've been writing about the topic of neuromarketing, which sort of morphed into a broader area of behavioral science and marketing and business. Uh, and few years ago I came up with a little, a framework called the persuasion slide, a loosely based on Bj Fogg behavior model, but, uh, uh, designed to help marketers incorporate both conscious and nonconscious aspects to their marketing for simple elements to it, which we're not going to go through.

Speaker 1: [00:01:48](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=108.63) But one of those elements is friction. That's what happens when the child gets halfway down the slide and get stuck because it was rusty or poorly maintained in. I realized that of the various elements that was perhaps the most interesting because, uh, if you were trying to get somebody to either change your behavior or do a behavior, often reducing friction is the easiest way to accomplish that and the cheapest way to accomplish that instead of trying to increase their motivation that reduce friction. So, uh, I started thinking about that and, uh, uh, first from a standpoint of primarily of customer experience, I explaining why trillions of dollars every year are left in ecommerce shopping carts and because checkout processes were too complicated or people how to set up accounts and such a, but then it sort of morphed into, well, the internal friction and business organizations, all that wasted time, the stupid rules, the meaningless meetings and um, you know, messing with email for hours.

Speaker 1: [00:02:52](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=172.26) Uh, and then finally at the macro level, how friction even determines the fate of nations. India versus China, where there's a lot of reasons why today, uh, Chinese economy is eight times the size of India is when 30 years ago they were the same. They're different cultures, different, uh, uh, business environments, different government systems. And so on. But, uh, a big one is that India was an incredibly difficult place to do business. It still is pretty difficult, but it's improved in recent years. But, uh, I was just so difficult that Indian entrepreneurs often had to make a choice. Do they go into the underground economy where they wouldn't have to deal with all their licenses and regulations, but would have difficulty in scaling beyond a modest size? Or do they go to another country and start a business? And many chose the latter. So in the private personal behavior too is governed by friction.

Speaker 1: [00:03:48](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=228.25) If you want to develop habits or break bad habits, you can manipulate the friction involved in those. So I really, what I came up with was a concept, kind of a strange concept for a book. Perhaps it's not one of those really tightly focused books on customer experience, but, uh, that's sort of tries to unify the effects of friction across all these different domains. Wow. Love it. Love it. Can you define how you're using the term friction for our listeners? How, what is friction to you in the way that you use it? And in this context. Right. And that's a good question. I define it as a, the unnecessary expenditure of effort and also proxies for effort, which can be time and money. So, uh, the, uh, there's a huge body of literature actually going back centuries about how humans are basically lazy and will avoid effort going all the way back to William of Ockham eye in the 13th century, I think.

Speaker 1: [00:04:46](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=286.84) Wow. This is really goes way back before my time anyway. Uh, though. Okay. I, he talked about the law of least effort and in the fast forwarding to Daniel Kahneman who may be a little bit more familiar to our listeners, he talks about our brains and a law of least effort in how we will almost always choose the lower effort path if one is available. Uh, Daniel [inaudible], uh, Richard Thaler, another Nobel Prize winner along with Kahneman talks about how making things easy is the way to get people to do stuff. And he actually provided a nice blurb for the book and appoints points out method. He's often asked by governments, how can we get people to do these things, you know, come pay their taxes, comply with our laws, uh, you know, do something with the governor wants them to do. And inevitably he says, make it easier, but often, uh, that perhaps is too simplistic a solution because they don't do it.

Speaker 1: [00:05:50](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=350.71) And so that's really the origin of it. And I guess the one type of friction that I would, is that sort of interpersonal friction, which I mentioned in the very intro to the book that, um, you know, when people think about friction in business, often it's the toxic boss or the obnoxious coworker or something like that, that's always getting into arguments with you. Uh, that is not the kind of friction I'm talking about. It's not interpersonal friction, not interpersonal friction. It's the unnecessary expenditure of effort component that we're going for here. Yeah. Yeah. That's terrific. And, uh, and it is interesting you're talking about, you know, how, uh, the government in general has gotten great advice from some of the brightest minds of our time on how to reduce friction on how to make things easier. And yet, yet they don't do it. You know, it's so strange. West is counterintuitive, right? They presented with,

Speaker 2: [00:06:49](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=409.37) Hello

Speaker 1: [00:06:51](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=411.06) Roger, did we lose you a while? I lost you there for a minute. I wasn't saying anything, but your sound. Yeah, completely faded out. Yeah. Okay. Well we'll, we'll edit this out. We'll just a little, little, little posts editor with me. One second. I'll just pause for a second. I'm going to a plugin and auxiliary connection on my end. I don't think that the problem was on my end, but I'll plug a direct a wire into the Internet here. Okay. Okay.

Speaker 1: [00:07:32](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=452.74) Okay. That way, in the event that, uh, for some reason my wife, I would get squirrelly. I should still have a solid connection. Okay. Sorry about that. And tastic. Yeah, no. So we were talking a little bit about, uh, the fact that governments, even though they've been informed by some of the best brains in the world, uh, they still aren't doing that and there's probably some friction involved with them not doing it so well. You know, I think the governments in general don't always behave in the most rational or logical fashion. Really. Yeah. They do not always act in a way that the evidence might suggest is the best way to do it. And so it's not a great surprise because you have competing interests. Um, and that, you know, there is some governments are actually working toward this. Um, many governments now have installed nudge units, which are units that use behavioral science to try and accomplish important objectives, like getting people to save for retirement or, uh, perhaps, uh, uh, comply with tax laws and so on.

Speaker 1: [00:08:37](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=517.06) And this is, Oh, you know, I think a real sign of progress, these nudge units generally don't have a, the ability to boss be the boss of everything and tell people what to do, but are, they can recommend actions. And often these actions were implemented, uh, even in the United States. Oh, we've got some of that going on. I know that, uh, uh, my friend Matt Cutts, who used to be at Google, uh, uh, is now working for the government and as a technology leader and a lot of their effort has been simplifying processes. You just trying to take the friction out of, uh, sort of onerous processes. Like have you ever had to deal with them, you know, form for something and the form is ridiculously long. Uh, even the way you have to complete it is kind of arcane that perhaps you're editing a pdf or something.

Speaker 1: [00:09:29](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=569.43) And now it's, it's also to try and make these things are just simpler and faster so that instead of being a two hour process, it's a 10 minute process. And when you do that, a big surprise, uh, more people do with the way they're supposed to. Yeah. We interviewed, um, Michael Hall's worth who actually was on the bridge, the, the, the nudge unit in British, uh, behavioral insights team over there and talked a lot about that. And actually, you know, one of the acronyms that they developed was, you know, which stands for easy, the very first letter, right? E for easy, social, attractive, attractive, timely, yeah, yeah. Attractive, social, timely and starting with the easy or whatever. But it's very true when you think about the governments are trying to do it. I think they're just sometimes such a behemoth that, you know, you're trying to move this, you know, big ship and you only have a a little bit, but you know, hopefully over time we can, we can move, keep moving with them.

