

Long Story Short: Unpacking MarTech from Now to 2030 with Scott Brinker

JEFF

hello and welcome back to another episode of long story short the podcast about storytelling and connection where we interview marketers and entrepreneurs to hear the stories they tell about their brands i'm Jeff

SOPHIA

and i'm Sophia this is a podcast by humans for humans who also happen to be marketers on this week's show our guest is Scott brinker

JEFF

scott has been analyzing marketing technology and its impact on marketing organizations for more than a decade he writes the chief martech.com blog and serves as the program chair of the MarTech conference series he serves as vice president of platform ecosystem at Hubspot helping to grow and nurture the company's community of technology partners and the author the best-selling book "hacking marketing" about adapting software management practices such as agile methodologies to marketing teams previously he was the co-founder and CTO of Ion Interactive he holds degrees in computer science from Columbia university and Harvard university and an MBA from MIT connect with him on twitter @chiefmartec

SOPHIA

ever wish you could talk to Scott and hear his advice to further your career well you can hear his biggest tip and more in this week's episode we got to hear everything from what 2030 will be like to Scott's biggest marketing mistake

JEFF

it was such a treat to have Scott on the podcast he is the person for all things related to martech and he clearly has an impact across so many different facets of the industry so without further ado please enjoy our conversation with Scott brinker

SCOTT ENTERS

JEFF

so Scott welcome to the podcast thanks for being on

SCOTT

yeah thanks for having me

JEFF

um so i want to start with this i mean you wear a lot of hats as we just talked about between hubspot the blog the martech conference your book and all sorts of speaking engagements but they're all really interconnected in some way or another so can you tell us about sort of those things and how you really utilize sort of the crossover between them yeah i mean the common

there is it's all martech all the time um what do you do in the morning uh martech yeah what do you do at night um yeah so i mean you know professionally uh before i joined hubspot uh i was a co-founder of a sas company uh that created technology for marketers uh when i sold that company i joined hubspot to help them with uh you know their app ecosystem you know around i mean it's now more than a marketing platform but you know certainly uh you know we're renowned for that um you know so i've always really had a you know a hand in how the technology comes together to enable what marketers can do but at the same time yeah the stuff i've done with you know like the blog and then that led to the conference and you know all these other things um is actually much more of a fascination of not so much really the technology but how are marketing teams and marketers as professionals like how are we evolving you know our discipline uh you know our organizations uh you know with this technology that's the stuff that in some ways i i find the most fascinating uh aspect of this uh but yeah the two definitely uh feed each other

JEFF
that's great

SOPHIA
so as we talked about you wearing a bunch of different hats also your professional journey began a little bit earlier maybe than some other people's would have so we just want to hear starting from then and then you talked about the evolution of the industry but how has the evolution of your career journey played into where you are now

SCOTT
yeah wow okay so digging back in the archives yeah so uh when i was

SOPHIA
as far back as you're willing to go

SCOTT
uh i will date myself but yeah i was a teenager uh you know like right before the internet uh the web really took off uh there were these things called bulletin board systems uh that you know people would dial into with their modems a little bit of a subculture before the web took off uh and so i started as a teenager actually writing multiplayer games uh you know for that community that turned into a bit of a little business um you know now that was back in the days when like you know yeah getting your own little business as a teenager was novel you know it was just like you know zuckerberg like watch facebook out of his dorm room like yeah okay well if you're not gonna build a multi-billion dollar business by the time you're 20 then yeah who are you

JEFF
what you did was cute

SCOTT

yeah yeah exactly oh that's nice but uh yeah it you know i mean it always fascinated me you know this interplay of i mean let's face it the past really incredible evolution of just technology creating net new kinds of businesses you know they used to always say like oh well you know the the jobs your children will have will be jobs that didn't even exist you know when you were growing up and that's true right i mean it's uh influencer marketing program manager for instance um yeah anyway so uh yeah you know i mean that kind of got me down this career of like building things sort of on the edge of you know technology uh you know with communications um but then yeah i mean you know being an engineer it's one thing to build a piece of software but it turns out unfortunately if you build it they don't necessarily come that you actually have to like market this stuff imagine that i started to market you know my own software i actually became just really fascinated with the dynamics of marketing uh and then so over the years you know i ran a web development agency we would be hired by the marketing org you know my team on the technology side would bridge the gap to their i.t team that was actually the genesis of the chief martech blog was you know doing this shuttle diplomacy between marketing and IT a decade or so ago um yeah it was fascinating to see how that collaboration you know emerged from opposite ends right now of the career spectrum um and then yeah you know kind of grew from there into yeah you know sas apps and now what i do at hubspot of helping other people who are creating sas apps build on top of a platform

