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The Impact of Implementing Value Selling on Sales Success in the Engineering Industry – The Case of ibg NDT Technology

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Abstract

Value Selling is a sales concept which is not yet very well known in the engineering industry. ibg NDT technology (ibg) is a German hidden champion for nondestructive material testing which is currently rolling out the Value Selling approach among its thirty internationally active sales partners. Their approach is solely based on twenty-four proven success factors to roll out Value Selling internationally defined by the scientific community. In this study the following four questions are evaluated: (1) What is the core concept of Value Selling in B2B Sales?, (2) How does Value Selling drive sales success, what are its key success factors and how has the success of Value Selling been measured?, (3) What do sales partners think about the impact of Value Selling for the business and what do they believe are the success factors for the adoption of Value Selling? and (4) How can ibg and other similar businesses leverage the research results? For the first two an in-depth literature review is performed while for the third and main research question eleven expert interviews are conducted among the thirty sales partners of ibg to get their perspective on the matter. This study then concludes by revealing a significant lack of knowledge and adoption of Value Selling on sales partner level of ibg. It further gives specific recommendations on how to continue in terms of research, but it also gives some practical recommendations for ibg.

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1 Introduction

Value Selling is a sales concept which is not yet very well known in the engineering industry. Even though, the idea of it might not be totally new to most salespeople. As convincing customers that a product is very useful to them as it might help them to master certain challenges, or it helps unlocking other potentials seems very common. Yet, the full methodology of Value Selling has commenced to be developed in the most recent years. Evaluating it for a certain industry such as the engineering industry has so far not been conducted to a high extent.

1.1 Problem Statement

Christian Artmann who received a PhD with the focus on Value Selling can be seen as a Value Selling pioneer. Furthermore, he is Managing Director of ibg NDT technology, short “ibg”. Artmann wants to make ibg to one the early adopters of Value Selling in the engineering industry.

In his dissertation “Improving international sales with value selling” for his PdD in cooperation with Danaher, Dr. Christian Artmann identified twenty-four factors and a few key drivers for the success of Value Selling and defined a roadmap for its implementation. (Artmann, 2014). In his business role as Managing Director of ibg, his key focus is to get a sound understanding on (1) whether the respective sales partners have understood and/or started to live the concept of Value Selling after training and hands-on advisory by ibg’s senior management and (2) whether this understanding leads to any relevant behavioral changes by the sales partners also having a commercial impact on their performance. The outcome of the research allows also other engineering businesses to optimize their value selling approach towards higher commercial impact. To accompany this from a scientific and business perspective Christian Artmann motivated me to conduct this study.

1.1.1 Motivation – Company Perspective

ibg company group serves as a developer, manufacturer and distributor of hardware, software and systems for non-destructive material testing. Their focus is the global B2B market for metal and ceramics (Prüfcomputer GmbH, 2023). Its sales partners received sales training regarding the concept of Value Selling based on the books “Value Selling: Kundennutzen sichtbar machen – Interaktionen gestalten Wertschöpfung optimieren” (English – “alue Selling: Making Customer Benefits

Visible – Designing Interactions to Optimize Value Creation”) by Christian Belz (2016), further “Excellence in Sales: Optimizing customer and sales management” by Holger Dannenberg & Dirk Zupancic (2010) and finally the Danaher Model of Value Selling (Artmann, 2014). The effectiveness of the current Value Selling role out approach shall be evaluated and recommendations for its improvements shall be made. Therefore, the following questions shall be evaluated in this study:

1. Is ibg’s approach towards the role out of Value Selling successful?
2. Does the specific role out of Value Selling drive the sales managers’ sales success?
3. What can or should ibg’s management do to improve the effectiveness of the role out?

1.1.2 Motivation – Research Perspective

From a research perspective this topic is of importance due to the following reasons and statements: First ibg appears to be one of the first companies in which Artmann (2014) twenty-four success factors have been brought into practice as suggested in the literature. It therefore is a stringent endeavor to evaluate its effectiveness.

Second, Terho, Haas, Eggert, and Ulaga (2012), also pioneers in the field of value-based selling (Value Selling), suggest qualitative interviews with salespeople and customers to deepen their insights regarding the effective implementation of a company’s value orientation. And Woodruff (1997) makes similar suggestions regarding the involvement of the sales force level to assess value orientation. Therefore starting an evaluation for assessing sales people, sales partners or sales managers via expert interviews, is deemed to be logical.

Last but not least according to Kienzler, Kindström and Brashear-Alejandro (2019) in their very recent publication about value-based selling (Value Selling), it appears to be helpful to look out for companies in niche markets for further research. As they point out that value-based selling is especially important for such niche markets, where selling requires individuals within suppliers and customers to understand key value drivers. Niche markets, such as the market of non-destructive material testing of ibg, are indeed lucrative. but supplier must be very focused on linking value creation to value capturing to avoid missing out on possible revenue. (Kienzler, Kindström, & Brashear-Alejandro, 2019)

From a research perspective the following questions for this study have been synthesized:

1. Is the role out of Value Selling based on Artmann (2014) twenty-four success factors successful?
2. How effective is the application of Value Selling when evaluating the sales force level.
3. Is Value Selling effective in the specific niche market ibg is operating in?

1.2 Research Objectives

Ibg is a German “hidden champion” in the engineering industry operating in the niche market of nondestructive material testing (Prüfcomputer GmbH, 2023) and they recently started to roll out Value Selling methodology among their sales partners (Appendix 7 – Training Presentation ibg January 2024). It appears that a good match for a fitting evaluation of the questions from research perspective is possible

In order to evaluate anything regarding Value Selling first it needs to be understood what state of the art literature has been elaborated so far regarding Value Selling. Questions are: “Where does it come from?”, “How has it developed over time?” and “What is still unknown about Value Selling according to the scientific literature?”. All these questions we have summarized in the following research question:

RQ 1: What is the core concept of Value Selling in B2B Sales?

Second, in order to measure the effectiveness of ibg’s Value Selling role out and the impact of Value Selling in general, we need to know how effects of Value Selling can or should be measured according to the literature. Additionally, it would also be helpful to know in a qualitative study what factors we need to look out for that indicate a successful Value Selling role out. All these questions we have summarized into the following second research question:

RQ 2: How does Value Selling drive sales success, what are its key success factors and how has the success of Value Selling been measured?

Third, in order to put the findings in the literature into action we will focus on our central research question which we try to answer by conducting expert interviews among ibg’s sales partners. In order to measure the success of ibg’s role out which is based on Artmann (2014) twenty-four success factors and to put these twenty-four

success factors to a test we need to evaluate the following: “What is ibg’s sales partners knowledge about Value Selling?”, “How do they apply Value Selling in their work? and “How is their perception towards Value Selling?”. In order to further evaluate and maybe even improve Artmann’s (2014) twenty-four success factors we need to collect the sales partners inputs regarding success factors in general. All these questions we have summarized into the following main research question:

RQ 3: What do sales partners think about the impact of Value Selling for the business and what do they believe are the success factors for the adoption of Value Selling?

To conclude the research, we would like to propose ibg and similar businesses specific actions to take. This translates into our fourth and final research question:

RQ 4: How can ibg and other similar businesses leverage the research results?

In order to answer these four research questions several scientific methods have to be applied. The structure of the thesis and the research approach shall be described in the following.

1.3 Approach and Structure of the Thesis

The first two questions (1) “What is the core concept of Value Selling in B2B Sales?” (2) “How does Value Selling drive sales success, what are its key success factors and how has the success of Value Selling been measured?” are literature research questions. To answer these first two questions we will start by scanning the scientific literature on Value Selling starting with Terho, Haas, Eggert, and Ulaga (2012) and Artmann (2014) and then going forward and backwards along the references and citations. The findings gained from the literature will be summarized in a chapter regarding Value Sellings basics for the first research question and a chapter regarding the impact of Value Selling for the second question.

For the third and central question: “What do sales partners think about the impact of Value Selling for the business and what do they believe are the success factors for the adoption of Value Selling?” we plan on taking advantage of having access to up to thirty sales partners of ibg. For a certain number of these sales partners, we will prepare expert interviews. For the interview systematics and the question catalog we will manly focus on Kaisers (2014) approach. All interview questions will be based on the findings we gained from the literature described in the previous chapters. For

analyzing and interpreting the interview transcriptions Mayrings (2022) suggestions around the use of deductive and inductive coding will be applied. The full approach and its results will be covered in this thesis in a chapter solely on these expert interviews and other relevant data.

Based on our findings we will finally answer the last research question: “How can ibg and other similar businesses leverage the research results?”. Therefore, we will dedicate a full chapter to the conclusion. To interpret the findings, we will not only put the results in context with each other. We will also measure them against some of ibg’s sales and evaluation data and contextualize them to the current state of the art scientific literature. The key findings will be translated into recommendations for ibg but and also a collection of topics for future research.

2 Background: Value Selling in B2B Sales

Based on scientific literature, academic and non-academic likewise, the term Value Selling corresponds to a sales concept in the business to business (B2B) market which has a strong emphasis on the value proposition which a sales person should outline to the customer. However, applying a deeper look, Value Selling appears to be a fuzzy inconclusive defined term. According to different sources the idea of Value Selling is defined similarly but not necessarily identically. Many very similar terms such as “value based selling” also seem to fit to the concept. Taking this into consideration the purpose of this chapter is to answer the following questions: “What is the core-concept of Value Selling in B2B Sales according to the literature?” and “How does ibg define the term Value Selling?”

2.1 Value Selling Defined in the Literature

In his dissertation “Improving international sales with Value Selling – Twenty-four proven success factors with practical roadmap for implementation” Christian Artmann (2014) the initiator of this thesis lists a collection of key resources on Value Selling. He specifically lists six commercial and six scientific sources which are frequently cited when it comes to Value Selling. The six commercial sources by Artmann (2014) are:

1. Anderson, et al. 2007 (Value merchants)
2. Heiman, et. Al., 2004 (The new strategic selling)
3. Relly, 2003 (Value-added selling)
4. Shonka, Kosch, 2002 (Beyond selling value)
5. Bacherach, 1998 (Value-based selling)
6. Reckham, 1988 (SPIN selling)

The six scientific sources by Artmann (2014) are:

1. Huckemann, 2000 (Sales process management)
2. Ahlert, 2008 (The concept of solution selling)
3. Adamson, 2012 (The end of solution sales)
4. Reinold, Schauenberg, 2011 (Kundennutzen-orientierte Geschäftsplanung)
5. Schmäh, 2008/2006 (Durchgängiges Value Based Marketing als Werttreiber im Systemgeschäft)

6. Zupancic, 2011 (Value-Selling-Process: Echte Mehrwerte identifizieren und verkaufen)

These sources will be our starting point for all our research.

2.1.1 Value Selling in the Commercial Literature

Remarkably, not all the commercial sources and only one of the scientific sources, the source of Zupancic (2011), use the term “Value Selling” in their title. Especially the selection of the scientific sources state only key elements of Value Selling such sales as a process, solution selling and the focus on value in sales or customer value (Kundennutzen).

In this source they describe Value Selling as a process – “The Value-Selling-Process”. To contextualize Value Selling we, would like to start with Zupancic’s definition of the Value-Selling-Process in his Paper “Value-Selling-Process: Echte Mehrwerte identifizieren und verkaufen” – translated to English:

Value-selling is a sales approach in which a company aims to sell not just products and/or services to the customer, but rather the benefits or value, known as "Value." Successful value-selling follows a systematic process. This process serves as a guide for the sales people.

(Zupancic & Dannenberg, 2011)

According to Zupancic and Dannenberg (2011) the “Value-Selling-Process” can be separated into six steps which usually should be, but do not have to necessarily be followed in this order. All six steps are displayed in “Figure 1 - 6 Step "Value-Selling-Process" by Dirk Zupancic & Holger Dannenberg”.

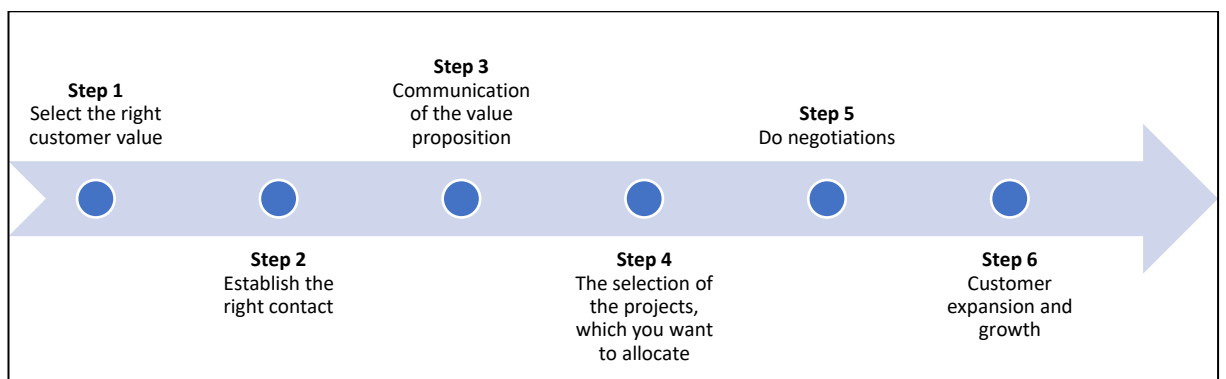


Figure 1 - 6 Step "Value-Selling-Process" by Dirk Zupancic & Holger Dannenberg

In their definition of the Value-Selling-Process Zupancic and Dannenberg (2011) highlight two underlying key success factors of the Value Selling. First, they highlight that key is selling specific value to a customer and not just products and features. Second, they highlight that Value Selling should be a structured process for the seller to be successful. Digging deeper into the literature we encounter many popular science books which focus on one or both core success factors, of selling value in a structured process.

With “SPIN Selling” Niel Rackhams (1988) creates one of the first works in the direction of Value Selling which comprises of both core concepts. The concept of structure and the concept of identifying and focusing on the perceived value the customer believes to gain when buying a specific product or service. In his work Rackham (1988) describes a structured method, the SPIN method, to get a sale accomplished. SPIN stands for S – Situation Question, P – Problem Question, I – Implication Question and N – Need-Payoff Question. Each of these questions has the following goals for the seller and should be more or less asked in the SPIN order, whereas changing the order may happen several times. Rackham (1988) outlines the steps in his SPIN sales method as follows:

- **S – Situation Question:** A situation question in SPIN Selling is designed to gather specific information about the buyer's current circumstances, needs, or challenges.
- **P – Problem Questions:** A problem question in SPIN Selling is aimed at uncovering explicit issues or challenges that the buyer is facing.
- **I – Implication Question:** An Implication question in SPIN Selling is designed to help the buyer recognize the potential consequences or effects of their identified problems or challenges.
- **N – Need-Payoff Question:** A Need-Payoff question in SPIN Selling is aimed at uncovering the specific benefits or solutions the buyer desires, prompting them to articulate the value of addressing their identified problems or challenges.

A more recent popular scientific book is “Value Selling – Kundennutzen sichtbar machen – Interaktionen gestalten – Wertschöpfung optimieren“ from 2016. Authored by the already mentioned Holger Dannenberg but also Christian Belz, a very well-known representative in the field of researching Value Selling, and Marcus Redemann

and Michael Weibel. Other than in the aforementioned publication “SPIN Selling”, the term of Value Selling has here already been fully established. In their book Dannenberg, Belz, Redemann and Weibel (2016) follow the Value Selling definition of Christian Artmanns (2014) dissertation from 2014. This Value Selling definition translates freely to the following sentence:

We define Value Selling as an enhancement of sales processes and interaction with customers. It consistently aligns one's own offering with the perspective and benefits of the customer. Additionally, the approach bridges the gap between sales strategy and execution. (Belz, 2016)

They furthermore specify the following specific goal of Value selling:

The goal of Value Selling is to sell one's own services based on their value to customers. This involves making the added value visible and important to customers. It's about enhancing the customer's experience of value. (Belz, 2016)

Both books are seminal works when it comes to discussing Value Selling. While “SPIN Selling” by Rackham (1988) is very early work regarding the idea of Value Selling, “Value Selling – Kundennutzen sichtbar machen – Interaktionen gestalten – Wertschöpfung optimieren“ is the standard recommendation if somebody asks for reading material on Value Selling. Although both books are widely disseminated, neither of these previously mentioned works can be considered as high-quality academic sources, even though they are cited frequently when it comes to the concept of Value Selling. (Artmann, 2014) All two appear to be focusing on practical strategies or processes related to sales and value proposition.

2.1.2 Value Selling According to the Scientific Community

To having a good understanding about Value Selling popular scientific books and articles are only of limited value. But does scientific literature also define Value Selling in a comprehensive way? To assess this, we need to get an overview of the scientific literature on Value Selling and their research goals to identify their foundation for the Value Selling concept and/or process and to overlook what applications of Value Selling have already been explored.

2.1.2.1 Value Selling Foundations

We first would like to do a short excursion to the question: “What is value?” According to Terho, Haas, Eggert and Ulaga (2012) there are three perspectives on customer value

in the context of Value Selling. First, the vendor perspective which focuses on how firms can create, increase and capture value to maximize the value of their activities. It includes research on the value chain (Piecy, 1998) and the customers value for the firm (Blattberg & Deighton, 1996). Second is the customer perspective on value which deals with the value customers receive in exchange from the customers' point of view. It includes product related value (Parasurman, 2000) and customer perceived value or benefit (Zeithaml, 1988). Third is the dyadic perspective on value which integrates both the selling firms and the customers' perspective on value creation. It includes customer value creation and delivery (Narver & Slater, 1990) or value distribution (Wagner, Eggert, & Lindemann, 2010).

2.1.2.2 Value proposition as Central Building Block of Value Selling

Having defined this basic term of value und customer value we can commence with Andersen, Narus and Kumar (2009) article on "Value merchants". They pick up on their own in 1998 introduced concept of formulating a "value proposition" and value-based theory of marketing by Slater (1997) which elaborates in detail why customer value has to be the focus of business activities. Formulating a "value propositions" equals developing a clear and compelling statement or presentation that describes the benefits and/or value of a product, service or solution to potential customers. (Anderson & Narus, Business Marketing: Understand What Customers Value, 1998) They apply this concept as an initial step of their key processes of customer value management. Followed by offering tailored market offerings and transforming the sales force into value merchants. The concept of formulating value propositions thereby has been highlighted. (Anderson, Narus, & Kumar, 2009)

2.1.2.3 Value Based Sales as a Framework

In their paper "Bridging the theory to application gap in value-based selling" Töytäri, Brahear, Parvinen, Ollila and Rosendahl (2011) build on Andersens, Narus & Kumar (2009) more theoretical concept of value-based thinking. They suggest a framework for the value-based sales process in B2B markets, that could be directly applied by companies. Every stage in this customer-centric process (please see Figure 2) involves quantifying value and validating in partnering with customers, with the goal to generate value for both parties.

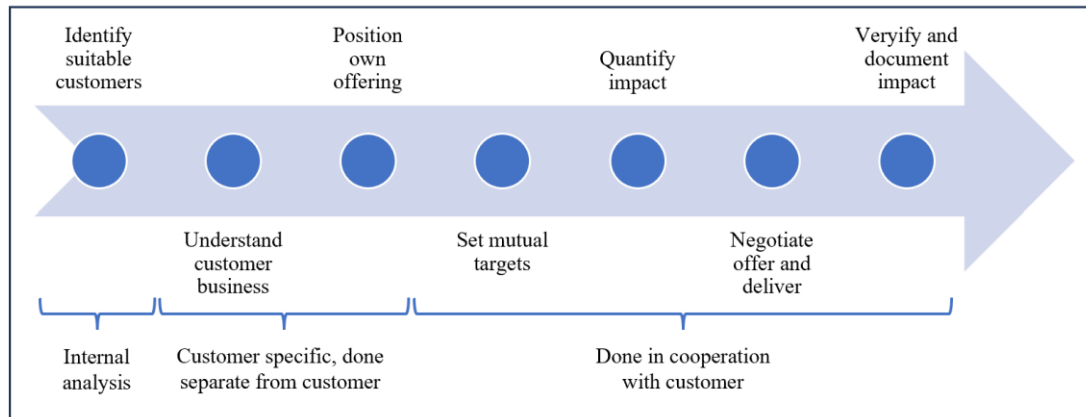


Figure 2 Suggested process framework for a value-based sales process based on (Töytäri, Brashear, Parvinen, Ollila, & Rosendahl, 2011)

When following the process in Figure 2 according to Töytäri, Brashear, Parvinen, Ollila and Rosendahl (2011) the company is enabled to:

1. Understand customer value.
2. Quantify the customer value.
3. Communicate customer value.

Everything starts with step one to internally **identifying** the right (**suitable**) **customers**. A customer should preferably be willing to commit but have a hard time perceiving the value of the offer in the first moment. Once the customer is identified it is key that the sales person becomes highly knowledgeable about the customer and his underlying business. In step two it is necessary to **understand** not only the **customers** challenges and drivers of the customers **business** but also to understand the customers businesses. In step three the company needs to **position** the **own offering** with the focus that it provides a significant positive impact on the customers business. Therefore, the sales person might need to tailor the solution to the customers' needs. (Töytäri, Brashear, Parvinen, Ollila, & Rosendahl, 2011)

The previous two steps may have to be taken for every customer individually. For the next steps close collaboration with the customer is needed for the rest of the value-based sales call. In step four **mutual targets** need to be **set** for the value analysis which helps the supplier to estimate the impact a customer is expecting to agree on the purchase. In step five the **impact** of the sale needs to be **quantified** and accepted by as many customer representatives as possible. The impact quantification step includes price offerings backed up by the value creation for the customer. With the impact being

quantified in step six the final **offer** shall be **negotiated** and **delivered**. (Töytäri, Brashear , Parvinen, Ollila, & Rosendahl, 2011)

After the purchase in step seven the realized customer value/**impact** and the customer's satisfaction should be **verified** and **documented**. This is highly recommended to enhance the sales success probability in future value-based sales calls. As presenting a trustworthy reference case increases the sales chances. (Töytäri, Brashear , Parvinen, Ollila, & Rosendahl, 2011)

With all these steps covered in a sales call the company can uncover the customers value elements (understand customer value), produce calculations of the value potential for the customer (quantify the customer value) and communicate customer value by using value-based sales practices to take advantage of from consumer value. (Töytäri, Brashear , Parvinen, Ollila, & Rosendahl, 2011)

Töytärie, Brashear, Parvinen, Ollila and Rosendahl (2011) also state traditional salesman skills do not help the sales persons in the Value Selling approach. Traditional sales skill or tactic could be adaptive selling which predominately means adjusting to sales behaviors based on the selling situation. (Spiro & Weitz, 1990) This is quite similar to the suggestion in the book “SPIN” Selling. (Rackham, 1988) For value-based selling consultative and calculative skills are of significant importance. Therefore, training is necessary. Many sales representatives state that the main challenge in value-based selling is not to calculate the value but to organize and implement the value-based sales process. (Töytäri, Brashear , Parvinen, Ollila, & Rosendahl, 2011)

2.1.2.4 Value Selling Implementation

Finally having some practical advice towards implementing Value Selling or value-based selling in a company Terho, Hass, Eggert and Ulaga (2012) take it to the next level by giving insights on how to implement Value Selling on sales force level. Like the previously stated researchers they also narrow down the following three core concepts of Value Selling in similar words:

1. Understanding the customer's business model
2. Crafting the value proposition
3. Communicating customer value

Terho, Hass, Eggert and Ulaga (2012) thereby generate the following definition for value-based selling behavior: “the degree to which the sales person works with the customer to craft a market offering in such a way that benefits are translated into monetary terms, based on an in-depth understanding of the customer’s business model, thereby convincingly demonstrating their contribution to customers’ profitability.” (Terho, Haas, Eggert, & Ulaga, 2012) This understanding of the customer’s business model considered to be the basis of value-based selling. According to Johnson, Christensen and Kagermann (2008) there are four dimensions of a customer’s business model:

1. **Customer value proposition:** This dimension identifies the value the company offers to its customers.
2. **Profit formula:** The profit formula encompasses the revenue model, cost structure, and profit margins of a business.
3. **Key resources:** These are the assets, capabilities, and resources that a company leverages to deliver value to customers and generate revenue.
4. **Key processes:** Key processes refer to the operational and strategic activities that drive value creation and delivery within a company.

