

Introduction

In an effort to discover why we buy, Paco Underhill set out a mission using video equipment, store maps and customer profile sheets to gather research. Once his business began to grow he founded a consulting firm, Envirosell, and began to discover over 900 aspects between the shopper and the store. *Why We Buy*, gets down to the basics of how retailers and consumers interact. Each chapter takes the reader through a series of important tactics to remember when being involved in the business world. The science of shopping is introduced and opens the eyes of all consumers and places them on the edge of their seats. A variety of topics are discussed that would be beneficial to anyone involved in the areas of retail, marketing, advertising, design, architecture, and shopping.

Section I: Chapter I- A Science is Born

Summary

Why We Buy begins with an example of a day in the life of a tracker, following a lady around her store noting all movements she makes. Shortly the question, "Since when does such a scholarly discipline even exist?" is asked in regard to the science of shopping. The answer to this question is deeply rooted in the study of anthropology. Anthropology has devoted a branch to the study of the modern shopper, and how the interacting with retail environments (not only stores, but also banks and restaurants), including but not limited to every rack, shelf, counter and table display of merchandise, every sign, banner, brochure, directional aid and computerized interactive informational fixture, the entrances and exits, the windows and wall, the elevators and escalators and stairs and ramps, the cashier lines and teller lines, the counter lines and restroom

lines, and every inch of every isle—in to the deepest penetration of the store itself. Although this is a very detailed list, it is only the beginning of things considered in the science of shopping.

Anthropology studies have failed to examine the minute details that may provide a better description of actions and product placements, which is why the science of shopping was created. The science of shopping not only studies the store but it studies what human beings do in it. For example, someone practicing the science of shopping may not only study where the shopper goes in the store, but what path they took to get there or what they chose to read or decline to read.

Several tools are used to account for actions but the most important tool in the science of shopping is a tracking sheet, which is a low-tech piece of paper. For clarification, trackers are the field researchers of the science of shopping, the scholars of shopping, or, more precisely, of *shoppers*. Trackers secretly make their ways through the store following shoppers and noting everything they do; usually as soon as the person enters through the store entrance. Graduate students were once a prime candidate for this position but have been replaced by smart creative people, such as artist, actors, writers, etc. This may seem like an easy job but candidates recruited for this type of work must go through an extensive training session. A tracker must be able to record up to around forty shopper behaviors and be able to use the system of shorthand notation. Due to varying information needed for each job, a computer program cannot be created to bring together all the details, so Excel remains to be the prominent programmed used. Underhill credits a man by the name of William H. Whyte, or “Holly,” for the beginning foundation of the science of shopping. Whyte was, essentially, a scientist of the street. His main mission was to focus on improving cities by finding ways to make them better for citizens. He observed park benches to parks to plazas. Underhill was influenced by his methods while

working with him at Project of Public Spaces (PPS). Underhill first used these methods when hired by the Lincoln Center to see if a larger gift store might be viable there.

After observations were conducted, a few suggestions were given and a few were put into action. Not long after the Lincoln Center assignment, Underhill met a young executive with Epic Records, a division of CBS an ran by him his bright idea of measuring what happens in stores, and the man asked to be sent a proposal. He waited over a year to hear back from the company and no type of contact was made. Then, out of the blue, a lady phoned saying she had found the proposal and would like to know if he was interested in studying a record store. He accepted the offer and the science of shopping was born! Shortly after, an effect was discovered called the butt-brush effect. The butt-brush effect is when a shopper is disturbed by being brushed by another shopper from the behind. It can be the result of bad product placement, or non-adequate space.

Underhill notes that before the science of shopping existed there was two ways to measure what took place in a store. The most common way was to simple examine “the tape”- the information that comes from the cash registers, which told what was bought, when and how much of it. The second was polls and surveys, which were used by most of the world interested in market research. By using polls and surveys, cross referencing was used in order to target a certain audience.

The science of shopping closely relates to the state of the current economy. The following statement explains how shopping is practically unavoidable, “You almost have to make an effort to avoid shopping today. Stay out of stores and museums and theme restaurants and you still are face-to-face with Internet shopping twenty-four hours a day, seven days a week, along with its low-rent cousin, home shopping on TV. Have to steer clear of your own mailbox,

too, if you're going to duck all those catalogs." With shopping being available anywhere, at any time, retailers must use the science of shopping in order to break through the clutter, and realize that the influence of brand names is disappearing. Although brand and traditional advertising build brand awareness and purchase predisposition, those factors do not always translate into sales. As a result, an important medium for transmitting messages and closing sales is now the store and the aisle, and finally, studies prove that the longer a shopper remains in a store, the more he or she will buy.

Analysis

The main point of this chapter was to introduce what the science of shopping means and compares it to anthropology. Underhill gave several examples of in the day of life of a tracker and how the science of shopping can improve stores relations with the customer. The beginning chapter is the foundation for the rest of the book; it provides a general sense of the contents of the book and explains concepts and terms that are important to know. Chapter one helped me realize that just because things/problems should be obvious, doesn't mean that is it. For instance, you would think that if you were in charge of the store you would realize that a rack is in a bad position if shoppers were getting bumped by others entering the store, right? Wrong, through the science of shopping, trackers found this to be a reoccurring unrecognized problem, termed the butt brush effect. After reading about the effect, I began to reflect upon my own experiences. I too have been a victim of butt brushing! Almost every time I enter Wal-Mart I stop to look at the items to the left of the door and I always get brushed by a person or buggy; it occurs so often I sometimes move on and ignore the products that are being sold in that area. The science of

shopping is a step above anthropology and not only looks at what shoppers do but why they do it. This chapter challenges the mind to interpret what you see and discover how to make it better.

Section I: Chapter II- What Retailers Don't Know

Summary

Chapter II switches to the perspective of the practitioner, the retailer, since they are who is expected to absorb all the lessons and then apply the principals of what was learned. It is important to realize that a senior executive in a multibillion dollar chain could be wrong when asked, "How much doesn't the retailer already know?" Underhill explains that the executive may not know as much as you think, he would know a lot of information about the chain in general, but may not know the information when broken down about individual stores.

After conducting a study at the executive's store the concept of conversion rate was introduced, meaning that shoppers need to be somehow transformed-"converted"- into buyers. In general terms, just because a shopper is in the store, doesn't necessarily mean they will purchase something. The retailer must convert the shopper into a customer. The executive was appalled to find that the percentage of people buying items in his store was half the amount of his estimated guess. In disbelief he proceeded to conduct a private study that yielded the same results.

Underhill continues to describe the most important factors to consider. The first factor being the most important; the amount of time the shopper spends in a store determines how much she or he will buy. The second important factor discussed was the stores interception rate, meaning the percentage of customers who have some contact with an employee. The final measure is really simple; waiting time, the amount a customer waits can directly affect their satisfaction.

Underhill also found that companies don't know who their shoppers are. The products they sell do not cater to the needs of their shoppers. If shoppers' needs are not met then the store is no longer needed.

Analysis

Chapter two took a deeper look at what retailers don't know concentrating on conversion rates and the interception rate. I was surprised to learn that the average shopper spends only two minutes in the cosmetics section, and the average shopper who bought something spent only 30 seconds more. Wow! If I was asked how long the average shopper spent I would have guessed at least five minutes, but once you consider how our society is today, everyone is in a hurry. Today's society wants everything as fast as possible, which accounts for the success of fast food restaurants and express check-out lines. Shoppers normally have a goal so they rush in, look what they need, and rush out, with little to no interaction with a salesperson, the interception rate.

Once again, the interception rate is the percentage of customers who have some contact with an employee. Underhill stated that by increasing the interception rate would decrease the amount of shoplifting. I personally, had not considered the interception rate to correlate with amount of shoplifting but my eyes were open to this concept.

The final measure introduced was waiting. I know we have all been a victim of having to wait. We wait to find a parking spot, we wait in line to the bathroom, we wait in line for the dressing line and then when we are more ready to leave than ever, we have to wait in the check-out line. A very interesting point that Underhill stated was that when shoppers are made to wait too long in a line, their impression of overall service plunges. Customers tend to remember negative details longer and may hurt the reputation of the store through word of mouth, as we

learned in class. A store must be careful to provide a very positive shopping experience and ensure that the customer walks away happy.

Section II: Chapter III- The Twilight Zone

Summary

A parking lot, is about as exciting as it sounds. Chapter three begins with the reader picturing a few people walking briskly through a parking lot. What they see, how they feel and what they smell. The first question is what do you see ahead? Windows would be the answer, so one may then ask what's in them? The answer may vary from person to person due to the elements of the weather, the amount of sunlight and the size of the items on display, but while rushing to get into the store no one is actually going to stop and try to figure it out.

Once in the store, the shoppers' momentum is built up from racing in from the parking lot and it takes them a minute to slow down. The transition zone is the area right outside the front door to several feet with in the store. In this zone shoppers are adjusting to the lighting, the temperature, and situating their personal belongings. They are not paying attention to the baskets located near the door of the flyers to the right. If greeted and asked if they can help them quickly reply no and begin to browse because they do not know if they need help or not yet. In order for the customer to take notice of the baskets or flyers they should be placed at a distance of ten feet from the door.

