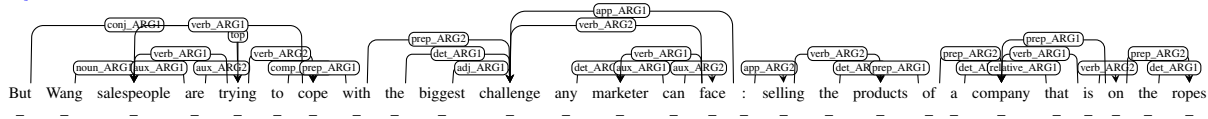


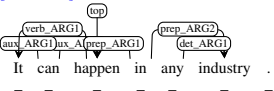
Document 1996

[21996003]



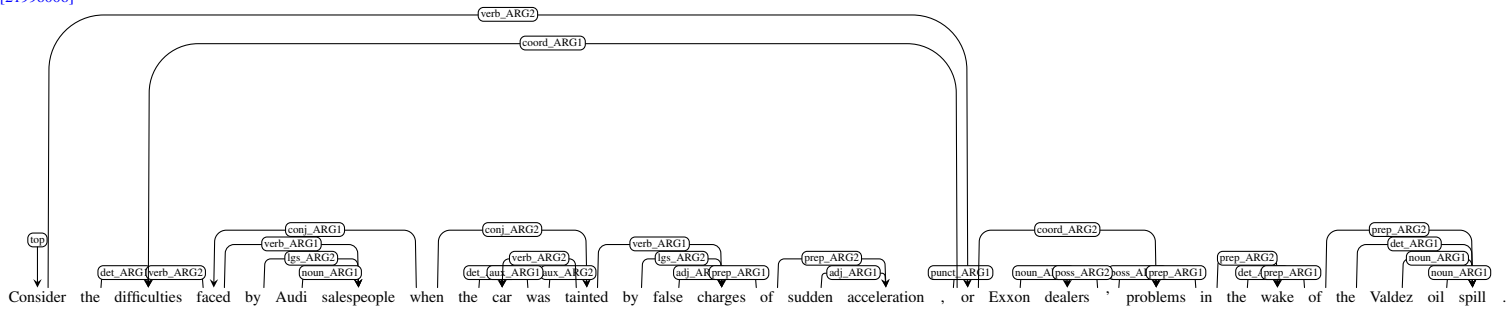
But Wang salespeople are trying to cope with the biggest challenge any marketer can face : selling the products of a company that is on the ropes .

[21996005]



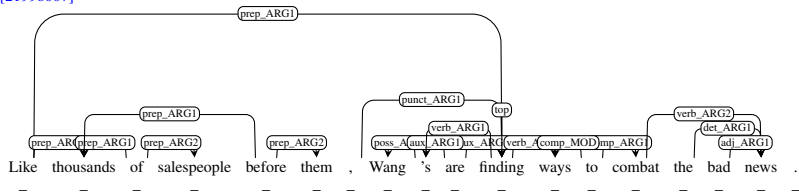
It can happen in any industry .

[21996006]



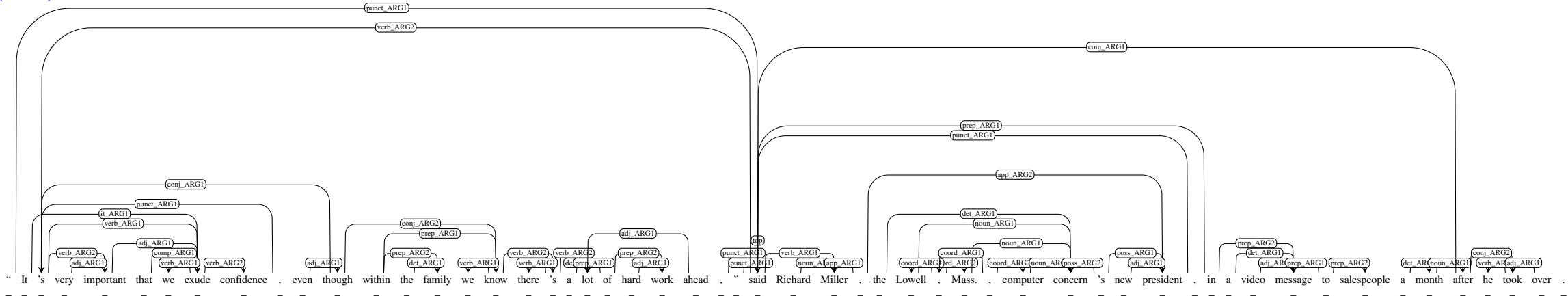
Consider the difficulties faced by Audi salespeople when the car was tainted by false charges of sudden acceleration , or Exxon dealers ' problems in the wake of the Valdez oil spill .

[21996007]



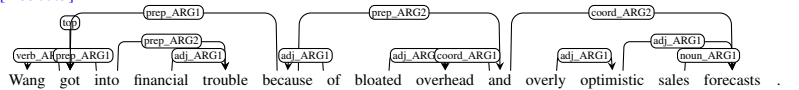
Like thousands of salespeople before them , Wang 's are finding ways to combat the bad news .

[21996008]



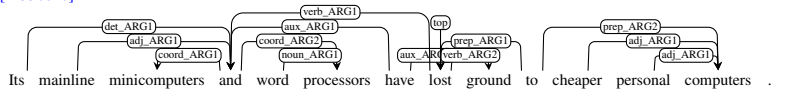
" It 's very important that we exude confidence , even though within the family we know there 's a lot of hard work ahead , " said Richard Miller , the Lowell , Mass . computer concern 's new president , in a video message to salespeople a month after he took over .

