



Selling the Invisible

A Field Guide to Modern Marketing

AUTHOR: Harry Beckwith

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THE BIG IDEA

Selling the Invisible by Harry Beckwith

- A basic marketing guide that refreshes the mind after reading so many gurus and faddish ideas, now here's a book with timeless ground rules that are supported by real world stories.

Getting Started

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- The first rule of service marketing, or selling the invisible is: The core of service marketing is the service itself.
- Assume your service is bad and you will be forced to improve it.
- Forget the excuses and remember McDonald's.
- Ignore your industry's benchmarks, and copy Disney's.
- Do not presume big causes lead to big effects.
- Address the error immediately

Getting Started

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- Don't just think better. Think different.
- Always start at zero.
- Stage one of any industry is meeting acceptable minimum standards.
- Create the possible service.
- Have a third party conduct your surveys for you. T .

Why Survey?

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- It gives you an opportunity to sell something or make an offer.
- It gives credibility to your statements about service quality.
- It keeps you in contact with your clients.
- It lets you learn from your mistakes.
- It helps you flag possible problem areas and clients.
- It keeps you from coasting.

Marketing is Not a Department.

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- Everyone in your company is responsible for marketing your company.
- Ask for outside help to be able to see the real scope of your business.
- Make every employee a marketer.

Planning: The Eighteen Fallacies

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1. You can predict the future.
2. You can know what you want.
3. Strategy is king.
4. Build a better mousetrap.
5. There will be a perfect time.
6. Patience is a virtue.
7. Think smart.

Planning: The Eighteen Fallacies

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8. Science and research data
9. Focus groups
10. Overconfidence bias or thinking “I’m always right”.
11. Seek perfection.
12. Failure is failure.
13. Expertise
14. Authority

Planning: The Fallacies

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15. Common sense

16. Fate

How Prospects Think

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- Familiarity breeds business.
- Use the Recency Effect.
- Identify and polish your anchors.
- Each impression you make will be your last, so make it strong.
- Show your warts.

The more you say, the less people hear: Positioning and Focus

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- Stand for one distinctive thing that will give you a competitive advantage.
- To broaden your appeal, narrow your position.
- Position yourself as the expert at the most difficult task in your service.
- Say one positive thing and you will become associated with many.

How to narrow the gap between your position and your positioning statement

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- Find out what your position is in your prospect's mind.
- Craft bold dreams and realistic positioning statements.
- Choose a position that will reposition your competitors then move a step back toward the middle and clinch the sale.
- Don't try to hide your small size.
- If you think you can afford not to focus, think of Sears.
- No matter how skilled you are, you must focus your skills.
- Positioning and focus makes your word of mouth more effective.
- Positioning and focus will make employees effective marketers.
- Positioning and focus will rally the troops.

- Don't assume that logical pricing is smart pricing.
- Setting your price is like setting a screw. A little resistance is a good sign.
- Avoid being in the middle of the premium service and low-cost provider.
- Don't charge by the hour. Charge by the years of experience.
- Charge for knowing where to hammer, rather than for mere hammering.
- If good value is the first thing you communicate, you won't be effective. If good value is your best position, improve your service.

Naming and Branding

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- Give your service a name, not a monogram.
- Don't try to be funny with your name.
- Generic names encourage generic business.
- Never choose a name that expresses something everyone expects from your service.
- Be distinctive.
- Give every name you consider the 'information per inch' test.
- A brand is a warranty.

Keeping Clients

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- Assume your relationship is bad and work to fix things.
- Don't raise expectations you cannot meet.
- Under-promise and over-deliver
- Say thank you often.
- Make sure the client knows how hard you've worked, how you beat a deadline two days earlier, or charged ten per cent less than the estimate.
- Continually remind buyers of your successes, new clients, new awards, growth in staff or revenues.

Quick Fixes

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- Answer the phone in one ring.
- Say p.m., deliver a.m.
- Speed is everything. Be fast and get faster.
- Make clients happy every day.
- People can only sell things if they believe in them.

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