SOPHIA

that's great so you mentioned a few times now the blog that you started we just want to hear a little bit more about what within your career journey led you to want to start a blog um how you got there yeah

SCOTT

um it seemed like the in thing to do no it's funny i remember starting the blog um just because uh yeah you know as i was having these conversations about how to bridge you know the world of marketing professionals in the world of you know ip and software professionals um it it seemed like okay well let's let's put some of these thoughts down somewhere and you know blogs were you know a thing but uh yeah i mean to be completely transparent here i mean like i launched it in 2008 and i'd say easily for the first three years i mean if i had 50 people who visited the vlog that must have been a ton in fact i was thrilled i was like oh my god we got 50 visitors on fire and

JEFF

look one's halfway across the world

SCOTT

like you know and to be honest i enjoyed it mostly because um well two things one is just the process of you know writing things down i've always found it's just helpful for myself to just like clarify like if you can explain something to someone else it forces you to you know get pretty uh

clear in your own head like all right well what what is this story um and then even when it was only like you know 50 people or so you know a month coming to the blog it was 50 people or so who kind of were very interested in the same thing and to start to develop that early sense of community of like oh yeah you're seeing these same patterns you know where you work and oh how did you deal with this situation and then like they're like oh and i know 10 other people you know have been wrestling with that and so watching those communities like emerge from their very nascent stage um i actually yeah that was a thrilling time long before the blog had any uh you know visibility on the you know like uh the larger marketing scene

SOPHIA

mm-hmm no i really appreciate your comments about writing i know as a writer myself one thing i always think about is like the information in your head is only as good as however you communicate that to everyone else otherwise it's just staying in your head and it's not going anywhere else so i i think the whole way that you can drive community through communicating your thoughts and doing it in a concise and clear way is so essential um so i really appreciate that and how that's stuck with you even even though you started in 08 as a trendy blogger now you're you're still doing it and hopefully more than 50 people are now we think we think there's more than

SCOTT

it might be up to 100 now which is awesome like doubling in ten years

SOPHIA

well you found two of them right here so

SCOTT

awesome okay

SOPHIA

so we know you also have uh the name of the vlog is chief martech.com but martech uh m-a-r-t-e-c so we know you have a funny story there behind uh how that came to be we would love if you would share that um yeah it's one of your your road road blocks maybe in your career development

SCOTT

uh just uh yeah slightly embarrassing but yeah i mean uh you know all right so like i said yeah i was launching the vlog because you had these two communities coming together you know marketing and tech um uh and so i was looking for you know i mean marketing technologist chief marketing technologist is a really long domain name so i was looking for something shorter um and i think someone had the domain martech with an h.com but i mean and i think it was like it's something weird it's actually like a marine technology company um but uh at the time right i mean you know one of the things in the marketing profession is people always talked about marcom m-a-r-c-o-m you know i was like oh well this is the discipline of marcom you know

marketing and communications in fact so i'm like oh great well then i guess marketing and technology would be more tech and if com is just three letters i guess tech can just have three letters which in retrospect i mean like nobody stuck to tec i mean it's just like the dumbest thing like i've ever heard uh so of course i've now you know been stuck with that brand for 12 years

SOPHIA

yeah of course it's all about telling the story right i mean if that's the the worst thing that happens in your career i say you're doing a pretty good job

JEFF

so i don't know um so we want to go from there is we were back in 2008 and i want to spin us forward and i'm going to go even past i'm going to blow right past want to do and i want to go i want to go straight to 2030 how about that so um a lot of you know what i've seen most recently from your blog and from are some of the martech predictions around 2030 and one of the things i found most fascinating i'd love to get your take on is the idea and it makes a ton of sense when you think about it is that technology is almost always going to evolve faster than organizations and fundamentally people can and so i think and and to the way you talk about the technology enabling the people i'm curious from your perspective how do you see the people kind of keeping up with the evolution of technology over the next 10 years and beyond

