

never blow out. The manufacturer priced the product to sell for \$1.25 and then retained an advertising agency to promote it.

The account executive placed in charge of the advertising immediately became intensely enthusiastic. His plan was to blanket the country with mass advertising on TV, radio, and newspapers. "This is it," he said. "We'll sell ten million the first year." His advisers tried to caution him, explaining that fuses are not a popular item, they have no romantic appeal, and people want to get by as cheaply as possible when they buy fuses. "Why not," the advisors said, "use selected magazines and sell it to the high income levels?"

They were overruled, and the mass campaign was under way, only to be called off in six weeks because of "disappointing results."

The trouble was this: the advertising executive looked at the high-priced fuses with his eyes, the eyes of a high-income person. He failed to see the product through the eyes of the mass market income levels. Had he put himself in their position, he would have seen the wisdom of directing the promotion toward the upper income groups and the account would have been saved.

Develop your power to trade minds with the people you want to influence. The exercises below will help.

### PRACTICE TRADING MINDS EXERCISES

SITUATION	FOR BEST RESULTS, ASK YOURSELF
1. Giving someone work instructions	"Looking at this from the viewpoint of someone who is new to this, have I made myself clear?"