



# Value is in the eyes of the beholder

Leverage return on relationships  
through Value Based Selling

## Background

Today's sales and marketing executives, face unparalleled challenges in modern times. They are bewildered at the state of the international and domestic economy that is staggering from the effects of the worst depression since the Great Depression of late 1920's due to pandemic outbreak and relentless global competition that seems hell-bent on protectionism and selling cheaper goods or services. This has forced today's leaders challenge their value propositions and revise over their go-to-market strategies. For this reason value-added or consultative selling is ruling the boardroom discussions to win customers and maximize profits. But this is not one size which will fit all. Some organisations lack the value-added resources, some may lack the motivation, and some may be simply devoid of knowledge and skill.

The companies who have innovated themselves to embrace a lean business model and are in position to enjoy operational efficiency, the groundwork has been laid for them to Value-Added sales strategy. They have an edge to aggressively compete and profitably in their markets. They can watchfully grow the top line, increase their market share, and guard their bottom line.



## Measuring the Market on Value-Add

It is extremely dismal to find, B2B sales rep struggling to talk about business issues apart from their comfort zone of their product features, knowing very much that an average B2B buyer regards a sales reps business knowledge as more valuable than his generic sales pitch. As per Sales Benchmark Index report, on average 87% of the revenues in B2B sales environments are generated by just 13% of the resources, which is widening the gap between the best and the rest.

Therefore, knowledge and value based go-to-market strategy is one of the most preferred ways companies are trying to compete in industry. Lean operating philosophy is sine qua non for subscribing to a value-added go-to-market strategy. The philosophy dares its proponents with hard questions like:

- Do you understand the real substance of VALUE?
- Do you really add value? How do you know that?
- How do you measure value?
- Whose notion of value — yours or the customer's — do you sell?
- Can you be compensated equitably for this value generated in the market?
- How unique is your value?
- How well do you communicate your value in our customer messaging?

Lets' find and analyse answers to these questions in below sections and with bit of intrapersonal communication.

## 1 How much is your organization ready for Value added strategy - a reality check

Before adopting this strategy, the company must be doubly sure if value - added is the right fit for their organization and end customers, since value based selling is not just limited Sales Reps. To gain significant confidence the company should throw tough questions with respect to value-add strategy in the pursuit of its truth:

## 2 How will the company ensure engagement?

To do something different implies action. A company cannot deliver if its culture is static or passive and stuck in a comfort zone. Even the market leaders cannot rely on its past laurels and deliver on the value add strategy. Therefore the value-add strategy demands dynamic and expansive flow of energy, to ensure responsiveness throughout the company hierarchy.



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### How will the company ensure excellence?

Value-added companies make ceaseless what others consider a hassle. Pledging to excellence means challenging the status quo, because excellence demands the best from people. A dedication to excellence and a craving curiosity drive companies to demand more from employees' efforts. Any organization cannot get better unless it first acknowledges, that it can get better. Variance to this is organizational arrogance that offends its deliverables and hence customers.

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### How will the company ensure effectiveness?

The effectiveness is pursuing the right things in right way. This power of judgement of knowing what to do and what not to do, ushers the efforts towards value-added path. Effectiveness warrants disciplined effort and unified effort within an organization. This prudence of effort ensures no misspent energy on low-value activities. These value-based proponents finance their resources in areas that create potential value for them.

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### How will the company ensure equity?

Value implies equity. When two people are involved in the barter, equity demands a win-win outcome. Those who are willing to captivate actively, ensure excellence in all that they do, and work constructively on equitable outcomes, then the value added philosophy is right for them.



## Value-Based Selling Strategy

Any organisation that chooses to compete on its value-based product and service offerings must have a compelling selling strategy that is an innate extension of its operating philosophy. Otherwise, a cultural discord confuses sales reps and annoys customers. Value based selling is a tactical response to the market forces that insist more and more for less and less.

Value based selling proactively seeks ways to enhance, augment, or enlarge one's solution — the three key areas of value — to meet the dynamic needs of the buyer. It is promising a lot and delivering even more. It is achieving a win-win outcome by tracing equitable relationships. Since, value – based selling is a proactive philosophy and strategy, sales reps should not wait for customers to reject their proposition or for the competition in the market to imitate the solution to begin their selling process. The sales reps should perpetually seek ways to enhance their value proposition with innovation and streamlining. It should be more than a naked product selling. As per research it was found that,

**18% customers buys because of the company, 25% because of the salesperson and 57% because of the product.**

Thus, value based deliverables become extremely essential. Value – based selling is not an event but a process, flowing naturally from a culture of growth and development. To execute the value-based selling strategy, sales reps are advised to do the following:

- 1 Focus strategically by discerning high-value accounts, fully penetrating these accounts with information from the shop floor to the top floor, and completely analyse the buyer's needs, before approaching. Which would allow them to throw some intelligent insights and suggestions during the sales conversation.

- 2 Try best to analyse the pain points of the potential buyer because if there is no problem, there can be no solution. Suggest the value of solving the challenge the first place, and recognise the full horror of the cost of inaction and the urgency for change. Or else, they will simply stick with the status quo, as most likely outcome.
- 3 Sales reps sometimes make a fuss about articulating their company's unique value proposition. Value-added selling requires one to be as clean as possible to explain how their offering could deliver unique and relevant value to every member of the decision-making team, wherein personally tailored unique value position will be help in mutually meaningful value.
- 4 Focus on building personal and professional relationships with customers and facilitating them in their buying journey rather than your sales process. For instance, give your customers a free trail of your product to take it for a test drive.
- 5 If at any point you feel that you cannot contribute in terms of distinctive value, it's advisable to opt out, because if it is not a good deal for both parties, it is not a good deal for either party.
- 6 Sell deeper by cross-sell and up-sell after the initial sale by seeking ways to re-create value, and acknowledging the previous value-added, and leveraging existing customer relationships.

When sales reps embrace the value - based selling philosophy, execute its strategies and tactics and adopt its attitudes, they compete aggressively and profitably in their markets.



## Key Takeaways

A passion for excellence divulge itself in the positive addiction to doing all things well.

**1 Sell Value not Price:** Companies that have significant value-based to offer and who want to engage based on how effectively they achieve for customers can wield remarkable competitive advantage with this strategy, since suppliers may sell products, but serving the customer should be paramount.

**2 Perfect Coordination:** Value-based selling becomes effective way for the sales reps to take this message to the field as it uniquely amalgamates sales and operations in a go-to-market strategy.

**3 Innovate the Sales Process:** Since, it is philosophically based, sales reps should not limit themselves by the techniques they are taught, rather be liberal enough to cocktail it with their creativity.

**4 Championing the Brand:** They should perpetually seek ways to create and re-create value for their customers and their companies, through cross sell and up sell.



**Afterall, like beauty, value is in the eyes of the beholder.  
It is no value until the customer perceives the value.**

# About Bidsand Beyond

BidsandBeyond is a young and nimble business consultancy, helping businesses in the bid consulting and growth consulting areas. The areas include winning more bids for our clients, ideating & designing new products, automating the entire sales & marketing journey through Adobe & Salesforce, account-based marketing, thought leadership writing and pitch playbooks