SCOTT

yeah it's a it's a great question and it's it's challenging i mean i think um there is more happening in the world than i mean even just in like you know the world of marketing is more happening than any one person could like ever stay on top of you know even if you like multiplied you know cloned yourself you know a thousand times over um you know and so i think at some level you just have to accept that is like right you know i'm not going to keep up with all of it what matters is you are continually learning uh you know you are continually like advancing your skills and your perspective um you know and hopefully you know following the things that are most relevant to what you're doing professionally but also you know a little bit of following your passion um you know i think marketing any of these creative professions you know um you know the more you can align what you're showing with something you're genuinely passionate about it just taps you know i think a lot of imagination and innovation that's arguably the most valuable thing you know in marketing um but uh yeah i think the other thing though that is maybe starting to work in our favor is for a long time every time there was new technology it was entirely on us to figure out how to use it you know like manually like pull the levers and turn the knobs um but now this new wave of technology where we're increasingly seeing these you know ai related you know agents that are starting to take on more things that they can do for us you know that's actually i'm i'm optimistic that starts to at least if not completely turn the tide you know at least reign it in a bit of like okay listen i don't need to know all the details of like a statistical model to like run this data science you know program to like identify propensity for churn you know within a particular customer segment if i have a machine learning tool that i trust and i've configured it the right way and i'm feeding it the right data you know actually it starts to do a lot of work for me and then i get to leverage the output of that you know to you

know make sort of higher level strategic decisions and integrate that into the rest of things that are happening so i'm i i think you're starting to see more and more examples now where some of these ai tools are going to help us tame some of the new technology as well as being the new technology itself

JEFF

no that's interesting and especially obviously in a field as sort of creatively driven as marketing to your point um you know around the technology can continue to evolve but so making it more approachable for people and making it easier for them to get into sort of getting the value out of that technology is is it sounds like you know really what the the next couple years will look like

SCOTT

yeah um i think there's also a really nice trend uh you know for a long time software development was um uh let's see here i don't want to you know say anything about my early software colleagues but you know the user experience of a lot of software generally sucked and one of the things that you know we've seen in software movement or particularly over these past five years is increasingly ux has become a competitive differentiator that people are realizing it's not just about the raw functionality it's about how easy do i make it for people that tap into that uh and so yeah you look at current state-of-the-art sas products and they're just so much easier to use than uh yeah the you know predecessors so i think um that's also a trend that hopefully helps us uh keep up with some of these new capabilities

JEFF

yeah as as for me personally as an analyst you know by trade you know where i started i was a sas programmer i i'm a sas certified base sas programmer and now they have all the drag and drop and the gui functionality so no no but nobody needs to learn sort of the languages that i had to or i'm sure you did as well right so

SCOTT

i had to program an assembly language uphill both ways

JEFF

that's right but that's why i love you know sort of the idea to your point around like the no code stuff right like the rise of the the no code and making it a lot more approachable i i really again i think you've started to see that but i really like the you know sort of the idea that this will be you know really much more household needs to be um you know sort of part of it it's a table uh sort of table stakes in 2030.

SCOTT

yep yeah and and it's not i mean i guess uh you know i mean when people hear the phrase no code they think about you know for like programming and apps right oh programming but without the code there's certainly a lot of that but i think i even maybe another way to phrase it is almost talking about these citizen creators this idea that okay well it's not just for you know programming apps it's for like you know doing graphic design it's for doing data analysis it's for

you know like editing podcasts or producing videos it's like all these tools that sort of bottle in the capabilities of experts in a way that make it accessible for the non-experts i mean you can't do everything the experts can do but yeah if you can do like a bunch of stuff that frankly you wouldn't have been able to you know justify paying an expert for you know that little thing anyway and now to kind of get it out of the box i mean yeah that's that's incredible

JEFF

yeah that's great and so i want to talk about a topic that's always near and dear to my heart and that's data so i love the analogy you use in the piece around data not being the new oil but the new oil paint and we've seen this consistently over the last couple years in working with marketers and marketing leaders directly is that you know they say sort of universally their number one priority is how do we attribute um revenue back to marketing activities and what's their number one challenge well attributing right so it's their number one priority and their number one challenge or one in the same which is all around attribution so what are your thoughts in terms of how some of the sort of the advancement in technology and in you know looking towards 2030 how technology will better enable attribution and really being able to kind of prove the value that marketing is creating for organizations