These four dimensions are important for the salesperson to evaluate in detail as in many cases the customer is not able to articulate what they actually need. (Terho, Haas, Eggert, & Ulaga, 2012) This will enable the customer to identify the most relevant values which will add substantial value to a customer’s business. This understanding of the customers’ business model is the basis on which the compelling value proposition can be built and communicated. (Johnson, Christensen, & Kagermann, 2008)

According to Terho, Haas, Eggert and Ulaga (2012) the second core concept to value-based selling is crafting a value proposition. In this task, salespeople actively identify customer problems and develop a solution which fits both, customer and seller. In this task it is key to quantify all the efforts. For this quantification certain methods such as customer-specific calculations, value studies and return-on-investment analyses are applied. The development of a value proposition requires close collaboration with the customer. Terho, Haas, Eggert and Ulaga (2012) state that the development of a value proposition aligns with the concept of co-creation, the collaborative creation of value with the customer mentioned by Ballantyne, Frow, Varey, & Payne (2011). Even if

precise quantification of the value to the customer is not possible, they state that it is crucial to make the rough amount of the value visible to the customer following “the resonating focus” of emphasizing only on the most significant aspects of customer value. (Anderson, Narus, & Rossum, 2006) In summary, crafting the value proposition involves building quantified evidence of the offering's value to the customer's business.

The second core concept of value-based selling by Terho, Haas, Eggert and Ulaga (2012) involves communicating the value proposition to the customer. They emphasize that it is most important to demonstrate the offering's contribution to the customer's business profits in a credible way. Which means to provide evidence or references about the value to the customer. (Salminen & Möller, 2006) This credibility can only be achieved when also putting big emphasis on openness and relationship building. Which is a core part of Selling in general. (Jolson, 1997) Additionally, it is also relevant to reduce the customer's perceived risk in the value communication. Terho, Haas, Eggert and Ulaga (2012) recommend two common strategies. One by Jalkala and Salminen (2010) which recommend showcasing past successes. Another strategy is implementing guarantees in order to signal to the customer that the supplier is committed to delivering superior value. To summarize Terho, Haas, Eggert and Ulaga (2012): communicating the value proposition entails convincing customers that the proposed offering will positively impact their income statement.

2.1.2.5 Value Selling in Context of the History of Selling

If Value Selling is an idea or a specific concept within sales it makes sense to take a step back and make a short excursion to the evolution of selling in the nearer history.

The history of selling dates back to ancient times. Since then, it has evolved significantly throughout the 20th and 21st centuries. In modern sales history the seven steps of selling have emerged as a widely accepted model for selling. These seven steps are described by Moncrief & Marshall (2005) as follows:

1. **Prospecting:** Is about searching for new customers to expand the customer base. There are various prospecting methods, such as referrals, networking, bird-dogging, and cold canvassing. Prospecting also involves qualifying prospects through screening procedures.
2. **Preapproach:** Includes all activities that occur after prospecting but before the actual meeting with a prospect or customer. This step is integral to every sales

call. It involves sellers conducting research on the prospect or customer, understanding their needs, reviewing past correspondence, and gathering any relevant materials for the upcoming sales call. Preapproach activities also include communicating with gatekeepers, conducting thorough research on both the individual and the organization, mentally preparing for the approach and presentation (rehearsal), and establishing rapport upon entering the customer's office.

3. **Approach:** The approach phase in sales typically occurs within the first minute or minutes of a sales interaction. It is about capturing the attention of the customer and getting in contact. This phase includes starting with small talk, initiating a handshake, making eye contact, and creating a positive impression.
4. **Presentation:** Is the central part of the sales call and should take place as soon as the sales partner understands the customer needs. A big variety of presentation approaches are possible. Depending on how much the customer already knows about the product.
5. **Overcoming objections:** Usually customers have questions or hesitations regarding the product or company. Such objections should be anticipated by salespeople as they can delay the sales process.
6. **Close:** Is the successful conclusion of the sales presentation with the commitment from the customer to purchase.
7. **Follow up:** Is the newest step in the sales process. In modern times selling does not end with the close. As it is now about making sure that the customer is happy respectively stays happy with the product and/or service.

Apart from the “follow up” step the sales process has stayed mostly the same for the last 80 years. (Moncrief & Marshall, 2005) Today's sales organizations focus on strategic selling missions rather than merely maintaining a sales force, utilizing various selling methods. (Leigh & Marshall, 2001)

According to Jami Sjöblom (2016), over the years a lot of attempts have been made to improve this process. One method by Vargo and Lusch (2004) was to be more than service centered or customer oriented. Their attempt was to collaborate with the customer, learning from them and being adaptive to their needs. This means to define and cocreate the value with the customer. Again Sjöblom (2016) points out that this cocreation attempt has been translated by for example Töytäri, Brashear , Parvinen,

Ollila and Rosendahl (2011) to value-based selling. From our point of view we can see clear parallels between the previously defined seven steps of selling by Moncrief & Marshall (2005) and the process framework for value based sales defined by Töytäri, Brashear, Parvinen, Ollila and Rosendahl (2011) seen in “Figure 2 Suggested process framework for a value-based sales process based on ”.

2.2 Value Selling at ibg

As we have stated in the previous chapter the universal validity of Value Selling is not given in the literature. Therefore, we need to specify on which ground ibg has built its way of living the concept of Value Selling.

2.2.1 Value Selling by Danaher Corporation

ibg mostly builds their sales approach on the Value Selling Execution Process of the Danaher Corporation defined in Christian Artmann’s (2014) dissertation of 2014 and Dannenberg’s and Zupancic’s (2010) six steps of the “Value-Selling-Process”. The Danaher Corporations “Value Selling Execution Process” is conceptually based on Reilly. (Reilly T. , 1993), (Reilly T. , 2003) An interpretation of this Value Selling Execution Process has been outlined in Figure 3 Value Selling Execution Process by , while the “Value Selling-Process” is displayed in Figure 1 - 6 Step "Value-Selling-Process" by Dirk Zupancic & Holger Dannenberg.

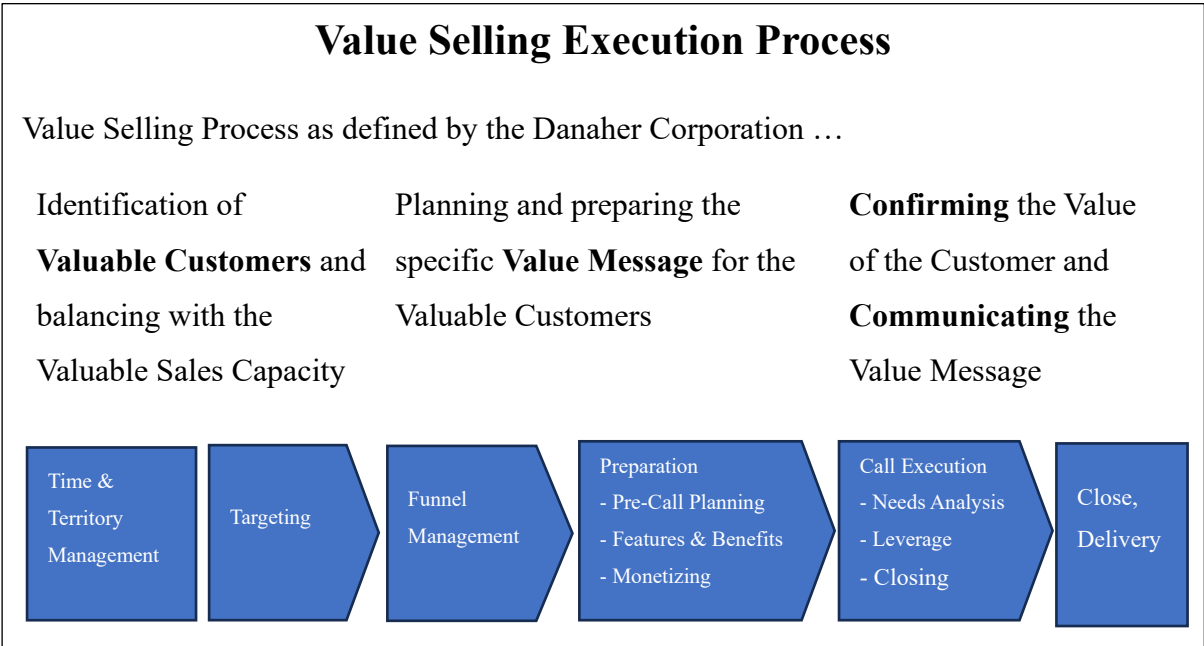


Figure 3 Value Selling Execution Process by (Artmann, 2014)

Artmann (2014) states that the actual sales call, i.e. the actual interaction between seller and customer is only one part of the sales process. High emphasis lies on the

identification of valuable customers and targeting them and then planning and preparing the specific value message for these customers.

While Figure 3 Value Selling Execution Process by Artmann (2014) describes the most important steps of the “Value Selling Execution Process” Zupancic and Dannenberg (2011) give key recommendations gained from various consulting projects on the execution of every step in Figure 1 - 6 Step "Value-Selling-Process" by Dirk Zupancic & Holger Dannenberg The recommendations for every step by Zupancic and Dannenberg (2011) are:

Step 1 – Select the right value customer: Customers should generally be evaluated based on criteria such as size (revenue, employees, locations), region, financial data (profitability, creditworthiness), technical capabilities, and production methods. Genuine added value is best sold to customers who meet certain criteria, such as being in a market situation conducive to investment, experiencing high pressure for rationalization, lacking internal expertise to solve specific problems, appreciating the concept of added value, and embracing partnering with suppliers as a fundamental belief of the company.

Step 2 – Establish the right contact: To establish the right contact, usually senior management of clients, is key to effectively sell added value. Sellers must adapt to the direct communication style and time constraints of top executives, ensuring the value proposition is succinct and compelling to maintain their interest.

Step 3 – Communication of the value proposition: A value proposition is a unique promise of performance, describing the services or features that satisfy specific customer needs and differentiates the company from its competitors. It creates positive expectations and considers the interests of various decision-making levels and functions.

Step 4 – The selection of the projects, which you want to allocate: In the initial phase of establishing contact, the seller ideally gains an initial overview of potential sales opportunities. These opportunities must then be assessed and further qualified, considering factors such as profitability, project type, and customer buying phase. Based on this assessment, a preliminary selection of projects that should be pursued should be made, followed by a more detailed selection process that comprises various

levels of customer requirements, including technical specifications, service needs, and emotional considerations.

Step 5 – Do negotiations: After offering the right projects with the appropriate value proposition, negotiations according to the core principles of Value Selling need to be done. These core principles include the "win/win" philosophy (emphasizing long-term relationship building), transparency regarding negotiation parameters, anticipating the counterpart's priorities on to negotiating topics and understanding the business implications of concessions to achieve favorable negotiation outcomes.

Step 6 – Customer expansion and growth: Value-Selling aims at establishing long-term customer relationships, facilitating business relationship expansion and growth. Key approaches include securing current business volume as a foundation for growth, increasing “Share of Wallet” through understanding competition dynamics, and leveraging innovation to enhance customer competitiveness. Additionally, focusing on cross-selling opportunities can further penetrate the product portfolio, with strategies needing clear direction to avoid indiscriminate selection.

2.2.2 Value Selling Training at ibg NDT technology

As the sales partner of ibg mostly have their knowledge about Value Selling from January 2024 sales training on Value Selling execution it can be summarized what they could have learned when participating. The full slide deck of this training can be found in “Appendix 7 – Training Presentation ibg January 2024”.

In our opinion the training is not so much theory driven but predominately a hands on approach. They start with contextualizing Value Selling. As Value Selling according to their presentation is on the one hand the structured execution of customer contacts or visits and on the other hand building the case for ibg driven by the technical and the commercial value for the customers. While the second goes towards the previously described definition of Value Selling by combining features, benefits and value to generate value for the business of the customer. The first is mostly about value for the interaction with the customer. Driven by the O.S.I.D.A. structure in a specific sales call. Thereby the acronym stands for:

- O – Opening the Dialogue (Time, Team, Topic)
- S – Situation of the Customer (Challenges and/or Gains)
- I – Idea of the Seller (Direction of the Solution)

- D – Discussion of the Solution (Features, Benefits, Values of the Solution)
- A – Agreement (Agreement of actions of the customer and own ones)

Furthermore, it is pointed out that Value Selling requires the right attitude by the sales person as the sales persons behavior has a significant impact on the customers attitude and then again on the customers actions. The sales partner can gain appropriate attitude by setting him or herself appropriate objectives or targets for the sales call.

From there the sales training goes more in the direction of specific recommendations for a good dialog with the customer and creating a good impression. Both is not only relevant for Value Selling but for sales in general. Thereby it has to be pointed out that a good sales dialog with the customer should be **balanced, on eye-level and honest**. To improve the dialog the trainer recommends **to focus on a structure, to ask questions, to use active listening and to react to answers**.

A key learning of the training is that Value Selling without focus on values is not possible. Thereby it is most important to understand the customer, understand the customer's situation not only as a human being but also as an organization. The sales person must understand the values that drive the customer. For this it is prerequisite to clarify and agree on the customers real commercial challenges and potential gains. Based on this the solution needs to be shared with the customer while responding directly to the specific situation of the customers and discussing all relevant specific features and benefits fitting to the previously identified challenges and gains. This should lead to finally agreeing on the value of the solution for the customer.

The training itself then puts great emphasis on “Active Listening” as a key selling skill. A high level overview on the methodology of active listening can be seen in “Figure 4 - Active listening (based on sales training ibg – Appendix 7 – Training Presentation ibg January 2024)”. Constant feedback loops, paraphrasing by the salesperson and confirmations by the customer are necessary to ensure that the customer has a chance to formulate the real value. Thereby the trainer recommends to not only focus on the words spoken but also on the customers body language, while urging the salespeople to rarely interrupt the customers.

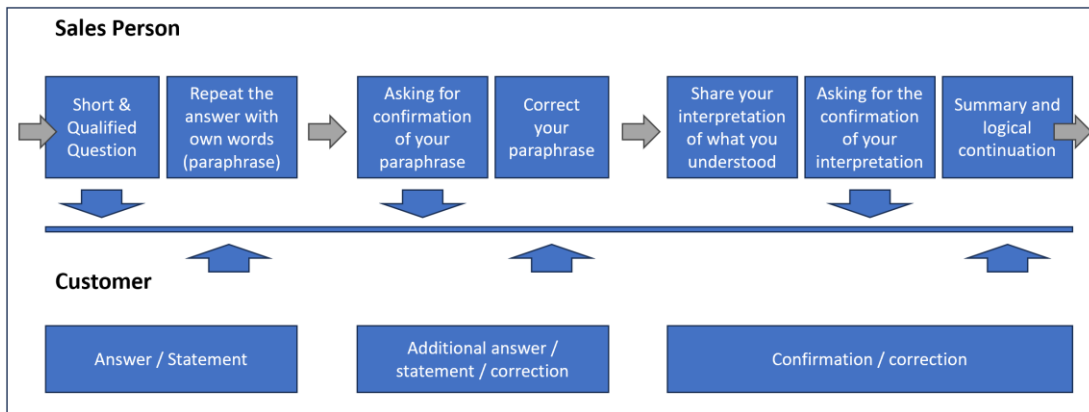


Figure 4 - Active listening (based on sales training ibg – Appendix 7 – Training Presentation ibg January 2024)

As soon as the salesperson knows the challenges and the gains of the customer, the salesperson should describe the major technical **features** of the product which addresses the challenges or the gains and then describe explicitly the general **benefit** for the customer. Concluding with calculating or discussing the real **value** of the solution with the customer. These three phrases (feature, benefit and value) are described as points of value. And they need to be constantly checked with the customer, to check if they have the same understanding as the salesperson.

3 Value Sellings Impact on Sales Success

Up until here Value Selling seems to be a very straight forward and logical approach. But it also seems to be very theoretical. In order to assess its practicality of this theoretic approach and to get a good idea on how to find answers to the main research question, a scan of the literature on the following research question is appropriate: How does Value selling drive sales success, what are its key success factors and how has the success of Value Selling been measured?

This research question can be divided into to the following three individual questions:

1. If and how does Value Selling drive sales success according to the literature?
2. How has the success of Value Selling been measured in previous literature?
3. What are the key success factors for the adoption of Value Selling according to the literature?

In the following these three questions will be tackled one by one individually. By keeping in mind that there is limited material in the scientific literature on Value Selling in general. For details please see in chapter “Value Selling Defined in the Literature”. Even more limited is the material on such specific questions.

3.1 Value Selling’s Effect on Sales Success

3.1.1 Value Sellings Proven Positive Impact

According to the predominant literature Value Selling has proven positive impact on the sales success. For example Terho, Haas, Eggert and Ulaga (2012) identify in their interviews three general types of potential mostly positive consequences or outcomes from value-based selling behaviors:

1. Seller-related
2. Relationship-related
3. Customer-related

All three can manifest on both individual and organizational levels. **Seller-related** consequences concern aspects of salespersons performance (sales volume, conversion rate and selling at higher profits). **Relationship-related** consequences driven by superior customer value have outcomes on interpersonal and organizational level such as long-term customer relationships, loyalty and customer satisfaction. **Customer-**

related consequences concerns customers being able to better achieve their business goals or have better business performance.

3.1.2 Value Sellings Impact on Salespersons Level

As the previous findings are still very high level the same team of Terho, Eggert, Haas, and Ulaga conducted further research. In their later paper Terho, Eggert, Haas, and Ulaga (2015) they deepened their research on value-based selling of the salesperson and on organizational level. According to them their study is the first to introduce a measurement model for value-based selling that documents the positive link of Value Selling to salespersons performance. Terho, Eggert, Haas, and Ulaga (2015) collected the following four value selling related outcomes:

1. H1: Salesperson customer-orientation has no significant direct relationship to sales performance.
2. H2: Salesperson value-based selling does increase salespersons performance.
3. H5: Firm customer segmentation does increase salespersons performance.
4. H6: Firm customer prioritization has no significant direct relationship to salespersons performance.

Terho, Eggert, Haas, & Ulaga (2015) key finding for the success of value-based selling on sales person level is the proven evidence that value-based selling has a significant impact on the sales persons selling performance in business markets, as customers purchase a product or service in order to increase their business performance. This makes customer value to the foundation of B2B markets. According to Terho, Eggert, Haas and Ulaga (2015) this is grounded on two facts: First, value-based selling practices contribute to enhancing the effectiveness of a salesperson's customer-oriented approach, which thereby also influences the overall performance. Second successful salespeople not only have a deep understanding what their customers require but also employ strategies that actively contribute to enhancing the value that customers derive from their products or services. Their three key finding for the success of value-based selling on organizational level is first that the understanding of the customers' business goals and buying approaches helps in the appropriate allocation of resources and enables more targeted and efficient customer engagement. Second prioritization as a part of value-based selling is a central enabler in selling, as according to Terho, Eggert, Haas and Ulaga (2015) selling cannot be done towards

every available customer. Terho, Eggert, Haas, & Ulaga (2015) thereby conclude third that value-based selling mostly has indirect impact on sales performance.

3.1.3 Value Selling not Always Guaranteed Success

But there is also contradictory data on this matter. There is at least one thesis by Sjöblom (2016) which shows the effect of Value Selling on the sales success with a less positive result. He analyzed the effect of value based selling activities on sales success for one specific company. He compiled the following four findings, with the following explanations:

1. **Using a value calculator does not affect the probability of a sales deal.** This is backed due to the fact that Sjöblom (2016) did not find any significant support for Terho, Haas, Eggert and Ulaga (2012) and Töytäri, Brashear , Parvinen, Ollila and Rosendahl (2011) statements that value based selling activities have a positive effect on sales success. Sjöblom (2016) suggests that a reason for this could be risk avoidance which purchase managers according to (Anderson, Thomson and Wynstra (2000) tend to as they focus more on monetary costs. Which according to Sjöblom (2016) reduces the effectiveness of value calculators.
2. **Using a value calculator decreases the duration of a sales process.** As Sjöblom (2016) found significant evidence for the fact that according to the literature value calculations are used to decrease perceived risks in the buyer's purchasing decision. While less perceived risk by the customer makes it easier for him to make a purchasing decision.
3. **The lower the value of a sales offer, the more likely it is that a value calculator is.** As Sjöblom (2016) results showed that the higher the value of a sales offer was, the less likely it was that a value calculator was used. But he points out that there is no literature support for value calculators being more efficient when having a smaller offer.
4. **The value of the offering does not affect the likelihood of using a reference case.** This is based on Sjöblom (2016) results which show that the use of reference cases was not dependent on the offer as there has been no indication that salespersons have preference in regard to reference case usage. Sjöblom (2016) argues that a reason for this could be the relative newness of value based selling tools in general.

In conclusion at least for the examined company in this example Sjöblom (2016) states that value-based selling not always is the way to go if not both parties are committed to co-creating value and having a long-term-oriented relationship. But as the study of Sjöblom (2016) is only based on one company and cannot be considered to be a high-quality scientific source it is safe to recommend that these findings should only be considered very cautiously.

3.2 Value Selling how to Measure Success

Having analyzed the literature on the effect of Value Selling, it has to be identified how sales success of Value Selling or at least the impact or outcome of Value Selling has been measured in the past to adjust our method according to these findings. Regarding Value Selling the following three different strategies, could be found in the scientific literature, which measured the impact, success or outcome of applying Value Selling or value-based selling:

1. Expert interviews among a diverse set of interviewees
2. Large-scale survey among international business firms
3. Measuring success of specific value selling related sales activities

All three approaches built on each other's results. They will be described in the following three sections.

3.2.1 Expert Interviews Among Diverse Set of Interviewees

One of the most commonly used research methods in such relatively fuzzy cases is the usage of expert interviews such as used in Terho, Haas, Eggert and Ulaga (2012) study. In their paper from 2012, they went into detail on how value orientation can be implemented effectively in practice on salesforce level. Thereby they identify “understanding the customers business model”, “crafting the value proposition” and “communicating customer value” as the three core dimensions of value-based selling. Based on these three dimensions they attempted to explore the value based selling construct among others by evaluating potential outcomes of value selling behavior. For this evaluation they built a very diverse sample of interviews. They assessed a variety of eleven different firms in different industries, with a successful track record and knowledgeable interviewees with good experience about the topic. These eleven firms were from different western countries and operated in various markets, such as IT solutions, media and telecommunication services. Furthermore, the company sample included small- medium sized companies and fortune 500 corporations. In these firms

they selected interviews on all different kinds of levels which all needed to have a deep knowledge on the selling process in their company.

The interviews themselves Terho, Haas, Eggert and Ulaga (2012) structured around the following topics:

1. The role of customer value in the sales approach adopted by the company.
2. The challenges and facilitators of customer value focused selling behaviors
3. Similarities and differences between value-based selling and other selling approaches.
4. Potential outcomes of value-based selling

According to Terho, Haas, Eggert and Ulaga (2012) the interviews regarding these four topics were conducted with all eleven participants and transcribed. For the analysis the grounded theory based on Strauss & Borbin (1998) was applied. Important for the research is especially how the last topic, the potential outcomes of value-based selling was evaluated. The answers to the questions concerning this topic gave the researchers insights to the impact or outcomes of value selling.

3.2.2 Large-scale Survey Among International Business Firms

In their study about sales strategies impact on performance Terho, Eggert, Haas and Ulaga (2015) evaluated the implementation and impact of sales strategy in business-to-business markets. The study involves a large-scale sample of salespeople and directors from different sales organizations. They analyze the relationship between sales strategy, salespersons performance and market performance.

According to Grönroos (2008) leading business-to business firms are shifting from a goods dominant logic to a service-dominant logic. They emphasize high value-added offerings and a perspective on value co-creation. To conduct value co-creation two entities are needed: A salesperson and a customer. On the salesperson level Terho, Eggert, Haas and Ulaga (2015) state that value-based selling is an important driver of the individual performance. Via a large-scale survey among international business firms, they tested several hypotheses. The following four are very interesting for our purpose:

1. H1: Salesperson customer-orientation increases salesperson performance.
2. H2: Salesperson value-based selling increases salesperson performance.
3. H5: Firm customer segmentation increases salesperson performance.