Speaker 1: [00:10:28](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=628.91) So I think so when I'm, I'm hoping that maybe one or two a government leaders might read my book and get inspired to try and eliminate some of the friction involved in the processes. Although the problem is there's so many constituencies like the US taxes for example, there's something like 107 pages in the instructions for the form 10 40, the basic return that individuals have to fill out a to pay their taxes every year. That's just the instructions for that. I mean, who could even read that? That's why on 90% of all tax payers in the u s either, uh, go to someplace where they get professional assistance. In other words, a professional prepare or they use tax software. And if you look at the difference, uh, the way, uh, the tax software treats you versus the government forms of the government expects you to read these instructions and simply fill in little planks in stead, um, businesses like turbo tax create an interface that's very simple, very friendly.

Speaker 1: [00:11:25](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=685.42) Su One or two questions on a screen on the explain what they want or why they want it to and I'll help you get it if necessary. And then you go onto the next screen and it's all very encouraging. You can see your progress, you know, all very, uh, smart from a behavioral science standpoint. Yeah. And I saw recently there's been a, I think there's a lawsuit going on because of the fact that the, the free filing, because many of these people are going through these, these services, um, and they're being charged for it because of the service that they're using. And yet they're talking about it. So free filing. So again, to the, to the fact that if the government was able to change their website to do what the turbo tax does, uh, you're, you're eliminating the need for, for that whole industry to, to be out there.

Speaker 1: [00:12:17](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=737.86) Right. I know it's, and I know a friend that's totally shocking, but apparently the tax preparation industry is a lobbying heavily against the government, making it easier. Gee, that's a big shock. Wow. You know, I, I in, in, in reading your book, Roger, I was thinking of, um, for some reason reminded me of the postwar period when, uh, the United States in Europe or in big manufacturing, uh, worlds and manufacturing was an important part of the economy. And so efficiency in, in, in manufacturing was a big deal. And I feel like you're coming to this, the story of friction as, as a guide to marketers to be the efficiency experts, you know, to come in and say you can trim, you can make things more efficient and better for your customer experience, for your internal meetings, for all, you know, this whole wide variety of things.

Speaker 1: [00:13:09](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=789.37) Um, by making things, you know, by a decreasing friction and, and it's like an efficiency story to me. I think it's really cool and I think that marketers need it today. Right? Well, you know, it's a efficiency is a part of it. Uh, you know, I think the, uh, the first place to attack is the customer experience, customer interface because you know, you're not gonna have any success if it's difficult for you to do business to do business with customers. Uh, and, uh, some of the stats are pretty remarkable on the impact of customer effort. You know, we think of, well, you know, if you want loyal customers, you should probably delight them, deliver more than they expect, and you sounds great. Uh, uh, and there's these great stories like the, uh, Joshy story about the little doll that was lost with her stuffed animals, loss of a resort hotel, and they created this elaborate a album of his adventures after, uh, uh, his family left.

Speaker 1: [00:14:10](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=850.98) I then he sent the, yeah. Well, I mean, you were going through the Joshy story and, um, you know, and the, and that, that wonderful journey of the, of the stuffed animal, which is, which is a great one to tell. Um, but I, but I'm not sure exactly exactly why to might need to start that all along. We just go and here's friction to know. God, I hate this. I'm so, we're so sorry. Oh, that's okay. I apologize. No problem. We're, we're gonna, we're gonna check out Skype. I'll tell you that if this fails, so we can try connecting via Skype and I'll record it on my end and send you the audio. Oh, okay. Cool. All right, well let's just keep, we'll just start over on the Josh's story and talk about there and we'll, we'll be doing some fun editing. I met, actually, we, I mean, Tim, great.

Speaker 1: [00:15:07](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=907.16) You know, one thing that's really surprising is that people usually think that what's important is delighting your customers and exceeding their expectations. If you want loyal customers and Gardner Group has some data showing that it's not that, uh, but rather the effort involved in, I'll give you an example of delighting your customer that people always hold up as a great example. Um, when a family left resort, I, it was four seasons and their child looked a little stuffed animal behind rather than just shipping the stuffed animal back to the family, they created this whole little photo album of him enjoying the resort, hanging out with other stuffed animals by the pool and going for rides and so on and sent back this whole package, which then went viral on social media. And you know, that's great. It's a wonderful experience, but it is very difficult to scale, particularly if you don't have the resources of a high end resort.

Speaker 1: [00:16:02](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=962.69) And even then you simply can't do that for all of your customers all of the time. Right now what Gartner data shows is that, uh, the customer effort, particularly in dealing with customer service, like one step beyond the simple order placement is what really drives loyalty. Now their data shows that 9% of customers who had low effort experiences report being disloyal compared to 96% of customers who had to hire for experience. So that's a 10 x difference right there. Uh, and it's all based on customer effort and what that hybrid experience might be out, which we've all experienced is a say having to switch channels when you're resolving a problem. So I'll, you start off on Twitter and they say, oh, we'll call our 800 number, or you call their 800 number and you explain your problem, the first person and they say, Oh yeah, let me transfer you to the person who can really resolve your problem and you have to go through the whole thing again.

Speaker 1: [00:16:57](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1017.74) And you know, this is really the key to loyalty is just making everything as smooth as possible. You know, on, on my loyalty to Amazon was tested in Amazon is one of the few brands I'm pretty loyal to. And uh, it was tested a few years ago. Amazon in the state of Texas where I live, uh, reached an agreement that they would chart it, start charging sales tax, which previously they had not, which meant for me as their customer and immediate 8% price increase on board and everything I bought from Amazon. And I expected that because of that, I would shop around more. In fact, I said, Gee, I'm gonna have to shop around more now. Uh, in fact, uh, it was so effortless to keep shopping with Amazon that I kept doing it. I rarely shopped around and even more early actually bought from somebody else. And this, I attribute to the, that they make it so easy.

Speaker 1: [00:17:51](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1071.1) They always keep you logged in a, that little one click button is always there. It's armed and ready for action. Uh, and it makes it so easy, you know, that when you click that button, uh, within 48 hours or less in some places, uh, their product will be on your doorstep and, you know, compare that to just about anybody else's customer experience. And now, uh, before they even had serious competition, uh, with that, uh, they're upping their game. And rolling out one day delivery for their prime customers. You know, they are, they are setting the bar in there, moving the bar upwards. Um, which is what really businesses need to think about. Y'All just say, well, Gee, you know, we are a, uh, business in Xyz industry. So what are our competitors doing? And say, well, hey, we're better than they are. People are comparing your customer experience, uh, to Amazon, to Uber.

Speaker 1: [00:18:43](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1123.86) Uh, even if you're not in a online shopping or transportation, uh, you know, this is what they're used to. My cable provider, my cable Internet provider, uh, only keep six months worth of invoices online. So if I want to go back and check the bill from a little bit earlier as it might do, say what I'm doing my taxes at the end of the year, yeah, it's not there. Uh, Amazon, I can go back 12 years or more on my orders and yeah, where everything's there, it's easy. Uh, you know why? So, even though Amazon does not compete with my cable provider, uh, I am wondering, well, if Amazon can do this, you know, why can't these guys, it's not like it, you know, cloud storage is all that expensive. I just, you know, some it person somewhere made a decision that, uh, well then people would never need more than six months, so we won't bother showing it to them.

Speaker 1: [00:19:33](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1173.24) So Roger, have you seen with the w you talk about Amazon and Uber and a variety of these, these components that are really raising that bar and yet they're, as you said, your cable company isn't necessarily meeting it. Are you seeing though companies rising to that occasion more than in the past? Or is a, as it still, you know, doing business as usual in many of these places? And have you seen a difference in, why do you think that difference is if there is, you know, I think that some companies are, but I think it's still limited. You know, businesses often simply do not look at what their customers are doing. Uh, they don't actually observe them as they're interacting with their website or their mobile app or their retail environment, whatever. They might happen to have a, they just assume they know what the customers want.