It is a common misconception that being in the front, ahead of the competition, is an advantage but according to the science a shopping, being in front is not the best place to be. Shoppers tend to speed by the front part of the store failing to read anything posted other than store hours. A way to fix this problem would be to leave enough space for the shopper to settle

in, if the store does not have the room to spare, they can keep from trying to accomplish anything important there, and they can take steps to keep that zone as small as possible.

So what can you do with a transition zone? Overhill explains that you can greet customers-not necessarily steer them anywhere but say hello, remind them where they are, and start the seduction. Wal-mart is the example given. Sam Walton's, the founder of Wal-mart, observation was that if you hire a sweet lady just to say help to incoming customers, none of them will dare steal. You can also offer a basket, a map or a coupon. By performing one or all of the suggestions, they will help slow down the shopper.

All rules are made to be broken and the science of shopping understands that. A store called Filene's Basement not only broke the transition zone rule but smashed it. They decided to slow customers down instantly with a large bin of deeply discounted merchandise to where it was such a good deal it stopped customers in their tracks.

The previous example introduced a new concept: Instead of pulling back from the entrance, push the store out beyond it—start the selling space in the parking lot. Not such a far off idea when you think about tailgaters using parking lots, in all weather conditions, to prepare for a game. By having the merchandise pushed out into the parking lot it begins to address the situation that much of the country has turned into a parking lot, so why not use the space.

Chapter three is concluded by choose wisely what noise displays you place in a transition zone. Although a talking Cheetah by the name of Chester may be effective, it may cause problems with your employees. If the motion activated sound device is so effective that the greeting ran constantly, it may soon madden the employees, and cause them to disconnect Chester, making him agreeable but forever mute.

Analysis

Chapter three, The Twilight Zone, focuses on the front part of the store, the parking lot and the transition zone. I found this chapter to very informative for it gave insight to customers' minds. It is true that when you are in the parking lot you don't gracefully walk, you dart into the store as quickly as possible. The parking lot is not a pleasant place to be. It also made me realize how ineffective signs are that are placed in store windows. Majority of the time I have my head down looking where I'm walking, or talking to whoever is with me not looking at the windows. I may pay attention to a sign that has a word or two, but would never take the time to actually stop and read a sign. Upon approaching the door, the only thing I care about is finding the handle and entering the store, and once in the store, I don't even bother to look at the "in your face" merchandise. So I agree that the front in the store is not the best place to position important merchandise or information.

Chapter three introduced a new concept of pushing the store out beyond the entrance. I disagree with this strategy because I feel as though it would be an uncomfortable atmosphere to shop. The feeling of safety and privacy could be jeopardized. I also feel as though being outside would give the merchandise a cheap, discounted reputation. Some shoppers may feel as though other shoppers would look down upon them for browsing "cheap" racks, and the shoppers' need of feeling accepted would no longer exist. Maslow's Hierarchy of needs would need to be considered in order for the outside approach to be successful.

Section II: Chapter IV- You Need Hands

Summary

Chapter four begins with a ladies shopping experience. It's a cold day so as soon as she enters the store she has to decide what to do with her coat, (which normally ends up on her arm), and what do with her purse, (which normally ends up tucked under her arm). So with one hand/arm taken she only has one arm to shop with. This is a classic moment in the science of shopping. The fact that a shopper has only two arms has been unimagined, undetected, unconsidered, un-accommodated, unacknowledged, and simple put as ignored.

While studying a newsstand, Underhill recognized the issue of hand-allotment. Like many businesses, its success depended on the ability to process large numbers of transactions during the periods when everybody is in a hurry, rush hour. If commuters believed it would take too long in order to make a purchase they would choose to wait and take their business elsewhere. One problem that was discovered during the study, that caused the speed of transactions down, was that customers had no where to place their belongings during a transaction. They would either have to place their personal items on the ground, under their arm, or between their legs. The quick shopping experience could be improved by simply building a counter where customers could rest their stuff. By improving the speed of each transaction, more customers would be able to shop and in return an increase in revenue.

The hand-allotment issue is not only a problem at newsstands. The chapter continues to discuss how placing baskets throughout the store, instead of just at the front, could increase sales. Studies show most customers enter a store with the intentions of purchasing only a few items but accumulate a few extra items along the way. With the assistance of a basket, the shopping experience could improve. Customers would have the opportunity to grab a basket, place their

items and still have room to select more items. So the lesson seems clear: baskets should be scattered throughout the store, wherever shoppers might need them.

After the correct placement of baskets is decided, a store should then pay attention to what kind of basket would best suit their customers' needs. Although a hard, plastic, rectangle box with metal hinges may be suitable for items that need protection, once heavy they may become hurtful. For book stores or clothing stores, canvas or mesh tote bag would be functional and more comfortable for the consumer.

Two suggestions were made at the end of the chapter. Suggestion one would keep customers hands free and unburdened. The idea would be to create a combination coat check-package call system. Customers could check-in all their personal belongings and salesclerks would be instructed to dispatch the bags and boxes to the will-call desk near the exit. After the customer had finished a hands-free shopping experience they could head to the door and be gone.

With this suggestion in regards to souvenir shops, visitors could purchase their items and have them on hold so they could pick them up at the end of the day instead of shopping during the busiest time, right before the park closes. The one problem that may occur with this is that the visitor may forget to pick up their items; in that case the shop could have them delivered to their hotel.

The last suggestion made by Underhill in chapter three, regarding hand allotment issues, was suggested to Bloomingdales. The eighth floor had proved to be not well suited for selling due to the difficulty of its location, so the suggestion of the floor to be turned into a kind of semi-private retreat for better customers was made. The floor would be completed with attended restrooms, ATMS, a café, etc. By providing this kind of service to better customers would prove to be most profitable on an even bigger scale.

Analysis

The basic point of chapter four is that by allowing your customers to use both hands, their shopping experience will become better and it allows them to purchase more items. After reading this chapter, I began to think about the shopping experience for people with disabilities. It is not common in society to pass someone with an artificial arm or birth defect. How do they shop, especially if they have a coat? How could a store cater to the needs of the disabled and is it being done? I personally, have no suggestions to these problems but I feel as though the science of shopping may have an answer. If not, then they could conduct a study to encourage and inform stores on how to better serve this market.

Section II: Chapter V- How to Read a Sign

Summary

Chapter five begins with Underhill sitting in a conference room about to be shown a new sign that will go into about five-hundred or so stores. When the graphic designer asks what he thinks about it he replies he doesn't know because it is in a perfect, controlled environment, not an ideal store. He continues to discuss how a sign will be seen differently according to the lighting, the weather, and the position in which they see it. People never sit still; they are constantly moving from one place to another and have little intent to read a sign. So the point he wished to stress was that showing a sign in a conference room, while ideal from the graphic designer's point of view, is the absolute worst way to see if it's any good. The only one way to determine whether a sign is any good or not is to see it in place, on the floor of the store.

After the sign is placed, several elements determine whether it will be successful. The sign must be placed where customers will have enough time to read it because if they're not reading it, even the best sign won't work. This task is difficult for trackers to track because the difference in an inadvertent glance and a thorough reading might be two or three seconds. They must choose the correct positing behind the sign and watch shoppers for hours upon hours, hundreds of people, thousands of minuets then compile the data. Once the data is compiled and analyzed, then it can be determined whether or not it is a good sign.

Chapter five continues to discuss that the most common mistake in the design and placement of signs and other message media, is the thought that they're going into a store. That is where a common misconception lies; signs are a three-dimensional TV commercial. A sign is a walk-in container for words and thoughts and messages and ideas, not just paper placed in a store.

The walk-in container should get the audience's attention. Once this is achieved, the message should then be presented in a clear, logical fashion with a beginning, middle, and end. The information must be presented in a way that the viewer may take in small amounts, layers at a time and in a proper sequence. It is very important that each step is accomplished completely before proceeding to the next step.

In order to decide the best possible way to present a clear message, in a logical way is to ask the following questions; what will shoppers be doing here? And what about here? And what will they be thinking about there? What will they be doing there, etc. By taking the answers into consideration you can figure out the best zone for the sign. Overhill emphasizes that each zone is right for one kind of message and wrong for all others. A sign must be placed where the shopper will have enough time to read it for example escalators. Escalators are a place where people have

to wait and have time to read a longer message. This place is still unrecognized by advertisers and could be a potential hot spot for advertisements.

Although most industries around the world struggle with the proper use of signs the fast-food industry has it figured out. The fast-food industry understands that you can put a sign in a window or just inside a doorway it just has to be effective, meaning one or two words. The sign must be able to be read in a second and a half because most customers are looking for either the bathroom or the counter. Underhill notes that placing a sign on the way to the bathroom is ineffective because the person has other things on their mind, but placing a sign on the way back from the bathroom, will be effective. He also notes that signs placed after the order counter can be effective as well. Although the customer only skims the board to find the item they want, while they're waiting for their food they have time to read everything that is around them.

In a study conducted by McDonalds, results showed that 75% of customers read the menu board after they order, while they wait for their food-during the "meal prep" period, which averages around a minute and forty seconds. A minute and forty seconds is a long time to be able to send a message to the consumer and will provide enough time to place a long message. Fast food restaurants are clearly zoned. The deeper in the customer is, the longer the message can be. Two or three words at the door; a napkin filled with small type at the tables, Subway for example.

