



Developing People > Advancing Business



*Thoughts about selling from one of the
world's most successful salespeople*

BUYER ANALYSIS

WHITE PAPER

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BUYER ANALYSIS

The potter moulds clay and the sculptor fashions marble, but the salesman changes people — calming the irascible, getting the attention of the inattentive, and turning a buyers' 'No' into a 'Yes'. Each day, salespeople motivate people, and the importance for a salesperson to prepare for every human contingency cannot be over-emphasized. Salespeople do not have to be psychologists to appreciate Karl Jung's theory about psychological types. It applies especially to buyers.

Jung divided people into four types based on how they process information.

thinking (owls)

feeling (dolphins)

intuitive (peacocks)

sensing (panthers)

Let us consider the application of Jung's theory specifically to buyers. (Note: In the Pro-Payback the approximate equivalent of these types are as follows: thinking [owls]; feeling [dolphins]; intuitive [peacocks]; sensing [panthers]. The well-known Myers-Briggs Personality Assessment is based on the Jungian typology and also measures introversion vs. extroversion, and whether judging or perceiving.)

The first type of buyer, *thinking type*, is logical in his or her thinking. The *thinking* buyer type will immediately condemn a salesperson who exaggerates, cannot substantiate a claim, talks on and on without making a definite point.

Here is an example of a *thinking* buyer:

A sales staff employed by Sun Marketing called on the buyer for one of the largest hotel chains. The employee's purpose was to explain why prices had to be increased — salaries had to be increased because of marketplace economic pressures. (Sun Marketing provides a monthly extreme cleaning service carried out by cleaning technicians.) When told about the fee increase, the buyer responded, "Your competitor called yesterday and quoted the same service figure as they previously offered to us. In view of salary increases and inflation, I knew that this was not possible unless their service starts to suffer. I don't like paying extra, but I like bad service even less . . ."

Sun Marketing got the order.

The *feeling* type of buyer, while still requiring facts, will respond emotionally to a salesperson's appeal. This buyer is not so cold and calculating as the *thinking* buyer.

An example of the *feeling* type of buyer was provided by a delegate at one of our sales training courses. The buyer said, 'I was explaining the benefits and virtues of a chemical for use in a customer's manufacturing process, but making little headway. Then I told him that the chemical neither polluted air nor water. This immediately aroused the buyer's interest. Apparently he is a very keen fisherman and hates to think of the fish being destroyed by polluted water. His whole manner changed from then on...'

Intuitive buyers believe that they have an extra sense — some insight that allows them to arrive at right decisions more often than others not gifted with this type of mental capacity. They are typically interested in the new and unusual. Once they are clear that they have the right answer, they can move quickly on making a buying decision. They don't need to be convinced.

Sensing buyers are focused on what is happening around them, so they pay attention carefully to what is going on around them. They are always evaluating what a salesperson's offering means to what they need or want to accomplish. The best way to sell to this type is to be clear as the impact of the product or service they are considering.

It isn't always easy for a salespeople to recognize which type of buyer they are dealing with after a first call, but after several visits, they can determine whether they are dealing with a thinking, feeling, intuitive, or sensing buyer, and vary their sales techniques accordingly.

Although the features of a product do not vary, the words used for expressing these features should change, according to the buyer's way of processing information and the key of appeal most acceptable to the buyer.

Managing Directors

Having placed buyers into these four categories, next there must be consideration of the idiosyncrasies of managing directors (or high-level buyers), the reasons for their actions, and the parts they play in the scene of the company theater.

When selling capital goods, managing directors often are directly involved and in the medium-sized or smaller companies, they are usually closely concerned with every aspect of buying. Some managing directors — especially the entrepreneurial types — when buying in association with others (directors, managers, committees, procurement departments) highlight their own importance in several ways:

1. **The self-effacing.** This type of managing director conveys the impression that he or she is listening carefully to the views of colleagues, but — in point of fact — their mind can well be made up very early in the salesperson's presentation. This type of buyer thinks: *Let the others talk — I'll come in at the proper time to make the most impact.* When dealing with this type of buyer, salespeople should refer to this individual continually throughout the presentation. Give them lots of attention.
2. **The self-denigrating.** This person will often say, "I delegate and forget. This isn't really my concern, you know" — when, of course, everyone knows that it is this person's concern and that they are the decision-maker. Salespeople make a mistake when they believe this person and concentrate on subordinates.
3. **The strong buyer.** This type is brusque to the point of rudeness. The buyer's sentiments are: I'll show everyone around here who's boss! This is usually an act, and need not frighten the salesperson.
4. **The kindly and friendly.** This managing director generally is self-confident and can appear to be very friendly. No salesperson should attempt to take advantage of this buyer's overt attitude and assume a friendship. Let this person take the initiative on forming the relationship.