SCOTT

yeah well definitely um i mean there's been great progress on both there's kind of two pieces to attribution there's like uh the algorithm that's you know doing the calculations uh but you know there's been some definitely uh advancement in you know uh you know the algorithms that people are applying to this um but really the big factor comes down to are you feeding the right data into that algorithm uh and the right data is a function of things like is it is it clean data is it quality um you know is it complete right like if i'm only feeding in data you know that comes from visits to my website you know but i've got a whole call center that's running other you know activities i don't connect the dots i can have an attribution model that 100 of this value goes to the website all right awesome uh it's just yeah it's disconnected from reality um and so i think yeah this is we're making incredible progress now on getting all this data connected i think it's interesting that you know there's two pieces to this so attribution models particularly if you're in like b2b or if you're in businesses with you know like long sales cycles or long customer journey uh customer value relationships um you know the attribution insight is phenomenal but it takes time to reveal itself uh which is good but then you know i think if you pair that uh with sort of you know within particular stages of that journey the ability to just more fluidly run experiments uh you know which is again just another feature that the digital world gives us of i mean a lot of the software makes it really easy to run experiments what's held back a lot of companies isn't the technical barrier there it's that it's still here in 2020 a bit of a novelty for a bunch of people think like oh i don't just have to do one version of this you know and take my best guess like huh i could actually have a couple hypotheses and i could try this one i could try that one and it's not that much more overhead to do the experimentation but the way in which it gives you that you know greater range of opportunity to find success and learn from it um yeah i i'm hoping by the time we get to 2030 experimentation is just going to be like a natural part of you know how every market or professional runs their day

JEFF

i i love that and i love the idea and to me to me and i've said that sort of throughout my career is that i don't want to pretend to have all the answers but i know how we can test into them right so it's how can how can you develop experiments to be able to build into that and so to almost have i don't want to say less ownership over these things but not to treat them as precious you know as precious as you maybe you do and saying okay this copy or this creative or this email template or it's like no let's come up with three options and let's let the market sort of do the you know sort of the dude that's deciding for us

SCOTT

uh yeah uh one of my favorite quotes of all time is uh the the nobel prize winning chemist uh linus pauling you know who was asked like well how do you is he like man they've done all this amazing stuff and people ask like how do you come up with all of these amazing ideas and sansa was like oh well the key to having you know a lot of amazing ideas is to come up with way more ideas most of which keep trying all these things by just pure probability you're gonna run into one or two that are good somewhere along yeah i'm paraphrasing

JEFF

no i love that i love that so let me one thing you you mentioned is around you know sort of the idea of some of the ai and you talked a little bit about with some of the attribution modeling specifically and and analytics one of the big issues that any of these things are going to run into is garbage in garbage out right so it's the model and sort of the black box that is now more and more sort of shrouded in mystery since it's you know becoming less and less you know as much that somebody needs to sort of manually impact it um that is only as good as what goes into it and so i see this very often as a lot of times companies will end up getting the right answers to the wrong questions is the way i say it but but i'm curious into how you can see some of this technology like how can some of the technology become smarter about knowing your data is incomplete or your data is biased or you know some of the things that you know maybe a human wouldn't necessarily immediately recognize and then they'd have this beautiful model that is based on you know something that's maybe a misrepresented view of the world

SCOTT

yeah yeah well it's um we've definitely run into that but again this is the great thing about technology innovation is you know the moment a technology comes solves one problem but in the process creates another it's usually not too long until someone then comes up with the technology to help solve that problem and it goes on and so like uh you know if you do a little bit of poking around on like ibm for instance there's a number of companies doing this but like ibm has a practice they've really built out you know for all these tools that their entire purpose in life is to look at these machine learning models and like identify bias you know like identify you know signals that would indicate that hey there's some sort of error or inconsistency uh and i can't remember the names of them but i i feel like i've seen at least two or three funding announcements in the past couple weeks of companies entirely focused on just like okay well this is a tool you add this to your machine learning stack and what it does is it looks at what your other tools are doing and it helps identify you know when there's uh you know disturbances in

the force um and so uh yeah i think it is a genuine problem uh i'm glad to see some technology starting to come to help with it but it's also a thing that yeah i mean as executives as marketers as people who aren't necessarily data scientists i think we need to at least start to embed into our you know thinking the recognition that wow bias and error and model and error and data i mean these these are the big problems we can face in an ai machine learning based you know environment cell

JEFF

that's great and and so one of the um major categories you cover in the 2030 piece is around the growth of platforms networks and marketplaces and you know just kind of curious from from your role but specifically like how does hubspot you know really kind of fit into that vision and how do they help to build that into their future as well