[21996009]



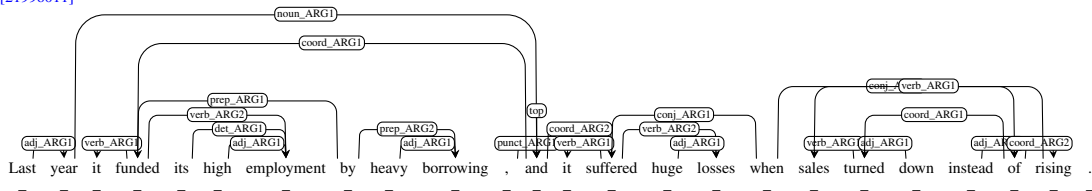
Wang got into financial trouble because of bloated overhead and overly optimistic sales forecasts .

[21996010]



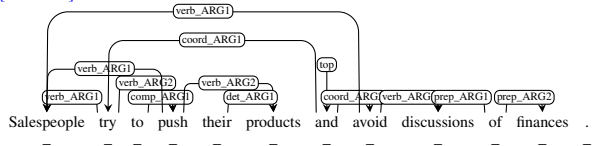
Its mainline minicomputers and word processors have lost ground to cheaper personal computers .

[21996011]



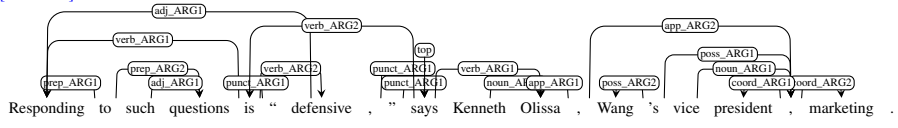
Last year it funded its high employment by heavy borrowing , and it suffered huge losses when sales turned down instead of rising .

[21996013]



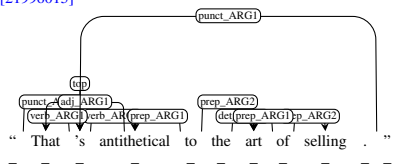
Salespeople try to push their products and avoid discussions of finances .

[21996014]



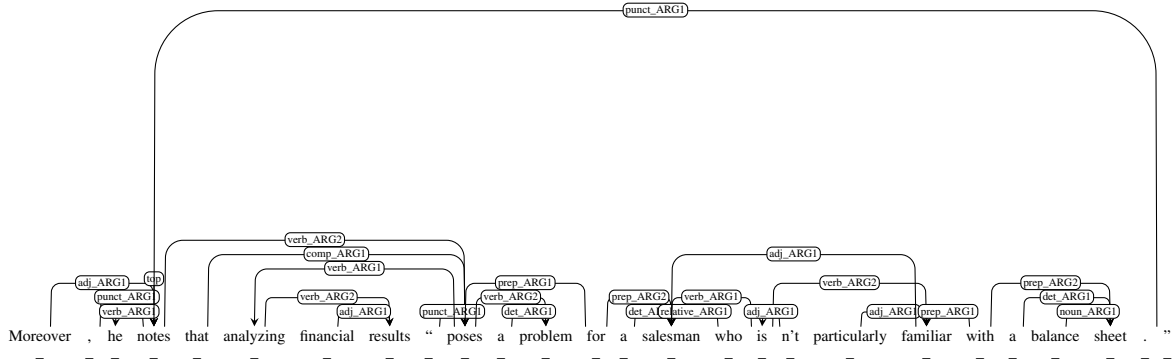
Responding to such questions is " defensive , " says Kenneth Olissa , Wang 's vice president , marketing .

[21996015]



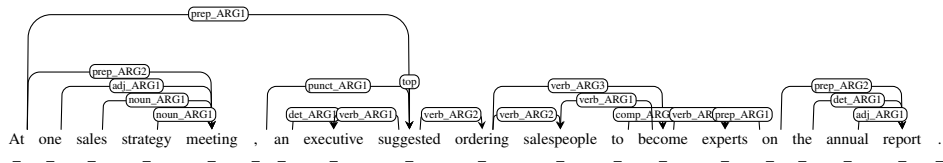
" That 's antithetical to the art of selling . "

[21996016]

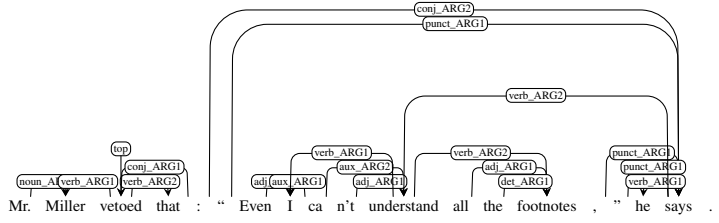


Moreover , he notes that analyzing financial results " poses a problem for a salesman who is n't particularly familiar with a balance sheet . "