5. **The short and sharp.** This buyer will likely say, "Remember, I'm a very busy person — as are my associates — so don't waste our time." This buyer will listen for hours if the salesperson has organized his facts and presents them correctly, but will cut the salesman short if the presentation becomes repetitive.
6. **The sharpshooter.** This managing director constantly interrupts salespeople when they are in full flight; the sharpshooter has a very quick mind and is usually ahead of the salesperson. When selling to the sharpshooter the salesperson should curtail the sales presentation, keep only to facts, and never, never exaggerate.

These buyer's attitudes should not be misunderstood. They are usually able people sometimes brilliant — and generally very likable people but they feel a strong need to emphasize their own importance. This is a fundamental fact of human relations applicable to many people — as much to high level elected officials as to manufacturing supervisors — to sales directors and to their sales team. A managing director may control 20,000 people and a turnover of \$500,000,000, but still be unsure that everyone realizes how important they are. Why else do people of this caliber drop names, refer to calls made upon their time by other important people, yearn for decorations or titles. Others show photographs of their dogs making sure their golf-course facing house is well pictured in the background . . .

People should realize that they are not exempt from the need to feel important. They, too, put over the same act as the rest of us. Although, so far, we are considering selling to managing directors, it is worth while emphasizing that a prime lesson for all salespeople is that almost everyone likes to build their own importance.

The salesperson who is genuinely interested in the work of a machine operator, for example, and shows concern for that machinist's skills and the importance of the job they are doing, will make that person feel better. And when a buying decision is made, the advice of that machinist may well be sought. The salesperson who seeks the advice of a shop assistant or secretary is building potential influencers' importance.

While amateur salespeople always build up their own standing in an attempt to out rival the knowledge of a buyer, professional salespeople will always show strength by making it obvious that they realize the importance of the other person's position. The professional salesperson is right, because every person involved in the buying decision has a vital task to fulfill, and this should be acknowledged by the salesperson. Many, many orders have been lost through lack of understanding of this simple aspect of human behavior, which seems to be inherent not only in managing directors, but in all of us — the need to feel important.

Finally, remember that the vast majority of managing directors (or procurement officials) are not inherently ruthless people. They will always try for a better bargain, but if you have offered the best terms, your product is competitive, and you stand firm by your rights, you will win many more times than you lose. Managing directors do respect the ability of others, which means they respect the professional salesperson.

The Unethical Buyer

Over the years there has been, on occasion, wide press coverage of events leading up to the trial of someone accused of accepting bribes for giving preferential treatment to a supplier, builder, architect, or Local Government official. There is such publicity because bribery in industry is relatively rare in most marketplaces, especially among reputable companies. There will always be an occasional black sheep buyer, as there are black sheep doctors, solicitors, policemen, etc. — but there are relatively few tainted people in the professions or Government employment, and the same applies to industry.

The reason why bribery seems to be rampant is because salespeople and sales managers have to find excuses for failure. When salespeople lose an order, they feel certain they should have had, they will say, "Everyone knows that X (the buyer) is on the make." The key word is everyone. Whenever anyone wants his (or her) statement to be accepted as true they will begin:

'Everyone knows . . . ' or

'Everyone says . . . ' or

'This is on very good authority . . . '

But these words are only a camouflage for rumor. No one can ever pinpoint the *everyone*.

If you fail to get an order, try to find out the real reason — you can be assured, whatever rumors abound, it will very rarely, if ever, be bribery.

DIFFICULT BUYERS

Most buyers are reasonable people who can be influenced by a good sales presentation and by human relations. Some will order what is being sold to them; others will have different reasons for refusing to buy. Few salespeople take large orders from everyone they call upon. But the main difference between the good and the average sales representative is that the first-class salesperson gets extra orders from customers with whom the average salesperson can make little headway.

