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# How to sell nudes

Chelsea Neighborhood New York City, jammed between Greenwich Village and Midtown, is a sanctuary square miles of Mainstream Retail Millennium. Barnes & Noble, Victoria ¢ S Secret, and Restoration Hardware (see built-in photographs) has all the great established, boisterously advanced stations named amid the tour-of-the-century office buildings. The Body Shop, J. Crew, Banana Republic, and the GAP also arrived. ABC Carpet & Home, a carpet shop that has become Megaboutique furniture home, has become a target consumer until itself.two Praws above Chelsea ¢ s Mercantilist fight, hidden in an old hotel, you will find the headquarters of Envirosell Inc. , home of manager-manager Paco Underhill and 25 of his colleagues, who are perhaps the most experienced students in the World's Art and Shopping Favorite Science an Interior Sport AmericaÃ ¢ s. His office is, to be generous, utilitaria: white walls, sliding windows, and a miscellaneous of oak-laminated cubes situated below bulky air-conditioning ducts. Since the appearance of things, this is a retail company, but clearly not in the unique distinctive characteristic retail business.The of EnvirosellÃ ¢ s two floors, in fact, is the collection of ribbons Veheo. There are thousands of them: a little rest on the shelves that rise from the floor to the ceiling, some are stacked in plastic tubs, and others are simply stacked on top of each other. Each is carefully labeled: Chicago / White Hen, Gatorade / July-94; The Costa Table / Pepsi Drive-Thru / 11-6-98 ¢; Ã ¢ deerfield / blockbuster / 12-9-95 ¢ City Á ¢ / Store / Date, Videotape After Videotape.â € ¢ Ah. A Paco Underhill says maliciously, pointing to the huge collection of ribbons, is my retirement Annuity.â € ¢ S is not joking. Out of Hollywood, this could very well be the most valuable movie library of the country. The tapes are meticulous daily retail sociology and, if you want, markers of cultural history. They tell us a little about who we are, and they show us a lot about as a shop.enderhill, 47, founded Envirosell in 1978, a few years after listening to Urban Anthropological William H. Whyte Jr. Talk about the subject of the mechanic of city planning. It was an epiphany for Underhill, who soon realized that he could apply WHYTEAN tools to the retail world. Equipped with a movie camera and a notebook, he could record as many buyers steps took past the store entrance before a pause, the direction they turned, and where his eyes landed. He can track as many times the parents held out his hand to a particular cereal mark, with which side, where the box was located on the shelves in the store, and if protests his childrenÃ ¢ s changed the decision.This parentsÃ ¢ What makes Envirosell á ¢ in malls, restaurants and kiosks around the world. UnderhillÃ ¢ s researchers stores patrol the command of Samsonite, Hewlett-Packard, DennyÃ ¢ s, Torus A and dozens of other merchants, retailers, advertising agencies and financial services institutions, not to mention the service The US postcard. For each task, Envirosell video camcorder positions researchers at crucial points at the store input, for example, or near the registers A, and then they discreetly cruise by the corridors, mapping buyer routes And take notes about your behavior.After returning to the office in Chelsea, the researchers spend hours leaning on the video in Fast-Forward mode, studying buyers as they zip passed expositions and through checkout lines. From time to time, they detect something: an abrupt turn past a table stocked with products, perhaps; An excessively long pause a hallway; Or a clumsy reach for an item thatâ ¢ s was stocked on the bottom shelf ¢ some small gesture. At this point, they decrease the tape, see it again, and a note. They captured an insight.During more than 20 years and thousands of tapes, underhill and his team appeared some interesting insights: first, customers almost always drift to the right; they walk to the right and look to the right, which Why the merchandisers position new products just to the right of the main sellers. Secondly, people do not make more than three or four words of a sign in a store window. Third, buyers go through banks quickly. Fourth, the mirrors remind the buyers who are being observed. And fifth, if you put chairs in a woman's clothing store, men go sit and women go buy longer. These are not opinions; They are facts. And if you are a retailer or consumer-products, they are incredibly valuable facts. But they are also significant observations about business, work and the act of finding - or being - a customer. That's why the new Book of Underhill Ã ¢ â € "Why do we buy: the stores' science (Simon & Schuster, 1999), entered his