Case 9-1

Analyze the following dialogue and indicate what techniques the salesperson is using to encourage the prospect's problem recognition. If you were the salesperson, would you have done anything differently?

Salesperson: Mr. Mayer, I'm Susan Bennet with the Heilman Company. I'm calling on you today to talk about Sauco, our new secret sauce for hamburgers.

Mr. Mayer (supermarket manager): Okay.

Salesperson: I wonder if I might ask you a few questions about your store traffic.

Mr. Mayer: Sure, go ahead.

Salesperson: Have you noticed any decline in store traffic these days because of competition from fast-food restaurants?

Mr. Mayer: You bet I have. With all the women working these days, I lose quite a bit of business.

Salesperson: Have you done anything to draw the traffic back?

Mr. Mayer: Oh, we've really done little, but we do have some plans.

Salesperson: Could you be a little more specific about those plans?

Mr. Mayer: We plan to put in a delicatessen.

Salesperson: Have you thought about carrying more convenience foods?

Mr. Mayer: Yes, but you can only go so far, and it's difficult to compete directly with McDonald's and Hardee's.

Salesperson: Then, as I understand you, if you had a product that would compete more directly with McDonald's and other hamburger franchises, you'd carry it in the store?

Mr. Mayer: Well, maybe.

Salesperson: Let me tell you about Sauco, our new secret sauce for hamburgers.

Case 9-2

Jim Mohr works for Ace Hardware in Oneonta, New York. On June 21, Dan Brown enters the store and the following conversation ensues:

Jim: I notice you're looking at our lawn mowers there. Are you interested in a particular model?

Dan: Well, I've just bought my first home. I'd always lived in an apartment, and I guess I better buy a lawn mower to cut the grass. What about this one here? It looks pretty good. (pause, as Dan looks over the mower) How much is it?

Jim: That one is priced at $199.99. It's on sale, and it's really a good buy.

Dan: On sale, eh?

Jim: Yes, but the sale ends tomorrow.

Dan: Tell me a little bit about the mower.

Jim: Well, it has solid-state ignition, meaning that you'll never have to tune it up. That's really a nice feature. Have you ever tried to tune up your car?

Dan: No, but I imagine it isn't much fun.

Jim: It sure isn't.

Dan: Does it come with a warranty?

Jim: Yes, it certainly does. Ninety days on parts and labor.

Dan: Well, I guess I better buy it if it's on sale.

Jim: Fine, I'll write up a ticket.

(A few months later, Dan returns to the store and sees Jim.)

Dan: You know that mower you sold me just doesn't do the job. I'd like to exchange it.

Jim: I'm sorry. It's a little late for that. What's the problem?

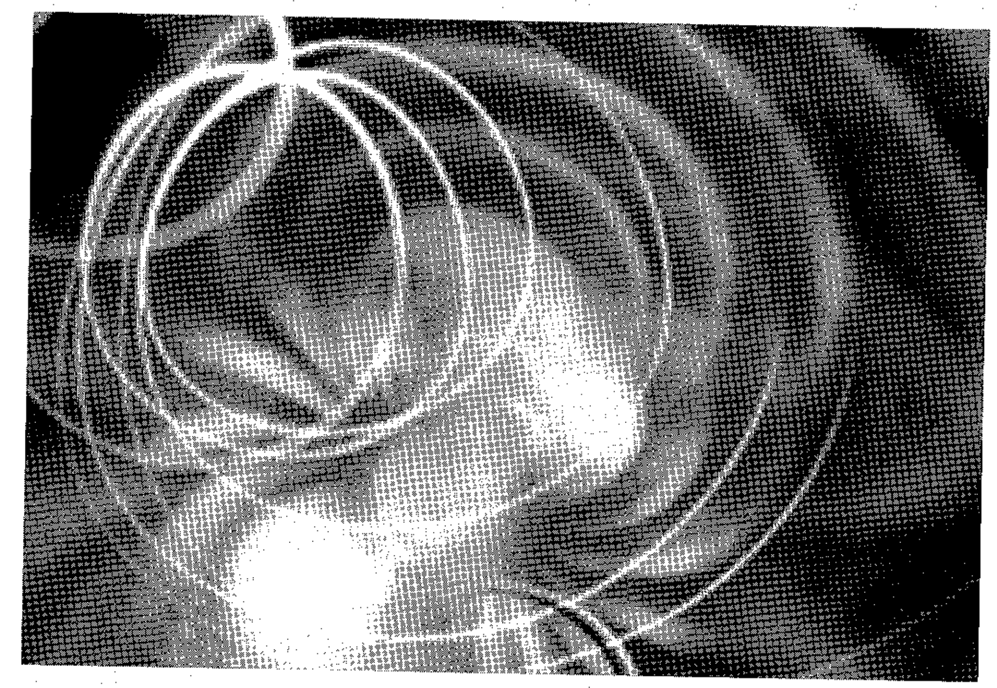
Dan: It takes too long to cut the yard. I've got almost an acre and then I have to rake it and . . .

Questions

1. Who was at fault for what happened?
2. If you had been in Jim's position, what questions would you have asked to encourage problem recognition?

Chapter 10

The Presentation



Key Terms

advantage
benefit
cycle selling
demonstration
dramatization
motive
multimedia
neurolinguistic programming (NLP)
payback period
return on investment (ROI)

Outline

10-1 The Customer's Unstated Questions
10-2 The Product-Analysis Worksheet
10-3 The Demonstration
10-4 Audiovisual Aids
10-5 Recommendations
10-6 Showing Return on Investment
10-7 Comparison and Imagery
10-8 Warranties and Free Trial Periods
10-9 Showmanship
10-9a Nonverbal Behavior
10-9b Movement
10-9c Novelty
10-9d Contrast
10-9e Intensity and Size
10-10 Making Yourself Understood
10-10a Structure the Presentation
10-10b Space Out Your Ideas
10-10c Repetition Aids Learning
10-10d Words Have Emotional Impact
10-10e Use Concrete Rather Than Abstract Words
10-10f Use Action Words
10-10g Avoid Negative Words
10-11 Multiple Calls
10-12 Presentation Psychology
10-12a Neurolinguistic Programming
10-12b Personality Styles

Learning Objectives

Learning Objectives

After studying Chapter 10, you will understand:

- The deficiencies of the typical sales presentation
- The differences among features, advantages, and benefits
- Ways of making the effective product demonstration
- The importance of audiovisual aids
- How to dramatize product benefits through recommendations, showing return on investment, comparison, warranties, free trial periods, and showmanship
- Methods of making yourself more clearly understood during the sales presentation
- How to fit the sales presentation to the personality of the buyer

The importance of making a good presentation cannot be overestimated. Theodore Levitt of Harvard once conducted an experiment in which he compared four selling situations:

1. A good presentation made by a salesperson from a well-known company
2. A good presentation made by a salesperson from a little-known company
3. A poor presentation made by a salesperson from a well-known company
4. A poor presentation made by a salesperson from a little-known company

As expected, the highest ratings were received by the salesperson from a well-known company who made a good presentation. But more important, Levitt found that the salesperson from the little-known company who made a good presentation outsold the representative from the well-known company whose presentation was weak. As Levitt puts it, "A good sales presentation has greater durability than a good company reputation."[1]

However, even though the term *presentation* is used as the chapter title, it is an unfortunate term. Most salespeople are accustomed to "telling and selling" instead of "involving and asking." So far, we have tried to emphasize that people learn a lot more from what they experience and actually do than from what they simply hear. The same is true about your product or service presentation. In fact, it would be better to use the term *application* rather than *presentation*. The former means a mutual discovery or learning experience as your product or service is unfolded to your prospect; the latter term refers to a dull monologue related to your product or service's features and, hopefully, benefits. Always remember that people are far more likely to believe what they experience, do, feel, touch, smell, think, or immerse themselves in than what they simply hear from you![2]

A Typical Sales Presentation

Let's imagine that somehow we have managed to secure a tape of the average sales presentation. In terms of Levitt's analysis, listen and decide if this salesperson from a smaller competitor could outscore a representative from a large, well-known company:

> *As you see, Mr. Buyer, this particular model is gray, but you can get the XYM 112J in almost any color—brilliant red, seascape blue, elm green, and sand beige. The control buttons, of course, will always be pure white. You'll notice that this model has the R211 antenna on the right side, but you can get it on the left side with a special order, or by ordering the C423 option. The XYM 112J operates in hexadecimal and can process up to 1,500 bits of binaries, given the average application. But if you desire more speed, then I would suggest the UT3460 . . .*

This type of presentation, all too prevalent, is a "data dump." Have you ever been close to a dump truck when it's full of sand or the dirt is slowly being raised? At first, the material starts to trickle out, but then the pace accelerates to an avalanche and everything slides at once. This is similar to sales reps who try to discharge everything they know about their product or service in seconds. As a result, prospects are turned off, bored, and begin to build feelings of resistance.[3] Unfortunately, this is typical of many salespeople. They do little more than provide a description of product features, and that may not even be a clear description. Usually it is left up to prospects to determine on their own how the product will solve their problems and satisfy their needs. The fact of the matter is that people do not buy products or services; they buy solutions to their problems. The salesperson who is able to translate product features into "people benefits" will find customers buying faster and returning again and again.

This subject reminds one of the old story about the three blind men and the elephant. The first one feels its side and says, "This animal is very much like a wall." The second, touching its leg, says, "It's more like a tree." The third, feeling its trunk, says, "No, it's like a snake." Each of them forms a totally different impression based on the distinguishing features that he's able to identify, and none of these three impressions is really on target.

But what if you were being asked to sell the elephant? Conventional sales training says to memorize all possible features, all possible impressions, and then spew them out, one by one, until you hit a hot button. That's the product-dump style. It's also selling blind, because until you discuss with the individual what (if anything) he wants in an elephant, you have no idea if any of the animal's features will be relevant. In our approach, you begin by finding out what the customer wants to accomplish, and then you point to the part of the elephant that can help. In addition to being more honest, this method is more efficient. If you understand up front what the customer is looking for, you won't waste time pitching something he doesn't want.[4]

10-1 The Customer's Unstated Questions

Before the salesperson ever begins the presentation, he or she must recognize that the prospect has in mind a number of questions, which may or may not be explicitly spoken, but must be answered nonetheless. If not, the sale is likely to be lost. The professional salesperson prepares his or her presentation to respond to these unstated, but critical questions.[5]

The Six Unstated Questions

Why should I listen to you?