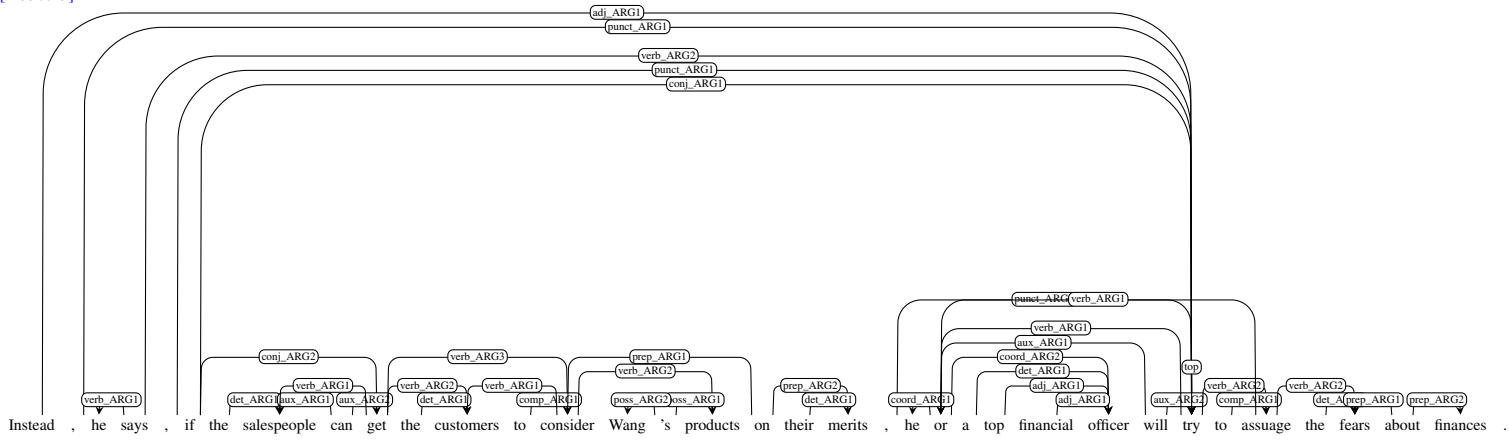
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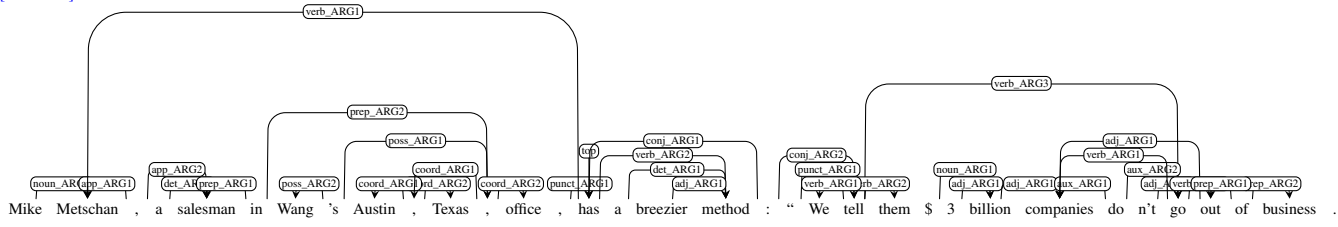
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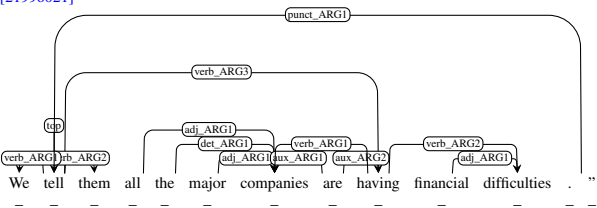
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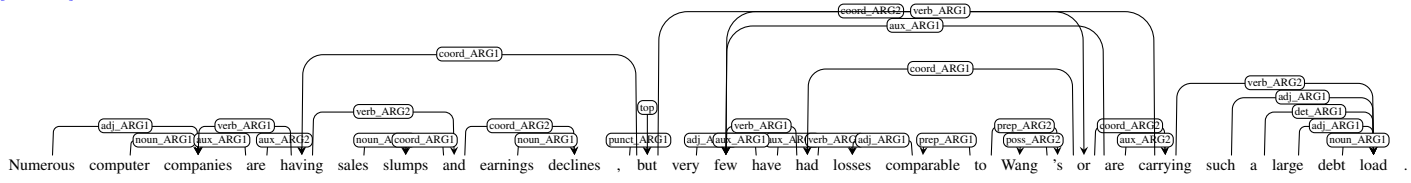
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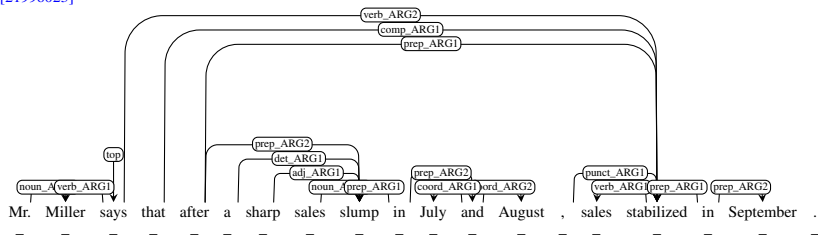
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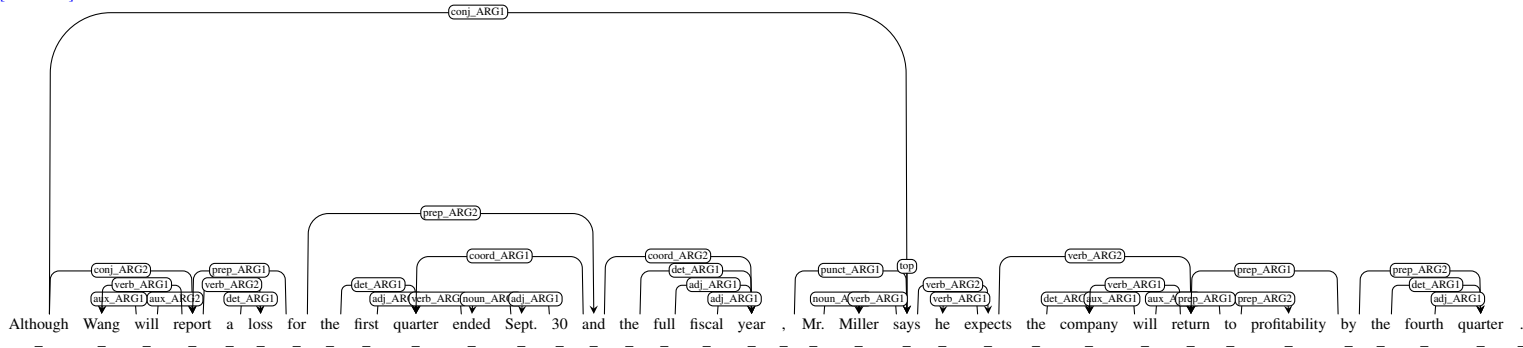
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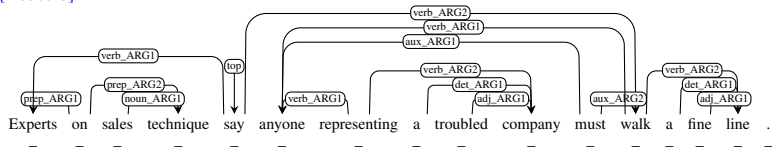