Another misconception is discussed. Most people think that an advertisement should be able to stand on its own and that each sign should contain an entire message. This is not only unimaginative but ignorant. It is a smart design by breaking down the message into two or three parts, and communicating it a little at a time as the customer gets farther into the store.

The best example of correct sign design and usage would be to look at roadway signs. Yes, you read correctly, road way signs. They contain the correct principals; no extra words, the right sign at the right place; enough signs so that drivers don't feel ignored or under informed; not so many signs so that there's clutter or confusion.

The chapter comes to an end by explaining once again then need for simplicity; correct placement and size of not only signs but billboards as well.

Analysis

Chapter six covers the proper design and usage of signs. I was amazed at all the things you actually have to think about in order to design an effective sign. I too, like most ignorant people discussed in the book, would take a sign and place it in an okay spot, not considering all the important elements. One example I thought of regarding sign placement, occurred on the campus of Appalachian State University. As you enter Wey Hall you see a small table set up with a few people sitting around it. As you pass you are unsure of the product they are selling because the sign is small and is blocked by friends conversing. I glance over then proceed to go through a second set of doors. I shortly enter the elevator and exit on the third floor. Ahh ha! I see the same sign as the one taped to the front of the table downstairs. The girls at the table are selling coffee, hot chocolate and tea for the AMO club, but if I want some then I have to get back on the elevator, go down two floors and through the doors in order to purchase a cup. Point being, if I had been able to see the sign at the table I may have purchased a beverage. The sign(s) were placed in the wrong places and people were not able to access the information in time to purchase.

After reading this chapter I would suggest the sign to say, “Coffee, Hot Chocolate, Tea, 1st floor lobby, \$1,” and place it on the door at eye level. By the sign having fewer words and at eye level, students and faculty could see the sign as they entered the building and purchase the beverage of their choice. The signs could also be placed in surrounding building to raise awareness of the sale. Once a beverage was purchased, the worker of the table could thank the customer for their support of the AMO club and still accomplish club recognition.

Chapter five, How to Read a Sign, made me realize the importance of signs and the complexity of the design. It also taught me how to read a sign and things to contemplate when designing one. I know that I will be critiquing every sign I see for a while.

Section II: Chapter VI- Shoppers Move Like People

Summary

Chapter six began discussing the most crucial aspect of shopping, the one that looks the simplest, walking. A good store is defined as one that exposes the greatest portion of its goods to the greatest number of its shopper for the longest period of time—the store, in other words, that puts its merchandise in the path of shoppers and then determines which parts of the store are under visited. In order to determine what parts go unvisited due to poor planning, trackers routinely perform an hourly “plot” of a store, meaning that on the hour, a tracker quickly breezes through every part of the store, counting how many shoppers are in each. If the flow of the store is good, if it offers no obstacles or blind spots, then people will find their way to look at every nook and cranny. If the tracker finds a problem with the design or layout, the tracker will find some empty corners.

A smart store is defined as a store that is designed in accordance with how customers walk and where they look. A smart store should understand shoppers' habits of movement and take advantage of them instead of ignoring them or even worse changing them. One fact that Underhill emphasizes is that people slow down when they see reflective surfaces, and they speed up when they see banks. Reason being, banks are boring and they are not the most popular place to visit, so they speed up to pass by them quickly, to make customers to slow down place a mirror or two on you façade or in your windows.

The fact that people invariably walk toward the right, was also discussed. It is something that goes unnoticed unless you are specifically looking for it. It has said to be because it is the side of the road American shoppers drive on, and the Brits and Aussies walk to the left. The retail environment can improve exposure of the most important goods by placing them on the right side (American stores), since it's the prime real estate. If the retail store wishes to place something into the hand of a shopper, it should be displayed just slightly to the right of where the shopper will be standing. This information is used when planning Planograms, the map of which products are stocked where on a shelf.

Another fact that should always be taken into consideration is humans walk forward, not sideways. Although this may sound like common sense, most stores are designed for the non-existent beings who walk sides ways. Shoppers find it uncomfortable to turn their head to the side in order to look at merchandise so they keep their heads straight and only look at what is a head of them.

This issue is not limited to a store's shelves. This issue is also a problem on the street. When people walk forwards, instead of sideways, it affects display windows and hanging signs. Most people approach the windows or signs from the left or right, rarely head on. The solution to

this problem is simple: re-hang the sign and have displays canted to one side so they can be more easily seen from an angle or have the window display tilted to the left. By making these simple changes the number of people who truly see them would be increased instantly.

So how do you do you fix the problem in a store? One method called endcaps is used in every store already. Endcaps are displays of merchandise on the end of every American store aisle. They have proven to be tremendously effective at exposing goods to the shopper's eye. An endcap can also be effective because they make up much of our exposure to the main drive aisles in the grocery stores. Although they are very effective they do have built-in limitations. Each aisle can only host two endcaps, one at each end.

If endcaps are not a choice by the store they can choose a different option called Chevroning. Chevroning places shelves or racks at an angle so more of what they hold is exposed to the vision of a strolling shopper. If this option is used the shelves must be placed at a forty-five degree angle instead of a ninety degree angle to the aisle. The negative part of Chevroning is that it requires about one-fifth more floor space.

Also in designing the layout of a store, it is important to remember the pinball effect. The pinball effect is the felicitous dispersal of merchandise that bounces shoppers throughout the entire store. To put the effect in simpler terms, the merchandise itself is a tool to keep shoppers flowing.

Another term to also remember is the boomerang rate. The boomerang rate measures of how many times shoppers fail to walk completely through an aisle, from one end to the other. One way for retailers to end this problem is to position the most popular goods halfway down the aisle, and manufacturers should attempt to do just the opposite to keep their products as near the end of the aisle as possible.

Chapter six concludes by expressing that not only is the type of aisle important but so is the front and back of the store. The back must be appealing in order to persuade the customer to wander back and the front must be appealing to draw customers in. The back could have a large graphic or produce some type of noise in order to gain the customers attention and the front could display merchandise that appeals to the demographics of the current shoppers.

Analysis

Chapter six focused on how the elements that should be considered in order to have a store flow interestingly and smoothly from one section to another. By doing so, the store will automatically draw shoppers to the farthest reaches. This chapter discusses similar topics as our textbook, *Consumer Behavior* by Hoyer, MacInnis. In chapter two of our text, we learn about developing and using information about consumer behavior. The topics covered in this section that relate to chapter six include how our offerings should be positioned, should our offering be repositioned, and how should stores be designed.

How should our offerings be positioned? Hoyer, MacInnis, use the example of how to position a new cell phone in the market. Although they are only marketing one product, the solution remains the same whether it be an individual project, a retail store or a grocery store; keep it simple. Make it easy for the customer to navigate and they will be able to understand and quickly accept.

Should our offering be repositioned? If a store is not designed for proper flow then shelves or products will need to be repositioned. The boomerang rate and Cheveroning are about repositioning merchandise in order to increase product exposure and/or to create a better flow.

How should the store be designed? Hoyer, MacInnis state that supermarkets are generally designed with similar or complementary items stocked near one another because consumer research shows that customers think about items in terms of categories based on similar characteristics or use. I feel as though Underhill could have taken this data and expanded with his thoughts and applied it to the science of shopping. I would have liked to hear how he would test what characteristics he would test in order to place products into categories.

Section II: Chapter VII- Dynamic

Summary

Chapter seven opens with a married couple shopping at K-Mart. The couple is around sixty, a slightly tubby mom and pop just out on the town about to splurge on new briefs for the old guy. When deciding which one to purchase the lady asked her husband to select the pack of six, she can wear them too. The science of shopping instantly saw this as a problem; the store didn't have the right product for the lady. At the time all the styles of underwear catered to a small builds, not women with curves. The point of the story is that stores fail to provide simple things their customers' need.

The next topic discussed was the need for more chairs in retail stores. According to the science of shopping, if a retail store placed just one extra chair in the store sales would instantly increase. Reason being, if given the chance people will buy from people who care. Extra seating makes the shopping experience more enjoyable. It gives men a place to wait why their wives are shopping and provides a comfortable place for non-shoppers.

In order to make the actual consumer comfortable, stores need to cater more to the needs of product testing. Females normally always want to test a cosmetic before they buy it due to the

wide selection and high prices. Men came up with the genius idea of the see through lid which proved to be ineffective because women still wanted to be able to try it on. Underhill suggested make a simple package of small samples in each season's new colors in lipstick, blush and face powder and charge a low price. This would allow the customer to have what they want by being able to try the product and the store still makes a sale.

The final example of giving the customer what they want relates to fast food. More than almost half of all fast food is purchased through the drive-thru window and around ten percent chose to dine in their car in the parking lot. The reason is still unknown but a few possibilities are they may enjoy the freedom to talk on their cell phone, listening to their own music or maybe even because they enjoy their own seat. In order to better serve drive-thru customers, fast food restaurants should comply to making sure their parking lots are visible from the street, so that drivers can see that there's space for them and maintain pleasant conditions, meaning shade and a pleasant view. The last suggestion for fast food restaurants was for them to shrink the size of the building and increase the size of the drive-thru and the parking lot, thereby allowing customers to have it their way.