Speaker 1: [00:20:23](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1223.51) And, you know, it's really ironic how many companies say that they are customer centric in their mission statement or the customer is the most important part of our business or make all these wonderful statements. But when push comes to shove and it means a gt, we invest this money and improving the experience, or do we make this quarter's numbers? Ah, this quarter's numbers usually win out. Uh, and I've talked to customer service experts, people or customer experience experts who just, you know, spend 100% of their time in this space and you'll, they see modest improvements, but by, in large companies still have a much a higher perception of the experience they're delivering are versus what their, how their customers would rate that experience. And I really believe it's because, uh, you know, the simplest things were, you know, we talk about, um, uh, human behavior here. Uh, you know, what's the first thing you do? You actually observe human behavior and that means observing your customers while they're trying to do stuff.

Speaker 3: [00:21:17](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1277.22) Yeah, well I mean, even best practices, I am still amazed because Amazon has had the one click component for how many years now. I mean it has been a very long time. Uh, and, and there's research that shows how effective that is and all of the components. And I think you even bring up in your book about the, the trillions that are lost because people get to that checkout process and then don't, you know, continue through. And yet I don't see one press or one button, one click checkouts in very many other, you know, electronic, he businesses even, you know, I fly a lot and wow, it would be great if I could just go to Delta and just quick because they have all my information, but they don't do that. And it's a convoluted process on that. You're

Speaker 1: [00:22:03](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1323.23) a delta person, Pro Ama, United person and their user experience is the worst. I mean, uh, you know, I can pick out about 10 examples. In fact often than my speeches, I pick on them just because it's so easy with the examples of how they could take the friction out of their customer experience. One thing they do is a log you out after 20 minutes. You know, when was the last time Amazon logged you out? Never right when he got a new computer maybe, but a United, they don't do that now Amazon, you would see what you maybe have Amazon security is just weak. You know, they figure that, you know, they'll take a fraud losses versus uh, uh, ruining their customer experience. But actually they do things in a more sophisticated nuanced way. Uh, if they don't log you out and they keep that one click button, therefore you, but if you say, well, I'm going to ship this TV to a different address that I've never shipped to before, they're going to reauthenticate you somehow.

Speaker 1: [00:23:02](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1382.97) If you decide to send gift cards to a bunch of people out there, pretty much a cash equivalent, they will re authenticate you because those are higher risk transactions. And, but unfortunately most businesses like airlines have sort of a one size fits all. You know, you're logged in, you're logged out. If you're logged in, you can see your stuff, you can make reservations or do whatever you need to. Uh, but if you're logged out, he can't do anything. Where, you know, a more logical approach might be to say, okay, well look, um, or we're going to keep you logged in for most things. Uh, we were going to let you view your current flights. You're going to be able to check status, maybe change seat, uh, you know, do things like that. Maybe even I'll purchase tickets for your own use. But if you decide to transfer, uh, you know, 200,000 miles to another account from your mileage plan, okay, oh, we're going to maybe reauthenticate you.

Speaker 1: [00:23:53](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1433.57) Cause that seems like a kind of potentially risky transaction about, you know, they, this doesn't happen. Uh, and unfortunately more people are doing it. Uh, uh, uh, Marriott got hacked and now they got apparently a new aggressive security approach. So, you know, when you're trying to make reservations here, you're bouncing back and forth between flights and hotels and rental cars and whatnot. Uh, you know, I'm just constantly finding, getting logged out on the site that I wasn't looking at and it drives me crazy. Well, we know with all this, I love picking on the airlines and we have talked about this in the past, that you are in an incredibly loyal and dedicated United flyer, but it's not because you love the airlines because it's about the only damn option that you got. And where, you know, uh, Kurt and I happened to be here in Minneapolis, which is a delta hub and 77% of the flights are our delta.

Speaker 1: [00:24:41](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1481.54) So we are incredibly loyal to Delta, but not because we love it. And, and given all the opportunities that they have, what, what keeps a United or a Delta or American or any of these British Airways. Oh my God. You know, changing the w you know, British Airways change deep providers and now you know, they're charging for tea. It's just crazy. Why, why are they doing this, do you think? Well, you know, it's, it's Kinda strange. I think they are one of the few industries that diminishes the base product. In other words, you know, apple doesn't make the worst iPhone even worse. They introduced and who, and better models at the top end and make the older one's cheaper. Right? But the airlines, uh, actually employ what some people call product sabotage, where they make the cheaper experience worse. You know, you can't take a bag, you can't pick a seat.

Speaker 1: [00:25:33](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1533.68) Uh, uh, you know, you've got to crawl into the overhead bin if you want to fly this at this fair, uh, you know, it's, uh, and they do that because it pushes people into either buying add ons or using a higher price fair. Uh, and I think it's unfortunate because it gives people a really, I think a negative feeling about the airline and the way they keep people loyal is with the rewards programs. Because in Austin, I can actually have no clear choice of airlines, uh, American Delta, southwest and United all fly out of here. Southwest probably is more flights than anybody, but, uh, once you are elite on an airline, I happen to be on United, but I've, some of my friends were lead on Delta. You pretty much have to stick with that airline to maintain your status in tune and just to get treated.

Speaker 1: [00:26:22](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1582.43) Well, I can, I, uh, you know, if I fly United out of here, uh, there's a good chance that even if I pay for a coach ticket, maybe I'll get a, an upgrade to the front cabin. If nothing else, I can get one of the best coach seats. Uh, if I fly American, I'm going to be in the last row in the middle. Uh, you know, I can't recline because that's where my status will get me. Uh, you know, unless I want to pay for a big upgrade. So that's how they keep you loyal. But unfortunately, unlike my Amazon loyalty, that was true loyalty when even if it was tested, uh, you know, I stuck with them. Uh, you know, if American came to me and said, okay, you know, we're going to do everything that United does for you and we're going to even throw in a little sweetener here.

Speaker 1: [00:27:03](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1623.46) Uh, you know, I would certainly be tempted to switch. And it's more of a transactional loyalty then in emotional loyalty. Well, it's, it feels like the airlines are really only paying attention to the top flyers that like their loyalty focus is on, on big time flyers, whereas Amazon says anybody can get it. I mean, basically with you, with paying for prime, you can get into the elite club, right? Yeah. Well that's the way they've done it. Um, I think when people have asked about, uh, that, uh, they've said that it's not a cause to me this tarnishes the brand for all of them. You know, when, when a brand makes the experience worse for any class than it tarnishes the brand. But, uh, the airlines field that is not practical to have, say, a decent, uh, airline where even the worst seats are pretty good.

Speaker 1: [00:27:54](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1674.78) Everybody's treated reasonably well. And then a budget airline. So the big brands, the United's and Americans in Delta's feel they have to compete with the budget airlines. So they just diminish the quality of the service for the bargain fairs. So Roger, you talked about the, you know, some of that friction of changing is around the awards program, right? And the, the element that, hey, I am, I'm an elite status on, on whichever airline it is, uh, have, have you heard of or thought about, I mean, if a United or say the urine a United person, but say Delta came to you and said, look, we know that you are an elite status on United. If you transfer over to Delta, we will give you a 100,000 miles to begin with and you're, you know, that our flight miles and so you're already in your gold status or whatever it would be.