What is it?

What's in it for me?

So what?

Who says so?

Who else has done it?

"Why Should I Listen to You?"

If the salesperson fails to spark an interest, the odds are that the prospect's attention will be absent and this will be the last call. Some of this problem should be handled with an effective approach (e.g., referral, product, curiosity, etc.), but the salesperson must follow up with material and dramatizations that continue to hold prospect interest.

"What Is It?"

This question must be answered with benefits, not features. If you're selling an Itanium IV processor in a PC, you had better be prepared to explain the benefits (i.e., faster payroll processing, accounts receivable, and lower inventory).

"What's in It for Me?"

As we mentioned in Chapter 9, "Problem Recognition," people buy to satisfy their own needs and problems, not the salesperson's. The salesperson should wait to begin the presentation until the prospect has agreed to a problem confirmation statement. If the prospect needs 64-bit processor speed to hasten reordering and decrease inventory, then that's what the salesperson should concentrate on, not a tangential matter, and certainly not the megahertz speed of the PC.

"So What?"

Your company has been in business 75 years. "So what?" Your products are used by the largest companies in the industry. "So what?" You have an online service center. "So what?" Again, it's the benefit of each of these that must be explained—and in terms of specific customer need. Every fact or piece of information you provide must be tied to a personal benefit of some kind for the prospect.

"Who Says So?"

Other than the salesperson, who of repute says that your product or service is as good as you say it is? That is, where's the proof? Otherwise, there will exist an impenetrable wall of skepticism between the prospect and your presentation.

"Who Else Has Done It?"

There's a lot of risk in being the first. In the computer business, vendors call it the "leading edge"; prospects call it the "the bleeding edge." The prospect wants to know, "Who else has done it, besides me?" Especially where a great deal of purchase risk is present and when prospect knowledge and experience are limited, having names of numerous satisfied customers is reassuring.

In other words, preparation is essential to the presentation. It assures the customer that you're familiar with, and sympathetic to, their point of view, and it will make you appear more knowledgeable about your subject. Make sure to:[6]

> *Do your homework.* Find out all you can about the prospect in advance—what business is he in, who are his customers, what types of problems does he typically face? Why is your audience present? What is the location of the meeting? What amenities does the location have (e.g., computers, an LCD projector, and so forth)? What is your exit strategy after you make your presentation?
>
> *Find out who the decision makers are.* Is the person to whom you're delivering the presentation the decision maker? If you're delivering a sales presentation to a group of people, who is the decision maker and who are the buying influences in that group? What are their backgrounds (e.g., educational level, experience, gender, cultural influences, and age)? What is the audience's consensus attitude toward your subject?
>
> *Do they know your product or service?* The starting point for your presentation may depend on how familiar the audience is with your products or services. Don't dwell on what they already know.
>
> *What is the prospect's prime interest?* Your presentation is likely to vary depending on whether the prospect is concerned mainly with the overall benefits of your product or with the details of how it works. CEOs usually prefer the broad picture; plant managers, a nuts-and-bolts approach. *Tip:* If you sense people are not comfortable with high-tech talk, switch to simpler words.

As an example of the value of homework before the presentation, take Daniel Katsin, president of Katsin/Loeb Advertising, Inc. With a $10 million deal on the line, few salespeople would take a risk in a final presentation, but Katsin knew that if he didn't, his sales pitch would be lost amongst the others just like it. He began by doing extensive research on the prospective client, Nexstar Financial Corporation. However, he took that research one step further—he essentially wrote a thesis on how Nexstar should launch its company. He distributed his work a week before his presentation to the four executives he was scheduled to meet, with a note attached that said, "Looking forward to meeting you. Please be prepared to discuss this document next week." How did Nexstar react to being given what amounted to a homework assignment? The CEO showed up with his document marked and highlighted. "The board chairman had written all over it—they all came with questions and the meeting lasted four hours," Katsin says. "I was really nervous when I sent the book over." Through his research, which entailed calling friends in the industry who knew of Nexstar, reading about it on the web, and gathering press clippings, Katsin produced a document that analyzed the client's business. Although you don't need to write a thesis and send it to the client prior to the presentation, the point is made: Do your homework! It will show.[7]

10-2 The Product-Analysis Worksheet

Making a successful benefit-oriented presentation begins before the sales interview. This may sound strange, since we emphasized in Chapter 9, "Problem Recognition," that prospects must first recognize their needs and problems. It is still true—a successful presentation must be directed to the specific problems that the salesperson and prospect agree on at the conclusion of the recognition process. But the salesperson can be prepared beforehand to discuss the agreed-upon problems. By preparing an analysis of product features and benefits, the salesperson is ready to concentrate on those specific prospect problems identified in the recognition process. In other words, by first preparing a fairly complete inventory of product features and benefits, the sales representative is in a position to select the appropriate ones and to individualize them for a particular buyer.

A useful tool in planning the sales presentation is the product-analysis worksheet, as depicted in Table 10-1. The worksheet consists of five elements: the product feature, the advantage, the benefit, the motive satisfied, and the means of dramatization.

A *feature* is any quality inherent in the product or service. It is any fact about it that will be true whether or not the product or service is ever bought or used. A feature may be a tangible part of the product's physical makeup. Important tangible features of an automobile, for example, may include color, air-conditioning, and

Table 10-1 Product-Analysis Worksheet

Product Feature	Advantage	Benefit	Motive Satisfied	Means of Dramatization
Polyester-cotton blend	Lasts longer	Buyer doesn't have to reorder as often as with an all-cotton garment	Cost and profit	Show garment that has gone through multiple washings
	Looks better	Surgical personnel don't have to be ashamed of wearing the garment	Self-esteem	Let surgical staff try on uniform and see how good it looks on them
	Needs no ironing	Saves laundering costs	Cost	Give sample garment to laundry manager to verify
Stainless-steel thread interwoven	Grounds static electricity	Minimizes danger of igniting anesthetic in operating room	Safety	Testimonial of independent testing laboratory
Delivery	Delivery will be within two weeks of ordering	Hospital doesn't have to maintain as great an inventory of uniforms	Cost	Recommendation from satisfied users
Ron Friendly, sales rep	Expertise and availability	Knowledgeable advice readily at hand in case of problems	Trust	Recommendation of customers

type of interior. The tangible features of Superior Hospital Uniform Company's new surgical uniform include its polyester-cotton blend and its interwoven stainless-steel thread.

Features may also be intangible. Company policies such as service, delivery, and price, for example, are significant product aspects. Another critical intangible feature might be the availability and knowledge of the salesperson, such as Ron Friendly of Superior Hospital Uniform Company.

advantage
Explains what the feature does—its purpose or function.

An **advantage** explains what the feature does. It describes the purpose or function of the feature. Power steering allows easier turning of a car's steering wheel. A coated aspirin tablet is easier to swallow. An automobile air bag inflates when the car is in an accident. A feature describes the product itself; an advantage describes what the feature will do.

benefit
The value or worth that the user derives from a product or service

VIDEO

A **benefit** is the value or worth that the user derives from a product or service. It tells the customer "what's in it for me." Although a feature is part of the product and an advantage explains what the feature does, a benefit relates all this to the buyer.

Benefits tell buyers what they want. In Chapter 4, "Buyer Behavior," a problem was defined as the difference between the existing situation and the situation desired. A benefit tells about the situation desired: either the acquisition of satisfaction or the avoidance of an unsatisfactory set of circumstances. Unless features and advantages have been related to user needs, no benefit has been demonstrated. This is the critical area in which many salespeople fail. Your prospective clients don't want office equipment. What they want are more profits, which they hope to attain by reducing indirect labor costs as a result of making their office personnel more productive. Likewise, they don't want software. What they want are increased revenues, which they expect to produce by providing their customers the ability to place orders online. Similarly, a primary benefit of Superior Hospital Uniform Company's new surgical uniform is that it needs no ironing, which saves on labor costs in the hospital laundry. A critical factor in the turnaround of one company was its switch from selling features to selling benefits. Ceridian, a Minneapolis-based provider of outsourced human resources services to companies of all sizes, underwent a complete transformation in its sales and marketing forces. "We were almost a sales catalog company, only pushing products," says Pat Goepel, the company's chief revenue officer. "We needed radical change if we were going to become the solution-sell company that I was striving for. The solution was to equip the salespeople with a short elevator speech about how we can help our customers, not just with one or two products, but with a whole suite of services," he says. "Our quick, 15-second speech is that our services free up our customers' executives to focus on their core business. It's a simple but powerful selling point."[8]

Perhaps the best example of the differences between features and benefits is in the computer industry, where technical advances of questionable value have outdistanced the needs of the customer. As one weary customer commented, "Do I really care if my computer uses USB 1.1 or USB 2.0 technology?" One is faster than the other, but the difference must be tangible. Because USB 2 is up to 40 times faster, backing up a PC can be done in minutes, not hours, especially critical if an individual must stay there should problems develop. The computer industry has forgotten that for every new technological advance, there must be a real benefit gained for customers who will be buying these machines.

When determining the benefits of a product, salespeople should ask themselves two questions, one before writing down the benefit and the other after. Prior to determining a benefit, the salesperson may wish to ask, "Does the buyer want the product or the 'product of the product'?" For example, 2 million quarter-inch drill bits were sold in the United States last year. Why? Did the buyers want the quarter-inch bits, or did they really want quarter-inch holes? The answer is that the buyers wanted the holes, which are the end result, the product of the product. After the benefit is determined, salespeople should put themselves in the buyer's position and ask, "So what?" The "so what" test will prevent the salesperson from presenting only features and advantages. For example, let's suppose a vacuum cleaner salesperson exclaims, "This model is a real honey. It has a dual-speed power plant, a crystallator, and a rug renovator." If the salesperson were to ask at this point, "So what?" (as the prospective buyer would), then more-meaningful benefits could be added to the presentation and more sales would be closed.

