

Blink

Chapter 5: Kenna's Dilemma

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First...test your *blink* skills

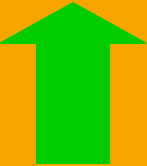



Is this song going
to be a hit?

Scale of 1-4

1 is "I dislike the
song"

Opposite blink reactions

| The Experts | Market Research |
|--|--|
| <p>Craig Kallman, Co-President Atlantic Records Fred Durst, Lead Singer Limpbizkit Paul McGuinness, Manager U2</p>  | <p>Pick the Hits – Wash DC Music Research – CA 1.3, 0.8</p>  <p>Movie, political poling</p> |

- Who's right? Who's wrong?



The Pepsi Challenge

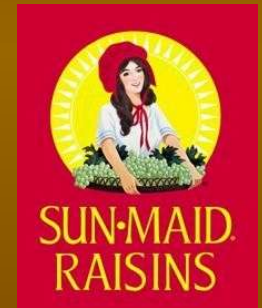
- Initially, 57% preferred Pepsi in the sip test
- Then New Coke started to win
- But the market rejected New Coke's launch
- ...Context is important
 - Sip test is not the relevant context; Coke wins in the home test



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