With these difficult prospects and customers, the average sales representative will fail more frequently than they will succeed, primarily because they don't know how to win the difficult customer over. Even the very experienced representative must work much harder for orders when buyers do all they can to put him off.

Why are some buyers so difficult?

The main reason is fear of salesmen, allied to fear of making a buying mistake. To frustrate a salesperson, a buyer develops an act rather than simply stating what they want. When you meet difficult buyers you must be prepared to handle them correctly.

The Talkative Buyer

This buyer's defense mechanism is his ability to out-talk the most verbose salesperson. The sales offer quickly gets bogged down, and, if the buyer has his or her way, never emerges. Not only does the talkative buyer continually elaborate on a train of thought, but interrupts to tell long and involved stories that have only a slight bearing on the salesperson's argument. Talkative buyers will sidetrack the salesperson in many ways. They will speak about left wing or right wing politicians, trade unions, the difficulties of management, sport, staff, or hobbies. Such a person

will also spend time reminiscing, "I remember once, when I was offered . . ." or, "Of course, you know Brown & Co. Well, I remember when they first made . . ."

After some ten minutes of chat this buyer will often say, "Well, thanks for calling. I'm afraid I'm rather busy this morning. Can you leave that brochure (sample, leaflet, photograph, display showcard, drawing) and I'll be in touch . . ."



The interruption technique is the best way of selling to the talkative buyer. The salesperson should interrupt when possible without being discourteous. For example: "That is a most interesting point you've made, Mr Smith. There's too much form filling in business today, and that is why . . ."

or,

"Mr Smith, forgive me for interrupting you, but what you have just said is vital to retailing, because . . ."

This technique is usually acceptable, but it can falter if the salesperson is half-hearted when interrupting. Speak strongly, and then immediately revert to the sales offer. Once talkative buyers listen to a salesperson without constant interruptions they can be involved in the real purpose of the call.

The Too-friendly Buyer

Some buys are abrupt, curt, almost rude, but they also listen carefully to a salesman's proposition. The brusque buyer is not too difficult a person to overcome, but too-friendly buyers can make life very hard for the salesperson.

They seem to agree with everything, but still don't buy. Such buyers greet a salesperson pleasantly, but this is a disguise. They know it is hard for a salesperson to sell when faced with over friendliness. Some salespeople can be over impressed with friendliness and may write on a summary report to head office:

"Mr Brown greeted me in a most friendly way. He listened to everything I had to say and agreed with our proposition. He would not come to an immediate decision but he is, undoubtedly, a very good prospect. I feel sure that next time I call I shall get an order.'

But the salesperson won't get an order. The buyer will be just as friendly on the next occasion, saying, "I told you last time that I like your product, but I'm not quite ready for it . . ."

To tackle a friendly buyer requires strong will power. If the buyer agrees, the strong salesperson will immediately ask for the order. The friendlier the buyer becomes, the stronger, in the gentlest but firmest way, the salesperson sells. A

perceptive salesperson knows such a buyer for what he is worth, and will not be shown to the door with the buyer's arm around their shoulders and a "thank you for calling." The only thanks this sales person wants for calling is the signed order.

A buyer's friendship is proved when they give you the order.



The Buyer who is Scared of Buying

With a scared or timid buyer, confidence building must have a high priority in the sales offer. Timid buyers won't buy unless they have complete confidence in a supplying company. For this reason it is wrong to ask the timid buyer for advice — something that most other buyers appreciate. Timid buyers consider asking for advice a sign of weakness and will conclude that the salesperson is not competent.

With this buyer there must be no equivocation, no alternative should be offered. The salesperson should determine exactly what the he or she wants the buyer to buy, and then stick to that decision.

This buyer is so afraid of making a mistake, but probably the real mistake was being placed in the position of having to make buying decisions. There are many first-class project engineers, operations

managers, and office managers, quite capable of running their sections efficiently, but are still afraid of making buying mistakes.

Scared buyers often work for a tough boss, which could be one of the reasons why they are afraid of making a decision. The salesperson selling to this buyer must remember that *there is nothing so contagious as enthusiasm* — except the lack of it.

Once confidence has been established, the enthusiasm of a salesperson can inspire the scared buyer to overcome fears and become equally enthusiastic about a product or service.