Although the entries in Table 10-1, "Product-Analysis Worksheet," tend to be brief regarding features and benefits, in actual practice the salesperson would flesh out the material by adding more words, especially transitional phrases. For example, once a problem has been established, a sales representative from Superior Hospital Uniform Company would take the facts in Table 10-1 and say something like:

> *Mr. Prospect, this new surgical uniform consists of a blend of 64 percent Dacron, 34 percent cotton, and 2 percent stainless-steel thread. The combination of polyester and cotton is important to you because it eliminates the need for ironing, which allows you to save on labor costs in the hospital laundry.*

Ron has added more words to make his presentation smoother. He has also placed a transitional phrase—"is important to you because"—between the feature and the advantage and benefit. Transitional phrases may be used either between features and advantages or between advantages and benefits. Here is a list of phrases that assist in smoothing out a presentation:

This is important because . . .

You'll really like this since . . .

This means that . . .

Others have found this valuable because of this feature (advantage) . . .

The important thing here is . . .

However, constant talking can also remove you from the buyer's consideration for both this sale and additional opportunities. When you verbally overpower the client, you risk losing him or her permanently. In fact, your likelihood of getting the sale moves in direct proportion to the amount of airtime you give your prospect during the discussion. The more time your prospect is speaking, the greater the chances that you'll get the business. So how do you use this to your advantage in your selling? Here's an example: Let's say you sell a service that employs digital technology. You could say, "Of course our service is completely digital, and that means you can be sure your information is completely secure." Or, you could say, "How important is it for your own peace of mind to know that the information you're sending is seen only by you and your intended recipient?" If your prospect responds that security is critically important, you can go into greater detail, providing some peace of mind on that particular issue. If, on the other hand, you get a noncommittal nod in response, you know you can move on to other benefits.[9] So, don't just tell, ask whenever possible and make the sale.

motive Refers to the need to which the feature appeals

In Table 10-1, **motive** refers to the need to which the feature appeals. Identifying the motive helps the salesperson determine the benefit. By knowing something about the general motives that influence buyers, the salesperson can determine specific benefits that apply in the case of individual prospects. Knowing that cost is a strong industrial buying motive aids Ron Friendly in identifying one of the new uniform's important benefits to a hospital: saving on laundering costs. In a similar manner, Ron could go down a list of other buying motives and determine specific benefits that correspond to these general motives. Recognizing that self-esteem is important would assist Ron in developing a portion of his presentation around the improved appearance of the garments, which is surely important to surgical staff.

dramatization "Bringing home strikingly" in the presentation by using demonstrations, audiovisual aids, or recommendations.

The final element in Table 10-1 is **dramatization.** Here dramatization is used in the larger sense of the word to mean "a bringing home strikingly; an effective emphasis." Dramatization gets attention and interest, increases understanding, is more convincing, and leaves a lasting impression. Dramatization, of course, includes the traditional idea of showmanship, but it also includes means of dramatization such as demonstrations, audiovisual aids, recommendations, arithmetic comparisons, warranties, and free trial periods. These methods are needed, because merely relating features, advantages, and benefits may not be convincing enough. An example will help illustrate this. Let's compare the presentations of two salespeople:

> *Mr. Prospect, you can forget about damage to your merchandise when you ship in our supercushion corrugated cartons. The cartons are unique in the business, and only top-grade cardboard is used in their construction.*

versus

> *Mr. Prospect, you can forget about damage to your merchandise when you ship in our cartons. Watch this.* (Salesperson slams a sealed carton to the floor several times. Upon opening the carton, the sales representative exclaims:) *Glass, as delicate a piece of merchandise as you'll ever ship, Mr. Prospect, is still in perfect condition. Here, let's take a look.* (After prospect examines glass, salesperson continues:) *This protection is provided by the specially designed, double-corrugated walls that give the utmost protection.*

Yet another example: After setting a new company quarterly sales record, the president of Bill's company called him to congratulate him and asked him what he felt was the secret of his success.[10] Bill replied that he had recently made a minor change to his sales presentation that was making a major difference in his results. During his presentation, he was now using a hammer to strike the safety glass several times to demonstrate its strength and durability. Several months after Bill demonstrated his hammer technique to the rest of the sales force, the company shattered all of its previous records for safety glass sales. The president was extremely pleased with the company-wide results, but noticed Bill's sales had also increased dramatically and that he continued to maintain his lead over the rest of the sales force. Intrigued, he asked Bill if he had discovered any new techniques. Bill replied that he had recently made a subtle change in his presentation. "I still use the hammer technique," Bill said, "except now when I get to the part in my presentation where I demonstrate the strength of the safety glass, I hand the hammer to my customer and let them hit the glass!"

10-3 The Demonstration

In the first example of the corrugated box, the salesperson initially relied solely on the spoken word to convince the buyer. But in the second approach, the sales representative took to heart the old adage "seeing is believing." Demonstrating the strength of the corrugated box represents a vast improvement over just talking about its strength. The best-selling tool is the product itself. With the product at hand, prospects are able to convince themselves because benefits become more evident when they have been witnessed. If you were considering a new multifunction printer for your office, which would you think would be more effective: (1) a brochure detailing pages printed per minute, color capabilities, and networking abilities or (2) actually printing out a document in 256 colors and immediately faxing the document to a customer?

demonstration Showing the product or service in use to the prospective buyer.

If done correctly, there is nothing more effective than a **demonstration**, but a mishandled demonstration is guaranteed to ruin a sale. In making the demonstration, the smart salesperson follows several rules:

1. The conscientious sales representative plans the demonstration beforehand. The equipment is checked out prior to the demonstration to prevent any embarrassing situations from developing. The sequence of features and benefits is established, with first priority going to those that are most important to the prospect or that have a competitive advantage. The demonstration should be practiced. Fumbling about in front of prospects will raise doubts in their minds about the product, not to mention the salesperson.
2. The environment of the demonstration is an important consideration. Care should be taken to ensure that a neat, clean, and quiet facility is available for the demonstration. A messy environment with equipment strewn everywhere and lots of traffic is unlikely to have a favorable effect on the client.
3. During the course of the demonstration, checking questions should be asked to make sure the prospect has grasped the significance of each feature and benefit (e.g., "Does this look as if it will meet your needs?" "How do you see this fitting your situation?" "Does this make sense for your business?").
4. At every step, the prospect's participation in the demonstration should be encouraged. During the demonstration, if you are not having people push the buttons, make the copies, type on the keyboard, smell the air freshener, open and close the doors, you're not selling—you're showing. You must have

them participate in the performance to make them feel involved. If you market an intangible product or service, be sure to have brochures, graphs, and other items that you can hand to the decision makers. Give them a calculator to prove the figures you're quoting are correct. Show testimonial letters from other happy clients. This creates both physical and emotional involvement.[11] Participation helps attract and hold attention and, especially for more technical products, helps to convince the prospect that the equipment is not that difficult to work with after all. A senior sales representative, training a new rep, had the trainee demonstrate the virtues of a new billing machine. The trainee was well indoctrinated, and his performance on the machine was flawless. Nevertheless, the prospective customers were a little leery of buying until the senior rep asked the clerical employee who would be using the machine to give it a try. Nervous at first, she tentatively began working, and soon her fingers were fairly flying over the keys of the new billing machine. The customer commented later, "If that senior salesman hadn't stepped in, we never would have bought the machine. Seeing the company-trained rep operate the unit effortlessly and efficiently only half convinced us. When we saw our own people doing it, we were sure it was the right machine for us."

5. The demonstration should be made as specific as possible to the needs of each prospect. This helps clients see the true benefits of the product—"what's really in it" for them. If possible, it may be a good idea to interject realism into the demonstration by taking the prospect on a tour of another customer's facility where the product is employed in a manner similar to how the prospect would use it. This adds to believability because such a visit shows the product in a different light from that in a demonstration at the seller's offices. The salesperson should exercise care, however, in selecting a user's site. It should be about the same size as the prospect's operation. If taken to a larger factory, for example, the prospect might be prompted to think, "This is okay for a big corporation with lots of money, but not for me."

10-4 Audiovisual Aids

How important is the visual component of a presentation? The 3M Corp. and the Management Information Systems Research Center at the University of Minnesota[12] found that some 55 percent of the impact of a presentation comes from the visual element (including how *you* look); 38 percent of the impact comes from the sound, including the way in which the message is spoken; and only 7 percent of the impact comes from the *content* of the message or what is actually being said. Presentations that use visual support are 43 percent more persuasive than those that don't, and a spoken message with attractive supporting visuals has more impact than one that's only spoken or one that's primarily visuals. As the old adage goes, "Telling isn't selling."

In the absence of being able to bring the product itself along for a demo, or as additional dramatization, the salesperson may rely upon audiovisual aids. "A-V" includes a great many alternatives:

- Charts and graphics
- Photographs and videos
- Models or mock-ups of products
- Slides and CDs
- Sales manuals and catalogs

- Flipboards and posters
- Advertisements
- Multimedia computer presentations (e.g., PowerPoint)

The last of these deserves definition. **Multimedia** refers to computer-generated presentations that include some mix of sophisticated graphics, animation, digital photographs, full-motion video, and stereo sound.[13]

multimedia
Refers to computer-generated presentations that include some mix of sophisticated graphics, animation, digital photographs, full-motion video, and stereo sound.

Following is a list of common audiovisual supports and recommendations on their proper use.[14]

Flipcharts. Use flipcharts for brainstorming sessions, discussions, and presentations with high audience participation, but only with small audiences only because flipcharts are not visible from a distance. Position flipcharts as high as possible. Use wet markers with flipcharts to increase visibility. Use the colors black and blue for the easiest reading.

Slides. Use slides to portray vivid, high-resolution, colorful, and professional images. Show your best or most memorable slide more than once to reinforce the message.

Handouts. Use handouts to provide additional or follow-up information that was not covered in your presentation and distribute them at the end of your presentation to prevent "defections" and audience inattentiveness.

Overhead transparencies. Use overhead transparencies as a less expensive option to slides. Use overhead transparencies when you need to change, write on, or customize material for the audience. Make sure the projector glass and lens are clean before you use them. Use color-in transparencies to maximize attention.

Models. Use models to demonstrate how something works, looks, sounds, or feels for items that are too small or too large to be seen by the audience.