Speaker 1: [00:28:47](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1727.82) Would that help in, in allowing maybe some of that switching to happen a little bit easier. And have you heard of anything like that? Right. Well, if the CEO of Delta is listening, then yes, I would be amenable to that. But on the ascendancy, I actually, they are, you don't even have to get the CEO to intervene. Um, I have not attempted this, but I have been told that, uh, if you do have a high level status on any of the major airlines, the other airlines will grant you a provisional match. In other words, they will let you, uh, have their same elite status of for the first year for some period of time. But then you'll have to meet the whatever the mileage objectives are and so on and y'all or objectives to maintain that status. So they do try and make it easier to switch.

Speaker 1: [00:29:34](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1774.29) But I not having attempted to that myself, I can't tell you how easy or difficult it is, but you know, it would certainly be somewhat difficult because you know, you've been, you've got to, to go through all of these calculations of well, Gee, there's only nine months left in the year and Wyoming miles. And so, yeah, it's, there's a high friction experience and once you're locked in, it is difficult to get unlocked. So, uh, I wanted to switch back to a, we've been talking about reducing friction is so important, but there are places where increasing friction can be beneficial, right? I mean, you, you, you talk about, uh, you know, tax policies, you know, taxes on things like tobacco and gasoline or you know, luxury taxes from time to time. Um, you know, can uh, can inhibit, uh, behaviors. Right? Um, what do you, do you think that marketers should be looking are, or are there places where marketers should be looking to increase friction?

Speaker 1: [00:30:26](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1826.39) Oh, well, generally there aren't too many of those for marketers because usually you're trying to get customers to take action and, uh, if you have an egg, there's an action you don't want them to take, then you know, maybe you can eliminate that. Uh, but, uh, yes. Um, um, my friend Brian Massey here runs a business called conversion science in Austin. Uh, I had an interesting example of a website or they were helping to optimize the owner of that website, wanted more phone leads. If there was a phone number of the toll free number on the website and a form on the website and so that depending on how a customer wanted to communicate with the company that could choose either one. Uh, what the company found was that the phone leads were much more productive. They were much more likely to convert into a sale than the web leads or the web form leads.

Speaker 1: [00:31:18](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1878.31) So they said, okay, we want more phone leads. The first tests that they ran out took the web form off the site so that basically people would have only the toll free number to call. What they found was that oddly enough, the number of phone leads went down. In other words, instead of getting all the original phone leads plus some percentage of the ones that would have been web form leads, uh, the total number went down. I was just kind of perplexing. So they tried another experiment. In this case, they paired the 800 number with a, a form that was really long. Lots of fields, like one of these horrendous forms he'd take one look at and you cringe. Say, I'm not going to fill in all that stuff. Uh, and, uh, the headline said something like, look, we can help immediately if you call in, but if you really prefer to, uh, communicate by email, then just fill out this form and we will get back with you.

Speaker 1: [00:32:14](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1934.02) What they found was that nobody filled out the horribly long form, but the contrast and friction apparently, and this you've got to sort of impute this. They didn't have necessarily actual science behind the why of it, but the number of phone leads increased, uh, to the highest level of all the various things they had tested. So providing this really high friction form drove more leads to the channel that they want it. So that's one example. Uh, in, in general, uh, uh, adding a little bit of friction can reduce things that you want to, but hopefully in a a good and ethical way. You know, back in the days when there were record clubs, uh, uh, they shipped you your re record of the month or your CD in a package that you basically destroyed it to get into. Uh, even though you were entitled to return, that, uh, since you destroyed the package returning, it was a high friction experience.

Speaker 1: [00:33:09](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=1989.65) We'd have to find a box that you could put that thing in, wrap it up and tape it up and everything. Uh, and as a result, people tended to just keep the thing, even if they didn't, it wasn't their favorite. They say, Oh heck, it's been too much trouble. Yeah, it's not that bad. Uh, and that is the wrong way to do it. You know, you don't try and make a, uh, returns deliberately difficult for your customers. Uh, but, um, an example of where it could be used to say in a more ethical way is, um, a company that found that its employees were accessing the retirement plan, uh, to their funds that were in the retirement plan offer. Simple things like, you know, they had to pay a bill this month or something. And they were able to do that just by phone. Uh, and you know, they didn't want to make it overly difficult, but this they felt was not really in the employee's best interest to be tapping these funds for retirement every time they needed some quick cash.

Speaker 1: [00:34:01](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2041.79) So they instead went with a form a, not a difficult for him, but just, okay, you want this just to drop. I fill out this form and we'll get it taken care of. And people who needed it for something important, uh, uh, would do that. But they found they were able to reduce the number of redemptions that way. And you know, so there, that isn't really a dark pattern as some people might call, which should be sort of an unethical use of behavioral science. But, uh, just really something that was accomplishing the objective in the same way that you get people to sign up for retirement plan by making it the default option instead of making people fill out a form to enroll. Yeah. That's a great example.

Speaker 3: [00:34:37](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2077.59) Yeah. I think at Cass Sunstein and Richard Thaler, yeah, they've been talking a lot about nudging. Right. But then they also have been recently talking about sludge. Those, those, uh, em elements that are pretty much on ethical, to your point in the, the, you know, record of the month club is an x perfect example of that where you're, you're doing something that isn't necessarily in the best interest of, of your customer or your employees and you're doing it because it has some financial or other gain for you, but doesn't necessarily make that element of good across everybody. So it'd

Speaker 1: [00:35:13](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2113.7) be a great example of that. I've experienced that. I just had with a company that I have a lot of respect for. I'm a Wall Street Journal. They have a wine club and I enjoy the occasional glass of wine. So, um, I signed up for this and they ship you a whole pile of wines, like a dozen bottles or 15 pounds or something at a very reasonable price. And they do that with the understanding that you will have the option every three months or something of taking another shipment at not quite so discounted price as your first shipment. That's the sort of one to get you, you know, I mean, that's how many of these clubs work. They get you in with a discount. And then, uh, and so I said, okay, well I understood that. So I put a little note in my calendar of, you know, week or two before I saw I should reevaluate to whether I wanted to continue getting that product at the full price.

Speaker 1: [00:36:03](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2163.63) And so I jump on their website when my calendar item fired off. And, uh, there was, uh, found immediately where I needed to go in. There were two options, uh, if I wanted to, uh, oh ship immediately I could do that. I could turn on auto renew if it wasn't on. Uh, but there was no option to turn off auto renew. So I'm looking at, there's like this wow. You know, and I expected auto renewed to be on. I did not expect there to be like no toggle switch where I could, you know, click something like you wouldn't in most situations. So, um, uh, read, uh, the open up this little pop up box and there's a bunch of texts in there that says basically, oh, you should call customer service if you want to turn off auto renew. And now they don't provide a phone number for customer service.

Speaker 1: [00:36:51](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2211.96) They just say call customer service. Okay. So I, I'm a hunter round. I find number for customer service and I talked to uh, well first I go through a phone tree, a menu, every one of these things, you know, if you want to do this, press one. Okay. Probably, uh, get, get to a human, uh, and explain what I want to and say, Oh, you want to turn off or renew? Well, okay, I can get you to the person who can do that for you and dumps me into another foam queue where eventually I do get to a human who, after several attempts to dissuade me from taking that action, finally turned it off. Now, you know, to me, I, this wasn't horrible and, uh, I got good value out of the first shipment and you know, it probably wouldn't have minded even if I had gotten another one.