But a word of warning. This buyer is difficult to recognize during a first meeting; this buyer may even look tough and determined, but it is a rough exterior hiding a quaking stomach. The standard ploy used to get rid of a salesperson is, "I'll have to show this to . . ."

Of course these buyers could make the decision themselves, but they can't rid themselves of their fear of their boss. Once salespeople build up trust in themselves and their company, they will find that the scared buyer can be very loyal to them.

The Taciturn Buyer

These buyers are the opposite of the compulsive talkers. They say little, often signaling acquiescence by a grunt rather than a Yes. The grunt doesn't commit this buyer, though the salesperson may read it that way. Taciturn people are usually introspective and almost the perfect listeners — except that their listening



doesn't seem to bring them any nearer to arriving at a decision, and they don't help the salesperson by revealing much.

There is a similarity between the taciturn and the compulsive talker, in that the technique for selling to both of them is similar. To involve the non-talker in the sale, a salesperson must ask a series of questions. Adroit questioning will force the silent buyer to become involved in the sale, if the questions are directly pertinent to the buyer's business. Salespeople will find that silent buyers will answer most questions, possibly at length. When this happens, salespeople will then know that they will be able to complete their sales offer with the buyer involved.

The Bluffer

These memos to a sales manager at head office are the results of a salesperson calling on the bluffer.

Memo 1.

I was with Mr. Evans today. He wants us to quote for 160 Sponlites Mark 11. He didn't seem at all worried about the cost — he knows the total order with spares will be in excess of \$50,000.

Memo 2.

Mr. Evans is very interested in the quotation — thank you for getting it through so quickly. He now wants an amended quote for 110 Sponlites Mark 11, and 80 Sponlites Mark 111. Naturally, I am delighted as this will substantially increase the order. It will be the largest I have ever taken, and I know that Evans is not even going to our competitor for a quote.

Memo 3.

I took the revised quote to Evans but he was too busy to see me. However, he left a message to say he would telephone.

Memo 4.

I saw Mr. Evans today. He is very impressed with the quote, the layout and the drawings, which he thought excellent. I have to call next week.



Memo 5.

Evans told me that as the order is in excess of \$50,000 it has to be finally sanctioned by the Board, but he says that will cause no problem.

Memo 6.

Evans away on holiday.

Memo 7.

Bad news I'm afraid. The Board has refused to sanction the order because of the current credit squeeze, but Evans assures me that I have nothing to worry about. The order will be ours as soon as the squeeze is lifted.

Memo 8

I am sorry to have to tell you that Evans has installed 6 Donolites (the competitors' product). This really shook me, until he said that I was not to worry, the big order will be ours when . . .

The never-ending saga of the salesperson who believes the Bluffer — person who thinks big but buys small.

The Bluffer misleads a salesperson in another way when he says, 'I never play around. It's either the lot or nothing for me! We'll replace all the phone sets or none at all — and I want to do the whole job with one supplier.'

The salesperson feels that he or she is winning, and the buyer continues, 'But this all ties up with other top management plans so come back and see me in about six months' time and then I'll be ready to talk business.'

The salesperson goes away starry-eyed, convinced they will get a big order in six months' time.

The way to tackle this type of buyers is to try to give them what they really want, without cutting them down to size. The salesman might say to the, buyer interested in a new phone system, 'Mr Brown, I appreciate that you want to install about two hundred new hand sets to cover the whole building, but I would like to suggest that you do the corner block first. Some of our biggest accounts started with us by testing our claims for themselves and subsequently they all

switched over completely. Now that will only mean an initial outlay of. . ."

The salesperson has called the Bluffer's bluff without the Bluffer being aware of what has happened. Telling him that some of the largest organizations (even mention one or two of them) have started purchasing these telephone sets for one section of their premises coincides exactly with what the Bluffer had been thinking. There is always the strong possibility with the Bluffer that by suggesting a small order to begin with, the entire sale will be made.



This seems to go against all selling principles. Many salespeople will hold up their hands in horror at the thought of taking a small order instead of a large one. This is the snag. How do you recognize the Bluffer? First, if he has played the game with you before; second, he sometimes gives himself away by his apparent eagerness to buy big. While the man who buys big tends to go very closely into every aspect of a proposition, the Bluffer doesn't question and question again the salesman's claims.

BUT

if there is the slightest doubt in your mind — if you are not at least 90 per cent sure you are being bluffed then you must go out for the big order.