4. H6: Firm customer prioritization increases salesperson performance.

All four cover to some degree the outcome, impact or success of value-based selling. Whereby **H1** according to Terho, Eggert, Haas and Ulaga (2015) bases on the statements of Plouffe, Hullah, & Wachner (2009), that sales persons customer orientation is a major determinant of a salespersons performance. **H2** according to Terho, Eggert, Haas and Ulaga (2015) bases on a chain of findings within the literature. First, they point out that their own definition of value-based selling from (2012) points into the direction that value based selling is grounded on the salesperson closely working together with the customer. Based on for example Weitz & Bradford (1999) this close collaboration between customer and supplier is a key ingredient of effective sales behavior and therefore should increase a salespersons performance. The next hypothesis **H5** according to Terho, Eggert, Haas and Ulaga (2015) resonates that customer segmentation has a positive effect on a salespersons sales performance. As Leigh and Marshall (2001) point out that business-to-business firms should segment the market according to customers preferences. Which based on Terho, Eggert, Haas and Ulaga (2015) again leads to a better customer understanding and therefore a more effective customer interaction. This may result in better sales performance. The last relevant hypothesis for our cause **H6** is based on Terho, Eggert, Haas and Ulaga (2015) suggestion that there is a positive relationship between customer prioritization and sales performance. According to Storbacka & Sääksjärvi (2011) findings prioritization efforts by companies help their salespeople to rank the customers which again should increase the sales managers sales performance.

To collect a significant amount of data Terho, Eggert, Haas and Ulaga (2015) started with sampling the two hundred largest firms in Finland with a turnover ranging from 30 billion euro to 130 billion euro. Of these two hundred firms, ultimately forty-five agreed to participate. In these companies they had two different target groups, sales directors and the salespersons, who were both questioned via a web-based survey tool. In the end 816 responses could be collected.

To measure the results Terho, Eggert, Haas and Ulaga (2015) made sure that wherever possible existing scales have been used. For example, the sales strategy dimensions scale has been based on Panagopoulos & Avlonitis (2010). All new scales such as the scale for value-based selling have been developed with the procedures of Churchill (1979). Based on Raudenbush (2002) the data then was modeled.

3.2.3 Success evaluation of Value Selling Related Activities

In order to measure the effect of value based selling Sjöblom (2016) in his thesis went for an indirect approach. He analyzed the effect of value based selling activities on sales success. The success of these value-based selling activities was measured based on data from a CRM system of one company. The success of these sales methods indirectly then verified success or failure of value-based selling. He therefore synthesized the following five hypotheses from scientific literature:

- H1: Using a value calculator increases the probability of a sales deal.
- H2: Using a value calculator decreases the duration of a sales process.
- H3: The higher the value of a sales offer, the more likely it is that a value calculator is used.
- H4: Using reference cases increases the probability of a sales deal.
- H5: The higher the value of a sales offer, the more likely it is that reference cases are used.

All findings base on four statements that Sjöblom (2016) has extracted from the scientific literature. According to Sjöblom (2016) the hypothesis **H1** resonates in the fact that bbased on Töytäri, Brashear, Parvinen, Ollila and Rosendahl (2011) value calculators would make buying easier and therefore a sale more likely. Hypothesis **H2** according to Sjöblom (2016) stems from a combination of the previous literature finding combined with Hinterhubers (2004) statement about tying price to realized value to minimize the financial risk for the customer. This combination points toward a decrease of the duration of the sales process via value calculators. Hypothesis **H3** Sjöblom (2016) builds partly from the literature that value calculation lowers customers' financial risk. (Hinterhuber, 2004) According to Sjöblom (2016) this lower financial risk resulting from value calculation can be translated into an easier and faster decision-making process by the customer as the offering therefore should be more compelling. These faster deals should then result in more sales deals with potential customers. This in combination with his own statement that higher offerings make it more compelling for the salesperson to use value calculations applying value calculators to communicate potential value. Hypothesis **H4** and **H5** Sjöblom (2016) can justify relatively straightforward as according to Anderson and Wynstra (2010) reference cases work well when higher value needs to be justified in sales negotiations.

Which according to Sjöblom (2016) makes it more likely that in higher value sales offers reference cases are used.

Sjöblom (2016) has checked all these hypotheses via a quantitative analysis on a company's quantitative data in a CRM system collected from 2008 to 2015. The company was selected due to its accurate and systematic recording of sales events during a sales meeting in their own electronic sales platform. (Sjöblom, 2016) In total, data of 1240 sales meetings were available, of which 301 resulted in an offer made to the customers. While 243 of these offers were lost and 58 were won. (Sjöblom, 2016)

3.3 Value Selling Adoption Best Practices and Success Factors

Christian Artmann (2014) has identified twenty-four proven success factors for the international role out of Value Selling. He thereby puts strong emphasis on the friction between local sales partners and the central sales entities described by Schmitz (2006). Which should also fit to ibg as it has the same setup with a central sales entity at ibg itself and several local sales partners across the globe.

The twenty-four success factors Artmann (2014) synthesized by an empirical analysis in the following three steps:

1. Preparation (Step 1): Exploratory Lead Interview
2. Exploratory Research (Step 2): Qualitative Research by Expert Interview
 - a. Seventeen initial, explorative Interviews
 - b. Qualitative analysis via grading of interviewee statements
 - c. Eight feedback Interviews and one Workshop
3. Validation Research (Step 3): Quantitative Research by Surveys and Expert Interviews
 - a. Three separate company survey with the leaders of the Sales Entities
 - b. Quantitative analysis of the responses via descriptive statistics and indicative correlations
 - c. Four review interviews and one workshop
 - d. Synthesis of Qualitative and Quantitative findings

In step one Artmann (2014) analyzed the literature regarding Value Selling. He mostly focused on popular literature such as Reilly (1993) and Rackham (1988). Artmann (2014) then verified his findings with an expert on the topic of rolling out Value Selling in a company. As a result, he could propose twenty five success factors for the

rollout of Value Selling for further research. In step two Artmann (2014) explored these twenty-five initial success factors in seventeen qualitative expert interviews followed by eight feedback interviews to explore in more depth. In this process several success factors were dropped, modified or added, resulting in twenty four success factors. In step three Artmann (2014) then performed three separate surveys among three different companies all over Europe to finally put them into three different classes.

The explorative interviews revealed several key success factors for Value Selling implementation. Success factors such as senior management involvement, continuous training, dealer network activation, and effective processes for updating messaging were highlighted. Cross-functional leadership and hands-on training were also underlined. Metrics such as KPIs and usage tracking were considered to be suitable as well. Furthermore, the research identified interconnected themes shaping Value Selling, including content quality, dealer activation, and transparency in sales activities. Transparency was linked to managing the sales funnel and CRM tools. Behavioral compliance with Value Selling impacted sales performance and career advancement. Coaching and monitoring via co-rides were essential for ensuring compliance. (Artmann, 2014)

According to Artmann (2014) the analysis of success factors' ratings revealed consistently high importance ratings, averaging around 5.6 to 5.7 on a scale from 1 to 7. However, there exists a notable gap of approximately one point between rated importance and achievement, indicating a disparity. This suggests diverse perspectives among different sales entities, underscoring the need to combine validation data with results from exploratory interviews for a more comprehensive understanding. Therefore Artmann (2014) defines five categories of success factors on Value Selling:

1. Factors on management overall
2. Success factors during implementation
3. Success factors on enforcement
4. Success factors as tools and systems
5. Success factors connected to metrics and performance measures

3.3.1 Factors on management

For the factors of management Artmann (2014) points out three factors:

1. Clarity of objectives

2. Active involvement of senior management
3. Cross-functional management accountability.

According to Artmann (2014) **clarity of objectives** consistently ranked highest in importance, followed by **senior management's active engagement**, which involves personal commitment beyond mere oversight. **Cross-functional management** showed lower scores and higher deviation, indicating varied responses. It is essential that Value Selling is not a temporary project but a continuous initiative. Therefore, leadership for implementation should be assigned to sales management and not to a project leader, to ensure ongoing commitment and integration within the organization.

3.3.2 Success Factors During Implementation

Artmann (2014) points out nine success factors during implementation (2014):

1. Using trusted salespeople as trainers
2. Usability of the Value Selling message
3. Usability of the format of documents
4. Defined processes for knowledge exchange on product value messages
5. Defined processes for knowledge exchange on selling practices
6. Defined structures for knowledge exchange on product value messages
7. Defined structures for knowledge exchange on selling practices
8. Sufficient capacity to localize the product value message
9. Selling practices

According to Artmann (2014) **using trusted salespeople as trainers** received high importance ratings across companies. Secondly, factors related to the **usability of Value Selling messages** and **formats** scored highly. This emphasizes the need for clear and accessible content.

Thirdly, Artmann (2014) views **defined processes** and **structures for knowledge exchange** and **product value messages** as essential, while defined processes scores slightly higher than defined structures. This according to Artmann (2014) underlines the importance of processes to exchange Value Selling messages and practices between local and central entities.

For **sufficient capacity to localize the product value message** Artmann (2014) highlights a discrepancy between the perceived importance of localization and its actual achievement. As this indicates a blind spot in sales management. To address

this, management should ensure sufficient local capacity, by keeping Value Selling documents short and considering a stepwise implementation approach. Next to this Artmann (2014) formulates that management should prioritize the development and implementation of effective **selling practices** to enhance the success of Value Selling initiatives and drive better business outcomes.

3.3.3 Success Factors on Enforcement

For the success factors on enforcement Artmann (2014) points out three factors:

1. Refreshment training
2. Coaching based on customer visits
3. Use of incentives to encourage the update of product value message

While according to Artmann (2014) the **necessity of refreshment trainings** and **coaching based on customer visits** seems to be almost equally important success factors, the third success factor the **use of incentives to encourage the update of the product value message** seems to be less important but still an area of conceptual improvement.

3.3.4 Success Factors as Tools and Systems

Artmann (2014) suggests the following four success factors on tools and systems:

1. Use of translation systems
2. Use of learning support systems
3. Use of IT information management systems
4. Use of CRM systems

According to Artmann (2014) the **use of translation systems** in context of Value selling is of high importance even though its importance varies depending on market distance to the central entity and the size of the sales entity. Artmann (2014) furthermore points out that the **use of learning support systems** includes e-learning and web-conferences. This and the **use of IT information management systems** is equally of significant importance. Furthermore, the use of CRM systems to capture the Value Selling execution steps according to Artmann (2014) appear to be vital.

3.3.5 Success Factors Connected to Metrics and Performance Measures

The last but not least success factors proposed by Artmann (2014) are:

1. Use of non-financial measures as indicators of Value Selling behavioral proficiency
2. Use of financial measures as indicators of Value Selling behavioral proficiency
3. Connection between Value Selling proficiency with remuneration
4. Connection between anticipated willingness to comply with Value Selling
5. Connection between Value Selling proficiency and career advancement

According to Artmann (2014) using **non-financial** and **financial measures as indicators of Value Selling behavioral proficiency** is more or less of equal importance. Both measures are crucial to measure implementation and improving of Value Selling. But this is very much in contrast to management focus as they, stated by Artmann (2014) seem to put more emphasis on financial measures as on non-financial measures such as sales funnel size or the closing rate which they perceive as important but still secondary. Secondly, Artmann (2014) states the very importance of the **connection between Value Selling proficiency with remuneration, career advancement and recruiting**. He especially points out the importance of the connection between anticipated willingness to comply with Value Selling. Artmann (2014) thereby highlights a connection between all three success factors and the previously stated success factor of coaching.

3.3.6 Success Factor Ranking

Artmann (2014) provides two different rankings regarding the previously described success factors. First, he ranks them based on their scores above or below the average in his quantitative study. This results in twelve success factors with a score above average and twelve success factors score below average. Across all of Artmann (2014) studies the following seven factors consistently rank in the upper half of his importance scale:

1. In recruiting, assessment of willingness to comply with Value Selling behavior
2. Enforcement of sales behavior through systematic refreshment training
3. Clarity of objectives of Value Selling
4. Usability of product literature in terms of product value message
5. Use of processes for exchange between center and local on product value messages
6. Enforcement of sales behavior through systematic coaching based on customer visits

7. Explicit use of financial measures as indicators for Value Selling proficiency

Based on the literature Artmann (2014) finally clusters these success factors into his second and final three levels based on their value. First there are the **eight critical success factors**, which according to Artmann (2014) rank consistently high across all methods and analysis. Second there are the **ten relevant success factors** which according to Artmann's (2014) research rank lower but other researches indicate high relevance. Last there are the **six success factors which need to be watched** although according to Artmann (2014) where ranked low but still show high importance according to his survey. The eight critical success factors according to Artmann (2014) are mostly the same as the previously mentioned seven factors which consistently rank in the upper half of his importance scale. The only addition is: **Senior management personally active for Value Selling**. According to Artmann (2014) it has been added to the eight critical success factors because it was consistently graded highly in exploratory interviews, indicating its importance even though its quantitative survey results varied. This was mostly because literature points out that it is important that senior management shows visible involvement in company transformation processes. (Nadler & Tushman, 1989) This involvement can be seen as a form of transformational leadership, which positively impacts performance. (Wang, Courtright, & Colbert, 2011) Therefore Artmann (2014) concludes that senior management's personal engagement in driving Value Selling is of outstanding importance, especially during its implementation.

A full overview on Artmann's (2014) twenty-four success factors clustered by their corresponding level can be found in "Appendix 1 – Twenty-four Success Factors".

4 B2B Sales Expert Interviews

After this elaboration on the theoretical background, we can now focus on the central topic of this paper. Is ibg's approach towards Value Selling successful and does it drive their sales success? In order to find out whether sales partners are successful in using Value Selling we first need to find out if and to what extent they understand and apply the Value Selling methodology. Only when Value Selling is applied correctly any sales success might be based on Value Selling. Therefore, we need to find out how sales are done by the sales partners.

We cannot monitor and document full sales calls of ibg partners with reasonable efforts in a justifiable time frame. As sales calls for high price products for long term investments such as ibg is producing them are an ongoing process and rarely are finalized within weeks but rather months or years. Therefore, we decided to take a close look at the sales partners of ibg. Only with the sales partners' insights we will know if Value Selling is really used on sales level for ibg. Therefore, we ask: "What do sales partners think about the impact of Value Selling for the business and what do they believe are the success factors for the adoption of Value Selling?"

As ibg has only around thirty sales partners any quantitative study like Terho, Eggert, Haas and Ulagas (2015) study would not produce any tangible results. Therefore, we have decided to do go for a qualitative approach based on expert interviews tailored in the by the methodology of Kaiser (2014).

4.1 Research Methods

According to Kaiser (2014) guideline based expert interviews are a good instrument to gain insights on phenomena and topics where the to be questioned sample is not statistically significant. For our case we do not believe that we would get statistically significant results from sending out a questionnaire to thirty sales partners of ibg. Taking into account that not all sales partners will answer the questionnaire or at least will not take the proper time to answer the questionnaire we would be concerned to getting very biased results.

Furthermore Kaiser (2014) states, that expert interviews can be used to assess situations, discussions, or conversations which neither can be observed, nor having been put down into protocols. For analyzing the sales activities of ibg's sales partners this is the exactly right situation for expert interviews. As sales interactions for ibg

sometimes take months it would be very difficult to observe the full sales call. Analyzing any documentations or protocols is also not an option as the ibg partners do not protocol their interactions in a proper fashion.

It is in the nature of an interview that the answers might be subjective or misleading. Therefore, in order to ensure the quality of the data gained by expert interviews Kaiser (2014) points out that an interview guide is of high importance This guide will bring structure to the conversation and ensures that all relevant topics will be covered.

However, Kaiser (2014) also states that it is important to acknowledge that expert interviews are highly context specific and dynamic. Which means that there is currently no standardized or universally accepted approach to conducting them. This requires that researchers must remain flexible if it comes to adapting the guideline.

4.2 Target Group

As stated previously several sales partners of ibg will be interviewed. But why and how do these sales partners qualify to be so-called experts for an expert interview on Value Selling and its adoption? If we again stick to Kaisers (2014) characterizations, there are three levels of expertise on a topic. A layman, an expert and a specialist. While the layman possesses only general or everyday knowledge, an expert has specialized knowledge acquired due to their function and professional role. The specialist on the other hand also has special knowledge. But compared to an expert he does not have the power to autonomously decide on the adequacy of their solution. (Hitzler, 1994)

Considering the above we can say that ibg's sales partners qualify to be experts on the topic of Value Selling in the B2B market and its adoption on sales level for ibg. With their role as a sales partner, they have the function and the professional role to be an expert on sales in the B2B market. They know what they are doing in their sales calls. Furthermore, most sales partners of ibg are not just on their own but act with their peers, therefore there is a high probability that they have an idea what is needed to further role out Value Selling in their company.

In order to decide how many interviews should be conducted to get sufficient results the finding of Baker and Edwards (2012) and Buest, Bunce and Johnson (2006) will be taken into account. Regarding the quantity of interviews to capture sufficient research results, Buest, Bunce and Johnson (2006) state that doing six to twelve

interviews on a topic should be sufficient. With a very homogenous group of individuals as ibg's thirty sales partner who all sell in the same industry for the same company six to twelve interviews should be sufficient. Similar numbers are recommended by Baker and Edwards (2012).

From the thirty sales partners we therefore picked and contacted twenty interviewees with the goal of conducting in total ten to twelve interviews. The reason for contacting only two thirds of the sales partners has been the language barrier. While every sales partner of ibg must be able to communicate to some degree in written form in English, not every sales partner is capable to have a conversation in English. Furthermore, two trial interviews with sales partners from the target group were done to optimize our questionnaire toward the target group. In the end we were able to conduct ten interviews. Not all partners responded or were willing to participate in an interview. Including one of the trial interviews, we almost match the best-case scenario of twelve interviews and are within range of the previously suggested six to twelve interviews. In the following you can find the anonymized list of interviewed sales partners with their referred country:

1. P01 – trial interview, responsibility for the Czeck Republic and Slovenia
2. P02 – responsibility for Poland
3. P03 – responsibility for Spain
4. P04 – responsibility for India
5. P05 – responsibility for Brazil
6. P06 – responsibility for Hungary
7. P07 – responsibility for Turkey
8. P08 – responsibility for Japan
9. P09 – responsibility for Vietnam
10. P10 – responsibility for Mexico
11. P11 – responsibility for South Korea

The first interview differs slightly from the other interviews as we have changed the last question of the interview guide which we will describe in detail later in the thesis. As Kaiser (2014) recommends doing pre-tests interviews with members of the target group in order to verify the questionnaire. These pre-test interview was to ensure that the questionnaires questions would not be too abstract for the interviewed sales partners. With not having met the number of interviews we aimed for as best-case

scenario. In our opinion the P01 interview was close enough as most questions asked were very close to the final interview guide, so we can include it. Therefore, we go for Kaisers (2014) recommendation of including the pre-test interviews questions which have not been changed later to our research results.

4.3 Questionnaire

To conduct any expert interview, it is important to establish a sufficient interview questionnaire. Before we go into selecting and arranging the interview questions, we would like to first give some background information on how an expert interview questionnaire should be designed.

4.3.1 Questionnaire Theory

According to Kaiser (2014) the interview guide is for the most part a tool to generate data. But at the same time the interview guide is also the result of translating the research problem and theoretical assumptions into specific interview questions. These interview questions must be understandable and especially answerable by the interviewed experts. Kaier (2014) specifies three functions which an interview guide must fulfill to ensure a successful interview:

1. Most important, the interview guide must structure the upcoming questioning by defining the number and order of the questions.
2. Second the guideline should contain important details about the interview. Such as details about the background of the interview and the goal of the research.
3. Third, the guideline should prove the interviewer's status as an expert on the underlying topic.

To give enough flexibility, the guide also should not be too detailed. There is no guidance toward the number of questions. But Kaier (2014) states that in order to give the expert the chance to best get into the conversation it makes most sense to structure the questions starting with the more general questions and then go into the more detailed aspects.

According to Kaiser (2014) the interview questions have to be generated or translated from the research question as a research question usually is not perfectly suitable to serve as an interview question. This process of generating interview questions is called operationalization. It is meant to put the research objective into the cultural context of

the interviewee. According to Kaiser (2014) this is necessary to put the interviewed person into the position to provide the information necessary to answer the research question. Kaiser (2014) distinguishes two steps of the operationalization process:

1. **Conceptual operationalization:** Finding a way to specify the research problem in such a manner that suitable questions for the interview can be derived from it.
2. **Instrumental operationalization:** Considering what type of questions will best obtain the desired information.

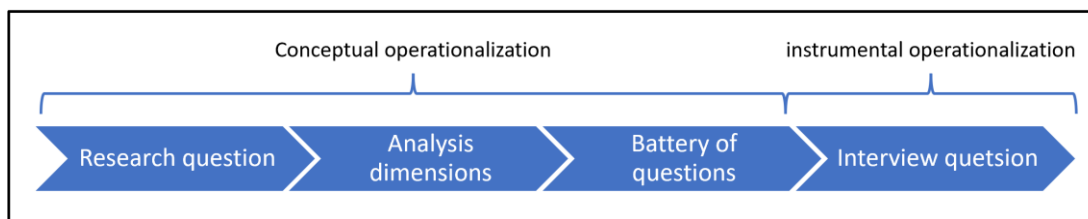


Figure 5 - Conceptual & instrumental operationalization (Kaiser, 2014)

“Figure 5 - Conceptual & instrumental operationalization ” displays the full operationalization process by Kaiser (2014). Where the interview questions are systematically deducted from the research question. Within the conceptual operationalization Kaiser (2014) starts with the generation of the analysis dimension which can be generated from the theory and the secondary literature of the topic. Thereby it has to be ensured that the dimensions are relevant according to theory. Kaiser (2014) follows this with deriving question batteries from these analysis dimensions. Each battery arises from the criteria which should be observed for each dimension. At last, he goes into generating interview questions from these batteries of questions which are comprehensible and answerable for the expert. Therefore, we formulate the interview questions in a way that enables the expert to share the information of interest with the interviewer. From the researcher's perspective it must remain clear which information is needed for observing the research problem.

Having now defined the interview questions according to Kaiser (2014) it follows the instrumental operationalization (Figure 5 - Conceptual & instrumental operationalization). This involves not only making one's own research context "user-friendly" so that it can be understood by practitioners, i. e. interviewees. But also, strategically considering how to formulate questions in the guideline in a clear language and manner, to best achieve the desired clarity. Different types of questions, used with various objectives in mind, assist in this process within the expert interview

setting. According to Kaiser (2014) there are the following question types which have the following corresponding goals:

- **Introduction question:** Participants are given the opportunity for an extended statement to ease into the interview situation. This allows the researcher to understand from the beginning how the participant has understood the topic of the expert interview. This also gives the researcher a feeling as to how much he needs to actively control the interview.
- **Structuring questions:** Introduce various thematic areas of the expert interview. They serve to enable the interviewee to understand the structure and progress of the interview. Furthermore, with this type of question the interviewee can be brought back from excursions.
- **Direct questions:** Collect facts essential for the research project. They should ideally motivate the interviewee to provide the desired information.
- **Indirect questions:** Get the stand of the interviewee on the assessments or positions of other actors. They assist the interviewer in shedding more light on the context of their study object. They can be used as follow-up questions to previous statements made by the expert.
- **Specifying questions:** Are useful when the interviewee has stated unknown facts or circumstances to get more detailed information. These types of questions cannot be prepared in advance.
- **Interpreting question:** Provide information about the values and interpretive patterns of the interviewee. They help in later analysis to categorize the data generated from the interview. Such questions can also be used to obtain an expert's assessment of the future development of a phenomenon.

According to Kaiser (2014) it is recommended to start with the introduction question which should be very general. How the rest of the questions should be mixed has to be decided individually for every topic. It can also vary from interviewee to interviewee. As in some cases the interviewer must keep some experts more on track than others. The main guidelines should be to narrow down the questions. Starting with the open introduction question and then getting more and more specific with every question.

In order to test the validity of the overall questionnaire Kaiser (2014) recommends a so called Pre-Test interview. Preferably with somebody who could also serve as an expert for the actual interviews. This is especially helpful if the interviewer is going to

a relatively new topic. Kaiser (2014) states the following examples as reasons for such an interview Pre-Test:

- Checking the respondent's understanding of the questions
- Assessing the respondent's interest and attention to the questions
- Verifying the continuity of the interview process
- Evaluating the effectiveness of the structuring of the data collection instrument
- Assessing the duration of the interview

According to Kaiser (2014) it is also possible to count the information generated in the pre test interview into the general inspection. At least for the information which was generated with questions which were not changed after the pre-test and kept for the actual interviews.