Speaker 1: [00:37:34](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2254.95) But, uh, this to me is a really sort of exploiting a friction where my guess is that at least some people who are on the fence about the subscription are at some point during that process you're going to give up and say, Gee, I don't have time to do this and the one is pretty good. I'll take another shipment and then see what happens. Uh, just because it was such a complicated, difficult process to turn off auto renew. Uh, so, you know, that's not an, I don't know if that would qualify as sludge or not, but to me it's, um, it's kind of pushing the limit of what I would expect to, you know, a good company to do for their customers. You know, Amazon would not do that to you. I don't think they make it easy to return stuff, in fact, incredibly easy. Well and to that degree, it lends itself into now this long term component where I've had similar experiences where you, you sign up for that three, the low cost, three month trial, and then you try to get out of it. So I don't do that anymore because I know that

Speaker 3: [00:38:36](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2316.04) at the end of that three month, if I don't want it to try to get out of it, is going to be this, you know, Herculean effort trying to get to the, of different prompts and different things and people again, you know, that component of they got to get you to say no three times before they, they stopped. And so you actually, I think it dissuades people from even doing that initial component, which is companies are so trying to get people to do, right. They're trying to get them to, to try the product so that they, they like it and realize they like it. And then, you know, continue on. But you're, you're inhibiting people from even trying because you're anticipating the, the hardship at the end

Speaker 1: [00:39:17](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2357.34) or ours. Rogers says the unnecessary expenditure of effort. Right. You know, and, and with Your Wall Street Journal example, you went above and beyond to get something done that seemed like it could have been, it certainly could've been made easier. Oh yeah. I mean, if they, logically the little thing that says turn auto renew on could've been a toggle switch that would show it as being on, I could click that and turn it off and turn it off. But uh, oh, I'm sure they found that they lost some sales if they made it that easy or if they even tested that. I don't know. Uh, but you know, there's, there's so many examples of that, uh, uh, cable providers, satellite radio providers, uh, they all use this approach of getting you in using a discounted price, then automatically raise the price at some point and force you to go back and renegotiate.

Speaker 1: [00:40:05](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2405.55) Uh, uh, yeah, I went through this with, um, my satellite radio provider that I used in my truck. And, uh, they, every year I would have to get the cheaper price. So they would be about $200 and to get the $99 a year price, I would have to call in and negotiate and threaten to cancel. And they would say, okay, uh, we'll, we'll give you the nine, $9 deal. So, okay, fine, I'll do it for another year. And they'd probably decided, yeah, that's even, that is probably more value that I'm getting out of this. And I've got other sources now I've got a podcast and such. So, um, I tell no, okay, I don't want the $99 deal. They came back with $30 for six months. Oh my gosh. And the first time I did that, it's like, Whoa, that's, that's really not a bad price.

Speaker 1: [00:40:48](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2448.75) So, you know, I do listen to Bloomberg and CNBC and stuff. I so okay, I'll do it. Uh, but then I realized after one period of doing that, that, uh, now my renegotiation threshold was every six months. So every six months I would have to go in, deal with, uh, you know, an offshore call center and uh, uh, play, let's make a deal with people until they gave me the best price. And so I finally just pulled the pin on and said, okay, forget it. We're not going to do it. And even now I'm getting regular emails are for me that $30 price, but you know, it's too bad because I was a loyal customer for years. Instead of saying, Gee Rogers, a loyal customer or we're going to do something nice for him. Instead they say we can squeeze some more money out of Roger if he's not paying close attention.

Speaker 1: [00:41:35](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2495.66) And you know, it's really self defeating. And you know, this is one reason why a cable companies, cable TV companies, uh, uh, Internet providers, I have such a horrible reputation for customer service because they are the way they think. Yeah. And, and I think that's a really key piece of this and thinking about as an organization, how do we treat our customers at the same thing you said earlier about the airlines and the component of adding on, you know, decreasing that value of, of a plane seat by adding on these other fees are limiting what they're doing. Same thing with, with your cable companies and various different things. It's this element of not treating that customer with making it easy and, and delighting, not even delighting them, right? But doing the streaming with respect, uh, you know, that a treatment like a, uh, you know, like you would like to be treated.

Speaker 1: [00:42:27](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2547.79) Uh, uh, and you know, for me it was, uh, that uh, satellite radio providers just being pure friction. I took a look at how much time and effort I would have to spend to maintain the price, which I would've been willing to pay the price can. They just said, you know, okay, this is the price you're going to have forever. Don't think about it. That would have been okay. But saying, okay, I've got to go through this process every six months. I was just too much. Yeah. So Roger, I want to just go at the very beginning. We talked a lot about customer experience and friction, but you had talked about there's this element within companies about, uh, you know, the, the friction that organizations have internally with their employees and various different things. Can you give us some examples of what some of those internal organizational frictions are and where you see some of the biggest issues are, or what you've learned from the research that you've done?

Speaker 1: [00:43:20](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2600.31) You know, well, first of all, I think that companies have a big problem reus most companies do because according to Gallup, I, 85% of all employees in the u s are either not engaged with their employer or are actively disengaged and actively disengaged means that they're really a unhappy. Uh, but the, you know, the vast majority just don't really care. Uh, and you know, there are a lot of reasons for that, but if we look at how people are spending their time and how much of that time is apparently wasted, a one study showed that on half of all meetings are probably a waste of time. Uh, you know, almost 70% of workers say they're distracted by emails, meetings, messaging and so on. Uh, and, uh, there's all this sort of a system imposed a effort and time that, uh, you know, rules and procedures that aren't really important, but I have to be followed or even the perception that something has to be done a certain way when it's not really a mandate.

Speaker 1: [00:44:21](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2661.49) Uh, there's so much wasted time when people are doing things that they perceive are not either helping the customer, I'll helping themselves or even helping the objectives of their employer. That's when they become disengaged. They just see it feel like nobody's paying attention. I'm filling out these forms every week and, uh, you know, it's not serving a purpose of wasted my time, waste of everybody's time, but hey, they're paying me to do it, so I'll do it. You know, that is when people can see that their efforts are paying off. When they're doing something, they can see that they're helping a customer, that they're learning a new skill or even letting the other helping their employer, uh, be more profitable than a in a, in a productive way because they did something positive then, you know, that's very rewarding and they will be engaged. That you, it reminds me of, um, the progress principle by Teresa Amabile, right?

Speaker 1: [00:45:10](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2710.95) Where she talks about that engagement level and they did that really cool research where they had journal entries and various different things, but it was about, hey, if I'm moving forward, even if it's just a little bit every day, I'm feeling engaged and motivated around that. And the things where I start to feel really disengaged is where I feel like I've run into this roadblock or, or we, we moved back and it sounds like the, you know, some of these friction components really lend themselves into that feeling of being stalled or even potentially like we have to put a form in to get, you know, resources for this. But I didn't feel something out. So now it gets kicked back to me and now I have to Redo it again. So it seems like there's a lot of that that we could probably really look at from an organizational perspective to say, are we, why are we doing this?