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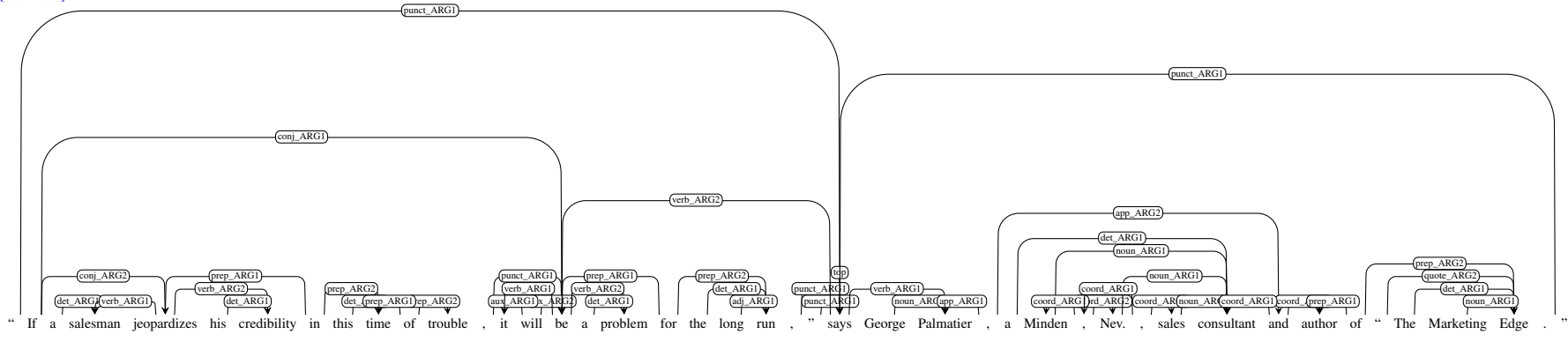
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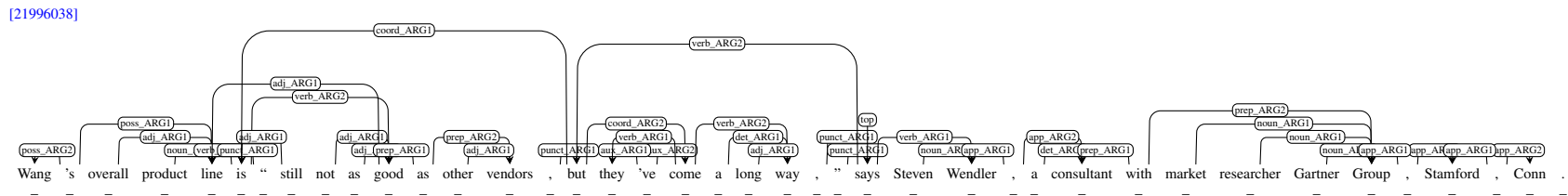
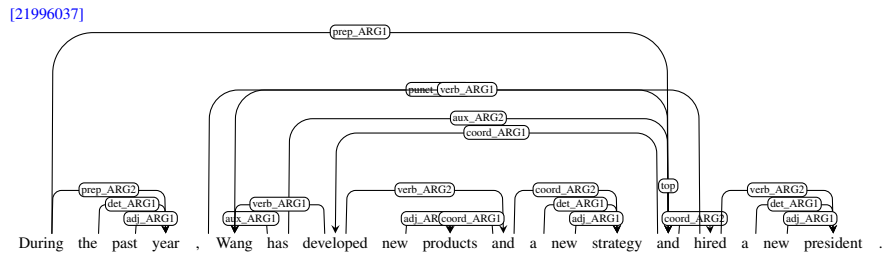
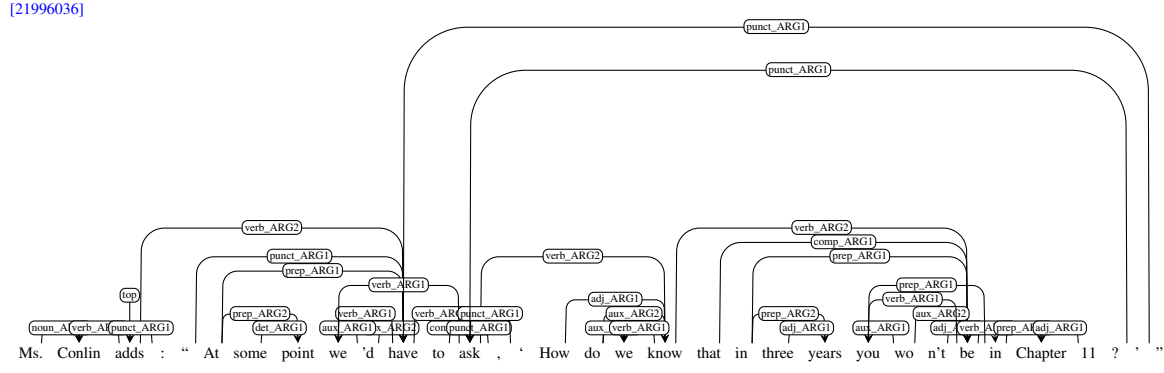
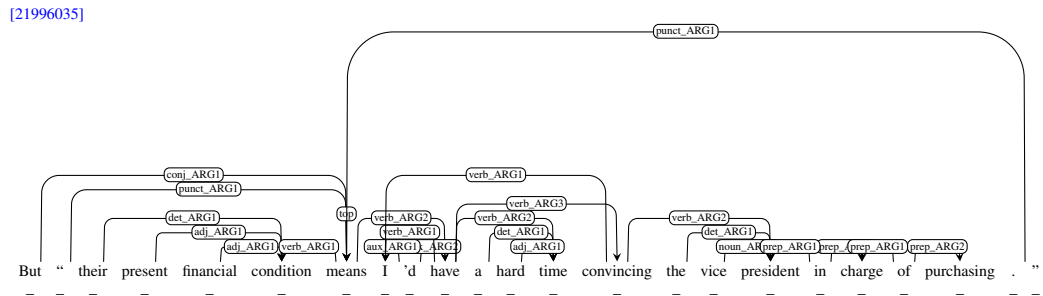
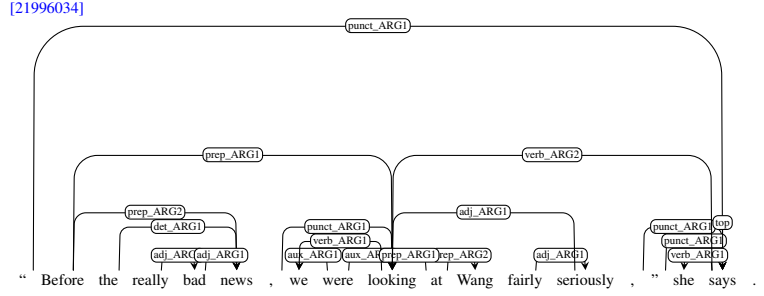
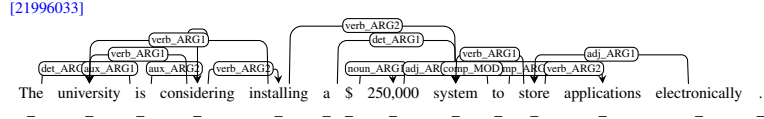
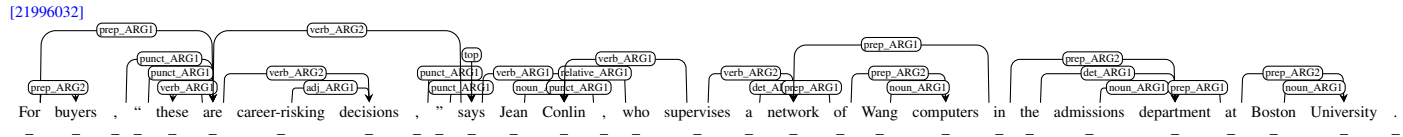
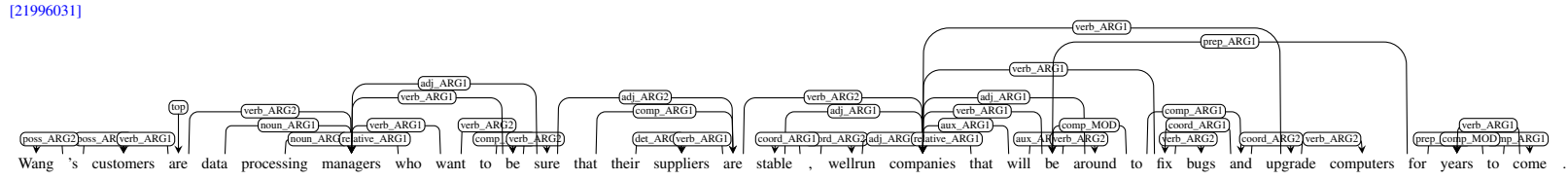
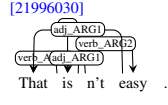