4.3.2 Final Questionnaire

As our research question is clear the guideline-based approach of an expert interview is favorable as compared to an explorative interview. (Kaiser, 2014) Therefore, the interview guide has to be compiled, to get insights on the question: “What do sales partners think about the impact of Value Selling for the business and what do they believe are the success factors for the adoption of Value Selling?”.

4.3.2.1 Establishing the Research Dimensions

From this research question the research dimension has to be deduced. First, this research question can be spilt up in two questions:

1. What do sales partners think about the impact of Value Selling for the business?
2. What do sales partners believe are the success factors for the adoption of Value selling?

Both questions comprise the analysis dimension of “Value Selling”. The first question also includes the analysis dimension of “sales impact (Value Selling)”. The second question also includes the “success factors (Value Selling)”. The process of generating analysis dimensions from the research question is displayed in “Table 1 - Research question to analysis dimensions” in “Appendix 2 – Questionnaire”. These three dimensions are backed as follows:

1. **Value Selling:** Is backed by the literature described in the chapter “Value Selling According to the Scientific Community”. In this dimension we would like to find out how big the sales manager’s expertise is in Value Selling.
2. **Sales impact (Value Selling):** Is backed by the literature described in the chapter “Value Selling According to the Scientific Community. In this dimension we would like to find out how what kind of sales impacts does the sales manager see when applying Value Selling
3. **Success factors (Value Selling):** Is backed by the literature described in the chapter “Value Selling Adoption Best Practices and Success Factors”. In this dimension we would like to find out which are the success factors of the adoption of Value Selling based on the sales partners’ experience.

For these three analysis dimensions it must be defined what should be observed in each dimension. The process of segmenting the analysis dimensions into batteries of questions is displayed in “Table 2 - Analysis dimensions to batteries of questions” in “Appendix 2 – Questionnaire”. In the following paragraph it is listed, on which observation goal each complex is based on:

1. **Value Selling:** In the dimension “Value Selling” the following should be understood:
 - a. Is the interviewed sales partner familiar with the topic of Value selling and does he understand it? The corresponding questioning complex will be called: **Understanding of Value Selling.**
 - b. Is the interviewed sales partner applying a valid interpretation of Value Selling to his sales approach? The corresponding questioning complex will be called: **Adoption of Value Selling.**
2. **Sales impact (Value Selling):** Regarding the sales impact of Value Selling the following questions should be answered:
 - a. What positive impact does the sales partner see when applying Value Selling? The corresponding questioning complex will be called: **Impact of Value Selling on sales partners.**
 - b. What impact of Value Selling does the sales partner perceive in terms of customer satisfaction? The corresponding questioning complex will be called: **Impact of Value Selling on customers.**

3. **Success factors** (Value Selling): For the success factors of Value Selling it should be observed:
 - a. How do the sales partners recognize ibg's strategy regarding Value Selling? The corresponding questioning complex will be called: **ibg's Value Selling initiative.**
 - b. Do the sales partners want to go forward and improve in terms of Value Selling? The corresponding questioning complex will be called: **Perception towards Value Selling.**

Having now six different Batteries of questions possible questions for each topic have to be identified, that should be posed. Starting with the first two batteries of questions on Value Selling.

4.3.2.2 *"Value Selling" Dimension*

In the analysis dimension Value Selling it is the goal to find out how much of an expert our interviewee is regarding Value Selling. In the first question battery the subject is the experts understanding of Value Selling and in the second question battery the subject is the correct application of Value Selling. The selected questions for each dimension can be seen in "Table 3 - Analysis dimension "Value Selling" interview questions by batteries" in "Appendix 2 – Questionnaire".

Regarding the sales experts, understanding of Value Selling they will be asked to define Value Selling from their point of view. An introduction question could therefore be: "What does "Value" Selling mean to your understanding?". This definition by the sales partner we can evaluate towards the actual definitions of Value Selling.

According to our research results described in chapter "Background: Value Selling in B2B Sales" Value Selling is rather than just a concept a specific process, which has certain outcomes, effects or results for the sales partner, the customer and the sale itself. Two follow up questions could therefore be:

1. What do you know about the Value Selling process?
2. What are the primary benefits of adopting a Value Selling approach?

Depending on the course of the interview more specifying and interpreting questions might arise around these questions. Knowing the theory and definitions behind Value Selling is the prerequisite layer for an expert. Applying Value Selling is the next layer. Real experts should do both.

To identify of how much of an expert we are talking to, the second question battery of the analysis dimension “Value Selling” has to be applied, called “Adoption of Value Selling”. Again, also for this battery it is reasonable to start off by directly asking the expert regarding the personal perspective answering the question “What role does Value Selling have in your work?”. Value Selling experts, who are passionate about their role, should be able to build up a quite compelling answer to this question. This answer can then be verified by asking for a specific example with a question similar to: “Could you share any stories where you applied Value Selling?” The more details the sales manager can provide, and the more specific steps from the actual Value Selling process defined by the literature are applied, the deeper the adoption rate of Value Selling by the salesperson might be. As a third a short excursus towards the sales managers’ perception towards Value Selling should be identified. This refers to the fact, that the more convinced a sales manager is regarding the Value Selling concept the more likely is a high expertise in this regard. To get a better understanding for a potential of passion it could be asked, as follows: “In your opinion, what are the primary benefits of adopting a Value Selling approach for yourself?”. If the sales managers get the background of Value Selling, evaluated in the previous question battery correctly. A detailed answer to this question can serve as a sound indication, that the sales manager is highly likely to adopt Value Selling in the everyday work with a high probability. Again, depending on the course of the interview many specifying and interpreting questions might arise around these questions.

4.3.2.3 “Sales impact” Dimension

Having verified the interviewees expertise on Value Selling in the next step it should be identified what these potential experts will mention regarding the impact of Value Selling on the actual sales success. The target is to differentiate in the question batteries between the impact on sales partners and the impact on customers. Both question batteries with corresponding interview questions can be found in “Table 4 - Analysis dimension "Sales impact" interview questions by batteries” in “Appendix 2 – Questionnaire”. Like in the previous dimension we start with the sales partners personal opinion on both question batteries. Following up on these questions it will be asked to name specific examples for verification. For the batterie “impact of Value Selling on sales partners” we would like to start up with the question: “In your opinion, what are the primary benefits of adopting a Value Selling approach for yourself?” Then asking for a specific example out of the sales partners experience by asking: “Could

you share any notable success stories where you applied Value Selling and it made a difference for yourself?”

For the batterie “Impact of Value Selling on customers” the question regarding the impact for customers will be: “In your opinion, what is the impact of Value Selling on customer satisfaction?”. To prove this regarding the sales partners’ experience the follow up question will be: “Could you share any notable success stories where you applied Value Selling?”.

4.3.2.4 “Success factors” Dimension

To get into detail what are the success factors for the adoption of Value Selling according to the sales partners’ experience the dimension “Success factors” has been defined. Based on the trial interviews it had to be recognized that this dimension was the hardest to get insights on in the interviews. To give valuable input in this dimension, not only a deep understanding of Value Selling by the sales partners appears to be necessary, but in addition the partners need to have gained experience in actively rolling out Value Selling in their entity. Based on the pre-test interviews and further discussions with Christian Artmann it was identified that ibg’s sales partners generally do not have sufficient experience to qualify for the direct approach. Therefore, it should be favorable to more indirectly approach the underlying question of the dimension “Success factors”: Which are the success factors of the adoption of Value Selling based on the sales partners’ experience?

Therefore, the attempt was to identify whether the sales partners comply with ibg’s Technologies approach to rolling out Value Selling among their sales partners. This should give us some insights of ibg’s Value Selling role out initiative, in which they try to take advantage of Christian Artmann’s (2014) identified twenty-four proven success factors of improving sales with Value Selling and his practical roadmap for implementation. The more the sales partners comply with this approach, the more this leads into the direction that Artmann’s (2014) proposals should be a valid fit to ibg and the engineering industry. This leads then to the definition of the question battery “ibg Technologies Value Selling initiative”.

Second, we would like to evaluate how the perception of the sales partners towards Value Selling is. According to Artmann (2014) one of the most important success factors of the rollout of Value Selling in the recruiting process is the assessment of the willingness to comply with Value Selling behavior. A good perception towards Value

Selling by the sales partners would indicate that ibg has recruited most likely the right sales managers.

Both batteries on the dimension “success factors” with their corresponding questions can be found in “Table 5 - Analysis dimension "Success factors" interview questions by batteries” in “Appendix 2 – Questionnaire”.

For the battery “ibg’s Value Selling initiative” the question: “What do you believe are the key challenges to successfully further roll out Value Selling execution?” will be asked. It should be evaluated if the sales partners believe a role out of Value Selling is necessary, if they see any obstacles and if there are any obstacles which do they see. This could help to identify if the sales partners are mentally involved in the role out and additionally, they could provide insights into what else could be done to bring the Value Selling role out to a success. The question “What additional support do you require to effectively execute Value Selling?” aims for similar answers from a different angle and might be less abstract for lesser involved sales partners. Having at least scratched the surface with the previously stated question this should lead to a more specific question regarding the role out within ibg: “How do you evaluate the efforts of ibg (ibg NTD Technology) in this matter (Value Selling)?”

For question battery “Perception towards Value Selling” in the dimension “success factors” two questions have been defined. It is likely that sales partners, who connect any sales success with the approach of Value Selling, have a positive perception of Value Selling therefore they will be asked: “Could you share any notable success stories where you applied Value Selling and it made a difference for yourself?” Second it is safe to assume that any sales partners who give good advice on applying Value Selling also have a good perception towards it. Therefore, we can close with the question: “What advice would you give to sales managers looking to adopt or improve their Value Selling approach based on your experiences?”

4.3.2.5 Final questionnaire

Having defined several specific questions, we can now build the final questionnaire. The goal is to start with a good and very open introduction question followed by more and more specific ones. Closing then again with a very open one. Several of the questions in the different batteries are similar and can therefore be consolidated into one question even though we will later evaluate the answers from different

perspectives. Furthermore, two questions qualify to being more of a backup or secondary question for the case that the main question did not lead to a satisfying answer. The full questionnaire with the corresponding reasoning for the positioning of the question in the questionnaire can be found in “Table 6 - Final questionnaire expert interviews”.

4.4 Qualitative Analysis

Having conducted and transcribed the interviews we now have sufficient and in some cases an exceeding quantity of text material which needs to be analyzed in a systematic, rule-based, and theory-based form.

Before a deep dive into the analysis of the interviews, first should be given some background information on how such an analysis should be conducted in a scientific manner.

4.4.1 Qualitative Analysis Theory

According to Mayring (2022) all techniques of systematically interpreting linguistic material are relatively similar. Most stem from some basic techniques. The majority focuses on specific text components that are analyzed in detail, evaluated in a particular direction, or related to other text components. It is often aimed to achieve some form of material summarization. Mayring (2022) thereby states that all techniques are based on the following three forms:

1. **Summary:** The aim of the analysis is to reduce the material in such a way that the essential contents are retained, and through abstraction, a manageable corpus will be created that still reflects the basic material. As soon as only the specific parts of the material are considered, it is a form of inductive coding.
2. **Explication:** The aim of the analysis is to provide additional material to specific questionable parts of the text (terms, sentences, etc.), which expands understanding, clarifies, explains, and interprets the text passage.
3. **Structuring:** The aim of the analysis is to extract certain aspects from the material, to establish predetermined criteria for organization. To provide an overview of the material, or to assess the material based on specific criteria. Which is always a deductive categorization as the category system must be developed before the coding process. It must be based on the theory and the research question.

Mayring (2022) points out that there can be all forms of combinations of the three basic forms of analysis. For this thesis it will be focused on the summarizing analysis with inductive coding and the structuring analysis with deductive coding.

4.4.1.1 Deductive Coding

According to Mayring (2022) with deductive coding the categories are determined by theoretical considerations. The categories are developed for the material in an operationalization process. This process is based on preliminary investigations, the currently existing state of the research, newly developed theories or theoretical concepts. Mayring (2022) states that the following points are of importance for deductive coding:

1. The category system must be defined very precisely, it must be derived from the research question and motivated by theory.
2. The category system can have nominal character. It therefore would consist of a list of equal aspects. It also can have ordinal character. In this case it is arranged in a sequence of ranks.
3. If a part of the text fits to a certain category it must be determined precisely. For this determination Mayring (2022) recommends the following:
 - a. Define in detail which text components fit to the category.
 - b. Select specific text examples which fall into the category and should be the main example for this category.
 - c. Define coding rules whenever there are problems with separating two categories to ensure distinct categorization.

The full deductive coding process by Mayring (2022) can be seen in “Figure 6 - Process models deductive & inductive coding based on ”. It starts with the category definition based on theory. These categories will then be verified against the text material by searching for fitting text passages. If it is a clear and uniquely codable text passage this passage will be included as the example for the fitting category into the coding guide. If a text passage is encountered not to be uniquely assignable to one single category, a decision must be made and a new boundary rule to the neighboring categories must be set up. This new rule will also be included into the coding guide. If the category guide is not fitting for a certain text passage it must be adjusted accordingly. If via the new coding rule the other and older categories become wrong, they must be adjusted as well.

4.4.1.2 *Inductive Coding*

On the other hand, for inductive coding Mayring (2022) describes a process in which categories are derived directly from the text material via a generalization process. These categories then do not stem from previously formulated theories. The goal is to stay as close as possible to the text material without being influenced by the researchers' preconceptions. As part of the "Grounded Theory" this concept is called open coding and thereby described through some rules of thumb and procedural suggestions. (Corbin & Strauss, 1990) Same as for the deductive approach Mayring (2022) also states a process model for inductive coding. With this model the coding process also can systematically be described by applying the same logic and the same processes. Mayrings (2022) inductive coding model can be assed in "Figure 6 - Process models deductive & inductive coding based on ". This process starts with a theory-driven definition, what the topic of the content analysis should be. This means that a selection criterium is introduced, which determines the material that should be the starting point for defining categories. With this criterium it is possible to eliminate irrelevant, amplifying and off-topic content. The research question gives direction. Similarly, the level of abstraction for the categories, which need to be formed, must be determined. Having all this defined, the material needs to be assessed step by step. As soon as the selection criterium is met the first time, the first category must be formulated as a short sentence, while still taking the abstraction level into account. When the selection criterium is met again, it must be decided if it fits the previously formulated category (subsumption) or a new category needs to be defined. After processing a large portion of the material, fewer and fewer categories will be defined newly. Depending on the amount and composition of the material, the application time of this step can vary between finishing 10 % to 50 % of the text material. At this point the whole category system must be revised. The following points must be verified.

1. It must be assessed if the categories match the target of the analysis.
2. It must be assessed if the selection criteria have been defined in a fitting manner.
3. It must be assessed if the abstraction level has been selected correctly.

If there are changes the whole analysis must be started from the beginning again. If there are no changes the analysis can be continued, and only new categories will be added. The result will be a category system with corresponding text examples.

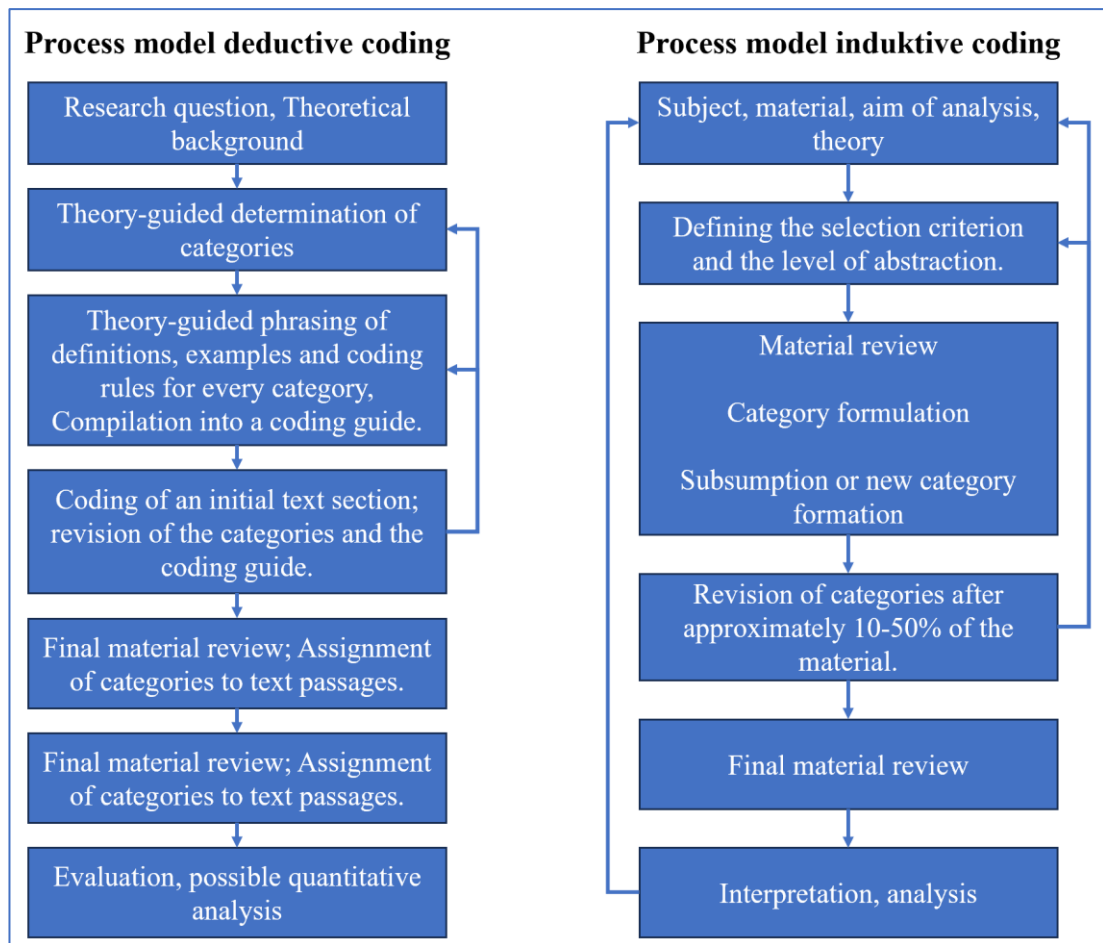


Figure 6 - Process models deductive & inductive coding based on (Mayring, 2022)

4.4.2 Interview Analysis

To start this off we first need to analyze the outcome of our eleven interviews with sales partners of ibg. Literal transcriptions of all eleven interviews can be found in “Appendix 3 – Expert Interviews”.

In order to narrow down and contextualize the interview results the previously described techniques need to be applied. As we did not know what kind of answers we could expect we asked relatively open questions in the interviews. According to Margje W. J. van de Wiel (2017) to analyze the responses to such open questions require we need to categorize the answers per variable. Which means in our case applying analysis dimensions by using content, thematic or template analysis. This categorization is aided by qualitative analysis techniques recommended by Mayring (2022).

For our three analysis dimensions we have defined the following categories and subcategories:

- Value Selling (Sales managers expertise in Value Selling)
 - Lack of theoretical awareness
 - Application of points of Value Selling Process (five different categories)
 - Adoption of Value Selling
 - Basic theoretical understanding of Value Selling
- Sales impact (Sales impact of application of Value Selling)
 - Correct customer matching
 - Customer relationship building
 - Competitive edge
- Success factors (Success factors for adoption of Value Selling)
 - Closed mindedness
 - Material for offer positioning
 - Time and effort
 - Positive involvement

A full overview of the coding guide with all categories and subcategories with the corresponding conditions and text examples can be found in “Appendix 4 – Coding”. An in detail description of the categories by each dimension and how and why they have been chosen will be given in the following.

4.4.2.1 “Value Selling” Dimension

For the “Value Selling” dimension we deductively defined, based on the literature summarized in our Chapter “Value Selling According to the Scientific Community”, four major categories a sales manager could be assigned to as we first of all would like to find out what kind of expertise on Value Selling the interviewed sales partner has. We were searching for the following kinds of statements by the sales partner:

1. Statements on the theory behind Value Selling. These statements could cover the definition of Value Selling or the usage of vocabulary and tools strongly associated with Value Selling. These statements should give us an idea about the background knowledge a salesperson has or does not have on Value Sellings theoretical groundwork.
2. Statements which describe the salesperson’s application of one or several of Value Sellings basic principles or at least showing a fitting mindset. In these

statements the sales partner does not necessarily have to connect his actions towards Value Selling theory by himself.

Starting with the two categories on theory. Our first category “**Lack of theoretical awareness**” is deducted from the initially intended category such as “Deep theoretical awareness” or “Basic theoretical awareness” which were meant for sales partners which had a deep or very deep understanding of the theory behind Value Selling. As every sales partner made statements which showed in the completely opposite direction we defined this counter category. In this category we collected all statements where the sales partners’ descriptions of Value Selling were very vague, wrong or not customized towards Value Selling. Statements which meet one or several of the following four conditions were put into this category.

1. First of all, every very uninspiring definition of Value Selling fell in this category. A corresponding fitting text example is given by P11 at minute 0:30: *“I need to make some customer to think why our machine is helpful for them.”*
2. Second, every attempt where aspects which fit any type of selling where declared as specifics of Value Selling falls into this category. A corresponding fitting text example is given by P10 at minute 1:45: *“also have the deep understanding of your closest competition in order to be able to point out your good points compared to the to your competitors.”*
3. Third, every statement in which customer service or service orientation is described as the one key component of Value Selling falls into this category. A corresponding fitting text example is given by P11 at minute 2:46: *“So my worry is, business meeting and set up the machine and repair the machine maintenance and business sales, business.”*
4. Last, every statement where the sales partner directly confirms that he does not know Value Selling or the Value Selling process falls into that category. A corresponding fitting text example is given by P11 at minute 1:45: *“Value Selling process? Uh, I haven’t heard.”*

Next to the category regarding the insufficientnes of the sales partners theoretical knowledge about Value Selling, the material allowed us to keep a softer category on the sales partners knowledge about Value Selling theory. Therefore, we defined the category “**Basic theoretical idea**”. In this category we summarize all the sales partners statements where the sales partner directly mentions and explains specific theoretical

content or technical terms of ibg's Value Selling training in January 2024. The training presentation of ibg can be found in "Appendix 7 – Training Presentation ibg January 2024". As the partner thereby shows a minimum on theoretical knowledge about Value Sellings theory. A corresponding fitting text example is given by P08 at minute 1:41: *"I learned the process is based on the OS, OSI äh. No, no OSIDA. First the opening dialogue. And second understand the customer situation. And then provide the idea of a ours (us). And then discuss about the solution and then agreement."*

Having the correct categories for the collection of statements regarding Value Sellings theory in the next step the categories for the application of Value Selling are needed. First, in the category "**Application of points of Value Selling**" all sales partners statements which describe a step of the Value Selling process or its application in general, have been summarized. For details of the Value Selling process interpretation we searched for please check out the chapter "Value Selling by Danaher Corporation". Thereby all sales partners could be identified who apply the Value Selling process to some extent. To get some deeper insights which parts of the process have been applied by the sales partner we furthermore identified the subcategories "Select customer", "Establish contact", "Value proposition", "Project selection" and "Customer expansion and growth". Every subcategory is meant for statements regarding the corresponding Value Selling process step:

- For the subcategory "**Select customer**" we searched for statements in which the sales partner points out the necessity of selecting the right value customer for his sales calls. A corresponding fitting text example is given by P03 at minute 1:37: *"From my point of view, as a distributor and not manufacturer. Is trying to find which are our key customers that can. How do you say in English and feel our value in our service?"*
- For the subcategory "**Establish contact**" we searched for statements in which the sales partner points out the importance of establishing the right contact to the company. A corresponding fitting text example is given by P02 at minute 1:45: *"Then I call this company. When these nice ladies in Bureau or reception don't want to give me email address. I try to find out how the email could be. It's not the best way to do it, but sometimes it's the only way."*
- For the subcategory "**Value proposition**" we searched for statements in which the sales partner points out that he communicates a fitting value proposition to

the customer. A corresponding fitting text example is given by P10 at minute 11:52: *“You have to show them that you really know the product that you’re promoting.”*

- For the subcategory “**Project selection**” we searched for statements in which the sales partner points out that he needs to select fitting projects he would like to allocate together with the customer. A corresponding fitting text example is given by P02 at minute 7:08: *“I call the customer. When he gives me some phone number. Asking for maybe more detailed information. If they are not in in the brochure, that I’ve sent, it is called project specification sheet. [...] When we, when I know what customer really wants. What he’s interested in. Then we ask the customer to send parts that he wants to control to Ebermannstadt. To Germany.”*
- For the subcategory “**Customer expansion**” we searched for statements in which the sales partner points out the importance of building and maintaining good customer relationships, so later sales are more likely. Which then grows the business in the long term. A corresponding fitting text example is given by P11 at minute 5:20: *“I always try to have a friendship with customer. [...] Sometimes the customer choose the friendship companies motion.”*

In order to follow the Value Selling process fully, a subcategory “Negotiations” was also intended. For this category we were searching for statements where the sales partner gives further insights into his negotiations with the customer. As we were not able to find a fitting passages in all the interviews this category, even though it would make sense from a deductive perspective, it had to be dropped.