Analysis

Give a customer what they want/need is the basic idea of chapter seven. The main part that stood out to me in this chapter was the need for seating. I believe this topic can relate to everyone. I can not count the times that I begged my mom for a chair as we were shopping growing up. I was small so I became tired before she was ready to go but she would always leave.

Although my size caused me to grow tired, on any afternoon during a stroll around the mall you can see several men parked on a bench or chair. My favorite is when they all gather around a TV in the center aisle and a few are laid back in a leather recliner. They may look a little funny but they have no shame. They are allowing their wives to continue shopping and they have a place to rest, both parties are happy.

I recall one other instance that happened a few years ago. My boyfriend and I were shopping to find him some black dress pants. Seems like a simple task right? Wrong! We were going on four hours of shopping and I was exhausted. When we arrived at our final store I dragged myself through the countless aisles of men's dress pants and just when I didn't think I was going to make it any further my prayers were answered. Ahhh there it was, the most precious thing I had seen all day. I couldn't believe it, I truly couldn't. A chair! It must have been a present from God cause it appeared at the perfect time! Okay so I know God didn't place that chair for me but someone did, and I couldn't have been anymore grateful. After I perched on my chair I was able to go about another hour in the store where we finally found a pair! A simple chair saved me from exhaustion, my boyfriend from going home with no pants, and the store losing a sale. Wow what power a simple chair has.

Although all my previous examples only discuss the power of a chair, chapter seven provided insight to small things customers need. They're simple, give them what they need and they will give you sales.

Section III: Chapter VIII- Shop Like a Man

Summary-

Chapter 8 begins with the famous comparison of Men verses Women. It begins to explain that women do have a greater affinity for what we think of as shopping. Women enjoy shopping so they tend to spend more time in the store. Women take more time to ask questions, examine merchandise, compare products and values and interact with the sales staff. On the other hand, a man's shopping experience is like the way he drives. He goes in with a mission and if he can't find something he will make a few u-turns until he finds it or until he gives up.

Eighty-six percent of women look at price tags when they shop compared to seventy-two percent of men. As a result men are far more easily upgraded than are women shoppers. Men become so anxious to get out of the store that they'll say yes to almost anything.

Although most men don't enjoy shopping their buying power is continually rising. With the growth of women in the workplace, men are inheriting more responsibility in the world of shopping. They must now come along on shopping trips or gone alone. The transition is difficult for men but could be made easier by stores if they would incorporate ways to involve them.

The first way to engage men in shopping rituals are passive restraint, meaning find a way to connect with men. The store could set up a guys section with televisions and chairs and keep the channel on ESPN so their wives could shop without having them on her back. They could also plan their store location next to a computer store; somewhere he would be able to pass some time.

A store could also try to see to men as a captive audience. A store that mainly targets women could place in-store programming that would educate them about how to buy for a

women or things that she may be interested in. The programming could include the latest fashions from purses to scarves.

The second way to engage a man in shopping is to get him involved. Although it's not the easiest thing to do it is possible. Stores should create a section clearly marked for men. The area could be marked by a picture, a theme or color. Group all the things that a man would like in one area and allow him to be able to look around in a comfortable atmosphere. By describing a way something is built is another way to involve a man. Men like construction. In a furniture company while the woman decides the color a fabric, the men could study how the structure was built and why it was built that way.

The goal of involving the man should be the goal of all retailers today. The gender roles of society are changing and retailers need to keep up. Retailers also need to become aware of the wimp factor. Several stores have décor that screams, "Get out of here-you don't belong." The proper choice in décor can make or break the interaction with the male gender.

Analysis

Since I am a female, I have never quite understood how men think about shopping but by reading chapter eight I began to actually feel a little sorry for them. The world of retail is changing and retailers are failing to recognize them as a new target.

In order to appeal to the new market of men, retailers need to look at the foundations of attitudes. Attitudes are based on cognitions or beliefs and retailers need to research the common attitude men have about their store. Once they are able to identify how men see their store they can devise a plan to change those attitudes.

Once the attitude about the store is changed from the man's perspective, retailers can work on product placement. If the products are easily accessible to men they will get less frustrated and are more likely to buy more products. Retailers could place similar products near each other and begin to build supportive arguments. A man may not realize that there is a new stainless steel cocktail mixer until he sees it. Once reading that it is easily cleaned, he decides he really needs a product like this in place of his blender.

Once the store discovers the attitude of the new market, changes it to a positive attitude, then places the products to better please that target sales will increase. It could be as simple as changing the paint color, adding a visual and moving a few selves around.

Section III: Chapter IX- What Women Want

Summary

Chapter nine begins taking a minute to remember all the little hardware stores that died because of not being able to please women. Even though men are beginning to enter the retail market, woman shoppers still dominate. Through the past three decades women's lives have changed drastically. They use to look forward to going to the grocery store and repaired clothing at home with a sewing machine but with times changing, the grocery store is now an inconvenience and must be squeezed in between conference calls and lunch. As women's lives change their relationship to shopping much evolve.

The use of shopping as a social activity seems to have resisted change. Women still like to shop with friends, getting their opinion on each potential purchase. This may be the result of the fact that women are psychological and emotional shoppers. Females tend to become absorbed in the ritual of seeking and comparing, of imagining and envisioning merchandise in

use. They also like to look at the pros and cons of a purchase and take pride in their ability to select the perfect thing.

Women are responsible for the metaphysics of shopping. They illuminate how human beings go through life searching, examining, questioning, and then acquiring and assuming and absorbing the best of what we see. Meaning the products individuals buy idealize the version of their selves. The perfect dress turns you into a princess and the perfect pillow turns your bed into a retreat.

To simplify the chapter, women demand more of shopping environments than men do. Males just want a place to get what they need and they are gone, women want an extravagant shopping experience. Women need shopping environments where they can spend time and move comfortably at their own speed in what sometimes resembles a semi-trance like state.

Analysis

Chapter nine examined what female shoppers want out their shopping experience and what retailers should take into consideration. I found this chapter to be the hardest to stay involved with. I believe it may be where I am a female and I already knew most of the information that was discussed based on personal experience.

This chapter would be greatly helpful to male readers; it gives them inside to why women do what they do and that their wife isn't the only one guilty of certain acts. Men could gain a better understanding of the progression of women's behavior throughout the years and the role they (women) play in the retail environment.

Small business owners could also benefit in this chapter learning how to better cater to the needs of women. The beginning of the chapter took a moment to honor the small tool stores that died cause of women wanting more. There is still tons of small business owners in the

United States that could possibly save their business by learning the information presented in this chapter.

Section III: Chapter X- If You Can Read this you're too Young

Summary

By 2025, nearly one-fifth of the Americans will be sixty-five or over, meaning a lot of baby boomers. Chapter ten begins discussing how product packaging needs improvement. The main problem is that words are too small and as people age they are no longer able to read labels, ingredients, directions or nutritional information.

The reader is then advised on the human eye. At around age forty the human eye beings to falter and even healthy eyes become impaired around sixty. Underhill continues to explain that with age, three main ocular events take place: the lens becomes more rigid and the muscles holding it weaken, meaning the person can't focus on small type. Then the cornea yellows, which changes how you perceive color, and less light reaches your retina, meaning the world looks a little dimmer than it once did. This issue of visual acuity, has already played a major part in the marketplace, and will become even more critical-not just in some far-off future, but from this moment on.

An Eckerd's store in Florida made an attempt to solve this problem for their older generation. They attached magnifying glasses on chains to the shelves but it wasn't enough. Shoppers still needed assistance and had to ask for help. This problem doesn't only affect retail stores it also is a problem faced by fast-food restaurants, banks and electronics. Customers have difficulty reading the menu and need the type to be larger. Some fast food chains replaced some of the wording with pictures, and a positive feedback was received. Customers of banks have

difficulty reading fine print in brochures and are unable to clearly read signs. Electronics also need to come up with a solution because as their customers increase in age they are not able to see the buttons on phones or read screens.

The only solution that may fix this problem is to enlarge the text on the packages and products, but then how would all the information needed fit? In correlation to increasing the size of the text the package sizes would also have to increase causing a problem with shelf space, so this problem isn't as easily fixed as one may think.

Unfortunately, stores are catering to a market that is already on the decline. In 2025 the number of Americans will increase over sixty-five percent by almost eighty percent over today's figures. This generation is the fastest growing segment of our population.

With this generation aging at an alarming rate, one task retailers will have to accommodate is wheelchair accessibility. Not only will the aisles need to be widened but the position of products will have to change. The change of wheelchair design is also discussed. Underhill believes that wheelchairs will receive a makeover. In the future they will be equipped with big tires, phone chargers, CD players and bumper stickers, which will allow licensing opportunities but difficulty for retail stores to design layouts.

Manufacturers will also be faced with this challenge. They will need to make their products resemble the culture of the baby boomers, not the current generation. Health and Beauty aid companies will have to open their eyes and start paying attention to the older consumers, as will mattress stores, children's stores (buying for grand children) and technology stores.

