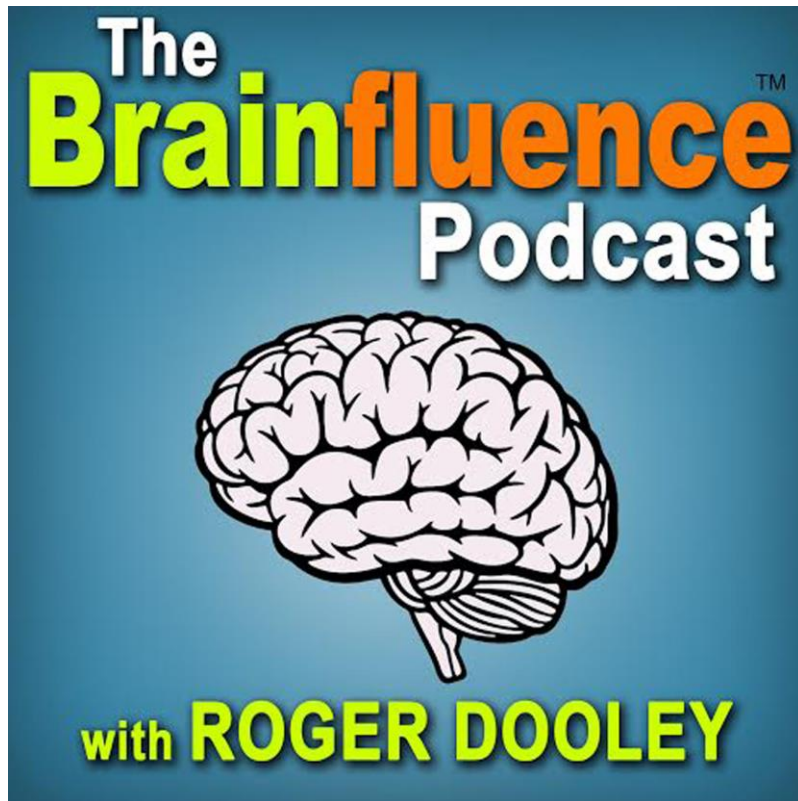


Ep #101: Hug Your Haters with Jay Baer



**Full Episode Transcript**

**With Your Host**



**Roger Dooley**

## Ep #101: Hug Your Haters with Jay Baer

Welcome to *The Brainfluence Podcast* with Roger Dooley, author, speaker and educator on neuromarketing and the psychology of persuasion. Every week, we talk with thought leaders that will help you improve your influence with factual evidence and concrete research. Introducing your host, Roger Dooley.

Roger Dooley: Welcome to *The Brainfluence Podcast*. I'm Roger Dooley. You probably already know my guest this week. He's a digital business expert, global keynote speaker, and the *New York Times* bestselling author of *Youtility*. He's worked with brands like Nike, Best Buy, and the United Nations.

He produces the world's number one content marketing blog. I guess that's kind of an honor to be the top content producer in the content marketing space. His brand new book is *Hug Your Haters: How to Embrace Complaints and Keep Your Customers*. Welcome to the show, Jay Baer.

Jay Baer: Roger, thanks so much. Fantastic to be here.

Roger Dooley: It's great to have you on and I'm curious, what kind of help did the United Nations need if you can share that? It seems like the kind of organization that doesn't really think much about its brand.

Jay Baer: You know, they are deceptively good at marketing. My company, Convince & Convert, we do lots of consulting for big organizations. We were retained by them to help them with a social media strategy for a division of the U.N. called FAO, which is the Food and Agricultural Organization. Their mission—just a small thing—is eradicating global hunger. So that's kind of a big goal to put out on the wall so we

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helped them try to eradicate global hunger through the smart use of social media in some 150 countries around the world.

Roger Dooley: Sounds like a real challenge, but that's great. Doing good at the same time as you're working. That's great. Jay, I really liked your last book, *Youtility*. It's a fairly compact book.

Jay Baer: Thanks.

Roger Dooley: Lots of good advice and examples. I guess I'd sum up its theme as your sales strategy should be to be helpful. Is that pretty close?

Jay Baer: Yeah, you got it.