Speaker 1: [00:46:02](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2762.19) And what is the real reason behind it? You know, a lot of it has to do with trust. I think Paul Zak, the oxytocin guy wrote a great book called the trust factor where he not only survey people inside a high performing businesses and lower performing businesses, but also took thousands or tens of thousands of blood samples to measure oxytocin levels. And what he found was that a high trust organizations outperform those with low trust. Uh, and if you look at some of the things that, uh, are companies require a, it's because they don't trust their employees. I've been an entrepreneur for, I don't know, 30 plus years, but, uh, uh, I had a brief corporate stint for a while and when a business, a company acquired my company, uh, and uh, they had a rule, but every receipt, uh, had to be attached to an expense report. Okay. So even if you bought a $2 coffee at the airport, when you're on a business trip, if you want to be reimbursed for that, you had to attach a piece of paper.

Speaker 1: [00:47:05](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2825.34) Now that is way outside the guidelines of the IRS. They would be happy if I just said, okay, this is what that expense was a, but there was I think a lack of trust that some employees at least would probably be dishonest and put stuff down that they didn't actually spend. Uh, now I don't think the company ever evaluated what the cost of that would, how many employees would use that in some fraudulent way. But this, this was a requirement for every single employee. Um, uh, from the lowest level entry level sales person a two, I was a VP level and you know, we all had to do the same thing and not only did this take a lot of work on my part because I had to collect all these things and half the time I'd lose him, but I then submit a report and I have this big Wad of paper stapled to it.

Speaker 1: [00:47:56](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2876.74) Uh, somebody in accounting had to go through and check all those and I found they actually did check all them because one time I did lose one somehow between the reporting, writing it on the form and stapling it. Uh, and somebody spotted that I'm missing two or $3 receipt and said, and kick kick back the reports said, hey Yo, oh, you missed this. So people were actually checking that stuff, which answered one question that I had. I assume that maybe they just sort of took it for granted that you were being honest since he had those papers there. Uh, and then finally they decided to streamline the process. Uh, by, instead of stapling paper, you could scan or photograph your receipt and then attached to that in either like a Jpeg or pdf format, a to an electronically submitted expense report, which was interesting because it actually did reduce the friction for the accounting people.

Speaker 1: [00:48:42](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2922.01) They could now smell this stuff, uh, you know, in a, in electronic format. But now instead of just ramming a staple through a pile of paper, uh, you know, I'm firing up the scanner or the mobile phone and taking pictures of stuff. So, you know, it's, uh, they, their solution for making the process easier, uh, ended up simply transferring more work, uh, to the employee. And, you know, this is the kind of thing where if anybody looked at it said, well, what if we just said, you know, uh, anything above $20, it needs a receipt. You know, you could probably eliminate 90% of that paper, but, uh, you know, in the IRS guidelines or even much higher than that. But nobody really looked at this. They just felt, okay, this is going to help us hold down our expenses because in some cases people just aren't going to bother submitting it.

Speaker 1: [00:49:27](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=2967.85) You know, if you've got a, a, you know, a $5 expense, uh, you know, you may not even worry about the receipt and you have to wonder, I mean, just from a business case is the cost of the added time it took you as well as accounting to go through it. How much that soft, I mean, granted, that's a soft cost, but there is a cost associated versus the actual amount of fraud that could potentially happen. And there's a, there's an Roi there that you have to wonder if he really thought about it. You know, from an organizational perspective, I'll take a little bit of fraud because in the, in the end where we're actually being more a lot, yeah, we can save a lot. Well, there's another story in the book about a guy named Herb Rifkin who had a business. He was a navy contractor that did a repair work for the navy.

Speaker 1: [00:50:18](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3018.25) And, um, uh, he had an operations manager come in and saw that, uh, uh, they weren't really that well organized. People just kept tools by their workplace. So they said, you know, people are gonna steal tools. We should have a tool crib where in the morning people check out their tools and in the evening when they're ready to go home, they check them back in. And so this seemed like a best management practice perhaps, and went along with it. But then one morning he's walking around the plant and sees this big line of people at the tool crib said, what are most people doing while they're waiting to get their tools? And so I ended up firing the operations manager, getting rid of the tool crib completely letting people keep the tools by their workstation. They had negligible tool fit to uplift happening, but they gained a whole lot of productivity. And not only that, to me the important thing is going back to Paul Zak, it's work. They increase the trust level. You know, when you make people do stuff, uh, say, okay, to get this, you're going to have to go to this place and fill out a form and have somebody approve it. Uh, you know, you were saying, I don't trust you to do the right thing yourself. So when you build that trust, you create much greater engagement too. And not, not to mention just eliminating a lot of waste of time.

Speaker 4: [00:51:31](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3091.64) Yeah. Reminds me of the, uh, the Dave Packard story from a pure Hewlett Packard, uh, when employees were able to go to a place to get old computer parts and kind of build their own things and, and, and make stuff, uh, out of old parts. And it was just an open warehouse. And then one day Dave Packard went down and saw that it was locked. He was there late at night and Dave called the a locksmith. There's, I've had the, are a bolt cutter, had it, had the, the, the thing cut open and left it open and let just left a note saying, you know, don't ever lock this again, you know? Oh, exactly.

Speaker 1: [00:52:09](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3129.05) Exactly. No, I mean, uh, especially with like the parts graveyard, where did the loss is going to be? You know, it's, uh, uh, and, and you know, most people, um, if you trust them, they trust you and they won't abuse the privileges you offer them. Trust is reciprocal. You gain trust by trusting somebody else.

Speaker 4: [00:52:25](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3145.27) Yeah. So, uh, we'd like to talk a little bit about music here, Roger. This is not to throw you off or anything, but, but with all this reducing friction in the world of, of, uh, music, uh, you actually, you know, in the book, you actually talk about, you know, how the music industry industry responded to Napster by, you know, not, not in a reducing friction by actually making it more difficult, but, um, but in the world of Spotify and Alexa and all these simpler ways, I'm curious about your musical listening. So has, has your experience of listening to music changed with the, with a reduction in friction, uh, with the availability of, um, of being able to just say, hey, Alexa, play, you know, my French cooking music playlist.

Speaker 1: [00:53:16](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3196.82) I think, uh, you know, I can't imagine, I can't remember when I bought a CD. Uh, uh, and, uh, I'm not a really heavy music listener for some reason, listened to a lot of text, whether I'm at the gym or in the car. Uh, by and large I'm listening to news or podcasts or something like that. But I do listen to music and of course I stream it from either Pandora or Amazon prime or maybe Spotify because it's really easy. And you know, you mentioned the music industry's reaction. It's not unique to them. Often when entrenched industries are presented with a better way, uh, to accomplish something, something that is easier for the customer and better for the customer, uh, their first reaction isn't to adopt it, it's to kill it. Uh, so, you know, when a taxi services, we're confronted with Uber, that was a remarkably better experience for the rider.

Speaker 1: [00:54:09](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3249.05) Uh, the traditional taxis. I mean, there's no aspect of writing or a transportation that they did not improve over a traditional taxi experience. Uh, instead of saying, wow, we can adopt this and do a better job, we've already got a lot of the infrastructure we need. We've got, you know, drivers on salary. This is great, this is awesome. I instead they go to the government, say, hey, you guys gotta make this illegal. And you know, and unfortunately that is typical of too many industries, particularly those where they have been kind of entrenched and sleepy for awhile.