As a second category we have defined the stronger category “**Adoption of Value Selling**”. In this category we summarize all sales partners’ statements which indicate that they are adopting Value Selling to some extent. Thereby we are searching for statements that describe Value Sellings core concepts of “Understand customer value”, “Quantify the customer value” or “Communicate customer value”, thus having an impact on the sales partner’s work. A corresponding fitting text example is given by P03 at minute 2:21: *“Then understand their needs in order to provide a specific proposal to each other. So no one is equal (the same), so some of them and. They expect or have different needs, so you need to align their needs to your proposal. So you need to understand clearly what they are expecting or what they are. What they need to*

solve in their process in order to.” But also, examples where the sales partner connects the sale to the customers problems or processes would fit in this category. A corresponding fitting text example is given by P10 at minute 11:52: *“And that you're very more very, very much interested in solving the issue that they are having with their production. Which is all the way to say: Solve the problem that they have. [...] I said if there are no problems, there is no selling in this and there is no need of yourself being there.”*

The two categories “**Application of points of Value Selling**” and “**Adoption of Value Selling**” call for some differentiation. Therefore, we have defined the following boundary rule: If the Value Selling process steps are described in context with each other and put context to Value Sellings core principle of identifying the customers potentials and values by understanding the customers business and processes, a text passage will be assigned to the category “**Adoption of Value Selling**”. If the Value Selling process steps are singled out, respectively are not described in context with understanding the customers business model and business process and identifying core values for the customer, the text passage will be assigned to the category “**Application of points of Value Selling**”. The full coding guide on the category Value Selling can be found in the “Appendix 4 – Coding” in the table “Table 7 - Category: Sales Managers expertise in Value Selling”.

4.4.2.2 “Sales Impact” Dimension

For the “Sales impact” dimension we would like to collect topics of Value Selling, according to the sales partners’ opinions, that qualify for being a major sales success driver. Both customer and sales partners’ perspective qualify for this matter. From an abstraction level perspective, we search for sales success drivers, which are a direct outcome from applying a Value Selling approach. As we wanted as unbiased and new insights on this matter as possible, we went for an inductive approach. We thereby identified three categories which were identified in the evaluation interview transcripts.

The first category we identified is a category about finding the right and fitting customers for the sales partners’ products. This category we called “**Correct customer matching**”. To fit into this category a text passage must either support the statement that working with the correct customer from the start will save both the customer and the seller time and resources on the long run. As correct customer selection and good

preparation for the customer are a key part of the Value Selling process. For the right customers it is easy to make a good and fitting proposal in a reasonable time. A corresponding fitting text example is given by P03 at minute 03:47: *“For me, probably: To not waste time to approach customers that are not the key customers or the ones who will need to approach. [...] Be sure that our proposal will fit to the expectation.”*

A second category we identified is a category about generating trust and building a good customer relationship. The category we called **“Customer relationship building”**. The last step of the Value Selling process is “Customer expansion and growth”. With the application of the Value Selling process and generating value with and for the customer a good customer experience has to be built and maintained. Good customer experiences are the starting point for a good customer relationship. With this relationship the business can be expanded and grown. As additional purchases from satisfied customers or based on their recommendation are highly likely. Text passages where the interviewee states that this good customer relationship has a considerable impact on his sales success fit into this category. Therefore, we collected text passages where the sales partner points out that a good established customer relationship, as a key part of Value Selling has lead or leads to a new sales or sales opportunities due to one of the two following reasons:

1. A good customer relationship led to a recommendation from one customer to a new customer. A corresponding fitting text example is given by P10 at minute 07:33: *“I've been finding that: If you're honest to the customer, you know. They notice that and. They will be coming back to you when they have problems and even more they will be, sharing. Or recommending you to some other people that have problems you know.”*
2. A good and long term customer relationship leads to new sales. A corresponding fitting text example is given by P11 at minute 09:27: *“The customer is a, has been relationed with me for 10 years. [...] he decided to by new machine to try and test and he told me we are going to buy more machines.”*

A second category we identified on the sales impact of the application of Value Selling is a category regarding gaining a competitive edge with the application of Value Selling. This category we therefore call **“Competitive edge”**. Various sales partners

have mentioned that the application of Value Selling somehow gives them a competitive advantage. This competitive edge materializes in three different variations:

1. The application of Value Selling has a positive impact in that sense that it moves the focus away from pure features as a purchasing reason. A corresponding fitting text example is given by P03 at minute 09:05: *“Not talk about so much about the, let's say, characteristics of the units and more to focus on the operators that they have and how easy it will be for them to start to work with our equipment that our training are so easy. The let's say, how do you say the name in English? Of the learning curve was so fast compared to the competitor. So we tried to focus on that and not with the, let's say, a lot of technical.”*
2. The application of Value Selling avoids a negative impact in that sense that the trend goes generally in the direction of Value Selling. Without following this new trend you would have a disadvantage as compared to the competition. A corresponding fitting text example is given by P07 at minute 13:21: *“OK, this is very new for me. But I should do this task because the others. If the others follow this techniques, I should. I am on the back. If I should not follow this if everybody follows.”*
3. The application of Value Selling gives the sales partner additional tools respectively structure for his sales actions. Without Value Selling he would not have these tools. A corresponding fitting text example is given by P10 at minute 06:23: *“It will give me more weapons or approaches to be more successful in promoting products.”*

The full coding guide on the category Sales impact can be found in the “Appendix 4 – Coding” in the table “Table 8 - Category: Sales impact of Value Selling”.

4.4.2.3 “Success Factors” Dimension

For the success factors for successfully rolling out Value Selling to ibg and especially to its sales partners we went for a mixed approach of inductive and deductive coding. As stated previously in the chapter “Final Questionnaire” we immediately discovered that the sales partners did not feel comfortable or capable of giving good suggestions as to what should be done to effectively roll out Value Selling among themselves. Therefore, we decided to verify ibg’s roll out approach on Value Selling. This

approach is based on Christian Artmanns (2014) identified twenty-four proven success factors by putting a focus on the sales partners perception towards Value Selling. Following this literature we thereby deductively defined the three categories “Closed minded” and “Positive involvement”.

The category “**Closed minded**” is a result of one of the most important success factors Christian Artmanns (2014) identified in his thesis. He states that the success of a Value Selling role out very much depends on the willingness of the sales manager to comply with Value Selling behavior. Therefore, one has to ensure, when recruiting the sales managers, that they are willing to comply with Value Selling behavior. (Artmann, 2014) Therefore, we tried to find out how willing respectively at least how open the sales partners are towards Value Selling. As we did not find statements which indicated a strong compliance with Value Selling behavior, we decided to also find indication for the opposite. The category “Closed minded” serves as an umbrella for all statements suggesting a resistance to learning how to apply Value Selling, or at the very least, a strong sense of pride in one's own capabilities or work experience. Consequently, it is highly probable that individuals in this category would generally reject new approaches like Value Selling. This sense of resistance or at least lack of interest in learning and adapting materializes in three different variations in the interviews:

1. The sales partner point-blank denies the necessity of learning anything new in the area of sales. A corresponding fitting text example is given by P10 at minute 19:40: *“To be honest with you. The kind of training about theoretical of the technique was much better before, OK. I have enough information about the theory (in sales).”*
2. The sales partner does not acknowledge respectively understand that ibg is initiating a Value Selling role out. A corresponding fitting text example is given by P01 at minute 11:39: *“I don't know really, because everything that I needed they fulfill.”*
3. The sales partner shows pride in his own huge work experience or success in sales in general. Such pride might correlate with some degree of resistance against something new, such as Value Selling. A corresponding fitting text example is given by P10 at minute 01:20: *“My understanding of it comes from*

work. [...] 40, 45, 50 years of representing companies and selling different products and services.”

The category “**Positive involvement**” can be considered to be to a certain extent the countering category to the previously described “Closed minded” category. But it covers more than the sheer opposite to be unwilling to comply with Value Selling behavior. It is more also positive perception towards and the involvement in ibgs Value Selling approach in general. As complying with the ibg Value Selling role out is an indicator that the strategy of ibg, which is based on all twenty-five success factors for the role out of Value Selling by Christian Artmann (2014), is working out to some degree. Therefore, in this category all statements are summarized which indicate the sales partner has a positive perception towards ibg’s approach towards Value Selling or Value Selling in general and shows some involvement in the topic. This sense of positive involvement materializes in five different variations in the interviews:

1. The sales partner acknowledges that Value Selling is good but new for him while stating some facts about Value Selling. A corresponding fitting text example is given by P08 at minute 11:39: *“I think it's very helpful. Like recently, ibg provided online training. And that's very hard approved for me and like Value Selling or OSIDA or active listening. It's helpful to solve. Yeah, it's helpful.”*
2. The sales partner acknowledges that he needs to learn more about Value Selling or has learned via ibg something new about Value Selling. A corresponding fitting text example is given by P07 at minute 12:15: *“But I start this Value based selling techniques step by step. And I teach also myself which style I should follow.”*
3. The sales partners make statements about what they believe is good about ibg’s approach. A corresponding fitting text example is given by P03 at minute 17:15: *“I think it's everything that trainings are, they are good. All the documentation that they provide us, it's great. So we have now this portal that we can share.”*
4. The sales partner gives recommendations on reading material on Value Selling. A corresponding fitting text example is given by P07 at minute 28:21: *“There are thousands of lectures or printed documents? On the Internet. This means it is very important issue. Sales managers should look this articles first. And for us, ibg has to prepare some.”*

5. The sales partner recommends a Value Selling aspect to sales partners which are new in adopting Value Selling. A corresponding fitting text example is given by P06 at minute 21:57: *“Prepare. Prepare for the communication before do it.”*

As the two deductively defined categories did not appear to cover all the statements in the material which correlated to some degree with the dimension “Success factors” adoption of Value Selling, we went for an additional inductive approach. We therefore searched for statements, which gave us insights on the sales partner’s perspective on what he believes ibg could do better in their approach or what additional support they would need to better adapt to the new approach. From an abstraction level perspective, we search for specific asks and suggestions by the sales partners. We thereby identified two different categories in the interviews.

The first one is **“Material for offer positioning”**. This category is strongly related to a category we initially defined in the deductive approach. This initial category was based on one of Christian Artmanns (2014) twenty-five success factors. It was about the usability of product literature in terms of product value message. We found some evidence in the material that sales partners of ibg consider this to be a success factor, effectively execute Value Selling. A fitting value proposition with a fitting value message is a central point in Value Selling. But most of the time we had to specifically ask for this answer and beyond the product material there where a lot of requests for other types and forms of materials as well, so we extended this category to every type of material. In the interview we therefore find statements which ask for three different types of material:

1. Like Christian Artmanns (2014) success factor of using product literature in terms of the product value message we have several statements in the interviews where the sales partners point out the importance of technical or product material to propose the fitting values to the customers. A corresponding fitting text example is given by P03 at minute 11:50: *“So for us, real examples are always welcome and also all this, let's say technical benefits that our system have in order to think about which once can be offered or can be the best for each customer.”*
2. The sales partners point out the importance of technical or product material to show to the customer. A corresponding fitting text example is given by P10 at

minute 12:56: *“And what I do is, I translate (ibg’s sales material) and put some descriptions in Spanish language. [...] I will need to get those technical articles or those videos in an editable format.”*

3. The sales partner requests material regarding other sales partners experience on Value Selling and its application. A corresponding fitting text example is given by P10 at minute 18:23: *“They have some experience shared with all of the other reps. That’s important or problems as well.”*

While the last category was defined in a mixed approach of inductive and deductive coding, the last category **“Time and effort”** is completely the result of only inductive coding. We discovered several statements, in which the sales managers pointed out the time and effort which is necessary to adopt a new sales approach such as Value Selling. Thereby the sales partners point out three different aspects you need to consider when rolling out Value Selling:

1. The sales partners mention that the application of learning out of the ibg Value Selling training will take time and additional follow up training is necessary. A corresponding fitting text example is given by P06 at minute 15:52: *“Not the short time you know. It’s not like we learn this training and next day we.”*
2. The sales partners mention that it is hard to change old habits. A corresponding fitting text example is given by P07 at minute 08:31: *“My last project I want to start such questions. I start as this Value based, Value oriented based questions but it turns to normal questions.”*
3. The sales partners mentions that further employees have to be trained too. A corresponding fitting text example is given by P04 at minute 12:38: *“Now we have a four guys. A team of four people who are working with me, who are exclusively into the sales. So. We do some kind of a mock drills or dry runs in our office also.”*

The full coding guide on the category “Success factors” can be found in the “Appendix 4 – Coding” in the table “Table 9 - Category: Success Factors adoption of Value Selling”.

4.5 Results

On average, all interviews lasted for twenty-five minutes and were transcribed verbatim, which resulted into ninety-two pages of text. All interviews have been done remotely via Microsoft Teams between the end of February 2024 and the end of March

2024. In almost every of the eleven interviews the communication was very challenging due to some issues concerning a language barrier. Some of the interviews had to be rushed as the interviewees did not have the time which was actually agreed on.

Based on our coding guide described in the previous section we have identified several findings towards different aspects of our question: “What do sales partners think about the impact of Value Selling for the business and what do they believe are the success factors for the adoption of Value Selling?”. This will be described in the following. At last, some of the research results will then be contextualized in relation to ibg’s own sales partner evaluation.

4.5.1 Value Selling Expertise

The first question we would like to answer is: “What kind of expertise on Value Selling do the interviewed sales partners have?” Our first and central finding on this matter is, that all eleven sales partners show or state a “lack of theoretical understanding of Value Selling”. None of the sales partners was able to give a well-grounded definition of Value Selling. While only four sales partners (P06, P09, P10 and P11) admitted that they don’t know enough to give a definition (e.g. P11 – 1:45), most other described selling in general or customer service as core concept of Value Selling.

On the other hand, all sales partners at least follow some aspects of the Value Selling process. (Zupancic & Dannenberg, 2011) Mostly the first and the last aspect of the process., i. e. selection of partner and building relationship. About half of the interviewed sales partners seem to have understood that carefully selecting the right value customers at the start is important (e.g. P03 – 1:37) and in the end, sticking to staying in contact with and building a good relationship to the customer for future sales is key (e.g. P11 – 5:20). But only P02 sales partner had a good oversight over most of the Value Selling process.

This fits quite well to our third finding on Value Selling adoption as only ruffly half of the sales partners (P02, P03, P06, P08, P10 and P11) describe some kind of impact of Value Selling on their sales work. (e.g. P03 – 2:21) Even though, connected to our first finding none of these impacts seem to be intentionally caused by an active adaption to Value Selling.

All this might be explained by our fourth and final finding on the Value Selling expertise of the interviewed sales partners. In relation to our first finding that all the sales partners show a lack of theoretical awareness only two sales partners (P08 and P09) recap content of ibgs' sales trainings of January 2024 described in chapter "Value Selling Training at ibg NDT technology" and thereby show to have some basic idea or understanding of Value Selling and especially the aspects ibg would like to foster. (e.g. P08 – 1:41)

Some of these findings are very much in line with scientific literature: As one key success factor for the adoption of Value Selling is "clarity of objectives of Value Selling". (Artmann, 2014) As it is very hard for the sales partners to contextualize Value Selling correctly this clarity does not seem to be given. The somewhat ok rate on the adoption of parts of Value Selling and the Value Selling process might also be traced back to the literature. As according to Terho, Eggert, Haas and Ulaga (2015) customer orientation, including relationship building and customer selection is a central antecedent to value-based selling. But this cannot necessarily be traced back to a good Value Selling role out approach as both are to some extent also part of most other sales approaches or sales processes. (Moncrief & Marshall, 2005) The very low coverage of sales training material underlines this finding from our perspective. Which all in all indicates that we have interviewed experts on sales of ibg products and therefore experts on sales in the engineering industry. Also, all are impacted by the Value Selling role out of ibg. Which makes them good interviewees regarding the question of how the status is of the Value Selling expertise and adoption of ibg's sales partner and therefore of the engineering industry in general. But they cannot be considered to be experts in Value Selling in general.

A full overview of the coding results on the category "Value Selling" can be found in "Appendix 5 – Research Results" in table "Table 10 - Results for category: Sales Managers expertise in Value Selling".

These research findings namely, the sales partners adoption and knowledge level on Value Selling are, respectively can be made, comparable in an ordinal scale.

As all sales partners show a lack of theoretical awareness, this category can be ignored. Similarly, we will also ignore the subcategories of the Value Selling process as we found out that no sales partner is actively using it from a Value Selling perspective.

Based on the other two subcategories regarding the sales managers expertise in Value Selling we have defined the following ordinal scale:

1. “+” is the lowest level of Value Selling knowledge every sales partner with no adoption of Value Selling and no theoretical idea about Value Selling is assigned to this category.
2. “++” is the middle level. Every sales partner with either a basic idea on Value Selling or some kind of adaption rate on Value Selling is put in this category
3. “+++” is the highest level. Every sales partner with both, a basic idea on Value Selling and some kind of adaption rate on Value Selling is put in this category.

The final scorings can be found in “Appendix 6 – Sales Partner Assessment” in table “Table 14 - Revenue, Sales and market communication evaluation and research result overview” in the section “Research results”, in row “Sales Managers expertise in Value Selling”.

4.5.2 Sales Impact According to Sales Partners

Following the previous finding, there is limited to no knowledge regarding Value Selling of ibg’s sales partners. So therefore, Value Selling qualifies according to the sales partners’ opinions, only to a very limited extent to be a major sales success driver of selling. All three mayor findings relate to the Value Selling process but are not central to the key idea of Value Selling of identifying together with the customer potential values, quantifying these customer values and communicating these customer values connected to a positive purchase decision. (Töytäri, Brashear , Parvinen, Ollila, & Rosendahl, 2011)

The first findings are again connected to the highly adopted first and last step of the Value Selling process. The correct customer matching and the customer relationship building which belongs to customer expansion and growth. (Zupancic & Dannenberg, 2011) As building a good and long customer relationship is already the most adapted part of the Value Selling process by ibgs sales partners it comes very naturally that most of the sales partners see this part of Value Selling as a key success driver for their sales success. (e.g. P10 – 7:33) As they see a good network in sales but also in most other aspects of life such as career is good in terms of recommendations and that people might come back to you. (Wolff & Moser, 2009) (Shi, 2016) Interestingly only two sales partners (P03 & P04) see correct customer matching as a key success driver of

their sales even though they state that it is an important step. They mostly mention that the correct customer matching mostly saves time and resource. They somewhat connect it to one Value Selling aspect of building better fitting customer proposals. (e.g. P03 3:47) Which might indicate that they don't put too much emphasis on this step and not at all connect it to Value Selling. Unfortunately, we cannot see any correlation to other findings so deeper investigations might make sense in the future.

According to the sales partners a third and not process-related sales impact that Value Selling might result in, is a competitive edge in general. Either due to tools and structure (e.g. P10 – 6:23) or in general (e.g. P07 – 13:21). This competitive edge is only described very general. The sales partner, after being asked directly, acknowledged that Value Selling is a relatively modern sales approach and might make a difference. Only partner P03 at 09:05 also showed a stronger adoption rate of Value Selling. He states that moving away from features to value differentiates himself from competition.

A full overview of the coding results in the category “Sales impact” can be found in “Appendix 5 – Research Results” in table “Table 11- Results for category: Sales impact of Value Selling”.

4.5.3 Success Factors Based on Sales Partners

As we identified that the sales partners knowledge and adaptation level of Value Selling is quite low, we can suggest that the scanning for evidence on Artmanns (2014) twenty-four success factors will not bring significant tangible results. But if you see the sales partners statements from the right perspective some findings can be made, nonetheless.

Every interviewed sales partner addressed ibg's sales material, even though some had to be directly asked for their opinion on the sales material of ibg. Seven sales partner pointed out, that they need technical material regarding products predominantly to show it to the customer, e.g. P10 – 12:56. The motivation is, that the customer understands the product better. But there are four sales partners (P03, P08, P09 and P10) who start a little earlier in the process as they ask for material on the product for their own understanding of the product or the value of the product (e.g. P03 – 11:50) and exchange on experiences on sales or Value Selling (e.g. P10 – 18:23). Both are in line with two of Artmann's (2014) most important success factors: The first is line with the usability of product literature in terms of product value message. The second is in

line with use of processes for exchange between center and local entity regarding the product value messages. Therefore, even though it is not measurable that the sales success is driven by Value Selling, it seems that the foundation for future success seems to be there. As every interviewed sales partner considers sales material to be necessary and four of the sales partners already ask the right questions, like asking for additional material for their own usage.

One of Christian Artmanns (2014) most important success factors is the assessment of willingness to comply with Value Selling behavior in recruitment. Even though the recruiting of the sales partners of ibg has been completed so far. This willingness should be existing for every sales manager who should change his selling approach according to the Value Selling methodology. Therefore, we have searched for statements by the sales partners of two kinds. First of all, statements which indicate a closed mindset of the sales partners. This closed mindset indicates to our perspective some resistance of the sales partner towards changing his sales behavior and giving new ideas such as Value Selling a fair chance. On the other hand there are also the contrary statements which indicate a positive involvement or perception towards change in general and the whole role out of Value Selling at ibg.

Significant pride but also a certain degree of ignorance was identified among the interviewed sales partners. For example, P04 - 11:50 explains that not Value Selling is important for sales success but a good intuition. Or two of the sales partners such as P01 – 11:39 suggest that nothing of ibg's approach needs any improvement, even though not having a clear idea about Value Selling in general. Furthermore five sales partners (P01, P04, P05, P07 and P10) show significant pride in their work experience in general. (e.g. P10 – 1:20)

On the other hand openness, positive perception and involvement to towards ibg's sales approach could be also documented for seven different sales partners (P02, P03, P05, P06, P07, P08 and P09). This positive perception materializes in five different types of statements. For example, P06 and P08 show relative positive signals towards Value Selling while connecting it to current Value Selling or sales training statements. (e.g. P08 – 11:39) This will be evaluated in more detail in the next chapter.

A final success factor which has been pointed out by the sales managers is the consideration of time and effort which a successful approach needs. Very central in

five sales managers statements (P02, P06, P07, P08 and P09) is that one single training is not enough to really apply Value Selling successfully (e.g. P06 – 15:52). This requests for more and repeated training go even beyond Christian Artmann's (2014) success factor of enforcing sales behavior through systematic refreshment training. Further efforts are necessary to change, as old less successful habits are hard to be eliminated (e.g. P07 – 8:31). Furthermore, not only the sales partners have to be trained but some sales partners again have additional employees which need to be trained as well (e.g. P04 – 12:38). Having seven out of eleven sales partners addressing this very issue, i.e., that such a change requires more or much more time and effort, bleads to the conclusion that repetitive training is prerequisite for a successful role out.

A full overview of the coding results regarding the category “Success factors” can be found in “Appendix 5 – Research Results” in table “Table 12 - Results for category: Success Factors adoption of Value Selling”.