Computer-generated audiovisual supports. A laptop or notebook computer, a lightweight projector (or projector panel), and the right software are the basic tools necessary. In fact, in industries where leading companies are making sales calls featuring presentation technology, competing companies face the danger of being left behind. In competent hands, the automated sales presentation is bound to seem more professional, more dramatic, and more persuasive than nonautomated presentations.[15]

Electronic presentations offer a number of advantages over traditional presentation formats: They are easily transported by disk or laptop; computer-based presentations can be quickly created, altered, or customized, often without technical help; they can be designed to let the viewer or presenter choose the desired path; they can be easily copied; and they can be shown through a variety of display options.

A variety of presentation software packages are available to the sales professional that will help to create high-impact graphics for presentations. Some will lead you through the process of preparing and organizing your presentation. The leading package available is by far Microsoft's PowerPoint. Some of its useful features are:

- *Presentation templates.* These are preformatted presentation outlines for a variety of presentation types and audiences. They can greatly reduce the time it takes to prepare a sales presentation.
- *Animation.* This feature will allow your graphics to move to illustrate graphs showing cost-effectiveness or time saved.

- *Video.* Video can be presented in either the traditional format or by streaming, if it is saved to the Internet.
- *Narration.* You can narrate your presentation, making it a self-running program you can email to clients as an attachment or you can save it to the web for the clients to access. Be judicious with the use of sound narration, if you are there in person.

Although PowerPoint and other presentation software packages have advantages, they can be incorrectly implemented to the point of numbing rather than energizing clients. No matter how many flying bullets, builds, or fades you can produce with your computer, if buyers are confused or bored by what they are seeing, you will have struck a bad visual chord with them. Don't go overboard with the technology. Keep it simple. You're there to make a sale, not to win an Oscar for special effects.

Some mistakes commonly made by sales reps that degrade their presentation follow.[16]

Using Full Sentences Instead of Bullet Points

A full sentence should only be used when quoting someone. Use bullet points to provide key ideas and fill in the rest with what you say. If you use full sentences, the customer will read the slides instead of paying attention to your message. Instead of using text-heavy visuals, use bullet points, with a maximum of five to six per page; use a maximum of five to six words per line; and separate entries with white space. Compare the following:

Text-heavy visual

- We have 23 million unique users per month, which makes us No. 1 in our category.
- Another advantage is that we offer an unduplicated audience for your advertising.

Non–text-heavy visual

- 23MM unique users per month
- Unduplicated audience

Not Taking Advantage of Graphics

Text is necessary in a PowerPoint presentation, but the solution you are offering to their key problem is enhanced with visuals. Use product photos to show how the product will solve their problem; use graphs to show measurable results from using your product; and use diagrams to explain the process that is used to ensure success. Pick up a copy of your favorite business publication, whether it's *Fortune, Business Week,* or the *Wall Street Journal,* and look at the business-to-business advertising. The majority of ads show a picture with the text because the eye picks up and remembers pictures far better than it does words.

Use the following guidelines to liven up your message.

Explaining trends?	Use line graphs.
Describing a series of steps?	Use a diagram.
Comparing capabilities?	Use a table.
Showing comparisons?	Use a pie chart or bar graph.
Explaining how your site works?	Show the site.

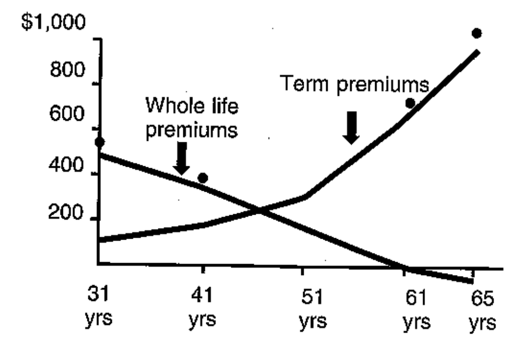


Figure 10-1
How Audiovisuals Can Assist the Insurance Salesperson

Text Is Too Small

Don't try to jam too much text onto one slide. The text gets so small that no one can read anything, and they get annoyed trying to figure out what the slides say. Use at least 28-point, preferably 32-point type.

Slide Changes Should Never Be Set to an Automatic Time

Doing so does not provide for clients to learn at their own pace or allow you, the salesperson, to adjust to the varying needs of your clients. Audiovisual aids are especially valuable to the salesperson who sells an intangible product. Here the visual serves as a substitute for the real thing. The life insurance salesperson can talk endlessly about how life insurance will provide income for a widow without the prospect's actually grasping the concept. But when the representative shows the buyer a chart or graph of future proceeds, the idea may become more alive and tangible.

Figure 10-1 demonstrates how a graph can make a complex subject like insurance more understandable. The graph shows how premiums (payments) for a whole life policy differ from those for a term policy over the course of a lifetime for a man beginning the policy at age 31. The salesperson could merely cite the different payment amounts, but would this have as much impact on the prospect's understanding as the graph? Figure 10-1 dramatizes the differences. One can really see the existence of a crossover point, when relative costs for the two policies change.

Multimedia is not only helpful for salespeople selling intangibles, but its interactive features also help in explaining complex technical equipment. Bill Burg used Ingersoll-Rand's computer-based presentation for a $100,000 air compressor. Explaining the compressor to the powerhouse chief and the chief engineer, as Burg clicked through the presentation, the chief engineer asked him to change the engineering data, running different scenarios of operating and power costs. In minutes, Burg was squeezed aside as the two customers entered and changed their own numbers. The original 20 minutes for which the sales call had been scheduled expanded to two hours.[17] They also asked Burg to make a copy of the software and leave it with them, illustrating another significant advantage of multimedia—it can sell without the salesperson being there.

10-5 Recommendations

A demonstration represents the most powerful means of dramatization, but it is not always possible. For a recommendation story, the salesperson can create a comparable effect by telling the story of a satisfied customer who was in a similar situation before the purchase. In this manner, prospects can imagine themselves trying out the product without actually doing so.

Recommendation stories are interesting. Even the dullest subjects take on interest when people are included as subjects. An abstract discussion of product features gains life and drama if the same points are emphasized in a story about people solving problems similar to those of the prospect. Stories of people facing similar situations remind prospects of themselves, and they can draw parallels from what happened.

In formulating a recommendation story, there are several things the salesperson can do to add drama and excitement. The basis of all drama is conflict: individual against individual, individual against the elements, or individual against his or her problems. The last represents the dramatic conflict that should be portrayed in the sales story: a hero or heroine who has a problem similar to the prospect's overcomes the problem and lives happily ever after by purchasing the salesperson's product. In the course of relating this tale, the salesperson can enliven matters by describing customers and their problems in some detail while including some dialogue. Repeating what customers actually said makes the story even more persuasive than if there is only an impersonal description of what occurred.[18] Perhaps the best way of demonstrating the value of a recommendation story and illustrating some of the principles for putting one together is by offering an example. What follows is a recommendation story by Ann Fisk (a trade salesperson), who is calling on a supermarket manager:

Mr. Prospect, you've told me a number of times that you really want to build traffic and increase inventory turnover in your condiments sections. You know that sounds similar to what other managers are saying and, in fact, it sounds very much like the problem that Jerry Harris over at the Super Saver store on Ninth Street had until just recently. You know Jerry, don't you? He's that tall, rather heavy-set guy who's always wearing an apron and looks like he just stepped out of the meat section. Anyway, Jerry told me last month, "Ann, I'd sure like to do more out of my condiments section. There just doesn't seem to be a nickel's worth of traffic and volume in that aisle. I wish I could think of something."

Well, I explained to Jerry that our new product, "Dijo"—our combination mayonnaise-Dijon mustard sauce for hamburgers, would go a long way toward solving his problems, especially if he made room for us to put in our special end-of-the-aisle display. Well, you know Jerry let us put in a big display of Dijo, and his sales from the condiments aisle increased fourfold. That display of Dijo really brought in the traffic.

And you know what Jerry said to me just last week? He said, "If you ever need a testimonial, Ann, have them call me. I've got the figures."

Here you can see the elements of a good recommendation story: a hero faces a problem and overcomes it. The story has lots of dialogue mixed in. Giving the hero or heroine's name, firm, city, state, and phone number adds to the credibility of the technique.

The effectiveness of the recommendation story has a firm basis in social science research. People frequently use beliefs, attitudes, and actions of others—particularly similar others—as a standard of comparison against which to evaluate the correctness of their own beliefs, attitudes, and actions.[19] Thus, it is common for individuals to decide on appropriate behaviors for themselves in a given situation by searching for information as to how similar people have behaved or are behaving.[20]

One sales rep, Barry J. Farber, has a unique way of increasing the credibility of the recommendation story; he tapes the client. He doesn't put words in the customer's mouth; he wants a natural unrehearsed response. Even background noise—ringing phones, the hum of conversation—works toward realism. Bringing the taped remarks to a sales call with a prospect along with a testimonial letter written on the customer's letterhead is real dramatization.[21]

10-6 Showing Return on Investment

For dramatizing a presentation, showing return on investment is not as powerful as a demonstration or a recommendation story, but when combined with these two methods, it becomes effective. The **return on investment (ROI)** is simply the net profit or savings expected from a given investment, expressed as a percentage of the investment.

return on investment (ROI) The net profit or savings expected from a given investment, expressed as a percentage of the investment.

$$\text{ROI} = \text{Net Profits} \div \text{Investment}$$

Let's show how a business-equipment sales representative would justify the investment in a personal digital assistant (PDA). On the basis of a survey of the customer's current system, the salesperson might find that an hour a day of a clerk's labor could be saved with the purchase of the PDA. If this clerk was paid $20,000 per year, then that hour's time would translate into $10 saved every day and $2,500 over the course of a year. The sales representative could then proceed to show that the cost of the PDA, $295, could be recovered in 30 days ($295 ÷ $10); this is often called the **payback period** or the amount of time it takes to recover your investment. The ROI for one year would be $2,500/$295 or almost 700 percent. Over the course of a year, the prospect would be $2,205 ahead ($2,500 − $295); if the PDA was expected to last nine years, then the total return would be (9 × $2,500) − $295 for a total of $22,205. Alternatively, because some customers are motivated more by thinking in terms of losses, the salesperson could say, "By not acting on this special offer immediately, you and your company stand to lose $208 per month or almost $7 per day."

payback period The amount of time it takes to recover your investment.

