Our buyers are everywhere. They are within our current customer organizations. They are in the organizations where we want to do business. Each buyer, regardless of the product, service or solution we are selling, has a particular motivation. They also have a particular style of conveying they needs, interests and requirements. These motivations may be as diverse as personalities, but they can be divided into four (4) distinctive *Buyer Styles*.

1. **Security**
2. **Affiliation**
3. **Power**
4. **Actualization**

**Security**

* Arms around everything
* Avoids risks, confrontations; acts slowly
* Documents everything; precise, detailed
* Needs predictability, guarantees, availability of salesperson, job security

**Affiliation**

* Shaking hands
* Cordial, loyal, develops close relationships, confides
* People oriented, avoids conflict, likes entertainment
* Needs harmony, team acceptance, relationship, emotional nourishment

**Power**

* Hammer coming down
* Aggressive, authoritative, likes to solve problems, results focused
* Requires rewards, focuses on self, takes credit
* Needs recognition, dominance, protocol, attention, rewards, title

**Actualization**

* Pushing the envelope
* Takes risks, shares ideas, accepts consequences, shares credit
* Open, honest, gives guidance, demands excellence, positive environment
* Needs honesty, trust, challenges, personal development, high self-esteem

A helpful exercise is to think about each of your current customers and those within the “buy chain.” See where they fit into the four *Buyer Motivations / Styles*. Having a clear understanding of the buyers motivation can help you maximize your time and interactions with the buyer. It may also help you to augment your business with that customer.

Think about the four motivational styles and think of the ways you interact with each style. Being able to quickly assess a prospective customer, using these motivations and fully understanding your approach to dealing with each style will make your sales interactions more meaningful.

Understanding buyer motivation is a key component to selling and being successful in the selling process. Understanding your own motivation, beyond “making the sell” speaks to your true selling capability.

# Buyer Motivations

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Volume II, Issue 3

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Notes from the Chair



A good business letter can get you a job interview, get you off the hook or get you money. It’s totally asinine to blow your chances of getting *whatever* you want – with a business letter that turns people off instead of turning them on.

The best place to learn to write is in school. If you’re still there, pick your teachers’ brains. If not, it’s no big deal. I learned to ride a motorcycle at 50 and fly balloons at 52. It’s never too late to learn.

Over 10,000 business letters come across my desk every year. They seem to fall into three categories: stultifying if not stupid, mundane (most of them), and first rate (rare). Here’s the approach I’ve found that separates the winners from the losers (most of its just good common sense) – it starts *before* you write your letter:

**Know What You Want**

If you don’t, write it down – in one sentence. “I want to get an interview within the next two weeks.” That simple. List the major points you want to get across – it’ll keep you on course.

If you’re *answering* a letter, check the points that need answering and keep the letter in front of you while you write. This way you won’t forget anything – *that* would cause another round of letters.

And for goodness’ sake, answer promptly if you’re going to answer at all. Don’t sit on a letter – *that* invites the person on the other end to sit on whatever you want from him.

**Plunge Right In**

Call him by name – not “Dear Sir, Madam, or Ms.” “Dear Mr. Chrisanthopoulos” – and be sure to spell it right. That’ll get him (thus, you) off to a good start. (Usually, you can get his name by phoning

# How to Write a Business Letter

By Malcolm Forbes

his company – or from a business directory on the Internet.

Tell what your letter is about in the first paragraph. One or two sentences. Don’t keep your reader guessing or he/she might file your letter away – even before he finishes it.

If you are answering a letter, refer to the date ot was written. So the reader won’t waste time hunting for it. People who read business letters are as human as thee and me. Reading a letter shouldn’t be a chore – *reward* the reader for the time he/she gives you.

**Write So He’ll/She’ll Enjoy It**

Write the entire letter from his point of view – what’s in it for *him*? Beat him to the draw – surprise him by answering the questions and objections he might have.

Be positive. He’ll/she’ll be more receptive to what you have to say.

Be nice. Contrary to the cliché, genuinely nice guys most often finish first or very near it. I admit it’s not easy when you’ve got a gripe. To be agreeable while disagreeing – that’s an art.

