

# How to Establish Impact

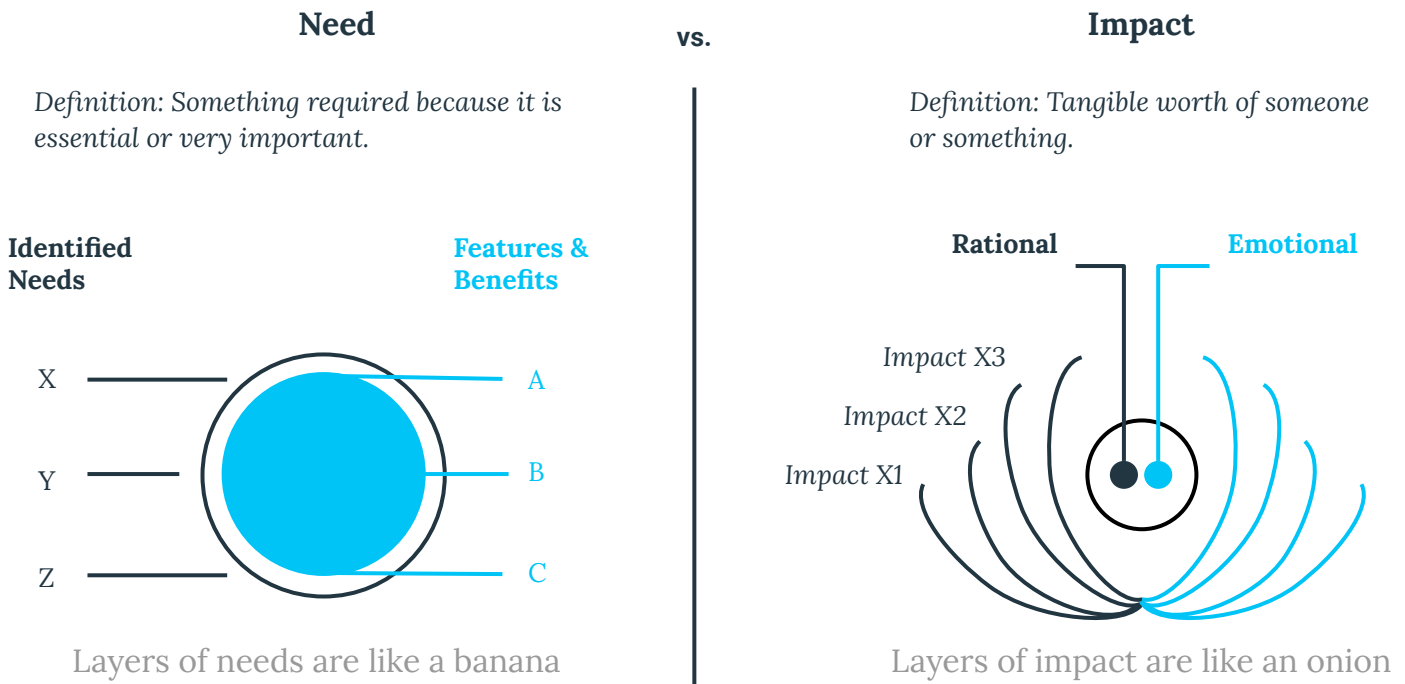


Figure 1. The difference between Need and Impact

Conventional salespeople sold based on needs and benefits, but today’s buyers do not want features. They need impact. Impact, however, comes in different forms. Emotional Impact includes things like keeping peace of mind, while Rational Impact entails things like saving money.

In Figure 1 above, you’ll see a traditional focus on the customer’s needs, which align to features and benefits. This is often a mistake. On the right, you’ll see the customer’s needs represented more like an onion, with endless layers that can be peeled back by asking questions. This is because the customer’s desired impacts are often hidden many layers deep, which may require you to go many questions deep. By diagnosing the customer’s situation, you can uncover the underlying Impact they are looking to achieve. Impact is what differentiates the nice-to-have from the must-have solutions.