Roger Dooley: What makes so much sense about that is that it embodies the principle of reciprocity, something our listeners are very familiar with.

Jay Baer: Yes.

Roger Dooley: If I do you a favor, you're much more likely to do one for me. The key element is there's no quid pro quo. There's not an expectation of a returned favor. I think that strikes a lot of marketers and salespeople the wrong way. It's like we don't want to give something away that we could be selling or charging for. Why should we tell a customer how to fix a problem themselves if they could pay us to fix it? Do you think that people are now coming around to your way of thinking?

Jay Baer: You know, obviously my perception is colored a little bit by the kind of work that I do and the philosophy

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that people know that I espouse. So when I give a speech, it's to groups that typically are thinking that way. When we do consulting, it's typically because they want us to help them think that way. So I suspect that my take on it is perhaps not purely objective.

But I will tell you that the book *Youtility* has very much exceeded my expectations in that it is now that notion of utility and creating marketing that is so useful people would pay for it if you asked them to do so. That concept is in place now in dozens, hundreds, thousands of businesses all around the world. Not solely by any stretch of the imagination because of my work, but people are thinking about those themes a lot more than they were a few years ago. I'm happy to at least have played a small part in that transformation.

Roger Dooley:

Even I think in the internet marketing world, Jay, that if you look at Jeff Walker's Product Launch Formula and the many people who follow—if not that exact method—some variation of it. That all starts with giving away really good stuff to people. That serves both to not only create the reciprocity effect but also to show that you really know what you're doing and you are an expert in the field as opposed to somebody who is just trying to sell something that you're not going to hear from again.

I think the fact that those folks who really fall into what I call the performance marketing category, in other words, if they're doing something it probably works because otherwise they would stop doing that and do something else.

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Jay Baer: [Laughs] Right.

Roger Dooley: They clearly embrace that. So *Youility* dealt with the fear of giving away value. *Hug Your Haters* addresses a different kind of fear. The fear of engaging with potentially nasty people. I owned a consumer-facing business in the past and I was the end of the escalation path for the worst customers. These were the customers that argued with the telephone rep and then the supervisor, and then maybe another supervisor, and they still weren't satisfied. Finally they hit my desk.

I know that wasn't a lot of fun. I dealt with these people and I had a reasonably good method for dealing with them and not being confrontational. But that really wasn't a whole lot of fun. That was in the pre social media days. Now every one of those loose cannons could start a flame war or make crazy allegations online that thousands of people are going to see and really create real damage.

In my case, I was just trying to solve one problem that really wouldn't probably affect the company in a big way but just didn't want people out there who were really mad at us. But now, it's really a serious issue.

You know, I think *Hug Your Haters* is a great book title. It's one of the few that captures the essence of the book in just a few words. In the past, I've mentioned Steve Krug's *Don't Make Me Think* as another example of that where if you don't have time to read the book, read the title and you'll get the...

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Jay Baer: [Laughs] You'll get some of it, yeah.

Roger Dooley: Get the gist of it. But it sounds at first glance just a little bit like prescribing a sugar pill or maybe a little bit Pollyanna-ish. But I like science and experiments and that and hard data and you actually collected data on this, right? Why don't you explain what the underpinning of this is. I mean, it's not just sort of a feel-good thing. You've got some science.

Jay Baer: Yeah. There's a lot of business books out there and certainly almost all customer service books that are based on advice and anecdote. It's a thought leader/expert saying "Do this and trust me that I'm right." I didn't want to create another book like that.

So I conducted a massive research project. I partnered with Edison Research which is one of the most well-respected consumer attitude collection companies in the country. We talked to thousands and thousands of people and looked at the science of complaint: who complains, why they complain, where they complain, and how.

We found that about of a third of all customer complaints today are ignored. Most of the customer complaints that are ignored are online. Businesses are decent at telephone and email support, they're not as fast as they need to be but they're decent at it.

Where companies are really not very good is in online customer interactions. Whether it's Facebook, Twitter, Instagram, Yelp, TripAdvisor, any sort of ratings and reviews site, or discussion

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boards and forums. So the advice in *Hug Your Haters* is to answer every customer complaint in every channel every time.