Analysis

Chapter 10 brought to light an issue I had never thought about, like most retailers. The more I read, the more I realized what a major problem it is now, much less by the year 2025. I cannot recall a time that while singing in church and my father didn't stretch the church hymnal in order to read it because he forgot his glasses. I feel blessed to have good eye sight now and hope retailers begin making changes for the future.

Our text also discusses how age affects consumers. In chapter thirteen, the demographic of age is broken down into generations. Seniors are considered a gray market and states that women tend to live longer. The text also agrees that information processing skills tend to deteriorate with age, and seniors are less likely to search for information and more likely to have difficulty remembering information and making more complex decisions. As a result, they sometimes need help or education when making decisions.

The information provide by Underhill and Hoyer/MacInnis supports each other and clearly shows what needs to be taken into consideration for future planning.

Section III: Chapter XI- Kids

Summary

Chapter eleven discusses the effects children have in the market place. Only a few decades ago, when a mothers' only job was to take care of the house, children went to school as fathers went off to work. Once the house was empty mothers had time to perform all the needed tasks but today things go a little differently. Mothers too have entered the work place and must squeeze in daily chores and kids go everywhere because we take them there.

It is a fact that children consume more mass media than adults do, much of it trying to sell them something. Marketers want kids, need kids, and kids are flattered by the invitation and happy to oblige. Although they are small and have no income they have much power in the marketplace.

Children are an economic force that can be considered a positive or negative, meaning three things. If a store is unwelcoming to children, parent shoppers will stay away. This message may be sent through small aisles. Small aisles create problems with the accessibility of strollers and the ease of moving between aisles and fixtures. If strollers were able to maneuver easily more shoppers would enter the store, in return more purchases.

Children can also be counted on to be enthusiastic consumers as long as their needs have been considered. Kids must be able to reach the products you intend to appeal to them. For example, Barney shaped bubble bath. If they can reach it they gain purchasing power, begging their parent to buy the item. Although retailers want the children to be able to reach certain products, it is important to baby proof the store as though you would a home. Retailers must be careful that no child could be potentially harmed because of where a product is placed.

The third thing that can reflect a positive or negative reaction is a child's attention span. If the product being sold needs the parents close attention span someone must find a way to divert the attention of a restless, bored child. This can be done by another salesperson.

The book store industry in particular needs to make sure they cater to children. With boomers having put off childbearing as long as possible, and Gen Xers marrying young, there are more kids in bookstores today than ever before. Planograms must give children access to books with characters that are currently popular, and give parents easy access to old classic favorites.

Though technically adults are the ones who select and buy toys, the kids are the real decision makers. Even if the child is pre-verbal, parents still find a way to get their opinion and take it into account. Underhill discusses the principal: If adults are highly tactile shoppers, kids are uninhibitedly so. Point being, children will touch anything, which introduces two troublesome aspects, both of which require common sense on the part of the retailer.

First, the retailer must realize the degree to which they are successful at getting children to see, touch, pick up and then desire items. They must also acknowledge the degree to which they will frustrate and annoy the children's parents. The example given is when a parent purposely doesn't go down the cookie aisle in order to avoid a problem.

Second, once again if a retailer is going to merchandise their store for kids, they must protect it from it as well. By baby proofing retailers train their eyes to see potential harm on the area from the floor to about three feet off it. The main goal of baby proofing is to see exactly what kind of mischief can be created by an energetic four-year-old. Electrical outlets, sharp-edged shelves, and heavy items that may be pulled off should be easy enough to spot and fix.

If the store is not targeted towards children but they accompany their parents, a few options are available to keep them entertained. Wells Fargo provides lollipops for children which buy them the two minutes they need with the consumer. Citibank produces an activity book for children in order to keeps them quiet and happy or a company could provide a day care center.

Although most of the chapter is focused on smaller children, teenagers are also an issue. Teenagers are still young enough to be total suckers for image, for all advertising, identity marketing, media messages, trends and labels. They have fewer media choices than adults, so messages come through to them in concentrated form.

Growth for improving retail targeting teenagers still has room to grow. Banking in particular can do a better job at serving young customers. Underhill suggested the idea of bring back lay-away and aim it at young shoppers. He also recommended that banks provide direct deposit of allowance, assessable by ATM/debit cards. Banks could also offer on-site seminars on how to rent a first apartment or how to finance a motorcycle, etc.

Analysis

Although I do not have children of my own, I understand the power of children when it comes to buying decisions. I have a niece, Madison (7 years old), and a nephew, Garrett (5 years old). I have repeatedly made the mistake of taking them shopping with me and having to say no to a fifty products a shopping trip.

Before reading this chapter I was familiar with baby proofing homes but was unaware that retailers also had to baby proof stores. Baby proofing makes sense but I can see why some stores may not recognize the need to do so. In my opinion, as adults we only think like adults. We forget that we are not the only ones that have access to stores, we are not the only ones that can get hurt.

There is a possibility that such thing exist but I believe that it would be beneficial for everyone employed in a child targeted store be involved in an interactive training class. The class must be stimulating so that the information isn't forgotten as soon as the class is over, and a seminar would not be appropriate because it would be boring for employees. In the interactive class a short information session could be given and then real life situations or store designs could be set. The employees then would proceed to decide what safety issues were present and how to fix them.

Section III: Chapter XII- The Sensual Shopper

Summary

Chapter twelve exposed the importance of sensory and asked what is shopping? This question may come as shock considering the book discusses the science of shopping. For the purpose of discussion, the reader is asked to stipulate that shopping is more than the simple, dutiful acquisition of whatever is absolutely necessary to one's life. Shopping is more than "grab and go", meaning if you need something, you go to it, you grab it, and then you go. Shopping is all about using our senses, sight, touch, smell, taste, and hearing. The sensory aspect of the decision-making process that's most intriguing because how else would a customer experience anything? Senses are a critical component because they are the basis for all unplanned purchases and many planned ones too. The point continued to be emphasized is customers buy things today more than ever based on trial and touch.

The sense of touch is exceptionally important in the buying process. There are plenty of reasons, the most obvious being that if a product's tactile qualities are what's most important, we must know how it will feel. The example of shopping for towels and clothing is given. Studies showed that a towel is touched six times before it is purchased and clothing is always petted, stroked and fondled before bought. Most apparel falls into this category and it is proven that women want to test anything that will go against their skin.

Another type of product that come into contact with consumers' bodies is non-textile products such as lotions and moisturizers, lipstick, and any other product that may come out of the beauty aisle. Away from health and beauty, tools, knives, umbrellas, spatulas and tongs are items that also require touch.

Although most items benefit from the use of touch being given, there are certain products that do not benefit. Light bulbs for example, do not need to be touched but can benefit from being experienced. If customers are able to compare the cozy ambience of different light bulbs they are most likely to be satisfied with their purchase.

The rule of thumb in these matters is usually shoppers want to spend time investigating and considering those products in which they have a high level of involvement. Supermarkets offer plenty of products to compare but offer fail to provide ways of sampling other than just opening the box. Close to ninety percent of new grocery products fail because people never were presented with the opportunity to try them. The solution to this problem is simple. Create smaller sized products at cheap cost to allow customers to sample or have in-store demonstrations, sample tables, or appeal to other senses. Supermarkets could bake fresh bread, grill meat or brew fresh coffee and allow the aroma to lead shoppers to certain departments. By involving the sense of smell and taste customers would be enticed to try new items and feel secure about it. Basically, stores just need to get their customer involved.

Touch and trial are also important more than ever in the world of shopping because it changes how stores function. Sales persons were once needed to in this area but due to the “open sell” school of display almost everything out there is accessible for customers to touch. Now almost everything is out there where customers can touch or smell or try it without the help of salesclerks.

Underhill states that another reason touch and trial have become so important is the power of product brand name. He then explains that when consumers believed in the companies behind the big brands, that belief went a long way toward selling things, but now customers are all individualist.

Shortly following touch and trial, the last reason for why touch is so important is possession. Possession is an emotion and spiritual process, not a technical one. As soon as the thing is in your hand, on your back, or in consumer's mouth, you can be said to have begun the process of taking it. By paying for it, it is only a technicality.

In order for customers to purchase products they must be accessible. If products are contained in glass counters, out of the customer's reach, it becomes difficult for the customer to become involved with the product. Sharper Image, Brookstone and beauty retailer Sephora, all understand the value of putting merchandise out there for shoppers to experience. Some retailers may be hesitant about allowing customers to get involved due to the damage it may cause but Underhill states damage be damned, meaning let the customers play with the vibrating chair and who cares if after a few months it becomes damaged, the retailer sold enough chairs to cover the loss by allowing them to experience the product.

By allowing customers to smell products will also increase sales. Shampoos, fragrances and deodorants need to be available to customers since they are mainly bought based on scent. If these products are not able to be smelled customers will have difficulty choosing which brand they prefer and may damage the good just to smell it.

Chapter twelve, The Sensual Shopper, concludes with the final issue regarding sensory and tactile nature of shopping. Customers need to be informed that it's okay to touch. Some displays may be arranged so neat that a customer doesn't know whether they are supposed to touch or not. Hallmark's display of Christmas ornaments is one example of this. Another example given was a shelf of perfectly stacked bagel chips, at a bagel shop. They were in the correct place so customers could make an impulse buying decision while standing in line but due to the neatness of the stand, customers were afraid to mess them up. In order to clear the

confusion retailers should make it clear that merchandise is okay to touch even if that means messing up the order of the products.