Speaker 3: [00:54:40](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3280.64) Yeah, I think that's a great component. As you think about how many times organizations or industries in general get fearful. And so instead of looking at this as an opportunity to improve their own way of doing business, again going back to some of the earlier conversations of, of you know, airlines and other places and what they could do to make it better. But instead they just hunker down and say, let's, let's make sure that we keep what we have and don't let anybody else take any part of that. Not expand the Pie and expand the service ability, but really just, you know, go from a fear mindset as opposed to an opportunity mindset.

Speaker 1: [00:55:22](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3322.82) Roger, I'm wondering if there are, or you've been working on friction for a long time. You've, you've invested a lot of your time and energy into really understanding it. Are there a couple of tips that you could boil down to share with listeners to say no, these two or three things would be ways that you could reduce friction either internally within your organization or as marketers kind of focusing on customers that you think are really important, possibly overlooked or not paid attention to enough? You know, I think the first one would be more on the customer side and that is that it's so important to observe your customers, uh, actual real customers, not what you think customers are or who they are, what you, what you think they should be a, but to, you know, observe a real customers doing what you want them to do.

Speaker 1: [00:56:12](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3372.61) Whether it is a placing order on your website, using your mobile app. Uh, and you know, there's different ways of doing this. You can actually, uh, observe people, like in a lab setting, you can use digital tools to see what they're doing or what they're clicking on, what, how long they spend in a certain activity and so on. Where do they bail out of a process. But, uh, you know, I don't know about you folks, but I have had innumerable experiences where I'm trying to get something done on a website or an APP and I simply cannot figure out what I'm supposed to do next. Yeah. You know, and it's, uh, and I, I'm not completely unsavvy. Uh, you know, I figured that I can sort out most interfaces pretty well, but every night I get someone that just stumps me and I have to stand back and wonder, did anybody in this organization ever watch users trying to do this thing?

Speaker 1: [00:57:01](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3421.66) Because, uh, if I'm stuck, I have to believe that, you know, some significant portion of other users are stuck as well. Uh, and as a result, they're losing sales, losing leads that we know whatever they're trying to do. And, um, so there are many ways to observe that behavior. And I would, I would really recommend using as many as possible, you know, do, uh, uh, observation of users, maybe do some, uh, sort of a user testing type things where it's done remotely. Maybe even some emotion measurement things where you see what people, um, what emotions people are expressing, seizing facial coding or some other metric, uh, to see, oh, you know, when people get to this point, suddenly, uh, many of them show the sign of frustration. Okay, what I think you, maybe there's something to look at there. And then also digital tools because often, um, you know, especially if you are a really big organization like a Walmart or somebody, you know, you've got so many moving pieces in your website, you've got millions of products and departments and everything else, uh, that you need those digital metrics to show where you have anomalies.

Speaker 1: [00:58:08](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3488.77) Where are people bailing out unexpectedly where people spending more time than you anticipate. So I'm going to be that. So that's number one. Internally in organizations. I think that if you focus first on the customer experience, uh, your people will start pointing out friction that they see inside their organization. Because even as they're making things smoother for their customer, uh, people start seeing friction. It's, uh, uh, uh, an interesting experience. But I've seen it happen when I've given a speech at a conference where, uh, uh, in the time after the speech they're standing in line at the buffet in the earn out of forks are the main course or something. And you have these people standing around waiting and some Senate at friction friction because, uh, you know, once they start thinking about it, they start seeing it. And the more you see, uh, in one context, we start seeing it in other contexts.

Speaker 1: [00:58:58](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3538.81) So to me, the real win for a company is to focus first on getting the friction out of the customer experience, but also, uh, uh, enable people to address internal friction, provide a venue, empower people to, uh, both, uh, identify and report issues or even hopefully fix them. Uh, that may take a little bit of management buy in because you know, often, uh, some manager, three levels removed, put a procedure in place and has no clue as to what the impact is, uh, on the people who are actually doing it. But at the same time, that person is going to be resistant to change and say, well, hey, they just need to do their job and not a complaint about how difficult it is, you know, as, as opposed to saying, ah, you know, I think one of the, one of the most powerful questions a leader can ask in an organization, and this could be asked to anybody, even a frontline person, how can I make your job easier?

Speaker 1: [00:59:56](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3596.56) You know, and that's a question that most leaders don't ask. It seems like a lot of managers are focused on how can I get you to work more? Uh, you know, I'm going to get you a to increase your output. Uh, but asking that question does a couple of things. First of all, he identifies things that are wasting time. And secondly, it, uh, shows the individual that your organization cares. We'll listen. Uh, and especially if maybe an employee has been around for years, but nobody has ever asked that question before. That can be very powerful and builds up some of that trust component you talked about. Exactly. Well, you're talking about really creating a friction aware corporation, a corporate environment that is, that is aware and sensitive to friction and then has the, uh, you know, the intellectual honesty to be able to speak about it.

Speaker 1: [01:00:47](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3647.18) Yeah, exactly. And I do think that once you see it on the customer side, it becomes more apparent internally. Yeah. Yeah. Very much so. Roger, thank you. We have enjoyed this conversation. Some really great insights. So we want to have a big thank you for you and, uh, and I know our listeners will enjoy it as well. Very much so. Thanks so much, Roger. Well, Tim and Kurt, thanks for inviting me and you know, we fixed the airlines on this show and we'll have to come back at some point in the future and maybe pick another industry to fix [inaudible] indications cable, you know, any, we'll just go up. It's been a lot of fun. All righty. Thanks so much. See Ya. Okay. So we'll, uh, we'll end the recording there and, um, man, I wish we could fix the airlines. Holy Cow. Yeah. And unfortunately it doesn't matter who you talk to, which, um, their airline and preferences, if it's one of the big three, which are pretty much has to be in this country.

Speaker 1: [01:01:44](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3704.9) If you travel internationally, uh, you know, like people say good things about southwest, but they're international. A schedule is so limited that it's not really viable. Yeah, it is tough. Um, well, uh, thank you for the copy of the book and thank you for, uh, this, this time and we're very sorry for the, for the friction and the, and the challenges on technology. I've had worse, trust me. Oh Gosh. The first, the first podcast I recorded, we didn't finish it until the next day. That's how bad it was. So, but, uh, yeah, now it's, um, uh, the technology

Speaker 3: [01:02:20](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3740.37) is getting better. All the internet connections are getting faster and better. So that's really the enabling factor that doesn't even, the tool is less important than the fact that, you know, you don't have these, um, uh, bandwidth dropouts and such. Yeah. Um, just on a, our process. So I think we're about what, five or six weeks out on different things. We just did a big session with Carnegie Mellon where we did a bunch of the researchers from Carnegie Mellon and we're just wrapping my head on in the background. So, um, but we'll be probably getting this out and we'll, before we get we, we launch it, we'll definitely, I'll let you and let you know, let me know and I'll definitely share it out both to my social followers and my email list. That's, thank you. That would be, that would be great. And you know, obviously the more people that we can touch with this, I think, because again, this is great and hopefully use those a lot of fun and no, yeah, you guys really have an interesting focus.

