Chapter 5: Kenna’s Dilemma

Presented by:
Melanie Swan, Futurist
MS Futures Group
650-681-9482
m@melanieswan.com
http://www.melanieswan.com

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First…test your *blink* skills

Is this song going to be a hit?

Scale of 1-4

1 is “I dislike the song”
### Opposite blink reactions

<table>
<thead>
<tr>
<th>The Experts</th>
<th>Market Research</th>
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<tbody>
<tr>
<td>Craig Kallman, Co-President Atlantic Records</td>
<td>Pick the Hits – Wash DC</td>
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<tr>
<td>Fred Durst, Lead Singer Limpbizkit</td>
<td>Music Research – CA</td>
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<tr>
<td>Paul McGuinness, Manager U2</td>
<td>1.3, 0.8</td>
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<td></td>
<td>Movie, political poling</td>
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- Who’s right? Who’s wrong?
The Pepsi Challenge

- Initially, 57% preferred Pepsi in the sip test
- Then New Coke started to win
- But the market rejected New Coke’s launch
- …Context is important
  - Sip test is not the relevant context; Coke wins in the home test
Louis Cheskin

- The product is the product + the package
  - Margarine
  - Brandy
  - 7-Up

- Many unconscious factors go into how our impressions are formed
The Aeron chair, you vote…

Comfort
Scale of 1-10
(10 is perfect)

Aesthetics
Scale of 1-10
Aeron response

- Initial scores - Comfort: 8, Aesthetic: 2,3
- Later scores – Comfort: 8, Aesthetic: 8
- Message: it is hard for us to explain our feelings about unfamiliar things
- Potential problem with market research is that it is too blunt to distinguish between bad and different/new
  - All in the Family, Mary Tyler Moore
When to blink

- Blink judgments are accurate and helpful in the right context, otherwise can be misleading
  - Record industry experts with Kenna’s music
  - Gottman’s couples diagnosis
  - Snippet of surgeon’s conversation
- Out of context
  - Market research firms with Kenna’s music
  - Coke in the sip test
Conclusion: Expertise and context signal accuracy of blink judgments

- First impressions of experts can be trusted.
- Only experts can reliably account for their reactions.
- Our unconscious reactions come out of a locked room, with experience, we can become experts at using our behavior and training to interpret and decode first impressions.
- Blink impressions are not wrong, only shallow (hard to explain, easy to misinterpret) when they are outside our areas of expertise.