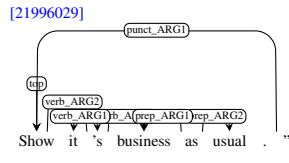
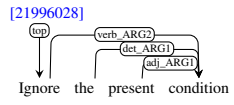
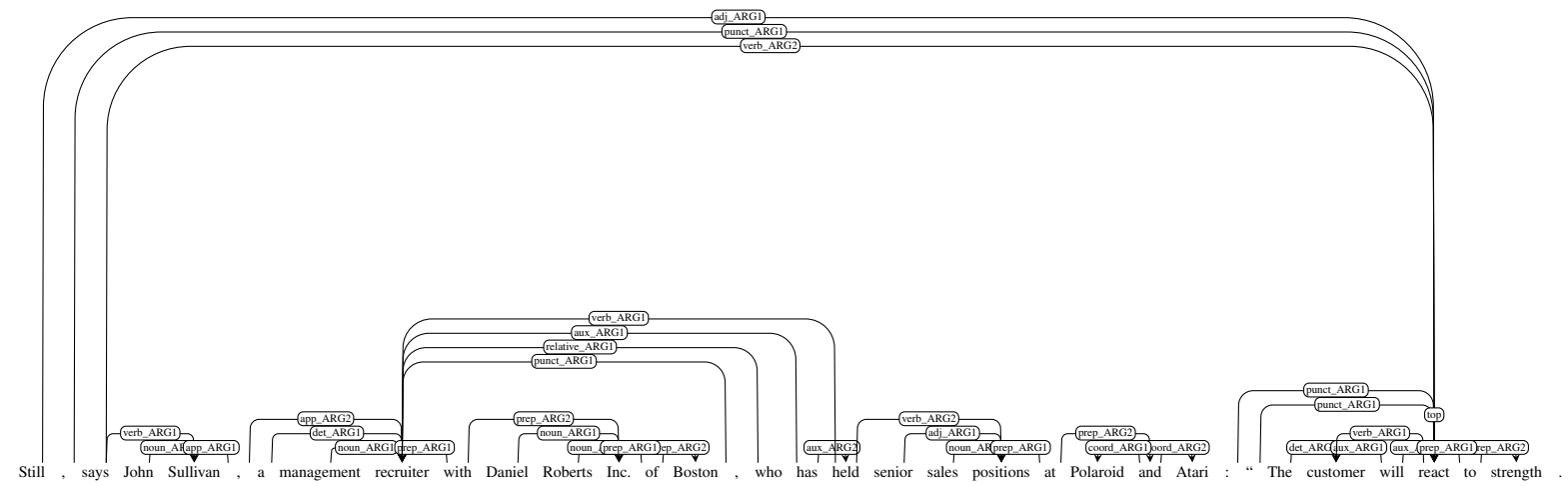
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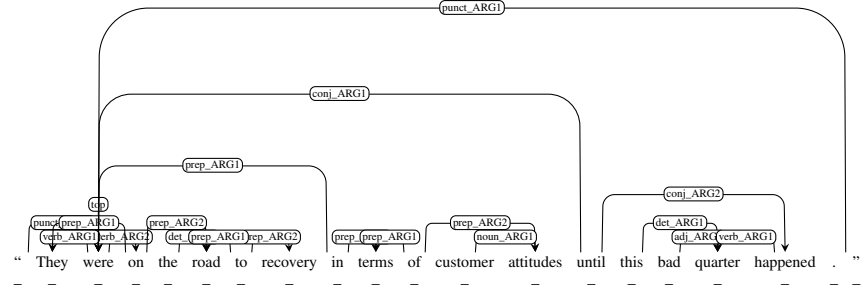
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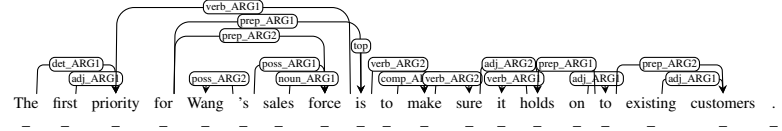
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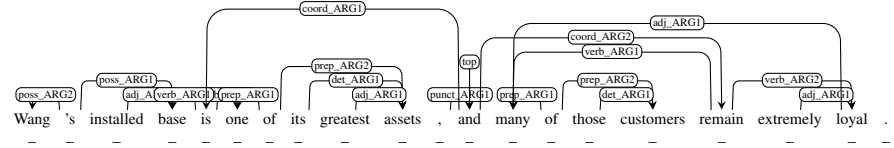
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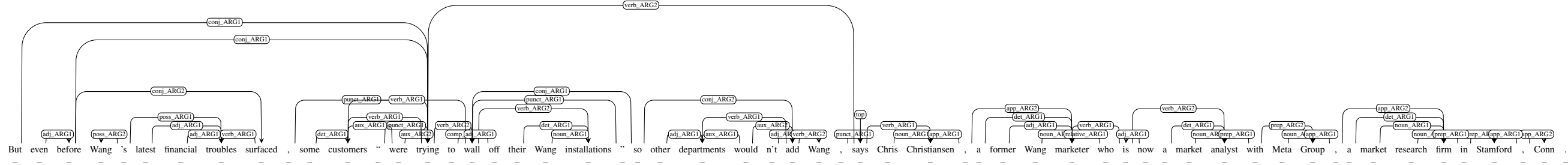
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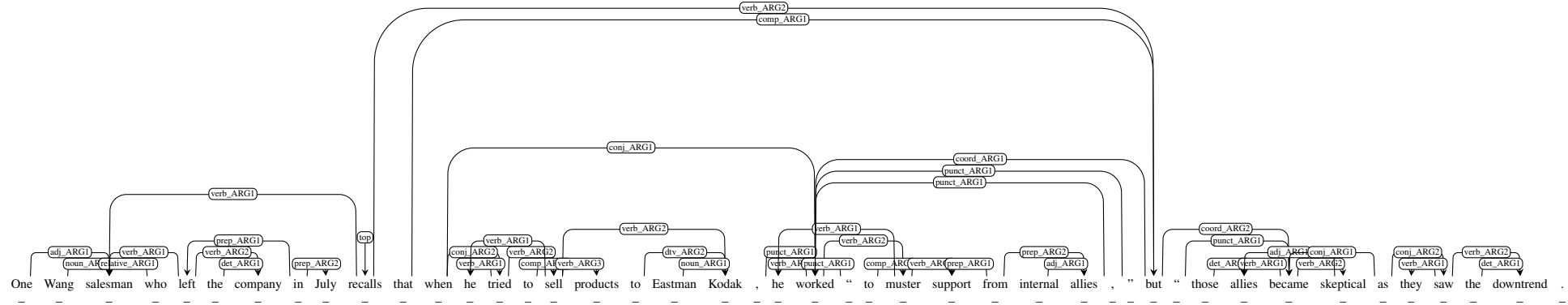
