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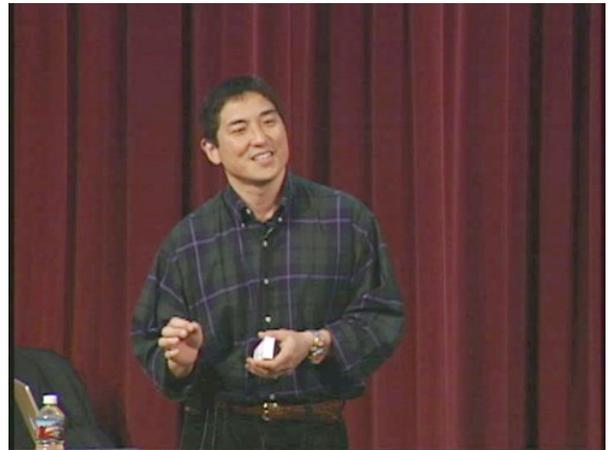
Listen to Customers

Guy Kawasaki, *Garage Technology Ventures*

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Video URL: <http://ecorner.stanford.edu/videos/272/Listen-to-Customers>

Listen to your customers and your noncustomers, emphasizes Kawasaki. People who are not your customers are going to buy your product and use it in ways that you would not expect, he says. It is a good thing to see people using your product in a way you didn't intend means that your product means something to them, he adds.



Transcript

It's been my experience of revolutions that people who are not your customers are going to buy your product and use it in ways you didn't expect. And the bizarre thing is that many companies when they have this happened which is a good thing, they freak out. They say, "Well, we have to reposition our product so the right people buy our product and we want them to use it in the way we intend it." At the very basis let me tell you something; take the money. Take the money. When you see people who are not your intended customers doing things with your -- on it, doing things with your product in unintended ways, it's a good thing. They are perverting your product. And when you see people perverting your product, that's a good thing because people only pervert products they care about. There's only two sort of conditions; they either like your product and pervert it or they ignore your product. Trust me, it's much better that they like your product and pervert it. Okay, now, this leads to a crucial engineering algorithm.

There are two ways to fix a product in an engineering sense. One is you go to all the people who are not buying it and you ask them, "Why aren't you buying it?" They're going to give you good reasons. In 1984 they told me I'm not buying the Macintosh because you don't have 123. I hope you remember what that is, some of you it's a spreadsheet. You know, spreadsheet, this thing rows and columns that adds up. We had no 123 and we had lower quality printer driver. So we go and convinced Lotus to make 123, we go and write a quality printer driver, we go back to Fortune 500 Companies, they still don't buy it because they had other reasons. Okay? So that's one theory. You go to people who aren't buying, you ask them why, you come back to your lab, you fix. The other theory is you go to people who are buying.

You ask them why they're buying and you give them more reasons to buy. Trust me, do that. Do that. If people don't get it, ignore them. People don't get it, ignore them. I like to say it's better to sell to a virgin than to an atheist because an atheist denies you a religion, a virgin has not been screwed before might try your religion. Okay. This isn't being taped, right?