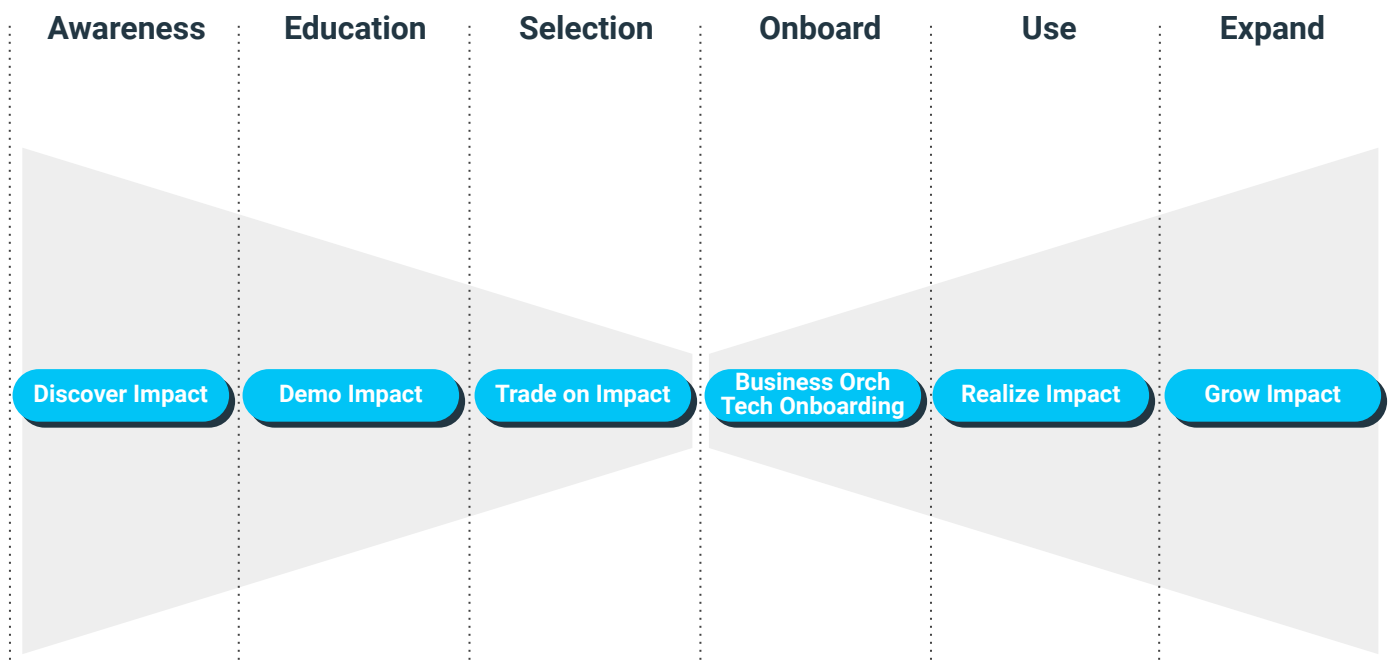


Figure 2. The importance of Impact from start to finish

## How to Measure Impact

Today, there are generally three kinds of high-level impacts that solutions can have on a business. You need to determine which type of “Impact proposition” is most important to your customer.

### Impact 1

#### Reduce COST

Examples: By using the solution, you will reduce costs by X% annually, save \$2,000/month, etc.

### Impact 2

#### Improve the EXPERIENCE

Examples: A 24/7 support team keeps you on the air; it only takes two clicks vs. 8 clicks; these charts identify the action you need to take right now, etc.

### Impact 3

#### Increase REVENUE

Examples: With this service, you’ll grow your revenue by XX%, by \$2,000/account per month, etc.

Of these three Impact propositions, increasing revenue is the easiest to sell because growth is still the highest priority for most businesses. However, each of these impacts can create a healthy business.



# The Advantage of Experience Over Cost and Revenue

Businesses dependent on experience impact propositions have a longer runway than those relying on cost or revenue. That's because of the two ways that impact is perceived based on how human beings make decisions. Rational impact is measurable, using facts and figures, while emotional impact is based on feelings and experiences. Research shows that people tend to make emotional decisions first, then validate later on with facts and figures.<sup>1</sup> Thus, emotional impact supersedes rational impact.

<sup>1</sup> R. Levine, "The Power of Persuasion: How We're Bought and Sold" (2003)



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