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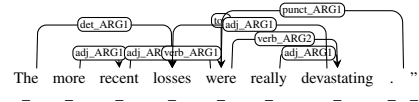
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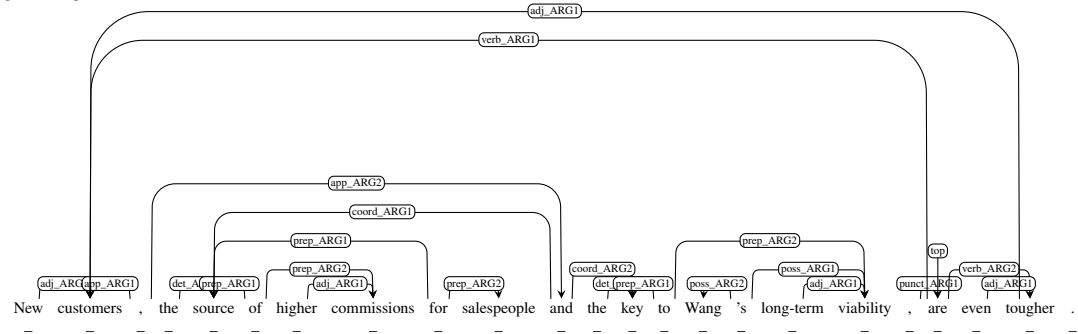
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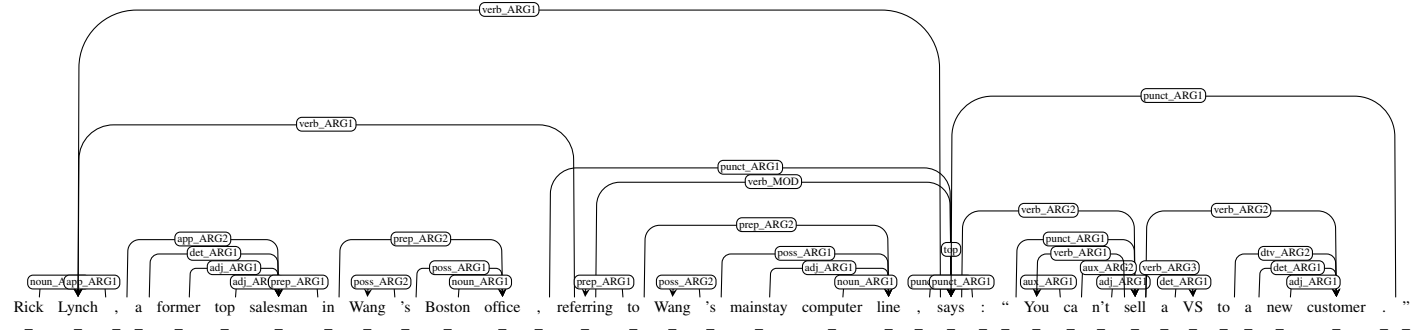
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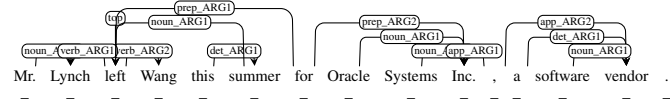
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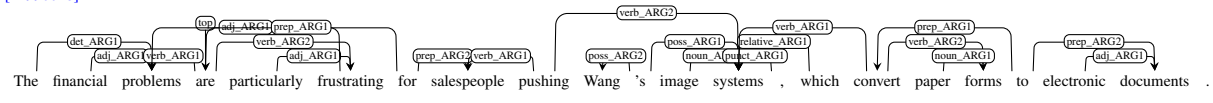
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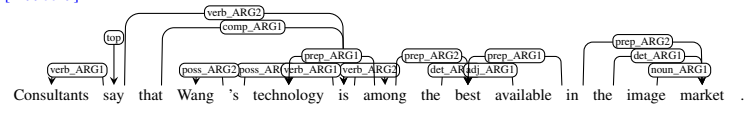