Analysis

Chapter twelve clearly states that the best way to increase sales is to allow customers to become involved with the product through sensory and I agree. There are certain products that just can't be bought without feeling them first. As a consumer I feel as though I need to see and feel most products to ensure my satisfaction. I will not buy a blanket, a pillow or a couch unless I can feel it first. In the case of perfumes, it is too risky to purchase one unless it can be smelled before purchased.

Magazines have the right idea by designing perfume ads to come with a pull tab where the customer can smell the perfume before purchase. I think catalogs could learn from this simple tactic. They could place fabric swatches on pages that sell blankets or expensive clothing. I believe women especially, would enjoy this added feature and sales would increase. Adding this technique to catalogs is a study for the science of shopping to see if it would actually work. Due to the ease of on-line shopping, catalog sales are decreasing so something must be done.

Section III: Chapter XIII- The Big Three

Summary

Chapter thirteen discusses Retailing 101, design, merchandising, and operations. Design meaning the layout of the store, merchandising as in the products in the store and operations meaning how things worked together. The Big three, while they seem separate, are in fact completely intertwined, interrelated and interdependent, meaning that when somebody makes a decision regarding one, a decision must be made about the other two as well.

A common mistake made is that display designers apparently never go into stores to see their creations in action, so they don't have a firm grip on what happens in the real world. The big lesson in the Big Three is that if one of the Big Three is strengthened, it takes some of the pressure off the others. If one is weakened, it shifts burdens onto the remaining two.

Sometimes the strength or weakness of the Big Three is not a decision so much as a response to a fact of life. For example, a product may have to work in a variety of settings and the design of the store may cause the dreaded butt-brush effect. It is important that merchandising must be clear, bold and direct, so that women can spot the brand name, find what they're looking for and be on their way as quickly as possible.

Underhill continues to give examples on how if one of the Big Three is changed it affects the others and should be closely looked at before the decision is finalized.

Analysis

Chapter thirteen focused on the structure of the big three. Although the chapter was short, the message was extremely important and should be taken in a serious manner. Through the past three years of studying communication, I have not heard anything even relating to the Big Three. Although it seems obvious, I wouldn't have simplified the parts of a store into three parts, design, merchandising and operations, but after reading this chapter I understand that the functionality of a store does depend on each part and each part depends on the others for success.

Section III: Chapter XIV- Time, Real and Perceived

Summary

Chapter fourteen begins discussing the good and bad times that waiting in lines or in the store can cause. Through studies they discovered that the single most important fact in determining a shopper's opinion of the services he or she receives is waiting time. If a customer is forced to wait too long they feel as though the service was poor but if the wait is short, they feel as though they were treated well. In short, a short wait enhances the entire shopping experience and a long one poisons it.

The concept of bending time is then introduced. Bending time alters how shoppers perceive the time they wait. Customers have an internal sense of time that is accurate up till about a minute and a half; after that exaggeration will occur. If a customer is taken care of in less than two minutes the transaction is considered a success.

Most of the time matter is focused waiting in line at the cashier area. If a shopper is in line to pay or order a meal, the bending concept of time can be applied. Four options are introduced as a way to bend time, Interaction human or otherwise, orderliness, companionship, and diversion.

Interaction, human or otherwise occurs can be used when a shopper spends time waiting after an employee has initiated contact. Studies show that time goes faster once contact is initiated than the time spend waiting before that interaction takes place. By having an employee simply acknowledge that the shopper is waiting and maybe offer some explanation, time anxiety will automatically be relieved. The suggestion that a manager could come out and answer any questions and make suggestions so the line will move quicker would ease tension.

Orderliness means how the waiting line is arranged. Americans are different than European shoppers in that they prefer straight organized lines. Straight lines ensure American customers that they will be taken care of in the order they arrived. Having shoppers line up in one single line is the fastest, fairest system but it may cause one problem, a very long line. If a shopper sees the very long line they may become worried if they are in a hurry. In this case, three lines of five customers can promise less of a problem than a single line.

Companionship also helps bend the perception of time since the shopper has someone to talk to. A store may not be able to do much about this except to recognize that the lone shopper and provide them with more employee contact.

Diversion is simple, almost anything will work. Stores and banks could play a television programming playing that is suitable for any audience. They could also have merchandise close to the waiting lines, so that a customer could reach out and grab the product. Tabloids racks and signage also are good diversions to use. Both provide information for customers to read that don't require a lot of concentration.

By incorporating one or more the options stores can increase customer service without compromising quality. Underhill asks the question: At what point does saving money on labor end up costing money in shopper frustration? He continues to explain that banks are guilty of hiring part-time teller for not much more than minimum wage, meaning they're not getting workers with seasoned math or people skills. As a result, wait time increases.

Analysis

No customer likes to wait. I know that I become very impatient when I have to wait and I am probably guilty of exaggerating the amount of time I waited. From a marketers perspective I

would try to incorporate as many of the suggested options as possible in my store. Each cost virtually nothing compared the amount received from purchases. All that is needed is a little bit of planning and possibly a few minutes of the day to interact with the customers. If I was responsible for a store in the food industry, I would have samples of the newest item passed around by an employee. This simple act offers many positive benefits. It bends the perception of wait time, increases product awareness, and may even increase future sales.

Section III: Chapter XV- Cash/Wrap Blues

Summary

Cash/wraps are defined as cash registers and gift wraps combined. Underhill classified them as a necessary evil. The chapter begins discussing how in the future a computerized gizmo will be introduced where a scanner will read the product code, total up the damage, add the taxes, then take your credit/debit card, get the card approved then and spit a receipt (he was right we now have self check-outs).

He continues to state that although improvements are being made the cash/wrap remains unlovable. Retailers try to create diversions so customers do not think about the money they are about to spend but cash/wraps remain unfavorable. Ultimately cash/wraps are disliked because they are where hard working Americans pass off their hard earned money and in several cases their money goes into a badly designed, poorly built or misunderstood machine.

Studies have shown that the biggest dilemma in cash/wrap is where to place it. It cannot be placed right at the entrance of the store because it is the first thing the customer sees. If placed there it doesn't do much to stoke the shoppers' anticipation of the store and if the lines are long,

it discourages people from entering the store. If the cash/wrap is placed at the back of the store customers the likelihood of theft is increased.

When deciding its location the retailer/ architect must consider the effect it will have on the rest of the store. Although it may look good on a blueprint, or in an empty store, once it is actually being used it may cause problems with the flow of the store.

The question, “Why do stores mishandle something’s as nuts and bolts as cash/wrap?” Well the answer is mainly because retailers fail to recognize how an efficient cashier system affects the overall shopping experience. The most common problem in the planning of cash/wrap is that retailers and architects don’t give it enough space. By that part of the planning process they stop trying to please customers and try to cut corners.

Underhill makes one suggestion as the chapter concludes. Hotels should especially not cut corners in planning their check-in check-out desk. They should be a check-in section of the lobby consisting of some comfortable chairs. When a clerk sees a customer sitting there, she or he will come over with a portable, palm-size computer, a credit card reader, a room key and the customer’s choice of beverage and the paperwork will be handled in that civilized way.

Analysis

Cash/wraps have come a long way in the past few decades. Calculations by hand were the first version, then the historic push button/pull handle, preceded by the electronic button and now the electronic scanner. Although they have improved, I agree with Underhill that they are disliked. In my opinion shopping is always fun until you have to check-out. With each beep of the scanner your muscles tighten a little more and a little more. Then your total is read and you

have to reach into your wallet and give away your money. Although you are receiving goods in exchange for a brief second you may feel buyers-remorse over a few large ticketed items.

I also agree with Underhill that the placement of cash/wraps is important to a stores success. As a shopper I have witnessed on several occasions, people wandering back in forth looking for someone to assist them in order to check out. I think you can always judge their level of frustration by their non-verbals. Level one, they are wondering around like a lost puppy, head turning from one side to the other. Level two, their face now looks as though they are determined to accomplish their goal and they have tuned out things happening around them. Level three, you can clearly tell their mad and about to blow up. Another indicator that they are in their own level of frustration is when the randomly lay down the merchandise and leave the store. If several cash/wrap stations are spread out across the store and are actually attended, customers can shop at ease and have a pleasurable shopping experience.

Section III: Chapter XVI- Magic Acts

Summary

Chapter sixteen focuses on getting products to jump up and hit shoppers in the eye. The world of merchandising is broken down into two distinct aspects. The first aspect is the effort to position products off the shelves, away from where they are forced to compete on equal footing with their competitors. A lot of money is spent on getting products out on their own.

The other aspect of merchandising is the science of adjacencies, meaning placing one item next to another to create some spark and sell more of both. A major advantage that adjacencies can deliver is add-on sales. It may just be the typical cash register impulse buy like a candy or it can occur anywhere in the store. Add-ons can make the difference between a store

that just gets by and the one that prospers. It is important that retailers accept the fact that there are no new customers; they must find ways to make more products jump out and grab their attention. For example, book stores should also make book shelves available for purchase.