ninth impression in August. His book is a noticeable business tool, a distillation of all these notes and ribbons, packed in a way that is useful, witty and loving. For this, Underhill, a quiet and almost strange man, became a Menior Phenomenon. In the months since his book left, he was presented in almost 20 national public public segments. He was interviewed by Country Municipal Stations, the Christian Broadcast Network, and a main stage the polka - that, as he notes: â € "our usually make books. PACOMANIA Reigns.and, in the same is Poca, Envirosell is growing with new customers, new tasks and new opportunities to add to the stock of tapes that feed underhill's ability to decode the contained evolution of purchases. Despite his new fame as a successful author and shopping guru, the Underhill still does questions to spend time "in the field," keeping his eyes involved in anthropological observations. On any day, he and his researchers are more than likely â € "hidden in a store somewhere, shot tape and looking for new insights. Rapid company reached him in one of his rare moments back in his office. How did your book and work contribute to the understanding of retail people? The point is that we love or hate shopping. This book maintains a mirror for the purchase experience, so that people can read and see. And this is what brings interest. What we do for sure the rocket science. I mean, it's not as if we invent some magic black box. On the other hand, there is a very distinct logic that goes through a lot of what we do. We can tell you: "If you do this or in a store, here what the consequences will be. Why are these consequences particularly important now? There are some chortic problems here. One is a realization Básica in the business world, if we are talking about retail products or consumer products: The marketing engine we build with some care during the cell XX still works, but it does not work almost so well As needed. As more people perceive the degree it does not work, they are coming to different sources of information or inspiration. In addition, too, in Our culture pressed by time, retailers are recognizing the importing decisions that are made or that are strongly influenced at the point of sale. More and more, people today tend to park the predisposition Of the brand on the door. Ã € Measure that we approach the season 21, the notice of someone being Ã â € ¬ "a che man Vy Ã ¢ â € "In the way there was loyal chevy men in 1957, it is almost the ride. Then we can measure the brand consciousness, brand image and purchase predisposition. But even with all these measures, many people walk at the door of a compencing thinking about buying a brand, and they leave having bought another. I enter a self showroom to look for a Ford Mustang, and if I do not like the seller, I get frustrated. So I leave, and then I go to the Nissan reseller. Nowadays, we are Raspids for dance. And I think consumers are eminently more cynic than we are usually. We were flimflammed, we manipulate and market, and we are beginning to see through the facade. We are more Our seasoning are shorter and our patience is finer. As consumers, we are becoming aware of our power - the power to get our toys and go home, or go somewhere else to play. Are you saying that the old tricks simply do not work anymore? They still work. It does not matter the more intelligent or more experienced to become, there's still something called "Retail Magic", where someone is able to put something out of a way that makes us fall in love with him and have to have it. What is different now is that the same old tricks do not work with everyone. The older we come, the more experienced we become. And while the people of the X generation and generation y are definitely manipulable, they are still more scripts that you and I was when they are their age. Although we live in a world in which there are global brands and identities that almost everyone recognizes, we also see some measure of heterogeneous complexity. There are many subpopulations to sell, more than it used to be. In the same shoes, you will see some people who use brand names outside their clothes, others who think the role is better maintained inside, and others who do not care. Therefore, stores need to find subtle ways to enlarge their reach. One way to do this: stores can adjust your music. Old Navy, for example, makes a great job of playing contemporary music, Ã ¢ â € œ o ~ â € ™ "and some jazz, and through your music selection, the Company does a cross-sectional section of people feel welcome. What buyers are more ignored by merchandisers? There are some groups ignored. First, for all the attention we give to the elderly, that the Shopping segment has not been met the way it could be. The