Be natural – write the way you talk. This does not mean to use poor grammar or slang or profanity, if that it the way you naturally speak. Imagine him sitting in front of you – what would you *say* to him? Remember, business jargon too often is cold, stiff and unnatural.

be?) Here’s the difference between a consultant and a sales rep. . .

* Consultants are considered experts: Sales reps are considered salespeople.
* Consultants are specialists: Sales reps are selling something.
* Consultants are respected as leaders in their field: Sales reps strive for recognition.

For emphasis, underline important words. And sometimes indent sentences as well as paragraphs.

Like this. See how well it works?

(But save it for something special.)

Make it perfect. No typos, no misspellings, no factual errors. If you’re sloppy and let mistakes slip by, the person reading your letter will think you don’t know better or don’t care. Do you?

Be crystal clear. You won’t get what you’re after if your reader doesn’t get the message.

Use good English. If you’re still in school, take all the English and writing courses you can. The way you write and speak can readily help – or *hurt*. If you’re not in school (even if you are), get the little 71-page gem by Strunk & White, *Elements of style*. It’s in paperback. Its fun to read and loaded with tips on good English and good writing.

Don’t put on airs. Pretense invariably impresses only the pretender. Don’t exaggerate. Even once. Your reader will suspect everything else you write.

Distinguish opinions from facts. Your opinions may be the best in the world. But they’re not gospel. You owe it to your reader to let him know which is which. He’ll appreciate it and he’ll admire you. The dumbest people I know are those who Know It All.

Be honest. It’ll get you further in the long run. If you’re not, you won’t rest easy until you’re found out. (The latter, not speaking from experience.)

Edit ruthlessly. Somebody ~~has~~ said that words are ~~a lot~~ like inflated money – the more ~~of them that~~ you use, the less each one ~~of them~~ is worth. ~~Right on~~. Go through your entire letter ~~just~~ as many times as it takes. ~~Search out and~~ Annihilate all unnecessary words, ~~and s~~entences – even ~~entire~~ paragraphs.

Suppose I came up to you and said, “I

acknowledge receipt of your letter and I beg to thank you.” You’d think, “Huh” You’re putting me on.” The acid test – read your letter *out loud* when you’re done. You might get a shock – but you’ll know for sure if it sounds natural.

Don’t be cute or flippant. The reader won’t take you seriously. This doesn’t mean you’ve got to be dull. You prefer your letter to knock’em dead rather than bore’em to death.

The three points to remember:

1. Have a sense of humor. That’s refreshing *anywhere* – a nice surprise to a business letter.
2. Be specific. If I tell you there’s a new fuel that could save gasoline, you might not believe me. But suppose I tell you this:

“Gasohol” 10% alcohol, 90% gasoline-works as well as straight gasoline. Since you can make alcohol from grain or corn stalks, wood or wood waste, coal-even garbage, it’s worth some real follow-through.”

Now you’ve got something to sink your teeth into.

1. Lean heavier on nouns and verbs, lighter on adjectives. Use the active voice instead of the passive.

Which of these is stronger? Active voice: “I kicked out my money manager.” Or, Passive voice: “My money manager was kicked out by me.” (By the way, neither is true. My son, Malcolm, Jr. manages most Forbes money-he’s a brilliant moneyman.)

**Give It the Best You’ve Got**

When you don’t want something enough to make the effort, making an effort is a waste.

Make your letter look appetizing – or you’ll strike out before you even get to bat. Type it – on good-quality 8 ½” x 11” stationery. It should be on proper letterhead, even if your letterhead is your name block. Keep it neat. And use paragraphing that makes it easier to read.

Keep your letter short – to one page, if possible. Keep your paragraphs short. After all, who’s going to benefit if your letter is quick and easy to read?

You.

For emphasis, underline important words. And sometimes

XXXX

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**Sum It Up and Get It Out**

The last paragraph should tell the reader exactly what you want him to do – or what *you’re* *going to do*. Short and sweet. “May I have an appointment?” Next Monday, the 16th, I’ll call your secretary/assistant to see when it’ll be most convenient for you.”

Close with something simple like, “Sincerely,” And for heaven’s sake sign legibly. The biggest ego trip I know is a completely illegible signature.

Good luck.

I hope you get what you’re after.

Sincerely,