Where products are placed can increase the amount of add-ons. If the retailer places the belts near the pants, and the socks near the shoes, customers are reminded of products that may be needed. Correct placement of products may require a little thinking, and repositioning but the increase in sales makes it worthwhile.

Sometimes it's the irrationality of combinations that provides the power to grab shoppers' attention. If a chest is sold in a furniture store there may be rows and rows of empty chest lined up in a boring fashion, but if a customer was to see it being used in a hardware store it may spark ideas for uses at home.

Underhill continued to explain that it is easy to figure out intelligent adjacencies but by standing near one thing and asking yourself, what else is on my mind here? He gave the example if the customer is in the paint section, there should be some cross-selling of power tools, even if it's only a poster or some literature or a chain saw just lying on a table.

Although retailers mainly are responsible for messing up the design and deployment of merchandising employment, many times the firms that design and make them mess them the material up before they get arrive to the floor of the store. Most of the time the problem lies in missing simple details, for example making displays on uncoated cardboard. Once the board becomes wet it must be thrown away.

The chapter concludes with one final tale. A big-name soft drink maker had just spent a lot of money on a new display and hired Underhill to test the prototype. When he first arrived at the supermarket with the client, he looked through the window and saw a giant pile of soda cases

just sitting on the floor. The sodas formed a huge, bright, monochromatic mountain of pop.

While the client quickly began working on getting someone to rearrange the product, Underhill watched the video as it was for the day. He concluded, sixty percent of people who passed the mountain noticed it, a higher rate than that big mass of color was all that was required to stop shoppers in their tracks. He finishes by saying, there's a lesson in there somewhere.

Analysis

Chapter sixteen focuses on the magic of add-ons. While enrolled in my high school marketing classes, I learned about add-ons but we used a different phrase, suggestive selling. Add-ons seem as though a fairly simple practice that can result in a major increase of sales. Although Underhill touched on how items could be paired together, I would have enjoyed reading about how the final decision was reached about which product was grouped with which.

This book is about the science of shopping and add-ons are an important element of shopping. I believe it would benefit the shopping industry if someone would look deeper into add-ons. They could perform studies to see what product grouping was most successful and which ones provided no change. As Underhill discussed, several items could be placed in more than one area but do to space limitations it is important to figure out the best placement.

Add-ons are bought on an impulse. In chapter eleven of our books impulse purchases are characterized by an intense or overwhelming feeling of having to buy the product immediately, a disregard for potentially negative purchase consequence, the feeling of euphoria and excitement, and a conflict between control and indulgences. Although add-ons may not be that exciting in supermarkets they may be in technology store. For example, a customer is purchasing a computer at Radio Shack then sees a photo printer on sale directly beside it. Since the printer is

on sale the customer feels they must purchase it immediately without even considering it isn't a name brand.

Our textbook also stated that anywhere from twenty-seven to sixty-two percent of consumer purchases can be considered impulse buys, which allows endless opportunities to increase the sales of add-ons. Through reading chapter sixteen, I got a sense that Underhill recognizes the need for retailers to step it up a notch in this area in order to increase their sales tremendously.

Section III: Chapter XIV- Time, Real and Perceived

Summary

Chapter seventeen explores the distant land of cyber-space shopping. The traditional love of shopping involves two parties, the shopper and the shoppee, but they becomes a triangle with the addition of the cyberjockey. The shopper and the shoppee's agenda remains the practically the same in the physical world. The shopper still wants selection, convenience and price, all within the context of a satisfying shopping experience and the shoppee still wants sales, profits and a cost-effective way to reach new customers. The cyberjockey is a little more difficult to understand since it is the newest. He or she is there to engineer and facilitate Web-based retailing.

Underhill explains that virtually all shopping could be done online, from buying you favorite pants and having them ready for pick up at the closest store to buying groceries and having them delivered to the shoppers home. He continues to explain that by being able to use the previously discussed service it would be too easy for customers. It would also not be possible because it would barely challenge the technology that runs the show. He states that the wizards

who start, design, oversee, maintain and run on-line retailing sites could easily make such transactions possible, but why bother. The fact that it's good retailing isn't good enough.

Today, Americans are a technology based society that wants convenience and ease of shopping online and as shoppers age this will become more important. With shoppers changing, the internet will also have to change how retailers and manufacturers conduct business. Once retailers and manufacturers understand this they will gain the edge over their competitors. Underhill then lists four things cybershopping can provide that physical retailing cannot, limitless selection, convenience, speed and information.

In theory, limitless selection is available shopping online. A site could sell every kind of merchandise known to man and have a limitless supply. For example, online a book store could say they have three million books "instock" while a warehouse can only hold so many. Convenience plays an important role in today's society. By being able to shop online shoppers are able to shop in the comfort of their own home and not even have to get dresses. Speed is the third thing cybershopping can provide that a retail store cannot. Websites are never closed and you can purchase items at anytime. There is no need to wait in line, you can just click and buy in a matter of seconds. The last thing a customer can receive online is information. A shopper has access to limitless information that can be saved and recalled when needed.

Although the web can provide the previous four things it is best suited to do business with merchandise that doesn't involve a lot of browsing, touching, prodding or stroking. For example, trading stock is a product perfect to sale on- line but a pet is not. Physically visiting a store has its advantages as well. They can offer touch, trial or any other sensory stimuli, immediate gratification, and social interaction to customers.

Underhill urges the importance for retailer to know why they're starting an online site before they do it. They should make sure that the online business will help their store and not just do it because everyone else is or because someone told them to. Once a retailer decides that by opening a website their store will benefit they should know what they want their Web site to do. For businesses Web sites can perform four main functions.

The first thing it can do is promote corporate identification and be part of the image-building by displaying press releases, recent articles, product information, etc. It can also tell surfers what you make (sell), give lots of information about the retailers products and list (and link to) places where they can go to buy.

A retailer's website can also be a scaled-down on-line version of their store. This kind of particular site doesn't have to sell anything just feature some of their products and hold their place in cyberspace. A similar option is also available; a full on-line version of their store. Some businesses may only be set up like this which is called pure-play meaning it is only an on-line retailer.

Underhill then discusses four main reasons shoppers go to Web sites: grab and go, killing time, info loading, get in touch with the company. Grab and go is when a shopper is wanting something in particular, they find it fast, then buy it fast. When shoppers surf just to kill time, its self explanatory they surf to pass time. They may buy something and they may not. Some surfers go online to gather product reviews before they purchase and the fourth reason may occur because they have a question about a product they bought from the company.

Once a retailer decides to follow through with the business online and decides its purpose they must be careful not to make the not-so-rare mistake. The must make it clear what shoppers

can and cannot do on their website. Many Websites give no direction to their shoppers. Shoppers need to know if they can browse products, buy products, or just learn information.

In designing a Web site the retailer must keep in mind that a transitional is also needed on-line, the same in stores. There must be an introduction page that informs the customer how and where they can go. It must be organized in stages, and the job of the first page is to simply tell the shopper where she is and to make the general layout of the “store” apparent.

It is also important for retailers to remember to make the site attractive. They must leave enough white space to make the type readable. They type size must also be able to be read by shoppers of all ages.

Once the site is set up and shoppers begin business questions will arise. Underhill emphasizes that it is important for businesses to respond in a timely fashion, not a week later. Customers are asking questions because they are considering you product and look to the retailer for answers. If the email goes ignored the shopper will most likely not return to the site due to poor customer service.

Summary

Online shopping is becoming the newest rage. It's fast, it's easy and convenient. From a marketers stand point it's an easier way to get their merchandise in their customers' hands and simplify the buying process. From the customers standpoint it's a way to purchase products avoiding lines and a way to find information about potential purchases. From a student's standpoint I had no idea so many things went into the consideration of a website.

I have grown up using the internet so I haven't had to give it much thought but as I reflect on my mom's experiences with the internet, I understand where customers can get confused. She

has great difficulty navigating from page to page and gets even more lost when she has to search for something. For this reason, Web sites need to be clear as possible.

I think another reason why retailers have problems designing sites for their customers is that they know what they want it to accomplish but don't look at it from the shoppers perspective. They need to set up trial runs and have people of all ages test the site. The testers need to give input of the introduction page, the font size and color, where it's placed, the size of the pictures, and the ease of transitioning from page to page. Retailers know the mechanics of the sight but they must make it work for the customer.

Like I previously stated, I grew up using the internet and being a part of generation Y, I should be able to figure out anything technological. Generation Y is known for being media and tech savvy, using PC's, the Internet, cell phones, DVD players, and many other high-tech products, but I have encountered a few Web sites that confused me. Sometimes they may have too many links or when you try a link a system error occurs.

The internet has been around long enough for retailers to catch on. If they want customers to purchase their goods they must follow the principal rule I learned at ASU, KISS, meaning Keep It Simple Stupid.

Section III: Chapter VXIII- The Self-Exam

Summary

Chapter eighteen begins by explaining that if a retailer would stand still and just watch they would realize what needed to be done. After one minute had passed they would begin to see things that are normally invisible. After five minutes they would see things that they didn't see

during the first minute and so on. The lessons apply across the board, doesn't matter what business a person is in, they're all the same in this chapter, so a field trip is in order.