What actually happens in the real world, Roger, is that companies answer some customer complaints in the channels that the company prefers when they get around to it. That is not going to work anymore because the balance of customer complaints is shifting very very quickly from traditional to online because it's so much easier and faster for customers to complain online. But they're moving that direction and we've got to totally, totally reconfigure how we're thinking about customer service and put more resources against it.

I mean, here's a stat from the book that absolutely I think encapsulates the problem. We spend globally 500 billion dollars a year on marketing and nine billion dollars a year on customer service. Despite the fact that we all know you learn in the first day in business that it makes more sense to keep the customers you already have than it does to fill that metaphorical leaky bucket with new customers over and over again. But yet we don't actually run our businesses that way.

In most companies, customer service is still a cost center, right? It's a necessary evil and it doesn't have to be. Customer service can be the new marketing.

Roger Dooley:

That's really an amazing statistic. One other statistic I found really interesting was that in customer service we've got this sort of Lake Wobegon effect

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going on where everybody thinks they're above average. You cite some research showing that 80 percent of companies think they provide superior customer service but only eight percent of customers think they get superior service. So there's a real disconnect there.

Jay Baer:

Houston, we have a problem. But it's true. I've been a consultant for a long time and I have never, never in my lengthy career been in a conference room where somebody walks in and says, "Boy, we're terrible at customer service." Those words are never spoken.

Everybody thinks they're good at it because they rely on anecdote again. "Well, we helped this one person and we went above and beyond and that was great." Or, "We answer them on time." Despite the fact that they ignore half of them.

I've got to tell you, Roger, it was one of the things that was scary for me writing a book about customer service. Because people are like, "Well why do I want to buy a book on customer service? I'm already good at that." And then people who have had a chance to read the book are like, "Oh, I'm not nearly as good at this as I thought." That's gratifying.

Roger Dooley:

Yeah, I think it's human nature because like 90 percent think we're above average drivers. You can think about any area of self-rating and the vast majority of people think they're better than average. And probably a third of them think they're in the top one percent.



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Jay Baer: Right.

Roger Dooley: I guess customer service is no exception.

Jay Baer: No kidding.

Roger Dooley: I've managed online communities for about as long as there have been such beasts. One mantra of every forum admin I've talked to or moderator is, "Don't feed the trolls." The idea is that some people just want to be provocative and the more you interact with them, regardless of how you're interacting with them, you're just sort of adding fuel to the fire. Encouraging them to engage again and spew more vile your way. But you would not agree with that, at least in a customer service context.

Roger Dooley: Well, I don't believe that the customer is always right. In some cases, the customer is very very wrong. But I do believe that all customers should be heard, even those customers that we suspect are trolls.

I believe that every customer should be answered. Now, that doesn't mean you get into a tit for tat. It doesn't mean you wrestle them to the mat. It doesn't mean that you go out of your way, but I think everybody should be answered. Unless of course it's something that is a personal attack or profanity or whatever the rules of your community are.

But assuming it's within the boundaries of the community's rules, I think every customer deserves at least an answer because again, online customer

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service is a spectator sport. Yeah, of course, you want to try and make that customer happy.

But more than that, you're trying to demonstrate your values to everybody else who's looking on from the sidelines. That can be ten people, it can be ten thousand people, or more. You're essentially showing your mettle to all the onlookers. So you're speaking to everybody, not just that one person.

Roger Dooley:

So how would you respond to, I'm not going to give the exact wording, I don't recall from the book, but somebody who compares your hamburger to extruded rodent feces, where clearly this is not a complaint, that "Gee, I got my burger and it was ice cold or burned or something," where somebody might have a legitimate customer complaint. This is just somebody who wants to be, to look really provocative. How would you respond to that?

Jay Baer:

We find that in the research actually, that people who complain online are much more likely to be provocative than people offline because online you don't even necessarily want an answer. In some cases, you want an audience. In some cases, what you want is the wave of group empathy. You want all your friends to be like, "Oh, that sucks. I'm so sorry that happened to you." That's kind of the effect that you're looking for.

So I do use an example from White Castle, the hamburger chain from the Midwest. There is a review that's very outlandish on TripAdvisor about them—but I would answer that. Now, most people would not. They would just ignore it as the rantings

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of a crazy person, but that's a mistake because every time you answer a customer complaint, it increases customer advocacy according to our research. And every time you ignore a customer complaint, it decreases customer advocacy according to our research.