Speaker 3: [01:03:15](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3795.99) Uh, I love that you got a loan from a carny. Melanie's, he's not, uh, not too easy, so he's fucking impossible. Oh my God. We actually had them, we had them cancel on one. And then, uh, when we did this whole group where we had, you know, we went there for two days, we asked him again, he said no, and it was only after, uh, his, uh, his department head kind of twisted his arm. Linda Babcock came in, came to the rescue and it was funny because she was our first interview and she said, who do you have lined up? And we told her and she goes, what about George? We're going, no. He said no, and she goes, what time do you have open tomorrow? Nice. Hang on. I'll get him. Yeah, that's uh, that's great. Uh, Oh yeah, I've had some contact with them as I'm Michael Tar still there.

Speaker 3: [01:04:02](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3842.46) Um, let's see. I know he came, visited Austin a few years ago and I had a chance to meet him and give him a copy of my first book. Um, Miss, say that name again? Roger Hodgson was Michael Tar Tar. I think he was doing some, uh, a brain scan work there. That was pretty remarkable at the time. Yeah, I don't think he's at Cmu. Uh, and, uh, yeah, but I mean the department is amazing cause it's, it's economists like George and Linda and, uh, and then psychologists, uh, like, uh, you know, on Bhargava and, um, and I'm Alex [inaudible] and, um, and, um, have addition Matthew. Exactly. Phds in math and as, as well as a astrophysicist. So they've been great at doing interdisciplinary stuff. Even going back to herb Simon, you know, he was sort of a polymath and, uh, had a, had a finger in multiple departments. So yeah, they've done a good job there and they really, they really have. It's, it's very cool. Yeah. I mean, George is a great guy in, Tim's done a lot to work with them in the past and, you know, he was, you know, we had dinner with him the night before and everything else and all of this stuff. So, you know, it's not like he's in Pr, uh, media and him just, you know, he, he doesn't

Speaker 1: [01:05:18](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3918.04) like being on camera and doesn't like sitting in front of a microphone being recorded. So some are kind of skittish. Bj Fogg is, uh, a kind of immediate shy. Wow. Wow. And with all, you know, I mean all the videos that he does and all the, and w was he difficult, uh, connecting with, I mean, you've, you've worked with them a lot. It's um, oh, I would say it wasn't too difficult to connect, but, uh, uh, then, uh, uh, basically, uh, he sends an agreement, uh, that, uh, you have to, how are we going to use the content and, uh, and you know, some other, other stuff like that. Uh, yeah, I'm trying to remember. He also didn't allow a transcript or something cause I do a transcript for all the shows because I find it very convenient to, uh, you know, I hate listening to, especially like a Tim Ferris podcast thing or two hours or something and you're partway through the guests.

Speaker 1: [01:06:13](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=3973.81) It's something interesting and you don't really want to soar through two hours of audio to find the interesting thing, uh, you know, uh, transcript makes it so much easier. What do you use, just out of curiosity, what technology do you use to get your transcripts done? Um, Philippine VA's, oh, he really, really high tech. Uh, I actually, I can give you a name that I think is pretty reasonable. Now there are some options, uh, but, uh, some other options if you want to do it for free, uh, you can upload a video with your audio track. The video can just be like an image. Okay. But the audio track is your audio track to Youtube, uh, and do it as a private thing. At first they don't publish it and they will apply a, they will automatically create captions for it in those captions or text file.

Speaker 1: [01:07:03](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=4023.88) Now there it's a pretty ugly mess, uh, because they are captions. They are meant to be a transcription. Uh, but that's one way of doing it. But I used to, I haven't used them, I know a couple of months, but whenever I have something that, um, uh, I don't do that for my podcast. The podcast producers use somebody and I'm not sure who they use, but I used cabbage tree solutions. Okay. Cabbage trees solution. I'm pretty sure they're Philippine based. I'm not sure. I'm not absolutely certain of that. They could be someplace else in the east, but, um, we've been using Rev. Yeah. Yeah. I think, um, I think these guys were a bit cheaper than Rev. Oh, okay. I think, but to check them out. Uh, uh, and I've, I've been satisfied with the quality. I've done a couple of things with them and it's been a pretty good, I mean, you know, it's not as good as if you had like been an editor, go through it like exceptional English speaking editor, go through it and say, well, clearly, you know, he didn't say aardvark earlier, said something else, but, uh, uh, you know, it's, it's adequate for most people.

Speaker 1: [01:08:10](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=4090.19) Yeah. A rev is, is pretty good because you can put in specific, like technical or scientific terms and they'll, they'll nail them. They, they do a good job on that, but it's, it's maybe only 85 or 90% accurate and that, and then it just takes editing time on the backend. So we've been reluctant to publish transcripts, but, but we're, I think we're going to start, I publish your mirrors and all, I mean, I figured that, uh, they are, uh, I mean, it's not like they're packed with errors, but if I, if I read through it, uh, which I do not actually read through them all and edit them, but if I did do that, I could definitely find a words to fix. But yeah, I just figure, hey, there is some, uh, value for the listener or reader or some people might not have the ability to listen to it for whatever reason and just want the text, even if it's not perfect.

Speaker 1: [01:09:05](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=4145.12) And it's probably some SEO value there from the text. A lot about that. Yeah. Well, and to the degree, it's like that fraud, right? That, you know, less than $20. You don't need a receipt, you're going to get a certain amount of, of that. But Hey, it's probably better than not getting that and doing that. Had a quick question. You mentioned Tim Ferriss earlier and he just moved to Austin. Are you, have you connected with Tim and, uh, um, haven't bumped into him yet. In fact, the other, I was just watching a billions the other day and, uh, uh, said, hey, that guy in the, they didn't introduce him as such a at the, at that moment, but I said, hey, that guy is Tim Ferris, the little guy there. And, uh, and then later on, uh, uh, he actually had a few lines. I think they said his name, but, uh, uh, yeah.

Speaker 1: [01:09:56](https://www.temi.com/editor/t/FzE4EBSw6hbv0cpTsyH-IzXbeBadEvKpepZheNCxbdhJmXDRhcAzgnDQUQqF_roZWnBXlBtm7yK3CtkQAzurqFwaEns?loadFrom=DocumentDeeplink&ts=4196.94) Um, we, we have not connected. Yeah. Well, I know he just recently moved there, so I was just, you know, and I know Austin's a big town, but it's great. And I do have some, uh, I like, I know Ryan Holiday a and there are pretty well connected. So I mean, if I wanted her, I wanted to connect, I probably could, but, uh, um, I don't have a persuasive reason or Ben either a reason to do so, or benefits offers. So for the moment, I haven't done that. Yeah, yeah, I know. But, uh, uh, that's, that's, uh, he'd be, uh, you know, get on his podcast to, to, he could move some, uh, some books, I'm sure. But, uh, uh, not, not quite sure that, uh, I'd have to find an angle will be right for his audience because I'm not his typical guest. Uh, uh, you know, some of his older stuff was a little bit more behavioral science focused and he's gotten away from that in the past. No, I mean, I think as his fame goes, he can get a bigger and bigger names as guests. Yeah. You know, so, uh, you know, if he can get a ray Daleo or something, then that would be a, you know, a more attractive episode than Roger Dooley. Yeah. I don't know. I don't know about that. [inaudible] you know, so this was, this was great. I could do another hour, but this, this was totally fun. A lot of fun guys, and, um, uh, yep. And be sure to let me know so I can promote it.