The reader is then taken a half a block from a bookstore. No sign can be seen showing where the book store is located only the sight of a plain building. Then they are to picture being right outside and asked what they see in the tall windows. Books of course, would be anyone's answer but for such big windows books are difficult to see, so not a good use of space.

It's time to go in. The first thing noticed is that books are not the easiest thing to carry around, especially if the customer is holding several. Then you notice the baskets are right inside the door, wrong move. Underhill then reminds the reader that if more shoppers can be encouraged to use baskets, all research shows that sales will automatically rise. A few more things are noticed and then the final element of the bookstores front section is the cash/wrap area. The store almost has everything right, signage, impulse purchases, and a rack of the upcoming week's *New York Times Book Review*, problem is, they are all in the wrong place.

Finally Underhill and the reader arrive at the books. The store succeeds in placing the New Released books in a separate section but has the display so organized that customers are afraid to mess up someone's hard work. They need to relax things a little, create spaces to suggest that goods have been taken, make objects slightly crooked or hap-hazardly arranged, anything to tell the shoppers that it's okay to reach.

After leaving the tables of recent releases, it's on to the traditional bookstore setting, shelves, yards upon yards of straight wooden shelving. The books were arranged appropriately by category and marked accordingly. Although the shelves were marked elegantly, the writing was too small to see off in a distance so they provide little guidance.

Shortly after leaving the books, the reader comes in the presence of chairs. Underhill once more discussed his theory that if every store provided seating like this, the world of retail would be a whole lot friendlier for shoppers and their companions. The chairs changed the bookstore vibe making it feel more comfortable.

After observations are concluded, Underhill begins to explain how different industries can help or learn from other industries. Video stores could learn from bookstores. Book stores host author appearances, book discussions, reading clubs, events for children and so on. They also provide small cafes to their customers that increase comfort, so why don't video stores sponsor discussion groups for film buffs, newspaper critics or film scholars? Bookstores could also teach video stores about packaging design. A paperback book and a hard cover book have different pictures which gives the book the fresh look. Video stores need to insist on freedom to redesign packaging to suit the video shopper's needs.

The convenience store can teach other retailers a quiet a lot as well. They made themselves very available and very convenient. They recognized the changing patterns in the workplace and changed their stores to suit the needs of the new woman. Convenience stores can also teach a lesson or two about media placement. They take full advantage of those natural sight lines, carefully position signage and displays of impulse good to intercept customers gaze.

Drugstores have also learned a lot from convenience stores. They now sell everything from food to housewares to cold sodas and beer. Many are open late, even twenty-four hours. Drugstores now make cater to the healthy and the sick, instead of just the sick. Savvy drugstores take advantage of the changing doctor-patient relationship in another way, too. They promote the presence of home cholesterol kits.

Bookstores and convenience stores are not the only types or industries that can teach a lesson, fast food has quite a bit it can teach. The first lesson is that if you appeal to the tastes of children, they'll bring their parent along for the ride. Next, they also excel at creative package deals, dynamic signage and images over text.

Banks are a form of retail although most fail to see it that way. They certainly exist and operate on ground level, the same as any store, and the principals of human anatomy and behavior still hold. Banks can teach retailers one simple thing: You no longer have to provide a service if you can train customers to perform it themselves. Banks can only teach retail one thing because they do so many things wrong.

The chapter concludes by discussing why banks fail beginning with their hours of operation, nine to five. Underhill then explains that they also fail to provide effective customer interaction which builds the foundation of a relationship with their customers. The final thought also shows how the banks greatest innovation, the ATM works against it. By teaching customers to be their own tellers they begin to completely bypass going into the bank, which makes it impossible for customer/business interaction.

Analysis

Chapter eighteen had one over all point. Retailers need to take time to watch and learn. They just need to stop, come out of their office and watch how things operate in their store from a customer standpoint. My grandma use to always tell me, "You will never be finished learning," and I believe the retail industry could improve greatly if they would adopt this saying.

People are changing daily; technology is changing daily so retailers need to keep up and make proper adjustments. Underhill focused on the fact that retailers can learn so much just by

looking at what works for other industries and incorporate it into their business. If all of the signs in a retailer's store are facing the front of the store, but he finds he notices signs facing the back, as he's walking out, a simple change can be made. If milk sales drop in your store because the store next door placed their milk in the front, what would be the harm in moving some of your milk to the front for easier access? It may require purchasing a small refrigerator to keep it cold but more shoppers would enter your store.

Retailers just need to wake up and try different things. They need to be detailed oriented and not only look at numbers. Customers show improvements that need to be done daily, but its up to the retailers to carry the improvements out.

Section III: Chapter XIX- Final Thoughts

Summary

Chapter nineteen begins discussing how Underhill would have never believed anyone who said he would be an expert on how women shop for cosmetics. He continued to state that he still finds it a little discomfoting when he is introduced as senior researcher and how he and his colleagues can't turn off the automatic store-analyzer. He proceeds to discuss the science of shopping.

The science of shopping is a hybrid discipline, part physical science, part social science and only part science at all, for it is also partly an art. The science of shopping is a practical field, concerned with providing information that can improve the retailer's edge and cut the odds of making a wrong decision. Much of his companies value lies in our ability to go beyond collecting data to make good educated guesses about what is means and how best to respond.

The truth of science of shopping is also transitory. It covers the basic facts of human anatomy, the store itself and the tastes and behaviors of the shopper that continues to evolve. Underhill continues to explain that retailers continue to compete with every other demand on consumer time and money. The era of the visionary retailer or the manufacturer king is over and in the twenty-first century the consumer will be king.

Another important thing for retailers to remember is that first and foremost, shopping follows social change, and woe to the businessperson who fails to comprehend. They must pay attention to the social change and misery to the businessperson who fails to comprehend. The social change that has occurred in the past few decades is the rise of women in the workplace. Since this change is still occurring, retailers must pay attention to how women wish to live, what they want and need, or the business will be left behind.

Underhill concludes chapter nineteen explaining that a minor alteration can bring a major improvement should come as no surprise; after all, science is by and large the study of very small differences. Critical truths are discovered that way. Charles Darwin is then used as an example. Darwin measured the lengths of birds' beaks and discovered the fundamental shift in the theories about living things and why they thrive or fail. Darwin's main finding, the idea that successful organisms are the ones that best adapt to their environment, may sound like common sense but stores must realize that it too applies them, except that in retailing it's the environment that must adapt to the organism.

Analysis

Chapter nineteen simply summarizes the science of shopping and offers more details about the scientific aspect of the term. It also includes extra examples like previous ones

mentioned throughout the book, and pulls all the information the reader has learned into one chapter.

This chapter can be directly linked to chapter two in our book, *Developing and Using Information about Consumer Behavior*. The science of shopping uses all primary data and allows their customers to use it as secondary data. Although surveys and focus groups are not used, they employ the technology of photography and pictures, and field experiments. During their field experiments trackers observe store shoppers and record their findings as a part of ethnographic research.

Once information is gathered it is organized and placed into a database and data mining begins. Once patterns are found that offer clues to customer needs, preferences, and behaviors, Envirosell explains the findings to the retailer and come up with a customer-oriented solution.

Final Comment

My overall impression of why we sell is WOW. Underhill is a brilliant man that is able to take simple suggestions and turn it into science. He is able to see the tiny details that most retailers miss and find ways to improve their business.

The science of shopping is continually growing and I believe that as more people become aware of the subject popularity will grow. This book was published in 1999, so almost ten years ago, and I can't believe that I haven't heard about it until this assignment. Underhill needs to work on raising the awareness of his books, not only to older professionals but create a new target towards college students.

Although advertising/marketing fundamentals are thought in college, I believe that it would be beneficial to offer a class on the science of shopping. Most students would enjoy the

topic and would learn information that they could use as a foundation in their design classes. They could also apply the information in real world situations.

By reading this book, my eyes were open to several things to keep in mind while designing print ads and the placement of them. I knew that they needed to be clear and have a purpose but I didn't consider the effect of sign placement. Upon graduation I hope to pursue a career in print media in which I can use the tactics I learned from this book.

I thoroughly enjoyed, Why We Buy, and wouldn't have put it down if I didn't have to write about each chapter. Each chapter provided new insight and offered me new things to ponder. Each one provided a new concept or term that could be applied in a normal situation, for example the butt-brush effect. I found it very hard to summarize though. It seemed as though each chapter was packed with so much important information stated as simply as it could be put. Each chapter was also jammed packed with examples, which helped the reader understand, but made it hard for a writer to determine which ones would work best to summarize. The book was clearly written, I feel as though a reader would not need to read a summary in order to understand (unless they just didn't want to read the book).

Upon completion of the reading and writing I was interested to learn more about Paco Underhills company, EnviroSell. I googled his name and his company was the first thing listed in the search engine. I was surprised to find that he runs his business with very few employees and has most of his offices internationally. The head quarter of the company is located in New York but they can be hired to assist any company practically anywhere.

Underhill's writing style is so easy to understand and so interesting I will continue to read his books. Currently, I am in the process of buying a few of his other books in order to expand on my knowledge of the science of shopping. This book is a must read for anyone involved in the

areas of retail, marketing, advertising, design, and architecture and/or shopping. I will recommend it to fellow classmates, friends and family and use the information I learned daily, in my own studies.