

Hundreds of comments like these were volunteered: "It's wacky. The rhythm sounds like a New Orleans band at 3 A.M." "My kids like to watch most TV commercials, but when that shoe thing comes on they go to the bathroom or refrigerator." "I think it's too uppity up." "Seems to me someone's trying to be too clever."

Something especially interesting turned up when all the interviews were put together and analyzed. The 4 percent who liked the commercial were people pretty much like Ted in terms of income, education, sophistication, and interests. The remaining 96 percent were definitely in a different socioeconomic class.

Ted's commercials, which cost a lot of money, flopped because Ted thought only of his own interests. He had prepared the commercials thinking of the way he buys shoes, not the way the great majority buys shoes. He developed commercials that pleased him *personally*, not commercials that pleased the great bulk of the people.

The results would have been much different had Ted projected himself into the minds of the masses of ordinary people and asked himself two questions: "If I were a parent, what kind of a commercial would make me want to buy those shoes?" "If I were a child, what kind of a commercial would make me go tell my Mom or Dad that I want those shoes?"

### **Why Joan failed in retailing**

Joan is an intelligent, well-educated, attractive girl of twenty-four. Fresh from college, Joan got a job as an assistant buyer in ready-to-wear goods at a low-to-medium-priced department store. She came highly recommended. "Joan has ambition, tal-