So I would answer that customer and I would say something along the lines of, "Well, you certainly had a terrible experience at our location. We're really sorry you feel that way about White Castle. There's no question that White Castle's burgers are totally different than the typical fast food burger. We make them differently. They're a different size. We use different ingredients. That's one of the reasons why this is a beloved brand that's the favorite burger for many many people and has been for more than 75 years, but we acknowledge it's not for everybody. We hope at some point you'll give us another try." Done.

Roger Dooley: Right. That's not bad. And, "No rodents were harmed in the preparation of these burgers."

Jay Baer: Right, you just ignore that part I think.

Roger Dooley: One thing that I found that you were sort of turning toward at the end is when sometimes if I had a customer that I could not really—I was never going to make that customer happy, I turned it around and basically acknowledged that we were unable to meet his high standards.

Jay Baer: Yes, right.

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Roger Dooley: Particularly since the person was just clearly wanting to continue complaining and harassing. And say, “Gee, you know, 99.9 percent of our customers are very happy but your standards might be a little bit too high.” Then perhaps even top it off with a competitor recommendation.

Jay Baer: That’s a good one.

Roger Dooley: So part of your philosophy is that even for that kind of complaint, responding in public is important because you're not just trying to solve that person’s problem. You're trying to show the rest of the world that you're responsive, right?

Jay Baer: Absolutely, for a couple of reasons. One, the audience is much larger than the individual customer. So their purchasing power or lack thereof or ability to say negative things about you is much broader than the individuals. Then the other thing is that we have to understand that no response is a response. It’s a response that says, “We don’t care about customer satisfaction very much.”

So when you willfully ignore a customer in any channel, not only do you almost guarantee that that customer’s not coming back, everybody else who’s looking on takes that as a cue. It’s like, “Well these guys, they’re not even paying attention.” If no companies were answering customers online, maybe you could get away with it.

But think about a place like Yelp. Most businesses do not answer Yelp reviews. That’s mathematically true, which makes the ones that do answer their

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Yelp reviews stand out like crazy. That's why I say, "Customer service is the new marketing" because it is one of the last bastions of true differentiation.

Roger Dooley:

Right, and I suppose what do you think about an approach where you respond publicly but basically with an invitation to take the conversation to email or something like that?

Jay Baer:

That is always my advice for the second response if necessary. So the first response is, "We're sorry. We're going to take it under advisement. That you for pointing it out," etc. Then if they come back a second time and they're still unhappy then it's, "We would love to talk about this in more detail. Please call me or email me at..."

I do not like what we call channel shifting, I don't like channel shifting on the first response because it essentially says, "We want you to communicate with us in a venue of our choosing instead of a venue of your choosing." Not to mention the fact, Roger, that the research shows that many times, and I mean many times, people go to social media in particular, or a review site after having an unsatisfactory experience on the phone or email.

So imagine this. You call a company and you wait on hold for 35 minutes. Then you get to somebody finally and they say they can't help you. Then you're like, "Man, now I'm really mad. Now I'm twice mad. I'm mad for whatever happened to begin with and now I'm mad because I waited on hold and they can't help me.

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You're like, "Well I'm taking this public. Now I'm raising the stakes." So now you go to Facebook and complain and the first response you get from that company is "please call us." You're like "Bro, I just got off the phone." Right? That happens all the time. So I think you definitely should not try to channel shift on the first response because you can really get into a pit of despair at that point.

Roger Dooley:

Yeah, that makes a lot of sense. I guess I've observed that not all complainers are crazies or trolls or whatever, that sometimes they're people who actually have a problem they're trying to solve. If you can interact with them and solve that problem relatively quickly and efficiently, you can turn that customer into a customer for life because sometimes you show the company's true mettle when it's how you handle a problem, not just how you handle something that goes through the system in a routine fashion.

Jay Baer:

The psychological impact of fixing a customer's problem is enormous. There's two different research reports, neither are ones that I conducted but I cite them in the book. One says that answering a customer's problem satisfactorily can have more impact on that customer's loyalty than 20 different advertising impressions. It's 20 times the impact of advertising.