Frequently, after the prospect has had a chance to see a demonstration and hear a recommendation, questions arise about the economic value of the purchase. The demonstration and recommendation provide evidence that the product will work, but doubt remains as to whether the money expended is worthwhile. This doubt disappears when the salesperson can show that the dollar investment is fully justified by the benefits to be reaped from the purchase. In a large sense, this involves showing that the return (or profit) is well worth the investment.

There are two general ways that an industrial sales representative can present a promise of profit improvement: (1) by showing that operating costs can be decreased and (2) by showing how the customer can increase the revenues earned from operations affected by the salesperson's equipment.

10-7 Comparison and Imagery

Most people use examples to help illustrate their points. However, the most skilled consciously use distinctive and meaningful metaphors, analogies, and comparisons (imagery) to really drive those points home.[22] When Bill Gates was called before the Justice Department to remove his browser from Windows, he didn't just say that Justice was being unfair and ridiculous. To make his point, he couched his statement in a comparison that he knew anyone listening could immediately relate to. He said that telling Microsoft to remove the browser from Windows was as ridiculous as telling automotive companies to remove radios from their cars, because it might put radio manufacturers out of business!

Imagine the impact of the following facts without the added imagery.

1. A gigabyte can store a billion characters, roughly the equivalent of 1,000 average-sized novels.
2. A billion dollars is enough to operate every school in America for five hours.

Do you "tell" or "sell" the number of unique visitors to your site? Example: (Talking to a buyer who is a football fan:) "We reach 1,000,000 people. That's 10 Super Bowls of potential buyers for your product!"

One of the oldest and most effective methods of teaching is through the use of comparison and contrast. The idea is to start with something the student (or prospect) is familiar with and compare it to something new and unfamiliar. By comparing similarities and differences, the student is able to understand the new object or concept. If you were to attempt to explain baseball to an English person, you might start with the game of cricket. Similarly, a sales representative trying to sell a digital camera might start by comparing it to an old Polaroid.

There are several ways for salespeople to sell by comparison. They can sell by analogy, that is, by drawing comparisons between essentially dissimilar objects. A life insurance salesperson, for example, might compare investing in life insurance to putting money in a bank until it is needed. The computer salesperson might explain that a disk resembles a phonograph record and that it holds information like a file cabinet: a floppy disk is like a 2-drawer cabinet and a hard disk is like a 20-drawer cabinet. When I considered having my older home improved with steel siding and then balked at the price ($11,000), the enterprising sales representative responded, "If you spent the same amount on a car, would you get a 40-year warranty, and an investment that actually gains in value over the years?"

One computer salesperson, Chet Anderson of Pocatello, Idaho, often makes car analogies. When someone is confused by price differences and the capabilities of the various computer models, he says, "You can get a Ford or you can get a Mercedes. They're both going to get you there; you just get a lot more options with a Mercedes." When customers are surprised about all the extra costs they incur after buying the basic unit, he is ready: "A computer's no different from a car. After you buy a car, you have to pay for repairs and keep gas in it, don't you?"

Salespeople can also use comparison through sales metaphors. Abe Lincoln, Ronald Reagan, and other politicians have long recognized the power of metaphors. The idea is to build a powerful mental picture in the mind of the prospect. People tend to be less critical when listening to stories than when sitting through a fact-packed formal presentation. Your prospect's mood shifts toward receptivity—not unlike when attending a play or seeing a film. Defenses drop. Information and suggestions slip in unnoticed by the conscious mind, yet they have a powerful impact on subconscious buying behavior. Plus there's the metaphor's entertainment and attention value. One top insurance rep, selling to a young prospect who was considering a policy from a smaller, less-known insurance company, countered with this metaphor: "It's like taking you and your family on a long voyage across the Atlantic Ocean; you want to get from here to England; and you have a choice of either going on a sailboat or on the *Queen Elizabeth II*. Which one would you feel safer on?"

10-8 Warranties and Free Trial Periods

Much like a demonstration, warranties and free trial periods are meant to assure the prospect that the product will work and that satisfaction is guaranteed. Backing up a claim with a warranty is a powerful way of dramatizing a company's confidence in its product and ensuring forthcoming prospect satisfaction. In a similar manner, an offer of a free trial period ensures satisfaction. This resembles a sort of "if it doesn't work, send it back and you won't owe a thing" form of proof. Although the free trial is effective, the salesperson must learn not to rely too heavily on it. It is easy for a customer to put off the salesperson by asking for a free trial. By readily providing a free trial, the sales representative may have lost an immediate sale if matters had been pressed. Sales managers have been known to throw up their hands in exasperation when all models in a branch office were found to be loaned out on trial. Some have told their salespeople to bring in the "loaners" or else be prepared to pay for them.

If available, a seal of approval or report from an independent testing agency represents excellent proof of performance. A satisfactory review from organizations such as Underwriters Laboratories or Consumers Union is a powerful testimony to a product's ability to perform. The sales representative should not fail to mention such reports.

10-9 Showmanship

Showmanship is another element of dramatization, but it differs from other methods because it is oriented toward the actions of salespeople themselves rather than toward dramatizing the product. Showmanship also has entertainment value over and above its ability to grab the prospect's attention, further differentiating it from other means of dramatization.

Although showmanship can assist in maintaining attention during the presentation, the salesperson must be judicious in its use. Sales representatives who arrive for the interview in a yellow and blue suit, red shirt, and a carnation in their lapel will probably gain the client's attention, but their credibility is another question. Such actions are likely to awaken a picture of that old salesman stereotype. Suspicion and mistrust are sure to follow. A feeling that "this guy's out to sell me something I don't need" would be a common reaction.

Yet showmanship in moderation can be very effective in securing prospect attention and providing some entertainment. The latter ingredient in sales success is not to be underestimated. The visit of the sales representative provides a break in the normal everyday routine, and the entertaining salesperson may gain a competitive advantage. Paul Stephens remembers his frustration when he first started selling Ben and Jerry's ice cream. Paul would load the trunk of his car with ice cream and dry ice and prospect for customers in Vermont. Paul's prospect strategy was simple: look for and call on "mom-and-pop" stores. He'd talk, leave some samples and a price sheet, and return weeks later, only to find that sample was still in the refrigerator unopened and untried. Paul decided on a different strategy. He headed to the nearest hardware store and purchased a big soupspoon. Calling on the next mom-and-pop store, he scooped some ice cream from a fresh sample and said, "Have a bite." The store owner dug into his first taste of Ben and Jerry's ice cream. "It was pretty smooth sailing from there," explains Stephens, now a regional sales manager for the $132 million company. "It wasn't fancy," Stephens admits, "but it was the only thing that would work."[23] The lesson for beginning and experienced salespeople alike: Never underestimate the value of showmanship.

What are the elements of showmanship? Sales reps may borrow from theories of psychology, the elements of nonverbal behavior, movement, novelty, contrast, and intensity and size to add showmanship to their presentations.

Salespeople can learn to practice their gestures, posture, eye contact, and facial expressions. Doing so can only help improve your sales performance. The bottom line is that it doesn't matter how exciting or innovating your sales pitch is, because your body language speaks louder than words.

10-9b Movement

Our eyes are attracted to movement. Recognizing this fact, many salespeople turn pages in a flipchart, point to a pertinent fact, hand the prospect a model, take an item from their pocket, or remove an item from their briefcase. The use of something as innocuous as a pencil may provide sufficient movement to maintain attention. Life insurance salespeople are encouraged to use the pencil in determining premiums and the amount of protection needed. Industrial representatives also make heavy use of the pencil in their presentations, drawing plans or designs of particular equipment, for example.

10-9c Novelty

Novelty refers to something new, different, fresh, or unusual. A sales representative wishing to dramatize the return on investment from buying a new electronic calculator might ask the prospect to pull a dollar bill out of his or her wallet and give it to the salesperson. The sales representative might then give the client $2.50 and say, "For each dollar you invest in the Number-cruncher Model 7, you'll get back a $2.50 return during just the first year."

A classic story illustrating the use of novelty is about a sales representative selling advertising for a women's magazine. When a shoe manufacturer canceled advertising in his publication because of little editorial attention paid to shoe styles, the enterprising sales representative decided to use a novel and dramatic tactic. He had the advertising manager of the magazine cut out every article on shoe styles that had appeared since the manufacturer had begun advertising and mount them side by side on an accordion-folder strip, some 25 feet long when pulled out. Armed with this evidence, the sales representative called on the manufacturer, and, upon entering his office, asked the customer to hang onto one end of the portfolio while he began walking out of the office, unfolding the portfolio as he went. Advertising was reinstated.[27]

10-9d Contrast

Contrast represents a change in a stimulus to which the prospect has adapted. The idea is that change itself captures attention. If the salesperson has been doing most of the talking, then asking a question represents a change—and a means of capturing attention through contrast. Introducing the use of visual aids, altering the pitch of one's voice, or pausing in the midst of speaking are ways of introducing contrast into the sales presentation.

10-9e Intensity and Size

When multiple stimuli compete for attention, the bigger, louder, and brighter ones receive the attention. This does not mean, however, as some sales managers seem to believe, that all their salespeople should be over 6 feet tall. And it does not mean that red vests should always be worn. But sales representatives may wish to raise their voices when making an important point, make the print larger when using an especially lengthy visual, or use bright colors in a posterboard presentation.[28]

10-10 Making Yourself Understood

Earlier we identified how communication between sender and receiver can easily go awry. In fact, one might say that misunderstanding rather than understanding is the natural result of communication. It is unlikely that the receiver will comprehend the message exactly as the speaker intended it. Complete accuracy is close to impossible, but during presentations, communicators (especially salespeople) should keep in mind several guidelines. First, structure and organize the presentation. Second, space out your ideas. Third, repetition aids learning. Fourth, words have emotional impact. Fifth, use concrete rather than abstract words.

10-10a Structure the Presentation

An unstructured presentation will lose a prospect before the salesperson gets a chance to make his or her point. Therefore, the professional sales rep makes an outline of the presentation beforehand and works from there. The divisions of the presentation should be as follows:

Introduction. The beginning sets the tone for the rest of what is to follow. Let's start with the very beginning of a presentation, often the most awkward moment in a sales call. In the two examples that follow, the first has no transition; the second does. Notice the difference in effectiveness. Buyers will.[29]

> **(Weak) You:** "OK, enough about the weather. Uh, let me tell you about our new cholesterol drug."
>
> **Buyers think:** "Oh, no! Not another clueless rep!"