The categories “Closed minded” and “Positive perception” furthermore can be summarized in one measure “Fitting mindset” for Value Selling adoption. The ordinal scale will again have three levels and a category for missing data:

1. “+” is for the least fitting mindset. Sales partners which show signs of a closed mind.
2. “++” is for the middle ground. The sales partners show both. Some degree of closed mindedness and some degree of a positive perception.
3. “+++” is for the best fitting mindset. For sales partners with no closed mind and a positive perception.
4. “--” is for the sales partners which have neither a positive perception nor show signs for a closed mindset.

The final scorings can be found in “Appendix 6 – Sales Partner Assessment” in “Table 14 - Revenue, Sales and market communication evaluation and research result overview” in the section “Research results”, in row “Fitting mindset”.

4.5.4 Contextualization Research Results with ibg's Sales Partner Evaluation

At the beginning of 2024 ibg's senior management have summarized the sales revenue of every sales partner of the years 2019, 2020, 2021 and 2022. Furthermore, they have made a subjective evaluation of every sales partner. In addition to those revenue figures we also selected the following fields regarding sales and market communication in the

course of the evaluation. We then normalized that to a similar ordinal scale to put them into context with the research results:

1. **Frequency** and quality of local customer contracts, visits, ...
2. **Ability** of the dealer team to work with senior people at larger Key Accounts
3. **Level** of local personal customer contact
4. **Share** or passive sales versus proactive demand generation

The full mapping of the statements to the ordinal scale can be found in “Appendix 6 – Sales Partner Assessment” in “Table 13 - Data Mapping subjective evaluation of ibg senior management on "Sales and Market Communication" of sales partners to ordinal scale”. The full overview of revenue, sales partner evaluation and research results can be found in the same appendix in table “Table 14 - Revenue, Sales and market communication evaluation and research result overview”.

Looking at the two values (expertise and mindset) synthesized from our study (“Table 14 - Revenue, Sales and market communication evaluation and research result overview” row research results) we can identify signs of correlation between both values. The better the mindset for Value Selling is, the better is also the Value Selling adoption rate. This correlation makes is from our perspective not surprising and can be seen in the chart “Figure 7 - Sales partners expertise and mindset” below, having sorted low mindset score to high mindset score from left to right. Sales partners with the right mindset seem to usually also have a better knowledge and/or adaption rate of Value Selling. As P11 did not show positive or negative mindset his mindset score is missing in the graph.

For ibg’s evaluation the ratings correlate as well. This can be seen in the chart “Figure 8 - Sales partners evaluation score”. It must be pointed out that the sales partners P09 and P10 have received an evaluation score which results in some missing data points in the graph. By having sorted low share score to high share score from left to right. This appears to be reasonable from our perspective: if the evaluating management has a positive or a negative impression of a sales partner, this impression tends to bias the evaluator regarding every other measure, especially if a subjective scale will be applied.

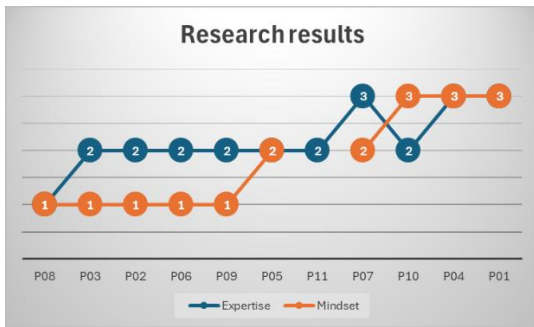


Figure 7 - Sales partners expertise and mindset

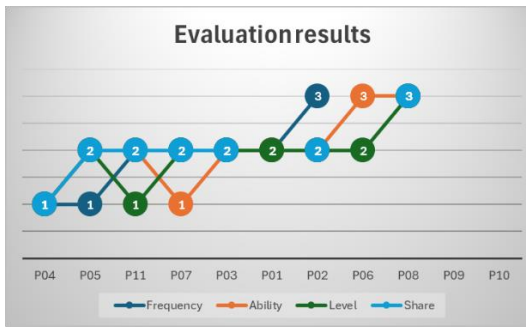


Figure 8 - Sales partners evaluation score

The next chart “Figure 9 - Evaluation average compared to research average” compares the research results with the sales partner evaluation. Low research score to high research score have been sorted from left to right. It must be pointed out that the sales partners P09 and P10 have received an evaluation score which results in some missing data points in the graph. Comparing the averages shows a similar outcome as comparing each research score with each evaluation score. All seem to be showing a negative correlation between research score and evaluation results. Thus, having a positive and open mind toward Value Selling and even a better understanding of Value Selling does not necessarily lead to a better evaluation score.

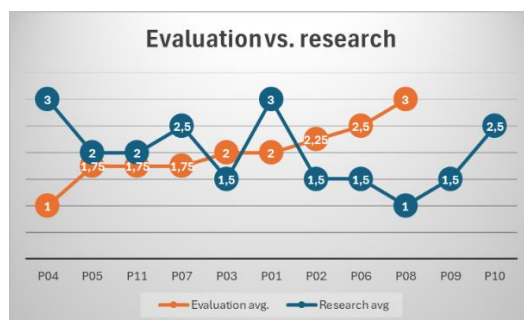


Figure 9 - Evaluation average compared to research average

Finally, if we map the revenue, the research scores and the evaluation scores as in “Figure 10 - Revenue, research score & evaluation score” there is no obvious correlations between the three (research score, evaluation score and revenue) different measures. Similarly, as for the previous graphs P09 and P10 are missing any scores in the evaluation as no evaluation was done for them. This missing evaluation also results in zero revenue. At least for the research scores mapped against the revenue and the evaluation scores we see the reason in the relatively obvious cause of unmatching evaluation periods. As the Value Selling training took place recently in January 2024 it only can effect evaluations and sales revues after its occurrence. The revenue on the other hand stems from the years 2019 to 2022. And the evaluation results stem from

impressions which ibg's management has generated from its sales partners over time which leads to the inconvenience that most sales partners are evaluated for different periods.

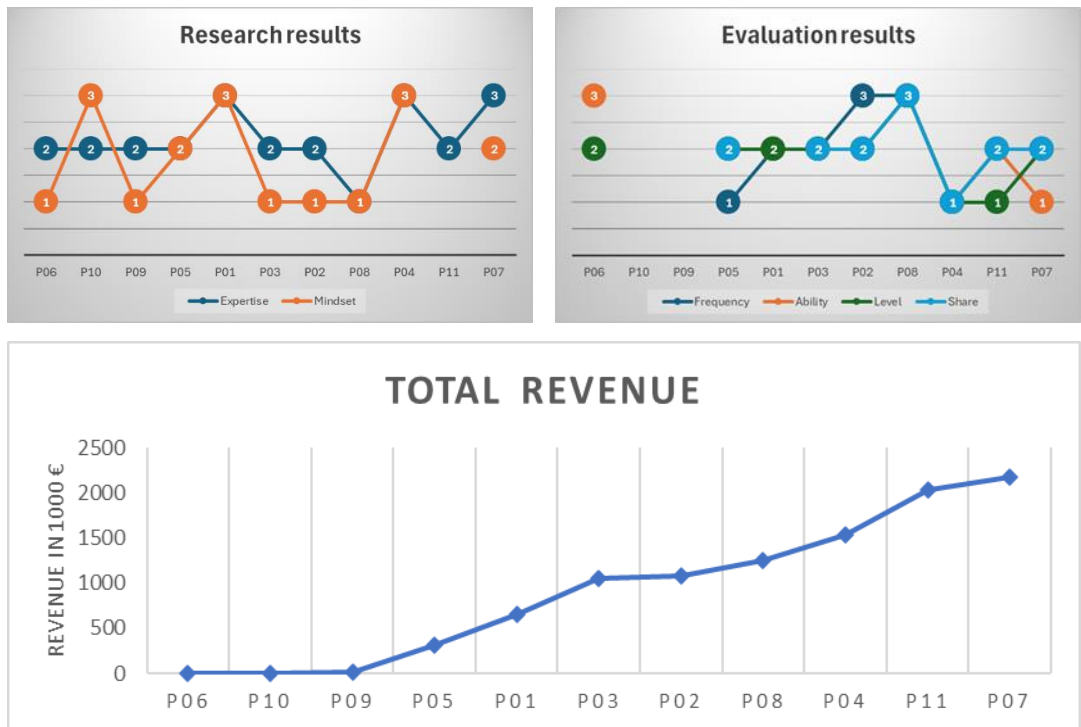


Figure 10 - Revenue, research score & evaluation score

5 Conclusion

In this final chapter we would like to mainly answer the question of: “How can ibg and similar businesses leverage the research results?”. Therefore, we will first outline our interpretation of the previously summarized results in total. We will also be putting them in context with ibg’s sales partner assessments. Second, we would like to point out the limitations which come with this research and define specific recommendations for ibg and other similar companies with a similar goal of rolling out Value Selling among their sales force.

5.1 Results Interpretation

From a research perspective we tried to build on two separate research strings: First we focused on evaluating Christian Artmann’s (2014) twenty-four success factors for internationally rolling out Value Selling finally put in action. Second (Terho, Haas, Eggert and Ulaga (2012) suggested to do qualitative interviews with salespeople on value-based selling to measure the sales impact of Value Selling. Both has been accomplished by interviewing ibg’s sales partners and evaluating their statements.

In conclusion, the study regarding Value Selling expertise among the interviewed sales partners reveals several key findings: First, it is evident that there is a lack of theoretical understanding of Value Selling among all eleven sales partners. Only few show minimal understanding and adoption of Value Selling. While most sales partners implement some aspects of the Value Selling process (Zupancic & Dannenberg, 2011), this is primarily due to the fact that a major part of the Value Selling process is part of the traditional sales process (Moncrief & Marshall, 2005). Furthermore, roughly half of the sales partners describe some impact of Value Selling behavior on their sales work. But none of these impacts seem to be intentionally caused by an active and intentional adoption of Value Selling by the sales partners.

These findings align with existing research findings, which suggest that especially clarity of objectives is crucial for successful adoption of Value Selling. (Artmann, 2014) However, our study indicates that the clarity of objectives may be lacking, and the adoption of Value Selling appears to be unintentional. Additionally, while sales partners recognize the importance of technical sales material, there is limited evidence of willingness to fully embrace Value Selling behaviors. As it is evident that there are resistance and mixed perceptions among the sales partners toward Value Selling. (Artmann, 2014)

This lack of clarity regarding Value Selling objectives and knowledge about Value Selling at all interviewed sales partners. This makes all three “new” findings (correct customer matching, customer relationship building & competitive edge) on success reasons of Value Selling debatable. Correct customer matching and customer relationship building might definitely be major drivers of sales success in general. But in good conscience we cannot label them as specific success drivers of sales success in the context of Value Selling. As the sales partners who stated these as success drivers cannot be considered experts on Value Selling but “only” experts on selling in the engineering industry. The competitive edge which might come with using Value Selling might be provable but in this study the interviewees lack the knowledge on Value Selling to give impeachable proof.

Considering scientific literature, we conclude that a fully successful role out of Value Selling among the sales force within the engineering industry has not been documented so far. The interpretation of the interviews and the data in this study from our perspective does not change this, as the Value Selling implementation at ibg so far has not led to any success that could be measured by our study.

On the positive side several of Christian Artmann’s (2014) success factors have been verified. For example, we read the findings in a way that there is evidence that the willingness of the sales partners to comply with Value Selling behavior at ibg is not documented or in some cases absent. Therefore, the success factor of recruiting sales partners which are willing to comply with Value Selling behavior has not been applied correctly. This could be a reason for the relatively limited knowledge about Value Selling among the sales partners. Secondly, the study suggests that there is a need for more comprehensive and even more important repetitive training, accompanied by training material regarding the product value and support to facilitate successful adoption of Value Selling among sales partners.

Furthermore, with this research we can identify a “twenty-fifth” success factor for the role out of Value Selling and valid suggestion by the sales partners to ibg and the scientific community. First of all, the valid suggestion: The research results suggest indeed that Artmanns (2014) success factor of transparent easy to read product literature is in fact very important for rolling out Value Selling. But it might even more be of importance to add additional training material regarding Value Selling itself and putting some practical sales examples on how to get the value message conveyed to

the customer. As the additional “twenty-fifth” success factor for the role out of Value Selling we would like to suggest to give some focus on the time aspect in such a role out: It might not be the most important factor which has to be gotten right. But it can be seen as a blocking factor. Sales partners did not have sufficient time to thoroughly get acquainted with Value Selling, understand it, adapt it and generate sales successes. We cannot prove it, but we believe that with more time and some more repetitive training the research results could be considerably different. As our interviews were conducted shortly (one to two months) after the first and only Value Selling of ibg.

Even though the comparison of the research data with the ibg sales partner evaluation does not provide enough data for a real statistical or quantitative analysis (Krejcie & Morgan, 1970) it is quite safe to state, that the numbers (revenue and evaluation score) of ibg’s senior management do not show a high degree of correlation with our research results. This is from our perspective predominantly due to the fact that the conducted Value Selling training has not shown any significant effect on sales managers and - as a consequence - their sales success yet. But from our perspective two further facts are worth noting:

1. The better the mindset towards Value Selling of a sales partner is, the better is his knowledge and adaptation rate. This, however, is negatively correlating with ibg’s sales evaluation. This means the better the Value Selling score is, the worse is ibg’s evaluation score and vice versa.
2. Neither the Value Selling score nor the evaluation score correlate with actual sales revenue.

The second can have multiple reasons: such as market size, luck, competition, etc. which are not too much in control of ibg. It could also be that the evaluation dates do not match the years of the revenue, as the evaluations (ibg management evaluation and research) have been done in 2024 and the revenue is from the years 2019-2022. The revenue from 2023 or 2024, closer to the evaluations can be totally different.

But the first might require some attention. Even though ibg puts significant effort in fostering Value Selling behavior by their sales partners. This effort is still not represented in their evaluation score. It is probably a good idea to change their evaluation method and tailor it more towards Value Selling and apply less subjective evaluation efforts.

5.2 Recommendations Based on Research Results

Based on this research we therefore would like to recommend the following actions for ibg to foster their Value Selling implementation among the sales partners. As the research so far shows that the approach has not achieved the desired results, a good adoption rate of Value Selling, by now.

First we would like to suggest that the sales partners need more time to adapt to the changes and collect their experiences. As adapting takes time and effort. Second training and training materials regarding the theoretical fundament of Value Selling and its objective but also hands-on lesson learned summaries appear to be helpful and even necessary. As it seems that the training in January 2024 had a significant focus on Value Selling behavior in the sales calls, while the sales partners did not have enough clarity on the objectives and the theory behind Value Selling. Before going back to a hands-on approach these basics must be achieved for every sales partner. When this knowledge gap on Value Selling theory has been closed a further series of trainings again hands-on makes sense to give the partners time and input to change. It is highly recommended to have more short trainings (1h sessions or even shorter) rather than long (daily) sessions. This will foster the theoretical backbone as well as practical advice and knowledge exchange beyond counties and cultures. As many sales partners have a long track record of selling, the change of old no longer that successful habits are a challenge. It may only become a success, if the value proposition for the individual sales partners can be made evident. If they see, that Value Selling will help them to be more successful, they will buy into it. Or in other words: Before starting with successful external Value Selling, it has to be a kind of internal Value Selling for the own sales force in place. Accompanying that, it could be helpful to build up a sales experience example catalog with ibg's successful sales examples where the Value Selling approach is highlighted so the sales partners have a fundus of relatable sales examples. Last but not least we would like to point out that there is a considerable language barrier for some sales partners not only in the interviews but also in the trainings is a challenge which should be addressed. Training material should be in most cases in local language.

5.3 Research Limitations

Some of the research's limitations might already have been spotted. As there was a considerable language barrier in the expert interviews we have not been able to get all

the available information from the sales partners. In addition, time constraints in the interviews were an obstacle as well.

Also measuring both the impact of Value Selling on the sales success and the knowledge and adoption rate on Value Selling based on qualitative data comes with a risk: As measuring and comparing qualitative data is quite inaccurate as there is no defined standard or scale. Following the scientific methods of qualitative research should make most of the findings reproducible by other researchers but there is no guarantee that everything will be figured in the same way in a second approach. (Kaiser, 2014)

The findings regarding knowledge and adaptation level of the sales partners on Value Selling appear to be quite reliable as they seem to be similar across the interviewees. Same can be said for the rejection of the findings on the sales impact of Value Selling, because they build on the knowledge level of the sales partners. Also, the verification of success factors such as mindset and clarity of objectives seem to be legit, as they build on existing research. But new findings such as the time aspect when rolling out Value Selling need to be verified with additional research as a sample of eleven experts is quite limited.

These limitations lead us to recommending several future research suggestions in our next and final chapter.

5.4 Recommendations Next Research Steps

Moving forward, our research suggests several promising action items for further investigation. As some findings should be evaluated, from further different angles or have not been covered by this study.

Firstly, conducting follow-up interviews with sales partners after additional training sessions and some more time for the sales partners to get used to Value Selling methodology could offer valuable insights. Maybe several interviews over a longer period of time and then mapping this findings against the sales revenues of this time would be a good idea too. Some answers which were found in this study could be made more specific.

Additionally, doing a quantitative study instead of going for a qualitative approach should be a reasonable extension. A similar approach like Terho, Eggert, Haas and Ulaga (2015) have gone through with utilizing questionnaires or using real sales data

from a CRM system as done by Sjöblom (2016), might provide a more comprehensive understanding of Value Selling's impact once a tangible level of proficiency has been achieved among ibg's sales teams. As ibg is currently introducing an ERP system not only the questionnaire approach would be possible at ibg but also using some "real" numbers.

Furthermore, our findings indicate a discrepancy between the perceived importance of customer relationship building and the emphasis placed on selecting customers among sales partners. Identifying the reasons for that could be of importance for a variety of sales approaches. Not only Value Selling.

Having finalized the supplier's perspective, following the recommendation by Terho, Haas, Eggert, and Ulaga (2012), extending qualitative interviews to include customer representatives would also offer a new perspective on Value Selling dynamics.

Finally, future research should have a look at our newly found "twenty-fifth" success factor of giving the sales force enough time to adapt to Value Selling behavior. Several aspects of this are of interest such as: "How much time is necessary to fully adapt to a Value Selling approach, if it is new and the right training measures have been covered?". "Are there differences when working with sales novices or senior sales managers?" and/or "What is a realistic time frame for expecting effects on the sales results?"

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Appendix 1 – Twenty-four Success Factors

Artmanns (2014) twenty-four success factors clustered by their corresponding level:

1. Eight critical success factors
 - a. Clarity of objectives of Value Selling
 - b. Senior management personally active for Value Selling
 - c. Usability of product literature in terms of product value message
 - d. Use of defined processes for exchange between center and local on product value message
 - e. Enforcement of sales behavior through systematic refreshment trainings
 - f. Enforcement of sales behavior through systematic coaching based on customer visits
 - g. Explicit use of financial measures as indicators for Value Selling proficiency
 - h. In recruiting, assessment of willingness to comply with Value Selling behavior
2. Ten relevant success factors
 - a. Use of best, trusted and active local sales people as trainers for Value Selling
 - b. Use of defined processes for exchange between center and local on selling practices
 - c. Use of defined structures for exchange between central and local on selling practices
 - d. Having sufficient human capacity for localization of value messages and literature
 - e. Use of incentives to encourage sales people to update product value message for sharing
 - f. Use of translation systems for the support of translation into local language
 - g. Use of learning support systems for sharing or exchanging on product value messages
 - h. Use of CRM systems to provide transparency on the use of the sales concept

- i. Explicit use of nonfinancial measures as indicators for Value Selling proficiency
 - j. Explicit relation of remuneration at least partly to Value Selling proficiency
3. Six success factors which need to be watched
- a. Having an accountable, cross-functional manager for Value Selling
 - b. Usability of product literature in terms of format of documents
 - c. Use of defined structures for exchange between central and local on product value messages
 - d. Having sufficient human capacity for localization of selling practices
 - e. Use of IT-based information management systems for sharing or exchanging on product value messages
 - f. Explicit relation of career advancement at least partly to Value Selling proficiency

Appendix 2 – Questionnaire

Table 1 - Research question to analysis dimensions

Research question	Analysis dimensions
What do sales partners think about the impact of Value Selling for the business and what do they believe are the success factors for the adoption of Value Selling?	Value Selling
	Sales impact (Value Selling)
	Success factors (Value Selling)

Table 2 - Analysis dimensions to batteries of questions

Analysis dimensions	Batteries of questions
Value Selling	Understanding of Value Selling
	Adoption of Value Selling
Sales impact (Value Selling)	Impact of Value Selling on sales partners
	Impact of Value Selling on customers
Success factors (Value Selling)	ibg Technologies Value Selling initiative
	Perception towards Value Selling

Table 3 - Analysis dimension "Value Selling" interview questions by batteries

Batteries of questions	Interview questions
Understanding of Value Selling	What does "Value Selling" mean to your understanding?
	What do you know about the Value Selling Process?
	What are the primary benefits of adopting a Value Selling approach for?
Adoption of Value Selling	What role does Value Selling have in your work?
	Could you share any notable stories where you applied Value Selling?
	In your opinion, what are the primary benefits of adopting a Value Selling approach for yourself?

Table 4 - Analysis dimension "Sales impact" interview questions by batteries

Batteries of questions	Interview questions
Impact of Value Selling on sales partners	In your opinion, what are the primary benefits of adopting a Value Selling approach for yourself?
	Could you share any notable success stories where you applied Value Selling and it made a difference for yourself?
Impact of Value Selling on customers	In your opinion, what is the impact of Value Selling on customer satisfaction?
	Could you share any notable success stories where you applied Value Selling?

Table 5 - Analysis dimension "Success factors" interview questions by batteries

Batteries of questions	Interview questions
ibg Technologies Value Selling initiative	What do you believe are the key challenges to successfully further roll out Value Selling execution?
	What additional support do you require to effectively execute Value Selling?
	How do you evaluate the efforts of ibg (ibg NTD Technology) in this matter (Value Selling)?
Perception towards Value Selling	Could you share any notable success stories where you applied Value Selling and it made a difference for yourself?
	What advice would you give to sales managers looking to adopt or improve their Value Selling approach based on your experiences?

Table 6 - Final questionnaire expert interviews

Question	Reasoning on the position
<p>What does Value Selling mean to your understanding?</p> <p>Secondary: What do you know about the Value Selling Process?</p>	<p>Open question which gives the interviewee the message that Value Selling is the leading topic of the is interview.</p> <p>The secondary question can be asked if we want do hear more details or to get the interview more on track.</p>
<p>What role does Value Selling have in your work?</p>	<p>Guides the interviewee towards his own opinion on Value Selling for himself.</p>
<p>In your opinion, what are the primary benefits of adopting a Value Selling approach for yourself?</p>	<p>Goes deeper in the interviewees opinion on Value Selling for himself.</p>
<p>In your opinion, what is the impact of Value Selling on customer satisfaction?</p>	<p>Stays on the same level but now switches the focus toward the customer.</p>
<p>Could you share any notable success stories where you applied Value Selling and it made a difference for yourself?</p>	<p>Asks for examples which should be connected to the previous questions.</p>
<p>What do you believe are the key challenges to successfully further roll out Value Selling execution?</p> <p>Secondary: What additional support do you require to effectively execute Value Selling?</p>	<p>Switches the focus from the benefits to the challenges.</p> <p>The secondary question can be asked if the main question was to abstract for the interviewee.</p>
<p>How do you evaluate the efforts of ibg (ibg NTD Technology) in this matter (Value Selling)?</p>	<p>Asks for specifics on the role out.</p>
<p>What advice would you give to sales managers looking to adopt or improve their Value Selling approach based on your experiences?</p>	<p>Is very open to give the interviewee the chance to talk freely about his experiences so he can say everything what we might have missed with the previous questions.</p>

Appendix 3 – Expert Interviews

Transcription P01

When: 23.02.2024

I: 0:04

The recording should have started. Yes.

P01: 0:07

Yes, it started.

I: 0:07

Perfect. So just again, is it OK that I record this session from here on?

P01: 0:16

Yes, it's OK.

I: 0:18

Perfect! Thank you very much! So my first question is relatively open. First of all, could you please explain to me: What does the term value selling or value based selling mean to your understanding?

P01: 0:37

Value based selling. I feel it's like that I am not only selling a product. That I'm selling a solution and I am selling a technical service. To be there for my customer when he needs me, if I could.