The second research shows that answering a customer satisfactorily and solving their problem makes them more loyal than if they never had a problem at all. Which makes me think well maybe

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we should invent small problems for every customer and then solve them.

Roger Dooley: Make sure they're solvable before you invent them.

Jay Baer: Exactly. And now we've got loyalty locked in forever. We'll just create problems that we know we can solve and then we'll have that effect. But isn't that crazy? People really gravitate toward businesses who can fix stuff, not just do everything right day-to-day.

Roger Dooley: Right, as long as you're not fixing every order. At that point, then it's, "Okay, these people don't how to do it right." People will give you one screw up I think if you deal with it.

Jay Baer: Absolutely.

Roger Dooley: So, Jay, I have to give you credit for eating your own dog food. I went back and looked at some Amazon reviews for *Youtility* which were mostly excellent of course. But naturally, there were a couple of one-star reviews. Those always come in and one in particular was a poorly written gibberish, which gibberish was misspelled by the way, which is ironic. "My 11-year-old is better at marketing than this bozo, don't bother. Buy a latte instead. Thank you."

Now, clearly that is a troll-ish type post. It was not any kind of a criticism of the content of the book. It's just meant to troll. But in fact, another reply to that outed the person as sort of a person who only posted one-star reviews of books. But you actually replied. I probably would have either ignored it or I

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would have been tempted to make some kind of a sarcastic remark like, “Don’t you mean gibberish with a g?”

But you replied with a little bit of humor. “If that’s the case, please have your 11-year-old send me your resume. We’re always looking for interns. Apologies the book didn’t live up to your expectations.” I give you kudos for following your own advice. That’s really a great example of how to deal with an unreasonable comment.

Jay Baer:

Well I don’t suspect that that person even ever saw my reply. But if I’m going to go buy a book on Amazon and I see a 132 five-star reviews and three one-star reviews, I always read the one-star reviews. Because I’m like, “Well, what’s that all about?” So I suspect that there are people who have bought that book who read that review, read my reply. If I ignore it, then at some level it becomes true.

Dave Kerpen, who’s a terrific author, what he does, and I talk about this in the book, what he does when somebody leaves him a bad review on Amazon, he says, “I’ll refund your money. I’m sorry that the book didn’t live up to your expectations. Send me an email and I’ll buy you any other book on Amazon. You just tell me which book.” That’s terrific.

Roger Dooley:

My reviews for *Brainfluence* are mostly great but of course I’ve gotten a few two-stars and some with some substance, others with fairly wild reasoning. Basically I’ve just ignored these. Now these are at least a year or two or more after the fact. Would you



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recommend that I at this point go back and respond or should I let sleeping trolls lie?

Jay Baer:

No, I would. My advice is to answer the first couple of screen-fulls of negative reviews. What's a screen-full is going to depend on the venue and how many reviews you have in general. But I think there's no harm in answering negative reviews even if it was two, three years ago. Because again, people are going to see that at some point and it's just going to take you a few minutes.

Roger Dooley:

Okay, well interesting. I've got maybe my weekend work here.

Jay Baer:

There you go.

Roger Dooley:

So when we talk about great customer service we always come up with the same names like Zappos and Nordstrom's. For a lot of smaller and more entrepreneurial companies, these examples don't really resonate. They're pretty hard to identify with I think.

You know, Zappos can empower its employees to give away shipping or maybe replace products that really shouldn't be replaced under the terms and so on. They've got massive revenue and decent margins to fall back on, where for a lot of small companies making these kinds of concessions can seem kind of scary.

I was in the direct marketing business and the catalog business for a while and I calculated that on some product lines, this was a very competitive technology business and razor-thin margins, the

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one return I calculated would take about ten orders for the same product that weren't returned to make up for the loss.

I can see companies saying, "Boy that would be great if we could do what Zappos does but in our situation, we just can't. We've got to be kind of strict about things." How do you deal with that kind of a situation?

Jay Baer:

I think there's a couple of things there. One, I think it's sad that we always come up with the same examples of companies that are great at customer service. The reason we do is because great customer service is so rare. I envision a world, I hope we find a world where when I say, "Roger, who's great at customer service?" You can't come up with an answer because so many companies are that they no longer stand out. But, so many companies do stand out, truly stand out, because of their service, that's why I say it's the new marketing. It's the differentiation approach.