Transition phrases like those in the next example get the presenter, the presentation, and the buyer into the same mind-set right away. Simply begin by stating the physician's objectives and business situation.

> **(Stronger) You:** "The purpose of our meeting today is to help your patients lower their cholesterol with fewer side effects than older drugs on the market" or "What I wanted to talk to you about today was an idea to help you . . ."
>
> "As you told me, you're facing . . ." (fill in the background facts of your doctor's situation) or "Last time we spoke, you said . . ." (background facts) or "As we both know . . ." (background facts). (A confirming question is a good idea here. For example, "Is that right?")
>
> **Buyers think:** "This rep actually knows something about me and my practice! I think I'm going to like this."

In general, consider the theme of what you are trying to communicate and the one or two major points you want to firmly entrench in the prospect's mind. That constitutes the introduction: "I'm going to talk about ______, how it affects ______, and how my product can solve the problem." That's your intro.

Another good idea: Develop a strong, brief opening using a human-interest story about a satisfied customer. Former president Ronald Reagan, known as the "Great Communicator," rarely made a speech without a human-interest story referencing a brave young soldier, dedicated student, or kindly senior citizen. Because people respond to people, short illustrative stories can help you develop an immediate connection with your audience. Be sure to choose a story that is relevant to your message and your audience.[30]

Motivation. Win the customer's attention by describing the specific need or problem that he or she has. Go back to the problem confirmation that the prospect agreed to. Be sure to tell your prospects why they should listen to you. What are the benefits? What's in it for them? What is it? Who says so?

Agenda. Outline what is to come; this provides organization. "I'll start with ______ and then move on to ______ solutions. I've got a multimedia presentation and some charts and overheads to show you. We'll conclude with questions and answers." Prospects (and all audiences) are more comfortable when they know where they are going and can see that they are making progress toward a definable end.

Content. State the whole idea in overview without specifics. Then break it down into segments. This is where you can enumerate three or four points (audiovisuals are useful here). Spell out clearly the outcomes the decision maker seeks. What positive results will come from meeting the need or solving the problem? What are the possible consequences of inaction? Recommend specifically what you think the decision maker and his or her organization should do. Link your recommendation back to the client's needs and desired outcomes. For substantiation, discuss technical details, cost details, management plans, schedules, risks, logistics, training, documentation, delivery schedules, future implications, conformance to specifications and requirements—whatever. Link the details of your solution to the client's needs and constantly return to the key persuasive point: how the solution components will contribute to maximum return.

Recap. Review each segment before continuing. This captures the inattentive and slow listener as well as those who have misunderstood.

Transition. As you progress from one point to another, note the fact: "Now let's turn to . . ." or "This leads us to the next step . . ." It is very easy for buyers to become bored, lost, or both—especially with PowerPoint screens. To minimize that risk, use connecting phrases like these to move from point to point within each block of information.[31]

You: "In addition . . ." "Moreover . . ." "Another benefit is . . ."

Buyers feel: Buyers feel a growing sense of excitement and the appeal of your message. To double the momentum, couple the transitions within blocks of information with transitions between blocks of information.

You: "So, again, XYZ cholesterol-lowering drug is the fastest growing in its category. And the story gets even better when you look at the increased patient satisfaction with fewer side effects like joint ache . . ." (Click. You're onto this next block of information.)

or

"So, you've seen how popular XYZ is and how responsive patients are. Now, what special promotional opportunities will you have?" (Click. You're onto this next block of information.)

Buyers see: Buyers see cumulative benefits and are increasingly caught up in the possibilities of your drug's story and what it means to them.

Summary. After completing all your points, wrap up by restating the whole idea, touching on the major points, restating your argument, backed up by the data you have just presented.[32] Summaries are always easy when you use a simple client-centered lead-in transition like either of these:[33]

You: "In summary, you want to (treat patients better with fewer side effects)" or "We started by saying you want to . . ."

Buyers: (silently agree) Then, restate your recommendation. Add a final linking transition.

You: "As a result, we will help you treat patients better and increase their satisfaction."

Buyers think: "Yep, that's what I want. What's next?"

10-10b Space Out Your Ideas

Salespeople are often so eager to tell their story that a veritable flood of words and facts is hurled at the poor prospect. One idea flows into another, and prospects get lost in the wilderness of words and ideas. Little time is available for them to absorb the last idea before the next one is upon them. And then salespeople wonder why they leave without an order after making what they believe to have been a great presentation. Successful sales representatives space out their presentation of features, benefits, or whatever else is important, one point at a time. Audiovisual aids can be valuable here. As the salesperson advances from one point to the next, the pages of a flipchart can be turned. A transparency, slide, or posterboard can serve just as well.

After each idea and its supporting material are explained, it is critical that the sales representative check for understanding. The worst possible thing is to assume that the prospect understands and then proceed. Checking questions such as the ones explained in Chapter 9, "Problem Recognition," should be liberally used. After making a point, for example, the salesperson might inquire, "Have I adequately explained the reason for having stainless-steel thread interwoven throughout the uniform, Ms. Prospect?" (Notice also the concept of burden of responsibility in the way the question is phrased.)

10-10c Repetition Aids Learning

Repetition helps in most learning situations. This is not to say, however, that the salesperson should repeat the idea again and again. Too much repetition may antagonize the prospect. But key ideas should be repeated, especially if they are complex.

One way to avoid monotony is by using different examples to illustrate the same basic idea. Advertisers learned this long ago. Brewers make the same point each time (e.g., "Tastes great, less filling"), but use a different cast of sports or entertainment personalities each time with a slightly varied script. There are other methods of making repetition less objectionable. The salesperson may substitute synonyms for key words. Or the sales representative may enlarge upon an idea by adding new bits of information each time the concept is mentioned.

10-10d Words Have Emotional Impact

Words are one reason that communication can be distorted so easily. Words represent things and are symbols for actual things. But the same symbols have different meanings to different people. When a word is used, each of us creates a different image in our minds. For example, if we were to walk up to two children and tell them, "There's a dog behind you kids," one might turn around smiling, and the other might take off running as fast as possible. This illustrates how different experiences can alter the meaning of a word, especially its emotional loading.

Salespeople have to be careful of the emotional impact of words. The retail salesperson should never tell a customer that she looks "skinny in a dress"; "slim" or "slender" would be preferable. One saleswoman found she sold more cosmetic cream when she stopped telling prospects it would "restore" their complexion and began saying it would "preserve" their complexion. The real estate salesperson should speak of the merits of a "home," not a "house." Although the words are synonyms, their emotional loading is far different.

10-10e Use Concrete Rather Than Abstract Words

Buyer understanding is facilitated by the use of specific or concrete words rather than abstract ones. It is much clearer, for example, if the salesperson says, "This unit copies 100 documents per minute" instead of, "This unit copies fast." Words and phrases such as "costs less," "saves money," and "efficient" mean little because they do not tell the customer enough. The prospect needs to know how much less the product costs, how much money it will save, and exactly how much more efficient it is. Note this description of a tax consulting firm (taken, sadly, from an actual presentation):[34]

> *We help identify opportunities for increasing revenues, decreasing costs, and for SR and ED tax credits eligibility.*

Why does this description fail? It is too dull and too abstract. No one can "see" opportunities for increasing revenue. No one gets involved emotionally with the vague phrase "decreasing costs." But people would respond to, "We take the pain out of tax work while lifting your bottom line by as much as 50 percent."

The salesperson should also help the prospect visualize during the presentation. Words are translated into images as the listener hears them. What do you see when "ice cream," "apple," and "MTV" are mentioned? Before making a purchase, buyers imagine a picture of themselves enjoying the product. If you were buying a car, which description would you find more persuasive: "foreign sports car" or "a red Porsche two-seater with a white convertible top." The more the sales representative can paint the prospect into the picture, the more likely the sale.

10-10f Use Action Words

Action words speak loudly and clearly. Which of these statements has greater impact? "You don't build any cash value with term insurance" or "You're burning up money every year with term insurance." Similarly, a salesperson selling replacement windows might say to a prospect, "With your current windows, it's as if each winter you had one window wide open," rather than, "You're wasting energy with your existing windows."

10-10g Avoid Negative Words

Many salespeople use negative words in their presentations, when rephrasing what they say in a positive manner would have a much more favorable impact. They should leave the word *but* and its synonyms at home. For example, which of the following sounds better?

> *It's a good machine, but very expensive.*

or

> *It's an excellent machine and worth every penny.*

Similarly, how should the retail salesperson respond to a customer's request for a certain shirt that is out of stock?

> *It's a nice shirt, but it will take 10 days to get it.*

or

> *It's a nice shirt and I can get it in your size. It will only take 10 days.*

Similarly, if you were forced to choose between a deal that has an 80 percent chance of success and an equivalent deal that has a 20 percent risk of failure, which would you choose? Most people choose the first, even though the options are identical, because people respond more favorably to choices that are framed positively—that is, in terms of success rather than failure.

10-11 Multiple Calls

On the average, from the first meeting of prospect and salesperson, it takes five calls for an order to be closed. This raises the obvious question of planning the objective and narrative of each call. In some instances, it is easy: The approach and problem recognition are handled in the first call, presentation in the second, handling objections in the third, closing in the fourth, etc. Typically, however, the salesperson must plan and vary the presentation for at least several visits. Summarizing what has transpired on earlier calls is an effective beginning for later ones: "Let me summarize what we discussed on the 25th . . ."