I: 0:52

OK. Perfect. And then the question is: What role does value selling have in your work in general?

P01: 1:07

So I think that everybody knows me in Czech Republic because it's a as I said before, it's a small market. Checkslovak Republic. This are specialized products that we are selling. They are not like if you are selling houses or flats. So this is a community where everybody knows everybody and for me it's a good value that I'm a woman in this branch. Because it's a technical branch and it's also very important that everybody knows me. There are not many woman in this branch. And when I am coming somewhere and I am doing some technical presentation or technical help and I'm in the production with the guys and I also can handle these devices, I can program these devices. I also do service and calibration because our devices need

every year calibration so that you can test these devices. If it is not measuring well and then you prepare some testing protocol that you give to the customer and the customer has it for his audit. From for this audit that the device is measuring while and I'm doing it so sometimes I am or regularly every month I have. I don't know 50 devices in the field so every month. I have 2, 3 or 4 devices to check in Czech Republic so I'm going there and I have working shoes, working suit, some box with some tools that I use for this testing. And sometimes it is funny because when a small blonde woman is going into the production and is clutching something in in the machine but. The guys that they are working every day say please don't destroy this and I said sorry, I am a professional. I'm doing this for 22 year so I know what I am doing. So sometimes it's funny from the side that I am a woman. Yeah, but after that they accept that. I understand this problems and I know what I'm doing.

I: 3:33

So you can kind of say it's not only that you sell the product, but kind of. You also constantly do something like service.

P01: 3:43

Yes, yes, yes.

I: 3:45

OK, perfect.

P01: 3:46

And I'm also doing training for the people that are in the production. So if there are some new people, new employees by my customer, and they need some training, how to handle this device? They can order me and I do the presentation and I do the training for the new people that they are in the factory.

I: 4:08

OK, perfect. Good answer. Thanks. Then let's kind of go into a little bit more details. So, in your opinion: What are the primary benefits of adapting a value selling approach for yourself?

P01: 4:26

What do you mean? I don't understand really well. What do you what do you mean?

I: 4:30

So. So in general and in your opinion, what is the impact of value selling on yourself or on your work? So does it make a difference?

P01: 4:45

Uh-huh. Ohh so I think that the uh the impact is that the people are more open to new projects to discussion when they have some problem with another product. For example, in the factory they contact me. Do you have any solution? And after so many years on the market, my customers are my friends on almost all of them out there. I know the family. I know the children, when they are studying and so on

And sometimes we are friends almost there of some customers for example. I also received from my customers some evaluation letter, for example Scheffler or big companies are doing this evaluation every year and I am always supplier number A. So the best one good. The delivery terms, good behavior. Good payment terms, good prices and everything is 100% perfect. So. So it's something that I appreciate that they give me this evaluation and one of my customer for example gives me every year also the price for the best supplier. And I received now the last 15 years, every year number 1 or number 2. So it's also good for me. It's some event in the evening event with also my husband and other couples, and so it's very fancy. You have some music there and then they said number one is Mrs P1. So I'm proud of my job then. Yeah, it's evaluation from my customers.

I: 6:36

OK. OK, so uh, got it. So OK, maybe you already half answered my next question, so in your opinion: What is the impact of value selling on the customers satisfaction?

P01: 6:56

Yes, it's maybe the same answer that the best satisfaction from my customer is that they receive what they need. They call me. So my idea is: I every time sent an answer except when I don't know the answer. I then write some emails. Sorry I don't know, but I asked my colleagues in Germany and I give you feedback. No emails without an answer, this is my this is my ideology.

I: 7:33

Got it, got it. OK. And then. We also went a little bit into this direction already. Could you share any notable success story where you applied value selling and it made a difference for yourself?

P01: 7:49

Yes. For example. I think that the positive thing on me is that I will. I will do always

quick answer as I say at least: Sorry, I don't know. But I give you, I give you feedback next week or something like that. But a quick answer and successful story for this was for example: A few years ago, before COVID, some company that is producing car locks sent me a demand that they need to check this structure of this locks. And I wrote them immediately and then I called the guy who was sending this demand. I asked him more details. And then I said OK. I can come after two days to you. The company and I can do the presentation for you and we can find solution. So I went there after two or three days. Then I send a quotation. I saw the production, I sent quotation and they order it in 14 days. So it was my fastest “nondestructive” selling, because usually it's taking one, two three or four years to receive the order. And this was very quick and the answer from this technical director was: You were the fastest, when you sent quotation or demand. You came in two days to ask and you send the quotation in next two days and it was very fast and I feel that I am an important customer for you. So it was ordered very fast. It was amazing.

I: 9:34

OK. So you liked this exciting experience. And now, the next question is more in the direction of what ibg could do better in this context. So first of all: What do you believe are key challenge to successfully further roll out Value Selling execution?

P01: 9:57

So I think that the ibg is a one of the best companies that I am cooperating with. Really! Because they are doing their job very well. The people there are helping me. They have colleagues that are helping me with technical things or some videos or some successful projects that I need. That for example they have from another country. And I have the same project or a similar project they always support me very well. They sent me videos, then they sent me pictures. So technical tools or the guys are coming with me to my customer to respond some detailed technical things that I cannot answer for example. Because I am not a machinery engineer or I am not a programmer author. So these detailed things. Somebody helps me always. Uh good is that now we can use also this video meetings. So sometimes they can, they must not go with me to the customer, but we organize some video call and they can answer all questions. And if my customer doesn't speak English or German I can translate it. So, they support me very well. I don't have any problems with the ibg.

I: 11:28

OK. But is there anything they could do better like it in this term? Anything to

improve?

P01: 11:39

I don't know really, because everything that I needed they fulfill. So, my colleague, when I need some quotation, they send me the quotation in one to two days. So it's the perfect direction. When I need some technical help they answer me one day or second day, first day or second day. I don't know. I cooperate with them on the boost. For example, when there is some fair I'm going there or they can go to me to check the public with some. Some banners and some testing stations to show to our customer. So really they support me perfect.

I: 12:27

Right.

P01: 12:28

Yeah.

I: 12:28

OK, not a problem. If everything is good. Then everything is fine. OK. So you already did it a little bit. So how do you evaluate the efforts of Ibg on this matter of value selling? So like really in the context of value selling.

P01: 12:47

Yeah. Umm I think that as I said, the ibg is the best company that I'm cooperating with because they are responding fast. If I need something quick, I call and every time somebody takes my call and answers my questions. When I need Technical Support. It's also very fast so.

I: 13:15

OK.

P01: 13:16

Really. Really, I don't have any problems.

I: 13:22

OK.

P01: 13:22

Sometimes the people when my customers that already have the ibg technologies and needs some reprogramming for this remote control or reprogramming. It takes time. But I can understand it because they have not too much people that can handle this programming or remote control programming. So I can imagine that they are

overloaded maybe to hire to hire more programmers. But I think that they are working on this and it is not so easy. I spoke with my colleagues and it is not so easy to hire somebody who can program robots and so on.

I: 13:57

OK. And so and if you kind of think a little back. So I believe in the end of January, beginning of February, there was this training on value selling. So anything in there which could have been better or different?

P01: 14:16

I was not participating, frankly saying because I was on vacation. So I was not.

I: 14:21

OK.

P01: 14:22

I was not participating. I only saw the presentation, but when I, what I saw in the presentation, it's like I am doing it regularly. So, it was nothing new for me. I am almost 50, so I have many experience in in selling so it was nothing new for me.

I: 14:41

OK, got it. Got it. Then last question, so just very open. So if you kind of think like everything is new: What advice, would you give to a business looking to adopt or improve their Value Selling approach based on your experience?

P01: 15:07

Umm, I think if somebody is new in the business. Good is first time technical training by the device to see all the functions that the device has then and then some selling training. I mean how to call the customer. How to find the customer. Who is our key customer? How to go through the phone call? Yeah. What to ask and so on. But I think that it was in the first training, if I remember well the presentation. So and then to train, how to speak to people when you are in the company and you are doing the presentation. For me, I'm not ashamed. So I am. I would be lying if I would say I can explain everything and promise everything. But I know that there are some people that they are not so open to do the presentation themselves. So train these people how to do the presentation funny. How to do the presentation that everybody's listening because as you know, sometimes the presentation is boring. So I my advice is to sell some funny story that they can remember.

Yeah, for example, also put some funny pictures in the presentation or make some.

Ohh, I don't know how to say it in English, I find it. Some. Some compassion? Yeah,

this normal life comparison to our device working process or something like that. Yeah, to make it funny. Yeah. Because yeah. Or behave yourself that you are not only staying and saying this and this and this, But moving and asking people and uh, cooperating, acting with the people. Yeah.

I: 17:15

OK, interacting with the people got it.

P01: 17:16

Interacting. Yeah, yeah.

I: 17:19

OK, so this was my last question for my questionnaire. So I would first stop the recording.

Transcription P02

When: 01.03.2024

I: 0:03

Recording has started, so again my question are you OK with us recording this session?

P02: 0:11

Yes, that's OK for me.

I: 0:13

Perfect. So, eight questions to go. And just answer them however you think is kind of from your perspective the best way. So first of all. Very theoretical. So what does value selling actually mean to your understanding?

P02: 0:38

But Value Selling? Yes, because I did not.

I: 0:40

Yes.

P02: 0:42

For me it's something, valuable. That we value something we can sell.

What is valuable for us? We can sell our services, we can sell our products, we can sell our subsystems to provide other company because B2B is about Selling from one company to another, not to a current single person but company per company.

Our products to satisfy the needs of the customer. That is, for me the Values Selling what values to me and to the customer, so both sides are satisfied.

I: 1:25

OK.

P02: 1:31

Yes, maybe something like this?

I: 1:32

OK. Yes. And so have you ever applied some kind of process in that regard or so, like heard of the process of value selling?

P02: 1:45

When it comes to the process, when I start from the beginning because my way of coming to the customer is proactive, I look for company that for example in Selling IPG equipment might be interested in this equipment. I look on Google companies that produce, perhaps for example shafts. Then I use. How is it called LinkedIn? Many, many other work worker platforms, LinkedIn is the one of the best I look for some customers. Sorry, for this company and I see the list of people who work there with, of course signed, who is who. Not the cleaning lady, but the process engineer, quality control, production manager. Then I call this company. When these nice ladies in Bureau or reception don't want to give me email address. I try to find out how the email could be. It's not the best way to do it, but sometimes it's the only way. So I put name dot, first name dot, last name, then @. I don't know, Volkswagen dot pl because we are in Poland, of course, and I try to sell to the Polish companies. Then I sent a short email with information. As short as possible with the most basic information about ibg, what they produce. Of course it is also determined on the current customers, so I give some Link below the text to the IBG site, to our website. So the potential customer, let me say Volkswagen can click and he is redirected to the ibg site with the shots. Yes. For example. We say shots.

I: 4:22

Yes.

P02: 4:25

When they are interested, because that is not that easy to to gain contact with, with perhaps a production manager. These people are very busy and they do not speak with everyone who wants to call them daily.

I: 4:42

Yes.

P02: 4:43

So the easiest and I think most effective way in this case is to send an email. When they do not respond. I'm sending the same emails to the same persons every, let's say, two months. Just to remind them. When they are not responding, I see OK, maybe they do not need it now, but emails are not food, it will not disappear, it will stay.

So maybe when they when they do not need it now, maybe they will need it in, let's say half a year or two years. Then they know who to call because it will stay.

It will stay here. (points to head) They will know us. Something like this exists? The company exists and I've seen this photos because I always give in the head or the email that big photo of the parts of Eddie Liner because that is the Eddie Liner.

That's the main product, the flag product of ibg, this computer book and the parts that can be controlled. That can be measured by this instruments. I mean the parts that are produced for, let's say automotive parts, shafts breaking point, something like this.

I have a very good photo. I can also send you this email that I'm sending. It's in Polish, but you will see how it looks. I can send it to you if you wish. Of course, after this interview.

I: 6:22

OK, thank you.

P02: 6:23

So you so you will know how it looks, also some PDF part. That's how it looks. If I have a response from the customer then I'm sending them, a brochure to fill. So what they really need? What parts, dimensions? The company, his name? His your role in the company, what they want? Or a system Or something more complicated like a whole machine. And then I'm sending that to ibg. So we have a potential customer.

That's the second step.

I: 7:07

OK.

P02: 7:08

The third step. I call the customer. When he gives me some phone number. Asking for maybe more detailed information. If they are not in in the brochure, that I've sent, it is called project specification sheet.

I: 7:24

OK

P02: 7:32

No, not shit like shit. Haha. But sheet. A card.

I: 7:35

I don't worry, don't worry.

P02: 7:36

Sorry, you can cut it from the from the recording. A little bit of humor is never, is never bad.

I: 7:46

Never wrong.

P02: 7:50

When we, when I know what customer really wants. What he's interested in. Then we ask the customer to send parts that he wants to control to Ebermannstadt. To German.

I: 8:05

OK

P02: 8:06

So Manfred, the person who responsible for this in ibg, can make tests and send the protocol in PDF format with photos, explanation and test results. Of course to the customer. So the customer has it in writing. That it works. What works? What doesn't work? How it how it should be done? How it's been done everything on paper, I say yes, of course.

I: 8:38

OK.

P02: 8:40

So that's the second step. Then we need to give customers some time. He needs to think. He needs to go with this information, with the test results to his boss, because his boss 100% knows that the samples were. It was sent to some other company, foreign company. And then they need to decide if they can handle it financially to buy this equipment.

I: 9:15

OK.

P02: 9:15

So really the need is the basic thing that gives us sales. The customer my must have a

problem in production then he has the need to buy some solution. My perspective and my work in this whole process is to find customer, to make ibg equipment more known and popular. As much as possible. In the companies that we have here in Poland. And there are really a lot of them. There is work for five lifetimes. So so I I have a lot to do.

I: 10:10

OK. So then for me, just to narrow it down. You began with the LinkedIn process, this is a lot about finding the customers, understanding the customers and especially finding the right contact people.

P02: 10:17

Yeah.

I: 10:26

So that's in the beginning most important.

P02: 10:26

Yeah.

I: 10:30

And then as you said, if you have the contact, you try to find out what the customer actually needs. So that was this project sheet, if I understand you correctly?

P02: 10:45

Project specifications should, yes, exactly. He needs to specify, what parts he has and what he wants to do with this parts Or if he wants to analyze this structure. If it's right. Or crack test. You know because there are two main solutions: Structure and crack test by ibg.

I: 10:55

Yeah. And then the third step is, as soon as you know what they need, you try to show it to him. You said pictures and so on and kind of to convince him. What is his value? If he buys this solution?

P02: 11:24

The step before sending something. Ah, from the customer to some the samples, he needs to see the advantages That is important.

I: 11:32

Yep.

P02: 11:36

Which advantages you can show, you must show as many advantages as you can of the equipment you want to sell. But in a short way, because people don't want to read 10 pages of texts. When they open this email, they will delete it. Short and condensed as possible but easy and good for the eye.

I: 11:36

OK.

P02: 12:06

So we need to have colors.

I: 12:08

OK.

P02: 12:08

It needs to have a. Some smiling too you. I don't know how to describe it. This email needs to be good for the eye.

I: 12:13

OK.

P02: 12:19

That is how I can explain. Yeah. So not just a simple text, but also some pictures.

I: 12:23

OK.

P02: 12:26

It looks, it looks good. Everyone wants to read something where there are pictures in? Because some people. Perception are on the eye, others are from ears. So they listen, they remember better from the listening. Some others like to watch.

I: 12:46

OK.

P02: 12:47

Yeah, that's basic psychology.

I: 12:50

Got it. OK, so to the next question. In your opinion, then what are the primary benefits of going through this approach? In this Value Selling approach.

Just for yourself, just for your success.

P02: 13:11

The main benefits: I can say, I'm very systematized system. Shit.

I: 13:22

Systematic.

P02: 13:22

Yes. I like systematization. Person. So I have everything written how it should look. And I try to repeat the same process again, just like the computer. That is benefit for me because I know what to do. Improvisation is also good, but not in every way. We get more professional.

I: 13:43

OK, so this structured process.

P02: 13:45

That is some benefit for me, but selling, that Value Selling is always a benefit when we. When we take, because we are then proud that we have done something that might be profitable for us. We have learned something, because we develop instantly. Our whole life.

I: 14:10

OK.

P02: 14:14

We learn something, that is true.

I: 14:17

OK.

P02: 14:18

That's also a benefit for us, for our civic, to achieve something, to have an achievement. That is a benefit, as I understand a benefit from Selling And also the money, yes, because if a company develops, they are Selling more of the products.

I: 14:27

OK. So what is the benefit of this learning? Is it more like you kind of build up a relationship with the customer and he might buy again? Or is it more like you learn, and then with this learning you can get to another customer.

P02: 14:58

It works in both ways you mentioned. Because you gain one customer and if you buy the machine then he needs to buy. Let's say coils. That's these elements are not for forever, they need to be replaced for you.

I: 15:15

OK.

P02: 15:22

You know how coil looks from ibg. The Red one. The measuring coils.

I: 15:25

Yes.

P02: 15:28

They need to be replaced so the customer will contact you in soon some time. It depends on the production process. To buy some new coils. So you have something to do. You request offer, because we always request offer from ibg directly and you can sell more. It is going and going. And the second you have mentioned. You have more experience finding one with the second. You already know what to ask, how to ask and you will know how to respond to questions, that might be troublesome.

I: 16:16

OK.

P02: 16:17

Because when you don't know something, you don't usually say: I don't know. No, there is nothing like this. You don't say? I don't know. I need to check it with the producer, because we are not producers. I'm only representation for Poland. When I don't know something I don't say. Listen, I don't know that: I have forgotten. No nothing like this. You always say I need to check this information with the with ibg and I will be back with the information. Per email or per phone.

I: 16:52

OK.

P02: 16:52

Never say. Never say I don't know that is. That is what I have from my experience of Selling. Never say also never, because there is a lot of possibilities to satisfy the customer.

I: 16:56

OK. So this was more like from your perspective. Now to the customers perception or perspective on Value Selling. In your opinion, what is the impact of Value Selling on the customer satisfaction?

P02: 17:26

On the customer satisfaction. When you sell to some value, you also look for the

customer and the customer looks for you. If you are satisfied, first you need to look that the customer is satisfied. Because he not always has to be satisfied.

I: 17:44

OK.

P02: 17:47

You will. You will sell him some product that he might find useless.

I: 17:55

OK.

P02: 17:55

In some longer perspective, because he might feel like he was tricked. You understand what I mean?

I: 18:08

OK. Yes.

P02: 18:08

And then he will not buy. It is better sometimes, to say at the beginning to give all these points all the advantages, but also some disadvantages so the customer knows what he buys.

I: 18:22

OK.

P02: 18:24

Hey listen. This machine is based on that, that, that and that. It can do that, that, that and that.

I: 18:31

OK.

P02: 18:34

But when the customers ask about this and this, you listen.

I: 18:34

OK.

P02: 18:39

Don't you tell? Listen, it is. It is being built for this. It can do that, but it can't do this and this. The customer needs to know what he's buying. For his satisfaction.

I: 18:49

OK.

P02: 18:53

That is, in my opinion, Value Selling Because that is valuable information.

I: 18:56

OK.

P02: 18:58

He will not feel tricked after some time, because you told him everything he wants to hear.

I: 19:00

OK.

P02: 19:06

You know that is, that is tricking the customer. Because he will like. He needs to know what he's buying. Not our sheet in a shining, shiny paper. But the exactly what. Because that's a lot of money for this equipment.

I: 19:20

OK.

P02: 19:21

That's not cheap.

I: 19:22

Got it.

P02: 19:23

That is, from the point of the customer. Listen, there are many times you buy something from, let's say eBay. It looks very nice on the photo. It's very well described. How made in China, let's say. But when you get it in your package, you see that's a piece of shit. Sorry.

I: 19:44

Yep, no problem.

P02: 19:45

Yeah. And you are disappointed Because it was better on the picture.

I: 19:48

OK, got it.

P02: 19:52

You need to look from the position of the customer, to know how to treat the customer.

I: 19:59

OK.

P02: 19:59

I hope that was a good answer for your question.

I: 20:03

Thank you very much. I really liked it! You are giving me a lot of insights. Good. So let's get a bit more specific. Could you share any notable success story where you applied Value Selling and it made a difference for yourself. So like you applied the process you described before. Just maybe guide me through the process what you did.

P02: 20:29

What is, let's say, a key customer that is a customer that is for a current person for our current sales person. The one of the most important assets. Because we can call them also assets In my situation snap. Because we started with my predecessor here.

I: 20:55

OK.

P02: 20:55

Operating with Snap. They bought a small system. So in 2019 and two years ago, they bought, because they knew the system worked. They bought the first machine. A bigger machine, for a lot of money. And I can tell you a story with how the conversation with the second machine started. Because the first was good.

It's working normally and the second he it's Mr from the Snap called me: Today we are interested in buying a second machine. But they have also some offers from our competition. So other company like Ibg, that produces And they want to sell a machine for less money. So not that expensive and they are telling us it will be delivered on time. So on time I gave him, I gave him first the information I knew from the ibg, when they wanted to order the machine. That was summer last year, and the machine was to be finished in December. Maybe January this year.

So it should have been by the customer. So three months, yes. Because we have first of March and I told him after some two more weeks: We can deliver the machine for this and this price. Offer sent: price offer.

I: 22:46

OK.

P02: 23:00

But if you want this machine to be precise, to be good built, we need more time and I told him, sometimes something that is proven. Because the first machine already was running. Something that is proven, more expensive, is better than like someone tells you and promises you some things that might not be real. Right there. And they went to it. They ordered the second machine Even that it is now being finished and they wanted it all in December, maybe January. That's the case. Sometimes you need to convince the customer, that it is better to wait and have a good equipment. Pay more. Than to trust some other company. That tells you everything, that can promise you everything but in the end, you have in your hands this crap from piece of fruit of China.

I: 24:00

OK.

P02: 24:12

Yes. As I mentioned before, it looks this way.

I: 24:15

OK. To narrow it down: It was mostly about you already had a good established relationship with the previous sales process where you have been honest and there was the trust between you and the customer. And this helped you doing a second sale.

P02: 24:35

Exactly.

I: 24:37

Perfect.

P02: 24:37

It was not clear. Because they decided to buy, let's say. I did not know how and what they planned. And they decided to buy from day to day.

I: 24:49

OK.

P02: 24:50

Momentarily, he called me. Yes, we will buy your machine and when I when I called ibg. Yes, we already have. I don't. We already have a the PO. So purchase order.

I: 25:03

OK, got it.

P02: 25:05

That's a very rapid.

I: 25:07

OK, perfect. So now let's get into the direction. How to execute Value Selling. What do you believe are the key challenges to successfully further roll out Value Selling execution?

P02: 25:31

And can you give me one minute? I just need to. Just need to deal with something and I will come back to you in a second.

I: 25:40

Yes, no problem.

P02: 25:41

Give me a minute. I have time to almost 2:00 o'clock so we can talk.

I: 25:47

OK, no problem. Just no problem, just take your time.

P02: 26:15

OK, I'm back. Can you repeat the question please? Because I was doing something else.

I: 26:26

Sorry, sorry. Now you should hear me again. No problem.

P02: 26:28

Yes, yes.

I: 26:29

Yes, of course I can repeat the question. What do you believe are the key challenges to successfully further roll out Value Selling execution?

P02: 26:41

The challenges yes. So if you understand, if we understand this whole process.

I: 26:53

Yes.

P02: 26:56

How a product can solve problem of the current problem of the customer? It's a. It's a hard question because you need to know because you need to know the customer first.

I: 27:12

OK.

P02: 27:14

It's very hard with a new customer because, looking at a company from the position of your computer, you see only website and you know what they produce. You need to know the customer better to know his problems, so it is easier for the customer.

I: 27:31

OK.

P02: 27:33

You already know to solve this problem, it has all the yeah.

I: 27:39

Maybe let me rephrase the question. Because the question is more on the direction of ibg, because they want to roll out this Value Selling approach more and more. So what additional support do you require to effectively execute value selling?

P02: 28:00

What additional support do I require from ibg in this case?

I: 28:03

Yes, from ibg in this case.