AARP can negotiate discounts, but it is not negotiating focus. Marketing professionals are just beginning to progress in senior accommodation and senior furniture and a attractive clothing. I still have a difficult time getting a generation merchant to believe that going to Nodoles, Flourida to study a large senior market can be a big head to get In learning what marketing problems will be in 2010. So the first group I would focus on Seniors.Women is probably a second next. Women continue to be neglected in traditional male arenas, hardware technology - this despite the amount of purchasing power they wield. Tnic groups are third in the list. Extending to a market is often cheap and effective because the market is technical has fewer choices. We made an interesting case study here in New York, where they asked us to look at the dynamics of a newspaper bank located at Greeley Square. The customer was surprised that Bandahas sat in one of the main corners of New York's Koreateown, and yet, did not fulfill Korean-friendly products, except for weekly papers. There were no Korean magazines, no Korean soft drinks and no Korean beer. No one thought of selling green tea. The problem here: Many times marketing professionals have no real sense of the soil. Where is my store? If there is a community is adjacent to her, maybe it was sense to meet them! Another way to think about the "Deground Question" is to recognize who comes in his territory. This country has become a great tourist destination, and yet we do as marketing professionals to meet this offshore buyer. I challenge you to look for graphs by converting American sizes in European sizes in Disney's gap or shops. If you do to a small gesture like that, you will immediately take rewards.Restoration hardware, for example, is a wonderful store. At the same time, frustrate me. There is no thought given to the International Buyer: Once I had a beautiful Latan frog that I wanted for my (I am one of the rarest New Yorkers who have a garden.) And I wanted to buy one for my business partner in Milan. When I asked about a European hose coupling, the store manager had no idea what I was talking about. However, during the Christmas season, a third of people walking in that store liquid body substance from somewhere where luminÃ¡rias American-size arena ¢ t used very often. With disponÃveis couplings for European hoses it might have meant that much of these frog £ bronze s sold. The store Ã © controlled by its purchase escritÃ³rio in Marin County, CalifÃ³rnia, and I do not think they tÃªm a good sense of whatâ s happening in urban ¢ settings.Is hÃ¡ one difference between how men and how women shopping for their families? First, when it comes to shopping for Famalia, most women are the best-trained £ about it than their husbands sÃ £ o. Wives tÃªm a better sense of discipline and shopping Ã © one more task for them. Wives approach shopping as a money manager, the contrÃ¡rio of husbands who abordÃ¡ it as a Chisel to make money. ItÃ ¢ easier for husbands to slip into drunken-sailor mode: a thata ¢ s good negÃ³cio. ItÃ ¢ s a curious product. I want this. IÃ ¢ will discover how usÃ¡ it when I get home. ketchup salsa flavor, just what I always wanted! Ã ¢ In general, children tÃªm time easier to handle his father. MÃ £ Ã © and better to say, Ã ¢ ¢ in.The you sees the narrowing gap between how men and women behave in stores? SerÃ¡ that we are more alike than they used to be? I think all the Questa £ gÂªnero and sexuality Ã © one Questa £ what weâ re eminently more confortÃ¡vel with in 1999 than we have been in the past. But ItaÃº SA was Launched issue a very curious if itÃ ¢ s looking MENA s fashion indÃºstria and for the Interface £ heterosexual and homosexual men, or Gapbody, which, as I understand, Ã © shop Ãntimas that sells clothing for men and women under the same roof. On the other hand, some successful traders, such as Banana Republic, separated from their stores: Banana Republic for men and one for women Banana Republic. Indeed, almost all the men in these unisex stores like Gap or Old Navy had the Experience to look at something and realize, Ã ¢ Uh-oh, this on the £ meant for me.