If you have been bluffed once you will know better next time.

The Stubborn Buyer

When stubborn buyers have made up their mind nothing seems to budge them. Any hint of criticism will lose the order. Stubborn buyers would rather make a wrong decision than change their mind. Their problem is psychological — they are afraid of appearing weak. They are the kind of people who will tell you that they always believe in admitting when they are in the wrong; unfortunately, they always believe they are right. The strength of your sales presentation that

anticipates objections will enable you to sell to this type of buyer.

If they have raised an objection, they don't like to be proved wrong. A presentation that forestalls objections lets this buyer type feel they are making all the decisions all the time.



The Busy Buyer

You know how it is in offices when the boss walks in — all the staff, even clerks who have nothing to do except clean their nails, act as if the work is really piling up for them. Do they mislead their boss? Not at all! But both sides get something out of the act.

It's no different with busy buyers. They are not overworked, either, but when salespeople call they are confronted with a scene of such activity that they believe it hardly worthwhile mentioning the reason for their call.

Remembering the axiom *never attempt to sell under adverse conditions*, the salesperson excuses him or herself for interrupting the buyer while they are so busy and leaves, with the buyer assuring that he will see the salesperson some time later. But the salesperson may have overlooked the corollary to the axiom: *be sure that the conditions are adverse — don't jump to conclusions*.

It is so easy to believe that you are being confronted with an adverse selling situation when, in reality, the buyer is:

always on the go and, therefore, whenever you call the situation will be no — the busy buyer going into a busy buying act especially for your benefit

Generally, the busy buyer doesn't use this act as a defense against salespeople. This "busy" person just likes to give everyone the impression that they work twenty-four hours a day at top speed, all the time. And if this enables them to get rid of unwelcome visitors — so much the better.

Look for these signs when meeting the busy buyer for the first time :

1. A constantly ringing telephone.
2. A telephone call before the interview begins.
3. Constant interruptions from staff.
4. Papers are examined while you are talking, the busy buyer mumbling something about always having to do two things at a time.
5. Leaving the office or shop, saying, "Excuse me, I've just got to see about a delivery — be back in five minutes."

There are two ways of tackling the busy buyer. Such a person must be made interested quickly in the salesperson's proposition, and that interest must be maintained. Also, the salesperson must let the buyer know that he or she is impressed by the scene of activity.

The salesperson might say, "Mrs. White, how do you keep up this pace?"

This will enable the buyer to list the reasons for being so busy: lack of staff — tremendous pressure of work — "it's the way I'm built." But while talking, the salesperson will notice that the busy person is actually beginning to slow down, because this is



person is now talking about one of their favorite subjects — themselves. This will relax the busy buyer, who will enjoy impressing the salesperson with the ability to do the work of three people. Once having established this point, the busy buyer is often prepared to sit back and listen to the salesperson.

The Ego-Driven Buyer

There are ego-driven people everywhere, but some buyers are so filled with their self-importance that they are more self-absorbed than most. They are conscious of their authority, and their hold over salespeople; they have them at their mercy. They are often fawned upon by weak salespeople. They are tin gods of their little

empires. They enjoy showing off to their staff at the expense of the salesperson.

If this ego-driven person is a factory manager, they will strut among the machinery on the factory floor, every step indicating a sense of their own importance.

You cannot win over this ego-driven person by deflating them, by making them appear unimportant. A salesperson should never diminish this person by being even more self-focused themselves, by pointing out that other firms place large orders for his or her goods. This makes the prospect feel less important, and antagonizes them because they cannot equal those big orders.



And if you deflate ego-driven people you are finished. Rather, you must build them up. Congratulate them on the way their department or factory is run, if it is well administered. If they are known as good buyers, tell them that everyone knows they are shrewd buyers. If they make quick decisions, tell them that they have the reputation of a decisive person who, once his or her mind has been made up, they will take action and buy. If you can give ego-driven buyers honest praise and appreciation, to convince them that you share their belief in themselves, you should do so.

The Shy Buyer

Someone who buys regularly might be expected to lose all sense of shyness, but many buyers are shy.

Some buyers are rarely at ease with salespeople.

The shy buyer will seldom look you in the



face, their eyes will wander disconcertingly around the room. Such a buyer must be closely involved in the sale and this can be done by asking questions, or by using pencil and notepad or an electronic notepad. As you develop your sales presentation, write down some of the features, and show them to the buyer for agreement. If calculations are required, make them with the shy buyer — such cooperation will help to overcome shyness.