Beyond this, the salesperson should make sure there are reasons for subsequent calls, focal points around which to build each presentation. After all, if you're selling cars you don't take customers on their second visit for another test drive. You talk about financing or options or trading up. You might bring a new idea, ask some different questions, make a survey, and ask about new developments that have changed the prospect's situation. New literature, an application by another customer, test results, price changes, coming shortages, new products, new processes—all offer a reason for making new calls. For each call, setting multiple objectives has much to recommend, especially for relationship selling, where many calls may be required before a sale and additional calls may be needed to firmly establish the relationship. Such goals might include setting a date for the next meeting, getting to know the prospect better, continuing to discover prospect needs and problems, and scheduling a demonstration. In addition to focusing the sales rep's presentation, having multiple objectives diminishes the fear of failure by the salesperson. For salespeople with a wide line of products or services, there is **cycle selling.** On the first call, the sales rep stresses the most popular lines plus one or two secondary products. On the next call, he or she again stresses the primary line and two other secondary products. Soon, the whole line has been detailed.[35]

cycle selling
On the first call to a prospect, the sales rep stresses the most popular line and one or two secondary ones; on the next call, the most popular again and another secondary line, etc.

Where multiple calls are required, especially for relationship selling, multiple "closes" are necessary before the final sale is made and the relationship firmly established. After the first call, for example, the sales rep may decide that other buying influences must be consulted, a demo arranged, a plant tour scheduled, etc. To facilitate this sequence of requisite steps, the salesperson may use an advance. One of the most common perceptual problems occurs when the salesperson and prospect misunderstand one another on the next course of action, particularly what decision will be reached by whom and when. Oftentimes, the salesperson leaves thinking he or she will be hearing a decision shortly, while the prospect perceives no particular hurry. This leads to frustration on the part of both parties; hence, the advance. The salesperson tells the prospect what he or she would like to cover in the presentation and agrees on the nature of the next step:[36]

Ms. Smith, I'd like to cover several areas today. I have questions for you, and I'm sure you have several for me. After we go over everything, we need to make a decision about what to do next. If you think my product meets your needs, then we can process the order. If we need to meet with others, we can schedule further meetings. Is this a logical sequence of events?

10-12 Presentation Psychology

Successful salespeople adjust their presentations to the customers they face. This means recognizing buyer personality style—Driver, Amiable, Analytical, or Expressive. This significantly affects the different tactics and benefit statements to be used with each. Salespeople should also adjust their presentations to the characteristic ways that prospects process new information—an emerging field of scientific study with the jaw-breaking title of neurolinguistic programming. Take the assessment in Box 10-1, "Your Neurolinguistic Style," to determine your own approaches. The section with the highest score indicates your preferred style.

10-12a Neurolinguistic Programming

neurolinguistic programming (NLP) How humans characteristically respond to communication: visually, auditorially, or kinesthetically.

Neurolinguistic programming (NLP) was developed by John Grinder, a professor of linguistics, and Richard Bandler, a therapist, both of the University of California. Grinder and Bandler claim that humans respond to new communication in one of three basic modes: visual, auditory, or kinesthetic (seeing it, hearing it, or touching it).[37] Further, their studies demonstrate that people consistently favor one mode over the other two and that you can communicate more easily with them by using their favored mode. How do you recognize which mode is predominant? According to Grinder and Bandler, it will be evident in eye movement. Someone who processes information visually will look up and off to one side, as if they were imagining what something looks like; auditory, eyes horizontal and to one side, as though imagining what something sounds like; and kinesthetic, eyes down and off to one side. (See Figure 10-2.) Clues also can be found in the characteristic language of each type. Visual people use visual language: "That's not clear to me," "Can you shed a little more light on that subject," or "Hey, that's a bright idea." Auditory types might be heard to say, "Hey, that rings a bell," "I hear you . . . ," or "That really strikes a chord." Kinesthetic types might say, "That feels right," "I have a hunch that . . . ," or "I sense that . . ."

By taking note of prospects' characteristic eye movements and language, salespeople can formulate their presentations accordingly. To sell to the visual customer, paint word pictures of a product: how beautiful something will be, as in, "Can you see the reaction of everyone when they see a new iMac personal computer sitting in your office?" Use visual words, such as *see, look, clear, bright, show, eye-catching,*

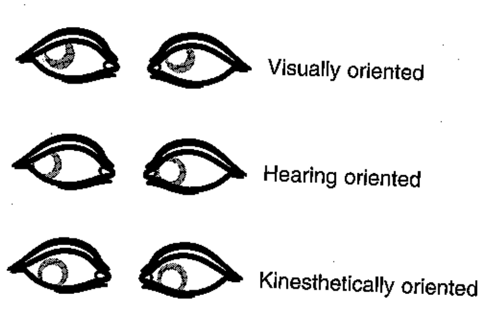


Figure 10-2
Eye Movements Reveal One's Neurolinguistic Style

Box 10-1
Your Neurolinguistic Style

The information checklist that follows is designed to help you discover your preferred way of relating to the world. Notice the 20 items in each of the three communication channels. Put a check next to each item that is basically true for you. The scale with the most checks identifies your preferred style.

Information Preference Checklists

Visual Orientation

1. On an evening when I don't have anything else to do, I like to watch TV.
2. I use visual images to remember names.
3. I like to read books and magazines.
4. I prefer to get written rather than oral instructions from my boss.
5. I write lists to myself of things I have to do.
6. I follow recipes closely when I am cooking.
7. I can easily put together models and toys if I have written instructions.
8. When it comes to playing games, I prefer word games like Scrabble and Password.
9. I am very concerned about the way I look.
10. I like to go to art exhibits and museum displays.
11. I keep a diary or a written record of what I have been doing.
12. I often admire the photographs and artwork used in advertisements.
13. I review for a test by writing down a summary of all pertinent points.
14. I can find my way around a new city easily if I have a map.
15. I like to keep my house very neat looking.
16. I see two or more films each month.
17. I think less highly of a person if he or she does not dress nicely.
18. I like to watch people.
19. I always get scratches and dents repaired quickly on my car.
20. I think fresh flowers really brighten up a home or office.

Total Score for Visual Orientation

Auditory Orientation

1. On an evening when I don't have anything else to do, I like to listen to music.
2. To remember someone's name, I will repeat it to myself over and over again.
3. I enjoy long conversations.
4. I prefer having my boss explain something to me orally rather than in a memo.
5. I like talk shows and interview shows on radio and television.
6. I use rhyming words to help me remember things.
7. I am a good listener.
8. I prefer to keep up with the news by listening to the radio rather than by reading.
9. I talk to myself a lot.
10. I prefer to listen to a CD of some material rather than to read it.
11. I feel bad when my car sounds funny (has knocks, pings, etc.).
12. I can tell a lot about a person by the sound of his or her voice.
13. I buy a lot of albums and prerecorded CDs.
14. I review for a test by reading my notes aloud or by talking with other people.
15. I would rather give a talk than write a paper on the same topic.
16. I enjoy going to concerts and other musical events.
17. People sometimes accuse me of talking too much.
18. When I am in a strange city, I like to stop at a gas station to get directions.
19. I talk to my dog or cat.
20. I talk aloud to myself when I'm solving a math problem.

Total Score for Auditory Orientation

Feeling-Movement-Touch Orientation

1. I like to exercise.
2. When I am blindfolded I can distinguish items by touch.
3. When there is music on, I can't help but tap my feet.
4. I am an outdoors person.
5. I am well coordinated.
6. I have a tendency to gain weight.
7. I buy some clothes because I like the way the material feels.
8. I like to pet animals.
9. I touch people when I am talking with them.
10. When I was learning to type, I learned the touch system easily.
11. I was held and touched a lot when I was a child.
12. I enjoy playing sports more than watching them.
13. I like taking a hot bath at the end of a day.
14. I really enjoy getting massages.
15. I am a good dancer.
16. I belong to a gym or health spa.
17. I like to get up and stretch frequently.
18. I can tell a lot about a person by the way he or she shakes hands.
19. If I've had a bad day, my body gets very tense.
20. I enjoy crafts, handwork, and/or building things.

Total Score for Feeling-Movement-Touch Orientation: ________

Source: Donald J. Moine and John H. Herd, *Modern Persuasion Strategies: The Hidden Advantage in Selling,* Englewood Cliffs, NJ: Prentice Hall, 1984, pp. 49–51.

shine, and others. To sell to the sound-oriented customer, use sound-based words and phrases, such as *sounds, hear, bells, ring, harmony, bang, I hear that*, and *to tell the truth*. Include testimonials. They are the positive words that other customers say about you and your product. This may not sell the visual customer, but it is effective with the auditory one. The kinesthetic customer constantly monitors his or her feelings. Even highly intelligent customers check out their hunches and gut-level reactions. Salespeople should avoid looking down on this type of customer. To sell to him or her, speak the proper language. "Does that feel OK to you?" "Are we in step?" "Can you grasp the impact of this concept?" And be sure to provide them with a "hands-on" demonstration.

For almost any product, salespeople can adjust their presentations to suit the neurolinguistic style of their buyers. Let's say you are trying to sell someone a sailboat. If you know the prospect is visually oriented, you might describe white sails against the blue sky; auditory, the hiss of the sea and the snap of the sails as the wind fills them; kinesthetic, the tangy feel of the spray in your face.[38] A real estate salesperson might sell a home in a similar manner. Visually oriented buyers would find appealing "the long, tree-filled street" where a house sits; auditory buyers might find the "quietness" of the neighborhood the most important factor; and kinesthetic, "how it feels to sit in front of the fireplace on those long winter evenings."

10-12b Personality Styles

Sales representative Bill Evans could hardly wait to call on ABC buyer John Gorman. Bill had closely analyzed ABC's operations and was certain his product could save the company thousands of dollars. Not only that, he had heard through the grapevine that Gorman was dissatisfied with his current supplier. Yet, following a personal call on Gorman, Bill found himself back on the street without an order and with no appointment to call back.

"I can't understand it," Bill told his sales manager. "I walked in, introduced myself, and started presenting the features and benefits of our product, but Gorman kept interrupting me, asking me where I had gone to school; whether I wanted any coffee; whether I had any girlfriends. I kept trying to get back on our products, but he just seemed indifferent. When I tried to close, he ushered me out the door. I just don't understand what went wrong. I know our products are best for ABC."