Ã HÃ¡ that terrifying prospect of being caught in wrong side of store.In womenâ negÃ³cio ¢ s-clothing, ITA Ã © interesting to see clearly Number of women in the £-petite shopping in the petite £ seÃ§Ã. Who can explain it? The Differences of gÃ © nero £ vain being around a previsÃvel future. Testosterone Ã © here for the future previsÃvel. And yet vain £ being a significant Number of men who donÃ ¢ t buy your Self Laundry inside and instead focus on buying beer, Gas and weapons. But many from us sÃ £ the set in the middle of a much deeper revolution.Despite sex every mudanÃ§as buyers attributes, there are new developments that really made it easier to operate in the current retail environment? For most retail stores, thereÃ ¢ s an absolute predictability about who estÃ¡ in the store and when they vÃ £ o be there. You can say whoa ¢ s in and what opportunities they present. If IÃ ¢ m running a bookstore in a mall, I know that the elderly liquid body substance atravÃ © s £ morning early; stay at home moms to shop during the day; liquid body substance by children after school; and purchasing professionals after work. This informaÃ§Ã the £ must tornÃ¡ it much easier to design retail spaces that appeal to each group at each time. For example, that does the £ conceive a £ Exposition the rotary facing the shopping corridor? You transformÃ¡ it in a shape of 10h at noon, it girÃ¡ from noon to 2:00 are then it again ligÃ¡ 02: 00-06: 00. You simply put different books on the sides of the exibiÃ§Ã £ depending on who will be walking past.There one sÃ © series of things that you can do a little Ida © ias that sÃ £ o fundamentally intelligent, which cut through the clutter and that the work. Instead of using a lot of small Ida © ias, intelligent, everyoneâ ¢ s looking for that a perfect moonstone. Here-it's another From a small work of art: There are an elevator in a hotel in New Yorka's financial district with a mirror and a sign below it says something like, Ã ¢ you look hungry. So it lists all the restaurant options that can be found at the hotel. Items bright! There are an MTV MTV Here, involving the use of icons and words to cross a complex thought. It is a technique that applies the same principles Marketing that Reginald Marsh applies to the world of graphs with its giant murals - that somehow was a path in the course of a picture to cross the image of something infinitely bigger. The idea of a mirror and Ã â € œHe "you seem hungry â € ¬ uses the power of a reflective surface. A mirror has always been a magic symbol. Someone has just twisted wonderfully. A lot of what you said looks common sense. Why did not Merchandisers understood? In part, Ãfâ Â © Because merchandising business is on a cowboy stage. It has very little embedded accountability. The shopping point industry is now perhaps four times larger than 15 years, and even in it, it is desperately looking for its place at the marketing table. I lunch today with a Senior McDonald's executive, and I asked her: "How do you spend commercial testing? And how much do you test your merchandising and promotions? Although McDonald's test some shopping point merchandising, he spends a lot more in the verification of commercials. The dollars spent on merchandising if you become a lane closed. And many people speak strategy, but not many of them know about Tthics. We made big steps In the last 10 years, and still, until recently, there was no main school of the country that specifically offered a course in merchandising. Why did not the technology have not solved all these problems? Technology is a question worrying, because as much as it facilitates, too confused. In the last 10 years, many people hit our door with technology, wanting to support him in some applications. Consequently, we spent a lot of time working with technology. We find that we almost all The interactive devices we study on the last one has failed. In some cases, we try to apply technological solutions to human problems. And almost universally, the designers of these soluations had an imperfect understanding of the environments they were studying. Time after time, we saw merchandising approaches that involve putting computers in retail - and no one considered that someone in the ground has to restart the computer regularly. And it is incredible that when I have been able to introduce the technology into the retail space arise, no one seems to realize that any flat surface in a commercial space will achieve something poured into it. We sold a lot of soft drinks in this country. The Ação's water is not good for computers - and finds your way in almost every store. You sound as if the retail environment suffers from a series of disconnections: the disconnection between buyers at headquarters and vendors in the floor of the store, and (the contrary) the disconnection between the manager From the brand designs a marketing campaign and the store flooring that prepares it in the store. We ran a study There is a number of years that looked at the capillary care products for an American Major of Saúde and Beauty-Aides. We went to different stores and took pictures of shelves sets - which products were located where. We have increased about 15 of these photos for different stores, and we take these expansions into our customer's presentation. Everyone got nuts about the photos! Ã ¢ â € "No the right