The Sarcastic Buyer

The sarcastic buyer may have a warped sense of humor, or a home life where sarcasm is regularly used. Such a buyer boosts his or her authority by sarcasm towards salespeople and colleagues, putting them down. Sarcastic buyers delight in making the salesperson feel small. They comment caustically upon your sales kit, your company — salespeople in general. They interrupt sales presentations with some foolish remark that may raise a laugh from one someone else in the room.

Sarcastic buyers are at the top of their form with an audience: an assistant buyer — a shop assistant in a shop — any staff; they love playing to an audience. If you quarrel with them you will lose the account for good. You will be sorely tempted to do so, but a salesperson should subdue such reactions against a prospective buyer. At all costs, keep your temper. Try to smile at their sarcasm; explain that you know how they feel about the company, but they are not quite correct because . . . They are showing off, and probably using sarcasm in self-defense.



Sarcastic people may not be such bad people at day's end, and if you persist without losing your temper you will eventually get an order. They won't stop being sarcastic, but their remarks will lose their sting when you get to know them better.

The Over Experienced Buyer

These buyers will probably have been in business for many years, either on their own account or for others. They may not take kindly to new ideas and don't think highly of modern salesmanship. These buyers live in the past, when they could with more leisure select the goods they required. They are often kindly and, when they may seem irritable occasionally, they will put it down to having heard every thing before or to their health being less good than it once was. They generally believe that the salesperson is trying to put something over on them.



Talking down to him will lose any chance of an order.

Do not be clever with this type of buyer. Never produce the quick answer for this buyer. You must respect them for what they are, and for what they have done. You may not see eye to eye with them, but, to give them credit, they have vast experience in their line of business. Learn from that experience. Ask for advice. Show them that you are ready to learn from much more than they can learn from you. Impress them with your integrity and honesty. Never try to rush them, or force an issue. Prove each point, step by step. Do not judge them by appearances — they are not like the sarcastic buyer. They may look gruff and frightening, but they could develop into a great friend — and consultant to you.

The Young Buyer

This is perhaps the most difficult type of buyer — the young person who has risen too quickly. This person doesn't want you to think him or her as young and inexperienced. Such buyers are scared of making a mistake that would prompt some to wonder if it was right to give such a young person such an important position.

One day the young buyer will learn what they need to know in business and will carry out this job efficiently. Now it is your duty to help this person, by giving a complete sales presentation and so teaching about your products; the young buyer then learns more about the goods being bought. And this is important for their career advancement.

If you are older, take care to show the young buyer the greatest courtesy and do not imply that your experience is superior to theirs. At the same time, let this buy teach you something so that you can thank them for their help. You must make this person feel less young and inexperienced. This way you will sell and make a good friend in the process.



KNOW YOUR BUYERS

To understand the buyer is to understand yourself. We all, at some time or another, have been a buyer.

Ask yourself these questions :

When in a shop have you ever said, "I have an appointment, so I'll have to come back and try it on later."

Or you may be looking at a piece of furniture in a shop that costs perhaps \$5000, but you only want to spend \$2500. On such an occasion have you ever said to your spouse, "Well, it would go very well in our room dear," when you haven't the slightest intention of paying \$5 thousand dollars for that piece of furniture.

Or when your spouse insists you visit a showroom to look at a new refrigerator that you don't want to buy — have you acted the part of the taciturn buyer, just answering in monosyllables?

And when buying a car, have you shown off to the salesperson by rattling off all you know about fuel injection systems or double balancing shock absorbers?

You may not be able to identify yourself as having taken part in these scenes, but if you think hard enough you will remember the occasions when you have been the too-busy buyer, the silent buyer, the stubborn, or the talkative buyer . . .

When we understand the parts we play when considering a purchase, we shall more readily understand that professional buyers are no different from us. Some days they feel well and on other occasions they are below par.

Some days their responsibilities lie very heavily upon them, and this shows. On other occasions, when everything is running smoothly, they will act differently towards you.

A professional salesman soon recognizes all the signs, and acts accordingly.

When you recognize the roles the buyers may choose to play, you will have made your first step towards motivating them to listen AND to be interested in YOU.