SCOTT

yeah i mean so hubspot definitely uh is in all of those categories right we have a platform that people can build on um you know we increasingly have a network of you know uh you know solution partners and you know app partners um uh and then yeah we've created marketplaces that allow you know the producers of these apps and solutions to connect with consumers who want to you know purchase them um but yeah part of why i came up with that is well you know that's kind of like the you know the software company version of what those things look like i kind of feel like we see these patterns just appearing everywhere you know in marketing today i mean like if you're building your own online community you know if you're creating uh internally some sort of you know um you know you know like brand foundation you know kit that then allows people to like you know run highly customized campaigns on top of that but still be you know within the you know guardrails uh you know that you've governed centrally you know that's kind of like a platform model for creative um you know the networks we use like slack i mean we don't think about it this way but slack has essentially created you know all sorts of cool network dynamics you know within companies and you know uh even across companies now with uh you know uh you know partners or customers getting engaged in these channels too and so i don't know i feel like the the the common thread among all of these is platforms networks and marketplaces allow you to take a very large group of people and allow them to on one hand do a lot of independent activity you know to maximize productivity and maximize innovation but at the same time do it around enough of a centralized set of principles or you know data models or things like this that yeah these things aren't all like floating off completely independent of each other they all feed back into something that helps uh you know with i guess they call it network dynamics right so there it's at play

JEFF

that's great and and speaking of which i mean our our podcast dead at its core is really about connection um and so we love sort of the intentional and unintentional collisions of ideas that happen when people come together and so what have you seen specifically from switching gears a little bit on the martech conference in terms of helping some of these ideas and the and so the new the progress really spread across the industry

SCOTT

yeah the conference is definitely a really special um a special inflection point uh in this industry i remember when we launched the first one in 2014 you know it was still right on that edge of like you know if you talk to someone and said like oh yeah i'm a marketing technologist like yeah i i work in marketing but i do the technology you get these looks of like what you know it just it just like didn't compute like you know yeah i guess you're doing that but that's not like a real profession right uh and i think a lot of people who were in those roles you know they felt a bit like the odd person out they uh they knew what they were doing was good but yeah there wasn't a lot of like recognition or even camaraderie there uh and so that very first martech conference where like all of a sudden like you know hundreds of these folks are able to get together in the same room and be like oh yeah you get this yes yes this is a real thing like oh yeah you know it was such a like awakening uh and for me that was that was amazing uh you know and so i think the conference you know sort of like rode those uh you know early years of this community just even discovering each other and developing a sense of identity um you know so now like yeah you look around on you know like twitter or something and you know people have like you know martech and you know marketing technologists in their profile um it's great that's gotten out such public acceptance but yeah five six years ago that just it just wasn't even in the lexicon of like what's the marketing industry think about yeah so

JEFF

that's great

SOPHIA

so we've talked about a broad array of different success stories maybe some beyond the blog of like roadblocks like we said but beyond that um general success stories within you within the industry we're just really curious personally or professionally how you define success what does success mean to you um of course that's an ever evolving definition but in your brain of scott brinker what how do you conceptualize success

SCOTT

oh wow well if i can you know tell the dad joke on twitter and get at least five likes on it i consider that to be like a really excellent day um

SOPHIA

you're doing great then

SCOTT

yeah okay no i'm in my element my daughter will unfortunately attest to um you know i think the one thing i've really been incredibly grateful for is having the opportunities to create i i think that's what this comes down to it's exploring new things and i'm starting to sound like a star trek explorer brave new worlds and you know uncharted whatever but it's it's like you know i think if i think about like what would be a terrible job for me would be something where it's like okay this is the procedure this is what you do it always works this way do it every day for the next i i say this with some acknowledgement that there's still a lot of jobs in our world that you know you

know sort of fit that profile and i i always yeah i just have a lot of everything for just being like man like if we could just get more people to be in a position where the the rote elements you know of things become less of where we're applying our human time and talent you know and open up more opportunities you know for us to to create to do the human things you know that give meaning uh you know to life so um yeah this turned really philosophical and something anyways okay to me the ability to do that sort of work and have somebody like also uh pay me to like cover the mortgage as part of that like okay that's that's success that's awesome thank you

SOPHIA

that's amazing i mean one thing Jeff and i always say is before anything else you're a human you know and if you can you can recognize that and be have a prosperous career you know you've you've done well so we're well aligned there but another thing you mentioned in that answer is that your day-to-day is not the same right it's constantly changing and that's part of the beauty but can also make it hard for some people who want to break into the industry so uh looking back a little bit one thing we want to know uh is what from your perspective now what would you share what advice would you give to someone who is trying to start out in this industry or where you were starting out what would you have wanted to know