shelf! We do not pay for it! We must have 16 laps and we only have 12! How was this brand on this shelf? Should not you be there! It was incredible to think about this disconnection between our customers, sitting on their export campus in New Jersey, and the own shops, where the objects of their attention were sold. I felt like I was dealing with a master of puppets that were 10 miles from the distance from the stage where the puppets were presenting. This does not mean that all this planning is false, or The execution is not usually very good, but itamus is in no perfect way. As we advance in the century 21, the stores are struggling to control the costs of the work. As this happens, and as fewer people work on the ground, more shops are going to get the wrong execution merchandising. In the comment of food-store, itams were estimated that 25% of the whatans sent never make it for the ground. A quarter of marketing vehicles that are shipped to your site from Ralpha Supermarket to enter through the back door and make a trip only to the bin. Thata S A scary Loses Number.What of your search store that can translate to the commerce on the internet? I Ã Â Ã ¢ I have asked this question innumeratives, mainly from electronic commerce companies. The NET is desperately looking for answers. In a sense, us canâ ã t translate both from the physical retail world to the web. But in another sense, there are a frame in stores that could be powerful in e-commerce. Stores have a certain predictability: I enter a door, after what I follow a prescribed path. The merchandise is presented in a certain way that is more or less consistent of store for store. I get assisting in a certain way. Finally, goods are exchanged by units of value, using an established procedure. Everyone understands these rules; It is a basic system that weigh everything grown, and it works in Calvin Klein, as well as the local level Piggly Wiggly.The Net, on the other hand, does not have prescribed doors. People can fall into as well as fall out. There is a system not established by telling me, Ã ¢ This is the product. One and most important, where the rubber meets the road in e-commerce is that there is no universally understood way to get to transaan Q. I was talking to the research director for one of the most progressive retailers in the world. He was ripping his hair with a web designer trying to figure out what his online shopping cart would look like.Then there are some very basic questions: there are problems of visual acuity and basic communication issues £ o. Lots of material is designed on a 21-inch screen, but it is seen on a 15-inch screen. Above all, there is a basic goodness shown to people in most stores that HASNA T was still translated into the web.erve Considering everything, it is clear, e-commerce has Power.E-Commerce Real It succeeds where the traditional connection between manufacturer and retailer failed. Books, music, movies, pornography, and stocks are five categories in which the relationship between manufacturer and distributor are fundamentally flawed. I say books, because the bookstore is still trying to sell them as consumer products, and the market is buying them as durable goods. In the world of music, manufacturers are eminently closer to artists than for the consumer public. And in 1999, the music is still packed in the same way as it was in 1959 ¢ only the LP format was shrunken to the CD. For me, that are a Disconnect.The real opportunity online is with people who are poorly served today. Why is not anyone discovering where the disconnections are between current retail and nowadays consumers? Is there a search engine that finds large products or high people? There is a sufficient number of them out there. The future of the net will be great, but in its current form, ITA is trying to capture everything in the event of focusing exactly where he needs go. So what does this say about what the web should be doing? The web should focus on creating something better instead of being smart about recognizing distinct niches. Or he can play an important role through the formation of a van between the cyber world and the physical world to support each other. I love that you can get into a borders and order a book from your warehouse through an internet kiosk and The book delivered to your home. And if it is not the book you want, you can return it to the store. But the Victoria ¢ s Secret Catallog, the Victoria ¢ S Secret Store, Store, SÃ £ VictoriasSecret.com the three separate companies. Thata ¢ s really dumb. When you see what kind of currency the £, you know that the opportunity Web Ã © simply be your missed.So Forecast £ o Ã ©, WEA will always have stores.Yes, WEA will always tÃªm stores. Part of what will come out of the