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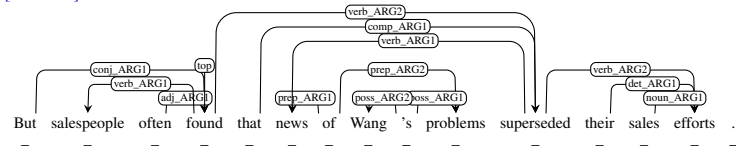
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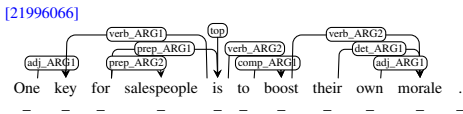
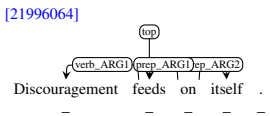
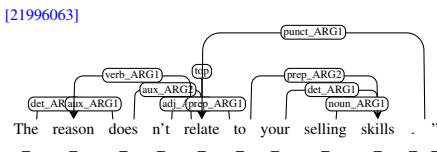
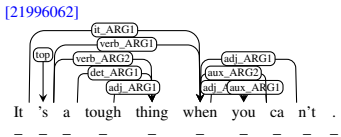
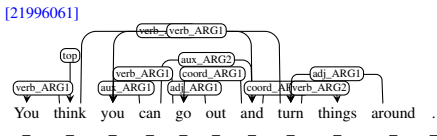
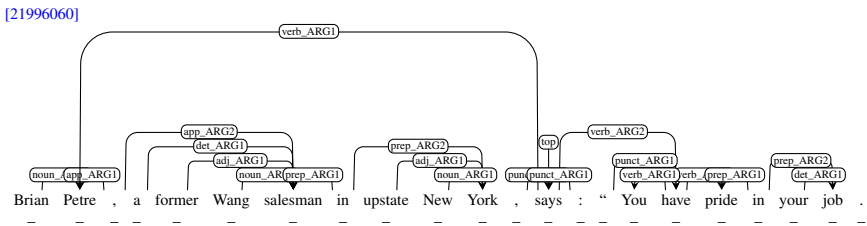
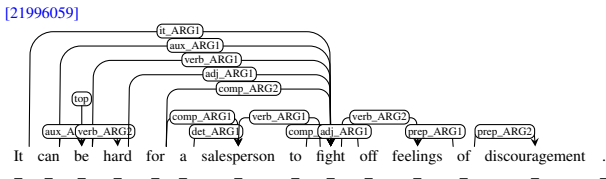
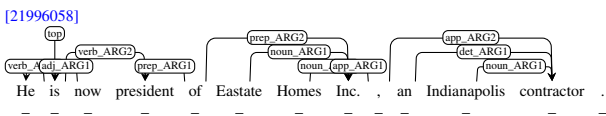
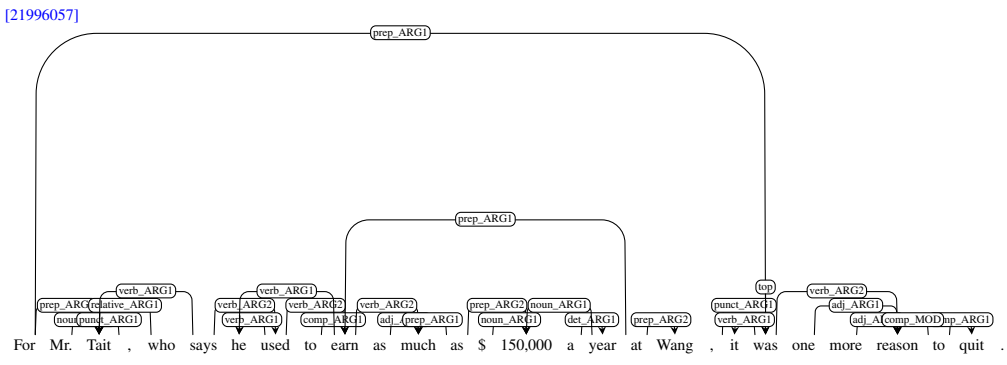
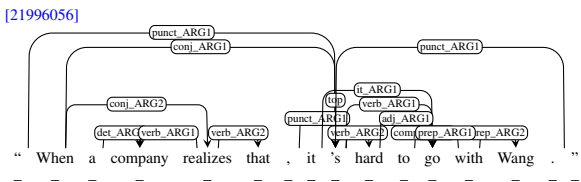