Second thing I'll say is that there's a lot of examples in this book that are very much driven by small businesses, tons of small business examples. I went to great lengths to not rely on the sort of chestnuts of the customer service industry and I think there's lots of things in there for every sized business that they can learn from.

But one of the things I discovered when interviewing a lot of great small business people for *Hug Your Haters* is that in many cases you don't have to give away product or money to fix things. It's more

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empathy and understanding more so than financial return that a lot of these customers want. They don't necessarily want cash. They just want somebody to be like, "Oh yeah, we screwed this up." They want somebody to take responsibility.

One of my favorite little examples in the book is there's a small regional bank in the northwest that has a program where they have a red phone in every lobby. That phone is a direct hotline to the CEO's desk. Now hardly anybody ever calls it but the fact that they have that speaks volumes about their culture and about what they believe in. And sometimes it's just little things like that. Just listening is as important as giving refunds and things of that nature.

Roger Dooley:

Yeah, that's really true. Even in my own experience when those sometimes enraged customers finally got to me by hearing them out and listening to them and being emphatic, even if I couldn't necessarily fix their problem, I couldn't send them a brand new laser printer or something but that was what it took. Part of it may have been that I was the end of the line. There was like no—in that company there was no higher authority they could appeal to.

It was also I think simply listening a lot and empathizing as you say. That didn't solve every problem but boy it's surprising how people that had the customer service reps tearing their hair out saying, "This person is crazy." Actually when you listened to them calmly they weren't totally crazy and often had some real issue. It may not have

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even been your fault but they did have an actual issue of some kind.

Jay Baer:

And that's it, the learning potential. I mean, clearly we're talking from a customer service standpoint, but the free market research potential of customer complaints is really important. I mean, look, the most overrated thing in business, and frankly the most overrated thing in life, is praise, because every time somebody says, "You're great at this. You're great at that. You're great at this. You're great at that." I mean it feels amazing, right? It's psychologically satisfying but it never teaches you anything you didn't know. I mean anytime somebody says, "You're so good at this." You already knew that.

What makes you better, what teaches you is negative feedback. That's why haters are your most important customers because they're going out of their way to use their time and their resources to tell you what you can be doing better. I think we're too quick to ignore that. We're too quick to dismiss that as a customer who's lying or a customer who's off the rails. They're actually trying to tell you something really really important. I think we've got to be better at listening.

Roger Dooley:

What do you think about the airlines in particular, maybe the major U.S. airlines since that's probably who many of our listeners are familiar with—they're certainly, the airlines have gone out of their way it seems to create a little bit more hate among their customers by paring back service and charging for things that used to be free and so on.

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In some really convoluted way it's strange that some of their best customers, their most frequent flyers, their elite flyers might also fall into the hater category because they're always dealing with these things. How do you think they're doing these days? Are things getting better? Will they get better?

Jay Baer:

I think number one it's a really tough business. The number of potential things that can go wrong in any given hour in an airline business is extraordinary. Some of them for sure their fault, some of them not their fault. People get very angsty about travel and rightfully so. I did a survey once, not for the book but for a different project, where I asked a bunch of people, "What's your favorite airline?" And also, "What's your least favorite airline?"

With the exception of Spirit, every single U.S. airline was ranked as not only a bunch of people's favorite but also their least favorite, which tells me that our attitudes about airlines are essentially based on who has disappointed you most recently. Because there's not really that much difference between them. It's more like—it's like roulette of customer experience. But they have gotten a lot better, especially at the customer service in social media side of it.

Most airlines are now very very good at Twitter and Facebook customer service, phone and email—depends on the carrier a little bit. Some of the airlines, including some overseas that I talk about in the book are extraordinary at customer service online. I mean, truly amazing.

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Roger Dooley: Yeah, you mention KLM in the book.

Jay Baer: Yeah, great.

Roger Dooley: I've seen United go from basically stony silence on social media to being relatively engaging. They're not perfect but they've certainly gotten better. I don't think they have any choice but to do that.