The problem is that Bill was not sensitive to the type of buyer with whom he was dealing. In terms of the personality profiles outlined in Chapter 4, "Buyer Behavior," John Gorman is an Amiable. Bill tried to stick to the facts, but Amiables want a personal relationship to be established first. Accordingly, the sales representative should concentrate on making the Amiable a friend first and then doing an informal presentation that is liberally sprinkled with personal assurances. These people value feelings and relationships. They need to feel that what you are presenting is helpful, easy to implement, and safe. They decide by consensus, so you would be smart to present your ideas to them and the other decision makers in a group setting. Think of Oprah's television personality. When you present, use language that appeals to them: feel . . . positive . . . loyalty . . . relationship trust . . . together as a team/group/family . . . consensus . . . proven . . . easy . . . fail-safe . . . low-risk . . . helpful to others . . . upbeat . . . fun . . . positive . . . . Tell success stories, especially of friends.[39]

Never pressure Amiables for an immediate decision. Salespeople should emphasize how the purchase will affect workers. "How will my supervisors react?" "Will I have too many employees?" and "Will I need to have people retrained?" are the sorts of concerns Amiables might have. Especially important to Amiables are relationships with suppliers; the company that provides the best service and commits itself to solving Amiable problems is preferred. They desire a company that marries itself to its customers. Salespeople should stress personalized service, frequent follow-up calls, online availability, and the presence of 800 numbers. Relating the tradition of the salesperson's company, its commitment to quality, and its longevity in the industry helps to assure Amiables that this company will be there when needed. Do not push or rush Amiables, but be assumptive and leading with them when it comes to making decisions, because they need that gentle friendly push, especially from someone they really trust. Suggestions for dealing with Amiables, as well as other personality types, are provided in Figure 10-3.

With the Driver (that personality type characterized by assertiveness and task-orientation), the salesperson should concentrate on the facts and keep the relationship businesslike rather than personal. These people care about results. They care about getting things done in the shortest amount of time . . . solving problems . . . reaching goals . . . winning. This is your Type A personality. Think Donald Trump. Think the general personality of many sales managers! When you present, the language they like to hear is *bottom line . . . net-net . . . the key point is . . . can be done quickly . . . done deal. . . .* They like executive summaries and short presentations with brief bullet points. Keep your diagrams and charts simple. In general, Drivers prefer to deal with sales representatives like themselves, people who waste no time but get straight to the facts. Drivers are bottom-line oriented. They are interested in how new plant equipment will lead to greater profits. "Pays-for-itself" appeals are very effective, so salespeople should show how their wares will decrease material costs, eliminate unneeded labor, streamline production for optimal efficiency, or increase revenue. Because Drivers want to exercise personal control over matters,

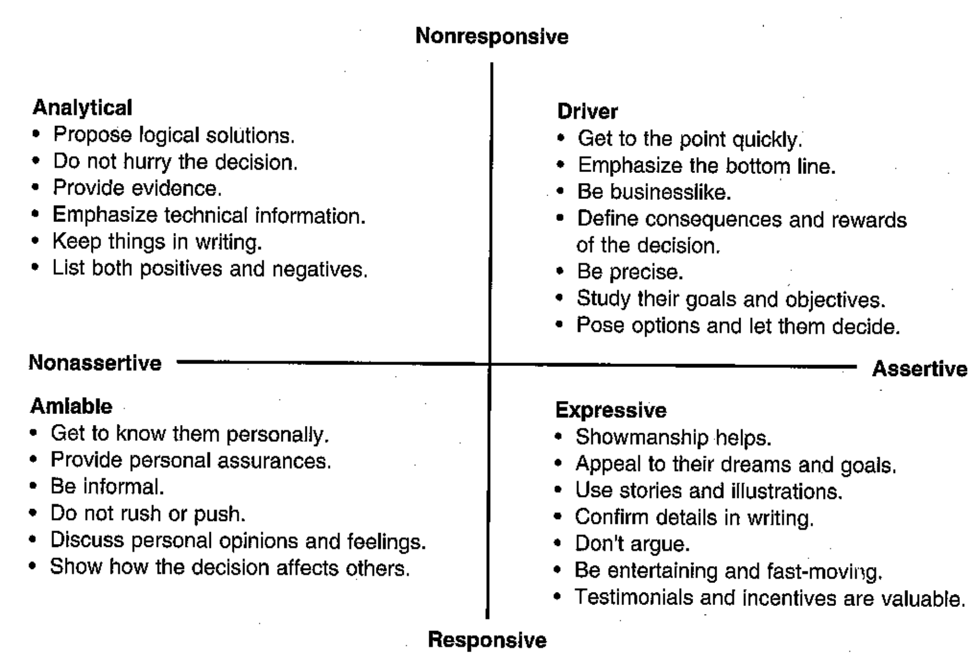


Figure 10-3
Dealing with Personality Style in the Presentation

they are interested in products that provide increased discretion over the use of time, data, materials, personnel, space usage, and deadlines. They are ambitious, and new products that help them show a track record of financial success will attract their interest.

Drivers like quick, concise analyses of their needs and your solutions. You should offer options with supporting evidence and leave the final decision to them. "The way I see it, you can go with option A (explain the pros and cons), option B (tell pros and cons), or option C (more pros and cons)." Drivers are very big on autonomy, so let them make the decision.

When dealing with the Analytical, the salesperson must once again deal in facts but also be prepared to prove them. These people value information, logic, and order. They need to feel that whatever you are presenting makes sense, has all loose ends tied together, is rational, objective and organized. Think Sgt. Joe Friday from the old television show *Dragnet:* "Just the facts, ma'am." When you present, the language that appeals to them includes *control . . . systematic . . . monitor . . . check . . . solid, research-based . . . evidence shows . . . proven track record . . . air-tight . . .* and use factored-in components stories. Always bring more information than you think you'll need. Have charts and graphs and sources clearly marked on visuals. Pace yourself to their tempo, which is frequently slower than yours. Guarantees and reports from independent agencies will carry much weight with Analyticals. Listing the advantages and disadvantages in a product proposal is another good tactic because Analyticals pride themselves on their ability to make an objective decision. If you do not bring up the obvious disadvantages in your product or plan, the Analytical will find them and will then believe you are hiding things, thus ending the sales relationship. They are engineering- and detail-oriented. Analyticals expect and relish nitty-gritty details: capacities, tolerances, maintenance and safety features, and setup and downtime data. Their focus is long-range because they will be working directly with the equipment. In contrast to Drivers, they are concerned more with process than with outcome. How the equipment works is more important than results. Quality is as important as or more important than price, and they demand tangible proof: certified testing, warranties, and the testimony of authorities in a field. They like to be identified with equipment that commands technical respect for itself and its buyer. Analyticals prefer written proposals or at least agreements that firmly solidify as many details as possible.

Try not to rush the decision-making process with Analyticals, because they need time to verify your words and your actions. They like presentations that are less dramatic, but more purposeful. In other words, give your presentation using a direct, straightforward, organized, logical delivery with slow, deliberate gestures. They do not appreciate an overenthusiastic, "rah-rah" presentation that is wrought with hyperbole and exaggeration.

The Expressive is characterized by lots of enthusiasm. The enthusiastic salesperson will be well received, and an entertaining delivery will go a long way. These people like to see how your presentation fits in with the big picture, in the long term. They like synergies, challenges; they like to revolutionize and transform the status quo. When you present to them, use their language: *long-term . . . innovative . . . synergy . . . integrated . . . context . . . provocative . . . .* Present your boldest, most creative ideas in the boldest, most creative way possible. Paint a picture for them that is big, exciting, unique, and new. Recommendations, especially those from the well-known, are important. If you were selling real estate to an Expressive, for example, mentioning that a bank president lived on one side and a

surgeon on the other might have a strong impact. With Expressives, it is important to solidify details following the completion of a sale. Salespeople should settle matters such as delivery dates, installation requirements, price discounts, and so on, because Expressives tend to be weak on details. Unlike their opposites—Analyticals—Expressives appreciate equipment as a means to an end rather than for its technical sophistication; and that end is gaining status and recognition for themselves in the eyes of company management. Accordingly, appeals that emphasize prospects being "first to lead" or "first to innovate" are effective. As seekers of approval for themselves, their departments, and their companies, they like equipment that shows they have "made it," "arrived," or are "real comers" in their field.[40]

Keep in mind that Expressives want to enjoy life and be entertained. They like presentations that are lively, stimulating, and fun. They like stories of triumph and disaster and prefer visuals and surprises. They like new ideas and thoughts and like to know creative, inventive solutions. They prefer to learn through examples and like to see the big picture and not get bogged down in details. Make sure that you illustrate your ideas and concepts and point out the future prospects of any solution you propose. Their decisions are positively influenced by incentives and testimonials.

Differences in the personalities of buyers present one of the more vexing problems for the salesperson. Salespeople must be able to sell not only to prospects like themselves but also to those considerably different. Many experienced salespeople sell only to their close acquaintances; they avoid buyers with whom they have difficulty dealing. But truly professional sales representatives realize that they owe it to their company and themselves to call on all legitimate prospects. If not, they are forgoing personal rewards—both financial gain and the rewards of meeting and helping people.

Chapter Summary

This chapter describes the sales presentation and ways of improving its effectiveness. First, the salesperson must plan ways of responding to the prospects unstated questions. Then the salesperson should identify product features, advantages, and benefits. A feature is any quality inherent in the product or service, tangible or intangible. An advantage explains what a feature does. A benefit is the value or worth that the buyer receives from a product or service. It tells the customer "what's in it for me."

One of the most important elements in the presentation is dramatization, which represents methods for emphasizing product benefits. A demonstration is the most effective means of dramatization, especially if the sales representative makes the demonstration specific to the prospects' needs and has them participate in it. Other effective methods of dramatization are audiovisual aids, recommendations, showing return on investment, comparison, free trials and warranties, and showmanship. Among elements of the latter are appropriate nonverbal behavior, movement, novelty, contrast, and intensity and size.

A difficult task for salespeople during the presentation is making themselves understood. Among the ways of improving the clarity of the presentation are proper structuring, spacing out ideas, repeating key concepts, watching for the emotional impact of words, restricting oneself to concrete rather than abstract words, and avoiding negative statements.

Suggestions were made for the multiple calls usually required to close the sales and establish the relationship. The advantage of having several objectives for each call was discussed, as were the "advance" and setting the agenda for the next call.

Salespeople must adjust their presentations according to the personal characteristics of the buyers they face. Some buyers tend to process new information visually, while others use auditory or kinesthetic modes. As has been emphasized throughout the text, buyers will react in fundamentally different ways, depending on whether they are a Driver, Analytical, Amiable, or Expressive.