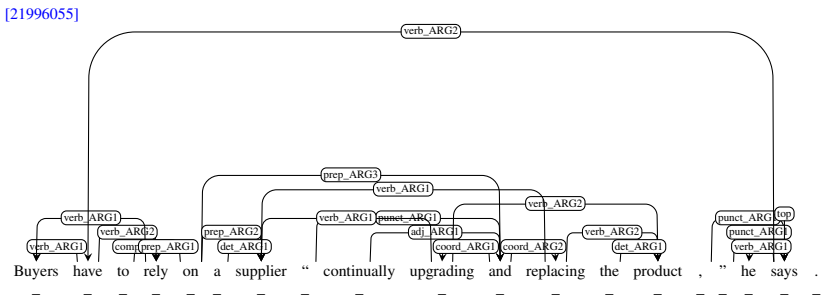
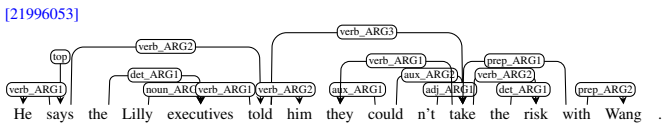
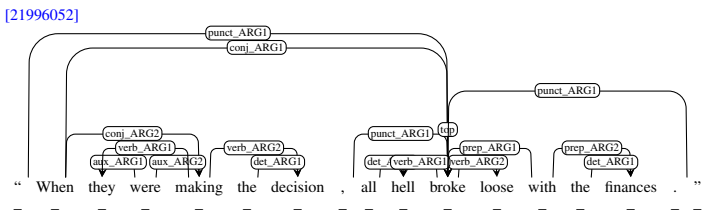
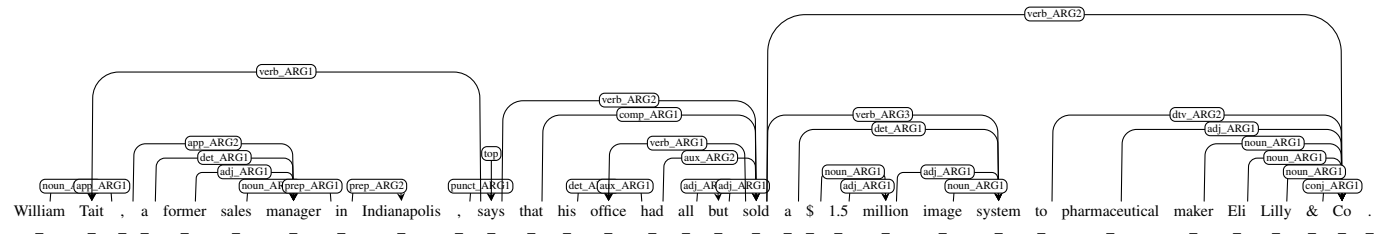
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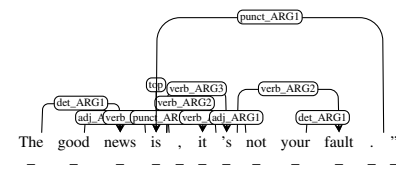


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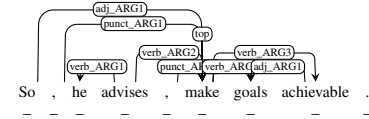


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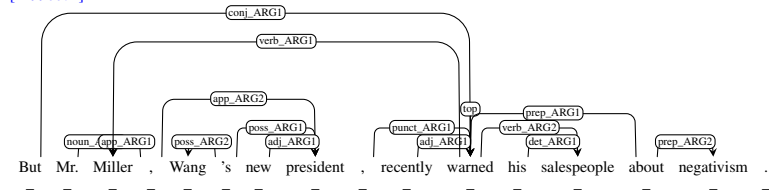




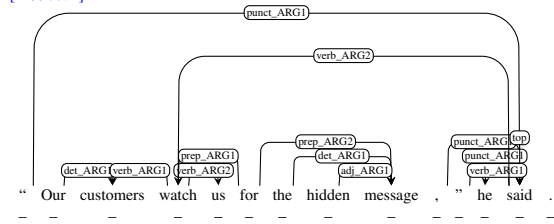
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[21996071]



[21996072]



[21996073]