SCOTT

yeah well i mean you could actually make the argument that because things are changing so fast you could argue that actually people breaking in you know the people who are already there don't necessarily have a tremendous advantage over them right because if the playing field keeps changing it's like whenever you show up and you get engaged like all right you know uh yeah you you're a more of a level playing field than you know might have been the case in a more stable you know less quickly changing uh you know profession um i think i think the most important thing is to actually do this stuff hands-on you know and so one of the things i always recommend you know like when people have a particular job they're starting out in marketing uh is first encourage them to volunteer for other projects inside the company anything that you know gives you a chance to just again try new things you know uh experiment it's great and if you can't find anyone who's willing to give you those things in your current job you know then like go home and like start a blog start a little you know business on shopify or something like this not necessarily because oh yeah i'm going to be a blogger professionally or i'm going to be a e-commerce person although who knows maybe maybe you will um but because by having those things where you can say oh okay well i've got my own little shopify store it doesn't do a lot of revenue but i'm like constantly getting an experiment like oh well how do i run campaigns and how do i think of bringing customers back and like oh what happens when i you know embed this capability on the site and how does this affect me in the search and it just to have the ability to like play with this stuff hands-on um i think it just gives you an enormous advantage uh that uh yeah lean into that

JEFF

yeah that's great and one thing i just want to say because i think it's really fascinating is that you know you have even heard you say this about yourself Scott that you sort of live on the

intersection of technology platforms ecosystems strategy and operations but what kind of comes across to me so clearly is really it's how all of that enables the human and the human side of things right like enables the humans to do the work that they do and so i think that's fascinating to see how you know how technical some of your work is but really at its essence it's really about how do you then turn the humans into the creators right so i think that's great

SCOTT

um yeah i mean the whole digital world is it's definitely a mixed bag like it's created all sorts of challenges and problems uh for us that even in 2020 uh the list is long but um at the same time because the dynamics are so different i also feel like it sometimes gives us some of the tools to address these new problems as well too um and uh yeah i mean again like you know the classic example is yeah okay you've got all this technology changing very quickly um so how do software companies keep up uh well one of the ways they keep up is if they become you know a platform with an open ecosystem then it's not just about them having to keep up with everything themselves but you start to now get this connected community of creators around that and as things change there is always some creator somewhere in the ecosystem that's on top of that and keeps up with it and so those ecosystem dynamics actually help us survive in an environment where yeah the just pace of change is um yeah thundering upon us

JEFF

yep that's great and so before we let you go just a couple things we like to ask all of our guests here so the first one is what resources would you recommend to our audience books blogs podcasts anything else like that oh wow um you know i was actually uh so this is somewhat random but i'm just uh rereading a book that i forgot how much i love it's a book called anti-fragility uh by uh nassim nicholas taleb the guided by randomness uh black swan one you know that like you know uh one of the things i love about the concept of anti-fragility is like we're so used to thinking about systems as being these fragile things that oh my goodness this shock happens and the system breaks you know and the whole thesis of uh talib's book on anti-fragility is there's actually a way to create systems that they don't get harmed by change that actually change strengthens them in fact actually ecosystems are like a great example of that exactly as we said it's like because you've got this ecosystem as change happens it doesn't destroy the you know product what it does is because you have now somewhere in the ecosystem people who will be able to react to that and build on it quickly it actually strengthens the overall platform and ecosystem that that change was happening so again not not the easiest thing in the world to always line that up but i think you know that sort of thinking is um yeah the way we we harness these digital forces that we have unleashed upon ourselves

JEFF

that's great and then and then finally where can people find you and your work uh on on the internet and social media uh well i'm chiefmartec without the h at the end and uh also at chief martec without the h on twitter so you're happy to engage and ask me about my brand sometime

JEFF
Perfect

SCOTT
why don't you have an H?

JEFF
well Scott thank you so much for this this is really great we really appreciate having you on uh thanks for your time and thanks for sharing your story with us

SCOTT
thank you so much for having me have a great day

SOPHIA
thanks Scott

JEFF
i want to thank Sirkin research for being the sponsor of our show Sirkin research fuels demand for b2b marketers looking to gain a competitive advantage we leverage original research and data-driven content to supercharge your growth you can find out more on our website at Sirkinresearch.com