Web, however, Á © an interesting muddying than Ã © the phasic space and what Ã © the ciberespaÃ§o. And if I can walk ATA © market here in Union Square, go Ã s purchases of vegetables, and then drop off my order in a Ã © cybercafÃ? Or do the same for the soap or £ higiÃªnico role? That allows stores to reduce their footprints dramatically out of categories of goods inÃºteis to present to público a relatively small front-end for a £ operaÃ§Ã much greater Shed © m and the £ Distribution. Part of what WEA estÃ¡ looking, Enta £ o, Ã © s granddaughter's future as part of our brick and mortar existence. So how can I use my store to boost trÃ¡fego to the network, I can use the Net to drive trÃ¡fego for my stores.Everyone estÃ¡ lÃ¡ out in search Solutions technology mÃ¡ gene, and Ia m sure there will be better ones than those we have now. Technology may have answers. But Latvian ¢ s Inacio with bÃ¡sico and see if we can obtÃª them right! IÃ ¢'m still amazed at the Wed £ far the companies are in e-commerce way without understanding its consumers. What serÃ¡ Ã © always true to have a good pair of eyes and spend a little time in the CHA £ sÃ £ o valuable. As much as technology can be able to capture transaÃ§Ãµes and Mecca system ¢ nico might be able to generate the numbers, ITA difficult for such technologies to capture the pace of real life.when, you will buy, what you catch ? As merchandisers get Minutes © you? © Ata certain point, my approach to the stores has been spoiled. Wherever vÃ¡, IA m involved in deconstructing the store. I love it fazÃª Dona t me wrong. But often makes me angry. When I see something done wrong, and when soluÃ§Ã £ o Ã © tÃ £ o Ã³bvia, I want to get the manager and yell, Ã ¢ ¢ Youâ will make more money if you just turn the tables! Why fazÃª it this way? He doesn ¢ t make any sense! DonÃ ¢ t you know that about 85% of the world Ã © right-handed? Put this on the other wall! Ã Keith H. Hammonds (khammonds@fastcompany.com) Ã © one sÃªnior editor of Fast Company magazine. You can reach Paco Underhill Web (www.envirosell.com) or by email (info@envirosell.com) .In a short time perÃodo a Paco UnderhillÃ ¢ s Why We Buy: The Science of ShoppingÃ ¢ (Simon & Schuster, 1999) estÃ¡ quickly becoming a bestseller negÃ³cio. Here, adapted from the book, sÃ £ o some of the main liÃ§Ãµes UnderhillÃ ¢ s in stores, consumers, and shopping.Bring Ã ¢ on in; then keep one in there.The amount of time shoppers spend in a store Ã © Ãºnico perhaps the most important factor in the £ determinaÃ§Ã as they buy the £ vain. Most of the advice we give to retailers involves ways to get consumers to shop longer.Honor ¢ Ã ¢ the zone.Ã transiÃ§Ã £ o When entering a store, people need to slow down and solve estÃmulos. Which means everything who is in zone they cross before making that transiÃ§Ã the £ estÃ¡ almost lost them. If thereÃ ¢ Ã © one Exposition £ the merchandise, theyâ ¢ £'re in the will levÃ¡ it. If thereÃ ¢ Ã © a signal, theyâ ¢ ll probably be moving very fast paced to absorb your message. If the team beats them with a warm sales Ã ¢ I ajudÃ¡ it? The response to the © will be more provÃ¡vel, one in the £, thanks.Ã The Bonea mÃ ¢ £ are connected to the wallet. The fact that most buyers tÃªm two mÃ © Ã £ the well known. But Implications that often sÃ £ o ignored. ItÃ ¢ Ã © difficult to overstate the matter ¢ INSTANCE of Questa £ the £ mÃ to the world of shopping. A store can offer cheaper, better sexiest products, but if the customer Cana t buscÃ¡ them, ITA Ã © everything for nothing.Mirrors against the banks. People slow down when vÃªem superfÃcies And they accelerate when they see banks. Bank windows are boring and so are the banks. Mirrors, on the other hand, are never maids. Therefore, never open a store next to a financial institution by Time pedestrians arrive at you, they will be moving fast for window purchases. If you can not help be next to a bank, make sure you have a mirror or two on your façade to slow down buyers. Please. Men always move more fast than women do through the corridors of a store. Men spend less time looking for too. In many configurations, it is difficult to make them look at anything they did not want to buy. The men also do not like to ask where things are - or any questions, for that matter. If a man can not find the section, he is looking for, he will run around once or twice, then leave the store without ever asking for help. The Geriatrics. In 2025, almost a fifth of the American people will be 65 years or older. All retail will have to meet the elderly because they will have the numbers and the dollars. But we'll need a totally new world. To get started, the words in packages will have to be large enough for people to be lifted. they.


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