

selling process asks customers to take a risk. If they have been customers for a long time the selling process, by definition, has addressed their objections, customers may still feel the need to voice specific concerns during negotiations.

The concern may seem trivial to the salesperson, but it is important to the customer. Listening and validating the customer's concern acknowledges that it has value.⁷ It is important to listen actively to customer concerns (as discussed in chapter 7). Focus on the customer, make sure you understand what he or she is saying, and then respond to the concern.

Always Value the Value Proposition

The most effective tool for negotiating with customers is a well-developed value proposition. Carefully explaining the benefits of your company, products, services, and yourself goes a long way toward alleviating customer objections during the presentation. When you link benefits to overall value, customers will tend to worry less about price (a major customer concern), as well as other issues, and focus more on how you have addressed their needs.

Value is more than price. While customers often direct their discussion toward price, it is the salesperson's responsibility to seek out and identify the real value of the company's product to the customer. The value added by your company could take many forms, including better customer service, enhanced product quality, or improved buyer-seller communication. After identifying the value added by your company and communicating that to the customer in the sales presentation, you may need to go back and reinforce it during negotiations.

SPECIFIC NEGOTIATION STRATEGIES

There are nine basic strategies for dealing with customer concerns. Each one can be used in a variety of situations. However, the most effective strategy is to listen to the customer's concern and respond to it.

customer. Almost every computer manufacturer and Mitsubishi. With them, salespeople can take very little office.

The Value Proposition

You remember the discussion on value creation in Chapter 3. We talked about the importance of value in the relationship-selling process. Creating value for their customers is really why companies are in business. However, customers must see the value of the company's products and services. The sales presentation is where that value is conveyed to the customer.

Chapter 3 highlighted many ways a company can create value for its customers. The job of salespeople is to identify their customers' needs and apply their knowledge of their company and its products to satisfy customers. Critical to that process is the value proposition, which is the summary of the value the customer receives based on the expected benefits and costs.

A realistic assessment of benefits and costs can be a persuasive tool to support the claims of the company's products and services. Customers today are often looking for a strong business case to justify the purchase decision. They ask a valid question, "How is your company adding value to my business?" Refer to the Appendix to chapter 3 ("Selling Math") for an in-depth discussion of building a financial business case in relationship selling.

A value proposition should be part of every presentation. Assessing the value proposition for your customer should be part of your preparation. Of course you will learn more about the customer's needs during the presentation, but by assessing the customer value of your company's products before the presentation, you can anticipate objections. As we shall examine in chapter 8, many customer objections deal with the value added by your company's products. If the price is too high (a common objection), the customer is really saying he or she has not been convinced the value of your product exceeds the cost. The customer does not believe your value proposition. Defining the customer value of your company's products and services and communicating it are essential to success in relationship selling.