So, Jay, you talk a lot about engaging haters, or at least complainers, what about people who actually say good things about you? Is it worth investing the time and interacting with them too?

Jay Baer: 100 percent, yeah, I absolutely think so. I think you should answer every customer, even if they are saying positive things. Now I would first handle the negative customers, but with any remaining resources I would answer the positive customers too because it just increases their advocacy as well, right? It takes somebody who likes you and hopefully makes them love you. It increases the likelihood that they will trigger that kind of word-of-mouth effect and tell their friends things like that.

For example, there's a business that I profile in the book called Fresh Brothers Pizza. They have 14 locations in southern California. Their owner, Debbie Goldberg, answers all of her Yelp reviews, all of her TripAdvisor reviews, and similar, she's really great at it. When somebody says something negative, a negative review, she says, "We're terribly sorry. Could we maybe send you a gift card and you could give us another try?" Nicely done.

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If somebody says something positive, she says, “Wow, we are delighted that you liked your visit to Fresh Brothers. I'd like to send you a gift card so next time you can bring a friend with you.” Really smart. I asked her, I said, “Hey, aren't you guys giving away a bunch of money in gift cards?” She said, “Yeah, a little but it's the cheapest marketing we could possibly ever do because all these people on Yelp and TripAdvisor see how we handle it and they're like, ‘Wow if these guys handle their customers this well, their pizza must be amazing.’”

Roger Dooley: Interesting, yeah. I wondered about that. The effect when you start rewarding complainers or even rewarding people who say good things about you. Do you then get a whole hoard of people who just look for these opportunities and say something?

Jay Baer: I talk about that in the book a lot. The whole idea of are you getting scammed by your customers. At some level, maybe a little bit on the margins. But who cares? It has such an impact.

Roger Dooley: The magnitude of your loss from that is small compared to the goodwill that you're generating.

Jay Baer: Absolutely. The biggest challenge that we have in customer service a lot of times is that we feel like we need to be right. You know, the customer's line, “I'm right and they're wrong.” Or the customer doesn't deserve a gift card or whatever. We got to stop thinking about customer service as a right and wrong and just say, “Look, we're going to brand ourselves in customer service the same way that we

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would brand ourselves in marketing.” And think of it in a similar way.

Roger Dooley: Yeah, that’s really huge. It often does get into this sort of doctrinaire interpretation of a particular rule or then, “Gee, you’re two days past that expiration day in your warranty so you’re out of luck.” You may be right but is this really the kind of impression you’re trying to do with that customer?

Because you know that when they go online and talk about the fact that their warranty expired 48 hours before and then the product died and you’re not going to help them in any way, that that’s going to say worlds about your company.

Jay Baer: Yeah, absolutely. And sometimes we get beholden to these policies and we think that those policies are saving us money. But ultimately they’re costing us money because of the negative impact it has on customer loyalty.

Roger Dooley: Let me remind our listeners that we’re talking to Jay Baer, author of the bestselling *Youtility* and the brand new book *Hug Your Haters: How to Embrace Complaints and Keep Your Customers*. Jay, how can people find you and your content online?

Jay Baer: The best place to find the book is HugYourHaters.com. The book will be available officially on March 1<sup>st</sup>. HugYourHaters.com has all kinds of special bonus materials that you can’t get anywhere else. So if you buy the book there, I’ll ship it to you for free and I’ll include all kinds of extra goodies.



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The book is also available all the other ways and places that books are available, audiobook, Amazon, airport bookstores, all that kind of stuff. Best place to find me is at ConvinceandConvert.com. We do twelve blog posts a week, six weekly podcasts, and a daily email.

Roger Dooley: Great, we'll link to those sites and to your books, Jay, and any other resources we talked about during the show on the show notes page. That will be at [RogerDooley.com/Podcast](http://RogerDooley.com/Podcast). We'll have a text version of our conversation there as well.

Jay, thanks so much for being on the show. Good luck with the book.

Jay Baer: Thanks, Roger. It was 100 percent my pleasure. Thanks for having me on.

Thank you for joining me for this episode of *The Brainfluence Podcast*. To continue the discussion and to find your own path to brainy success, please visit us at [RogerDooley.com](http://RogerDooley.com).