P02: 28:06

Additional support I have. Since I have been working with ibg. I have the support in almost any way. What is our problem is holiday season, when there are not many people, but that's normal. That's in every company the same problem. So when the guy I contact for every time is on holidays that's a little bit problem. But normally I get everything I need to satisfy the customer. So if there is a price offer needed very quick, it's to be done.

I: 28:46

And what about technical documentation? Because I believe you need a lot of documents and information to successfully describe and sell the product. Is that everything OK?

P02: 29:06

We have. We have prospects. I have a prospects in PDF that I always send to the customer at first It is somehow in Polish basic information and the other is in English. That is the description of a divisor. So the more complicated, the most, more complicated ibg computer we can describe this controller, we can describe it this way.

I: 29:32

OK.

P02: 29:40

So the information are given when it comes to technical documents, we need to be very careful with it. Because the company that you want to cooperate with, will not give you this documents and I also cannot send it, as I want to anyone. Referring to the documents of ibg, the NDA, you know what NDA is.

I: 29:47

Yes.

P02: 30:10

Needs to be signed. Between the company, our potential customer and ibg. And then we can sell the documents there and again yes, so some technical drawings of parts, it cannot leave, it cannot leave. The persons that it is addressed to, that's very important thinking for that. When you send something, some documents, you need to check the email addresses of your recipients five times. When you are not in the best physical conditions. Better not to do this because that's extremely important.

I: 30:49

OK.

P02: 30:51

You send an email to a person, let's say Armin. But the second name is other yes, because you make a mistake and some person that you've corresponded two years ago and the address stays in your address library. Gets this information then.

The situation is very, very bad, so that is that is what I always it's not.

I: 31:17

OK.

P02: 31:22

It is not that I did not make this mistake. Because I did. It was a small one, but I learned my lesson.

I: 31:34

OK, got that. Good. So then we already went a little bit into that direction. How do you evaluate efforts of ibg on the matter of Value Selling? How are they doing? Because they rolled out the process.

P02: 32:00

Some. I don't know. Can you please repeat because something was? I can't hear you.

Maybe the Internet, is maybe a little bit slower.

I: 32:12

OK. So again: How do you evaluate the effort of ibg in the matter of Value Selling?

P02: 32:24

How I evaluate the efforts of ibg in the matter of Value Selling?

I: 32:26

Yeah. So there has been training in general. Did you like the training? Do you need more of it? And who in general has contacted you about the topic of value selling?

P02: 32:49

We have trainings mostly with the management.

I: 32:53

OK.

P02: 32:53

So the persons you've you mentioned, Mister Artmann the CEO, Wolfgang Korpus. You might also know because he was involved in the correspondence. And yeah, for now this was also a training, some Selling solutions. How to sell stuff. So some approaches.

I: 33:23

OK.

P02: 33:25

Mostly I know all of them. Proactive. Reactive, so some of these.

I: 33:28

OK.

P02: 33:32

But in my opinion, more focus should be put on this topic. Also it is always worth it, to spend one to two hours.

I: 33:44

OK.

P02: 33:49

And learn something more, so some new techniques. I have one technique that I've already described to you in steps, but if someone has another idea how to, how to contact the customer, how to sell him valuable product that might help him. That he will find himself in a good hand. Let's say it is always. It is always a time work to

spend to know it, because that's my way to gain money. That's the way we work.

We learn till we die.

I: 34:28

OK. So do I understand you correctly? You learned something new. They did not just repeat stuff you already knew, but they showed you something new.

P02: 34:39

Yes. So, yes, always there is something new. You know, even technical informations are very valuable because you don't need to. To repeat this step I mentioned before, listen, I contact to the producer and give you back more informations. Because when I know something I can give the information right away and then the conversation is more fluent. Customer is how we can say it. Not disgusted with the speech, because he is given the answer he wanted to hear right away.

I: 35:23

OK.

P02: 35:35

When the sales partner is not well educated, it's also not very good to conversate with him because you don't have information you need right away. You perhaps go to a shop to buy some tool. Yeah, your home and you see a person that is walking down the alley. That works there and you want some Information? Listen. Which bathtub is better, would be better for me. Can you tell me the advantages of this and that? Yeah, you want to, you want to buy something to your bathroom about tape. Yes. And you don't hear it because this person doesn't know much about these products, then you are not very satisfied with the shop. You think, maybe I go somewhere else. And maybe I pay a little bit more, but I have information that I need to know about the product I'm looking for. That is also something important, but so you need to know something.

I: 36:47

OK.

P02: 36:56

So maybe only the basic information about the product, but you need to know. Some complicated issue I'm not, I'm not ibg technical workaround engineer. I'm a salesperson, so I don't really need to know every specific detail. Technical detail of this machine they produce, but I need to know something that the conversation goes.

I: 37:16

Got it.

P02: 37:26

Goes forward, yeah.

I: 37:28

OK, got it.

P02: 37:30

Because that is also very valuable for the customer that he can call me and ask When I don't know. I will call you back. I will find this how it looks and I will give you more detailed information, but give me some time to contact with ibg. Never say I don't know.

I: 37:50

OK, so my last question for today. Now completely a bigger step back. So what advice would you give to a sales person looking to adopt or improve their Value Selling approach based on your experience?

P02: 38:11

What advice?

I: 38:12

Yes.

P02: 38:16

Be patient. That's the first. So don't want to sell something because your boss wants effort. Your boss wants money, you need to be patient. You need to give the customer time to see the information he received. To speak with his boss. Maybe he's the boss. Depends on who you speak. You need to be patient with it. Give not writing email or calling the customer, potential customer everyday. Maybe, yeah. Did you? Did you find out something? Do you want to buy this? No, let him be.

I: 38:58

OK.

P02: 38:58

Just make him curious about it. Let him be. He needs to think about it. He needs to. They're about other people and then he will call you, if not about after. After a month or maybe two weeks, everyone needs to know that automatically in two weeks. You can call shortly and how do you think about our last conversation about this equipment? If you have, you thought about this, maybe you will. Will it be useful for you? Something like this, but nothing. Nothing aggressive.

I: 39:37

OK.

P02: 39:38

At beginning, of course When you are discussing the price with the customer, then of course it needs to be more aggressive because you want to earn money and the customer also wants to have a good price for me. But not at the beginning.

I: 39:55

OK.

P02: 39:56

That's my advice for now.

I: 39:59

OK.

Thank you.

P02: 40:03

Yes.

I: 40:15

Perfect! So that was actually it, from my side. If you don't have to anything to ad.

P02: 40:25

No. This was my advice.

I: 40:15

OK. I would quickly stop the recording.

Transcription P03

When: 05.03.2024

I: 0:03

Should be running perfect.

I: 0:06

So again, the question is, is it OK for you that I record the session?

P03: 0:13

It is OK? No problem.

I: 0:15

Perfect. Thank you. Then let's get into it. My first question is relatively basic. First of all, what does the value selling mean to your understanding?

P03: 0:31

For me, Value Selling is a way of selling that you are trying to add some value to your service or product that you are selling. So just not only sell a product. Normally trying to sell a service more than a product.

I: 0:53

OK. Is it more like a process or is it more like just a concept for you?

P03: 1:02

I think it's both. It's a concept, but you need to have some standardized process in order to add this value to the proposal.

I: 1:15

OK. Then the next question directly connecting to it. So what role does Value Selling have in your work? So in your everyday work.

P03: 1:29

Sorry, can you repeat?

I: 1:32

What role does value selling have in your work?

P03: 1:37

In which role OK. From my point of view, as a distributor and not manufacturer. Is trying to find which are our key customers that can. How do you say in English and feel our value in our service?

I: 2:03

OK. And then. The Value Selling process had different steps.

P03: 2:08

It is.

I: 2:12

Like understanding the customers business, crafting a value proposition or communicating customer value. Is there any focus which you usually put on? Is one step more important for you than another?

P03: 2:21

Yes. Umm, I think all of them are related to each other. So first of all you need to identify which customers are your key customers. Then understand their needs in order to provide a specific proposal to each other. So no one is equal (the same), so some of them and they expect or have different needs, so you need to align their needs to your proposal. So you need to understand clearly what they are expecting or what they are. What they need to solve in their process in order to. At the end we are here to help them, so we need to understand this. What are their needs.

I: 3:19

OK. Thank you. Then third question, now we're getting a little bit more into it. In your opinion, what are the primary benefits of adapting a Value Selling approach for yourself?

P03: 3:35

So sorry or primary?

I: 3:39

So, what are the primary benefits of adapting a value selling approach for yourself? So what is good about that, for you?

P03: 3:47

From me. For me, probably: To not waste time to approach customers that are not the key customers or the ones who will need to approach. Also, as soon as you have this kind of customers, you can. Let's say. Be sure that our proposal will fit to the expectation. So you are not sending or wasting time sending proposal that they can. They don't have any value for the customer So at the end you are optimizing your time and having more chances to get an order.

I: 4:34

OK. So it's mostly like the customer selection part of the Value Selling process which helps you the most? So you only have the good customers which are valuable to you.

P03: 4:48

Yes.

I: 4:49

OK, very good. Then. Now more towards the customer. In your opinion, what is the impact of Value Selling on the customer satisfaction?

P03: 5:07

But I think it's similar than us at the end. If they are receiving proposal that are not interesting for them, they are wasting their time as well. So for them to receive only proposals with, are value for them, it's good for them as well.

I: 5:29

OK, got it. OK. Next question, could you share any notable success stories where you applied value selling and it made a difference for yourself?

P03: 5:45

Maybe not a specific one. But working with ibg over the value mainly is that our system are quite easily for the industry. I mean normally in the past and if units were more focused on in field inspection where there are a lot of let's say knowledge. The operators have a big knowledge about entity. Now with ibg. We are focusing on industry and normally they don't have an expertise on this field. So what they need is a system that is easily operated, but not skilled people. So this advantage for us, it's have been, let's say a key selling. Because we starting in this field with a big

competition with, let's say Foster the was that the beginning that it's. And we were, you know, at the beginning customers and we don't know us, they know Foster and we were more expensive than foster. So you can imagine how difficult it can be to sell something that they don't know and it's more expensive than the, you know, the standard ones. So the only way was trying to show them how easily. Are operate this unit without any current knowledge. So we focus our sales in this. So we see that this was a big advantage. So this was the value that we can give them to be able to operate, let's say. Something that they thought that was complicated to do it and at the end was not. So this is the value that we give them.

I: 7:51

OK, so let me rephrase it then for myself. It was for you the benefit or like. The success story of Value Selling was, that you had a customer and together with him you found out that it was not so much the products what he needed. But the products specifically that it is easy to use and easy to adapt.

P03: 8:19

Yes, this is we see in all industry that the they have a big fear about how complicated it was in the past use any current system. But I've been ibg, they make the systems so easy for the operator. So all the job was done by the unit. So we try to sell this to the customer, that they don't need to have skilled operators to operate it. So we focus our sales on that. Trying to show how easy are our systems to be operated Thought it.

I: 9:00

OK. About transferring the value more.

P03: 9:05

Yes we try to. To let's say. Not talk about so much about the, let's say, characteristics of the units and more to focus on the operators that they have and how easy it will be for them to start to work with our equipment that our training are so easy. The let's say, how do you say the name in English? Of the learning curve was so fast compared to the competitor. So we tried to focus on that and not with the, let's say, a lot of technical. Characteristic or and from our devices. Yes.

I: 10:03

OK. So it was allot about the service, how easy. And explain them how easy to use, the system is. And less about features and what are some stuff that systems can do? It was much more about they are easy to use and they do what you want.

P03: 10:12

Yes, I try, to also try to that they compare prices with prices. So we put everything together. We say, OK, one thing is that unit price, the other thing is you need to add the learning curve and the time that you need to operate it and so on. So try to let and let's say: Think about the value of our proposal, not the price of the unit. So trying to let them know the difference between value and price.

I: 10:52

OK, got it. Then the next question. More in the direction of the challenges. So what

do you believe are the key challenges to successfully further roll out Value Selling execution?

P03: 11:14

Sorry, can you repeat?

I: 11:19

I can rephrase it. So what additional support do you require to effectively execute Value Selling? So support maybe from ibg.

P03: 11:31

Well, I of course all the information that we get about the specific applications. Where they have been success, it helps us a lot in order to try to find this, let's say key customers that they will because. They will like more our solution because if this is solution is working in any place in the world then it's more easy to replicate. An unknown solution that are not known solution. So for us, real examples are always welcome and also all this, let's say technical benefits that our system have in order to think about which once can be offered or can be the best for each customer. So in order to not offer always the same to everyone. We need to select how to sell individually, not generally, because each customer is different and the value that they will give or they will feel about our proposal is different. So we need to think carefully how to approach to each customer.

I: 13:03

OK, so the biggest challenge is for Value Selling to know how to approach which customer. So the analysis of every customer.

P03: 13:16

Yes, you need to analyze correctly what they are. What are their needs and what we can offer to fulfill this need, so we need to think about how to approach them, how to present the same product in a different way. So also inside the same company you cannot approach in the same way to purchase manager, to technical one, to maintenance. Each department has his needs. So you need to sell in different ways inside the same company.

I: 13:52

Do you have a process how you evaluate the customer? So maybe starting like: First Internet research and then kind of a specific way, so which people you want to talk to or is it more like random, you see what you can get?

P03: 14:13

Normally you have some, let's say not rules, but so way of working normally. When you don't know the company, you make some research on the Internet. Then try to find people from quality, from production, from purchasing, trying to approach from different ways by LinkedIn. Normally we try to approach them first of all by LinkedIn, in order to. They start to have news from us from the application. Not

trying to sell directly in LinkedIn. But just approaching them in order to, that they start to receiving some inputs about us. And then trying to approach them by phone. Contact them, sending emails. But first of all, knowing what they are doing and making, let's say at first. A study of the needs. Sometimes we are correctly in this first study. Sometimes we see that we need to change something, but normally it is this kind of process.

I: 15:34

OK. Good. So second last question. Not too long anymore. How do you evaluate the effort of ibg on the matter of Value Selling? So how do you like what ibg is doing?

P03: 15:54

Yes. This is something new from ibg. And like, say, year before that. They support us so much on a technical side also giving us say examples but not focus is on this Value Selling. As they are doing now, we appreciate so much this and I think it's so helpful for us. From the beginning ibg are doing a lot of efforts on that. So all these sales meetings and technical meetings that they have done in the past, putting us in contact with all the distributors, I think this is great because it's the best way to learn about the different applications around the world. To share information about the international company. So they have been done indirectly from the past, but now. It's doing more, let's say you focus on that. And I think it's helping us a lot.

I: 17:06

OK. What do you particularly like about what they're doing? Is it more the training or more the documentation?

P03: 17:15

I think it's everything that trainings are, they are good. All the documentation that they provide us, it's great. So we have now this portal that we can share. They can share videos, photos from the applications. So I think everything in global it's quite useful for us.

I: 17:39

OK, so also in the training you learned something new?

P03: 17:44

Yes, always. In each training you are learning a lot of new things. I make a sale, let's say. Was not an MBA, but was something similar related from sales, but anyway I'm still learning things, so I think it's always it's a good opportunity to learn things.

I: 18:06

OK. Got it. Then into the last question. What advice would you give to a sales manager looking to adopt or improve his value selling approach based on your experience?

P03: 18:30

Always try to understand customer needs. Maybe. And listen and listen. And mainly this.

I: 18:42

So it's mainly getting in contact and then letting the customer talk.

P03: 18:48

Yes, yes.

I: 18:51

And in the beginning of the interview, you put a lot of focus on selecting the right customer. Any recommendations on that part? How somebody should select the customer.

P03: 19:05

Yes, if first of all, I always say the same. If you know application that are running well for your problem. Start with this. So if you know that solution is working correctly, it's better to looking for this kind of application first. And then I start to think about new applications, but it's always easy to work on similar applications. So get started with the easy task and then. Going further.

I: 19:48

OK. Good. That was it. In terms of questions I had. So let me quickly stop the recording.

Transcription P04

When: 08.03.2024

I: 0:03

Recording has started. So first question to you again. Is it OK if I record this session?

P04: 0:11

Yes, no problem from my side.

I: 0:14

Perfect. Good. So first question. This one is a relatively open one. What does Value Selling mean to your understanding?

P04: 0:27

So the first thing Value Selling or let's I just divert this or open the spectrum of it. Here in India, we are not selling a product. Our approach is, we are selling a solution. So Value Selling starts from the line one. What are your requirements. As a customer

I will ask this question. What are your requirements? I will first assess myself whether the machine, what I'm offering to you, does this fulfill all your requirements? If not, I will tell you up front that this is not possible and all this is possible. Only these two things are not possible. Now going into Value Selling with ibg instrument or instrumentation or system we are selling. You know, we have a lot of indigenous manufacturers of current machines Who are our competitors. And their price tag is much lower than ibgs. Also, we have international competitors who are also priced little bit lesser than ibg. You know, you know them. I don't have to name them. So going forward: what extra, apart from these requirement fulfilling? What extra can I offer? Can it be application support? Can it be operational trainings for the operators? Can it be theoretical trainings to the customer group. And last point is service trainings or service support? How fast? How quick I can do. And this all becomes a product for me and then it's no longer a product it becomes a solution. So this is all Values Selling for me. It is not just say, but all these added services also contribute to that.

I: 2:34

OK. And so that's like mostly the concept of Value Selling. But Value Selling also has a process component. Anything about that? What would like to say about that.

P04: 2:52

Sorry, I did not get this question. What do you mean?

I: 2:58

OK, then let me rephrase it. What role does the Value Selling have in your work? In your everyday work.

P04: 3:12

Yeah, I'm still not getting what you are trying to mean by this.

I: 3:17

OK. So when you look at Value Selling from scientific perspective, they also say that Value Selling is more like a process. So it has several steps. First of all, understanding the customers business model. Second crafting the value proposition. Third, then communicating the customer value. Like now, which part do you focus on? Or maybe the whole process? So what does have a role in your work?

P04: 3:57

You mean all the process? No complete process, so it means a complete execution of

full process of Value Selling. For me it's not just a: I'll do only this portion or this portion. No, I have to follow it for each customer. Whether the order is small or big order. We follow our process and see Value Selling also goes hand in hand with a deep selling. You know it's or it's a part of it. You know you have to sell deep and that is also part of this process. So, as I was answering you in your prior question that it starts from a requirement gathering. I feel the uh, and I would say installation of the system is just one milestone. But the journey continues because the machine will be at the customer site. So service support is also part of this complete Value Selling process for me. Right from requirement generation, finalizing negotiations or submitting the proposal, negotiations, installation and service. So this complete process I would say.

I: 5:20

OK, got it. And then in your opinion, what are the primary benefits of a of adopting a Value Selling approach for yourself? So what is in or you with that process?

P04: 5:36

Ah, OK, see. You are obviously getting benefited by following the correct process of Value Selling. You save time, you earn trust of the customer and so you whatever time you save you can utilize for more business or for or more personal growth. Whatever you want to do with that time. So I believe in processes. So process makes your life easier.

I: 6:08

OK. And how do you save time? With Value Selling. But what is the reason for the time saving?

P04: 6:16

OK, I will have to answer you elaborate on this. See if you are not following a Value Selling process. Then what happens is that your approach is different. You tend to sell what you have in a quick manner and then this you feel that you are doing it quickly. Maybe. But then, since you have not followed the correct process, the sales is not concluded and then you have more questions and then you have to make more visits and you gone into that circle.

I: 7:04

OK.

P04: 7:06

Otherwise, if you follow a correct process then it's just swift transition of a lot of things. So in that way you save a lot of time. Is what I feel.

I: 7:20

So you kind of do always a lot of preparation for the next step and you never have to get back?

P04: 7:28

Yes, I not. Not never. There can be exceptions, as you know, but yeah, but, but yes, ideally yes.

I: 7:33

OK, OK. Got it. And in your opinion, what is the impact of Value Selling on the customer satisfaction?

P04: 7:49

Tremendous. Tremendous because, see, the first thing the customer expects is not to have any open topic. They want closed ends for all their requirements or all their needs. You say that when you follow this Value Selling process. He is satisfied immensely. Because whatever you had promised you have delivered and that's it. That is the full stop.

I: 8:24

OK, got it. Then: Could you share any notable success story where you applied Value Selling and it made a difference for yourself.

P04: 8:43

OK, to be very honest, every customer or every story is a success story for me and I believe in that truly. Going forward, I would say this recent installation at one of the bearing manufacturers in India. But in RB bearings limited and they have our instrument. Four sets of systems are running in their plant which are supplied by us and installed and maintained for more than the last 12-14 years. And recently they came across with a different application altogether, which is not similar to all the installations we did. And here what we did: From the point one we followed this Value Selling. Because for this particular application our competitor was offering his system at let's say 30% of our price what we were offering. But still we followed our process. Not only we got this order, but the customer is very much satisfied that he's discussing with me for another two systems. Similar systems and this application is

not at all critical in that sense where he has to go for ibg. He can manage that with but 30 or 40% of cost. What we are quoting him. But still because of this approach, he is killed to by ibg system only. So I think this is a notable achievement for me.

I: 10:39

OK. So it was a lot about the relationship you all already had to the customer due to the other sales and they said: I had a good experience. I will want to stick to ibg.

P04: 10:53

Not only that. Yeah. No, and not just that because of relation I got the entry. But how we executed this project, will give me future business. That is more crucial of this I think.

I: 11:09

OK, OK. So, anything in particular about this success story which you would like to highlight as well? So OK, you have the relationship. But maybe something about the customer selection which went good from your side.

P04: 11:34

Yeah. No, I just, I didn't get that customer selection. What do you mean by that?

I: 11:39

So like one critical part of Value Selling is also kind of a finding the right customers. So as you said, you don't waste time. But you selected that one customer? Anything which was interesting about this selection process?

P04: 11:50

Yeah. All this selection process. I think this is a. This will be a very wrong answer to a business school person. But still I feel like you should have that intuition. It should be clearer, it should be clear while selecting the customer and it is not like I can give a certain answer now.

I: 12:17

OK.

P04: 12:28

Now we have a four guys. A team of four people who are working with me, who are exclusively into the sales. So. We do some kind of a mock drills or dry runs in our office also. And I tell them this customer selection topic. Then you go to any

customer, I don't mind. But if you are going to the same customer a third time, make sure that you get the order. Otherwise, one visit is enough and to decide yourself that: OK for this so called customer selection. After one visit, you should be able to know that whether you should have this customer or not.

I: 13:11

OK.

P04: 13:19

But that comes from intuition. And then you have to prepare, but it's not that I can give you in a question and answer session. It will be a kind of mock drills or dry runs, some dialogues and all that.

I: 13:31

OK.

P04: 13:33

Yeah, that preparation is there.

I: 13:36

And anything about the preparation for that customer. So before you went into the sales call.

P04: 13:44

Ohh yes.

I: 13:45

So did you do some Internet research or more?

P04: 13:51

Yeah, a lot. See for the first customer visit my approach. I decide my approach based on two things. First, whether the customer has invited me. Or I am requesting for the visit. So these two decide my approach. Then there are certain steps what we follow: We go to the Internet, as you rightly said. First going to the Internet, see their processes, see their products. Now when you have seen his products, you know his competitors. If those competitors are your customers that is added reference for you. Second, you find out if you have some references. Do you know anybody in this particular customer organization already from your previous experiences, then that is your added reference again. Third important factor is the: OK for these, this is products he wants an ibg. For instance ibg current sorting requirements. Then. What kind of machine or what kind of coils or what? What will be the, my a preliminary

offer for him? So what option I'm going to suggest. I should be ready with that. And fourth important, which I usually follow, that in preliminary visits or first visit: Give customer more options. This approach I follow because I feel if you give more options to the customers, you kill your competitors. Because you feel in that space, this is what my personal philosophy is. So these things I follow and then after the customer meeting, obviously based on the meeting discussion points, you have to derive your next steps. But these are the steps which I follow before that.

I: 15:58

OK. Thank you very much. Next question now get into a bit of a different direction. What do you believe are the key challenges to successfully further roll out Value Selling execution?

P04: 16:21

I didn't hear that. Can you please repeat it?

I: 16:25

Yes. What do you believe are the key challenges to successfully further roll out Value Selling execution?

P04: 16:37

Value Selling, key challenges are. The first challenge is. Maintain or being yourself, that's the key challenge. Because, see what happens with the success and with the kind of reactions you get from the customers, you tend to lose yourself. So that is the biggest challenge. What you face in the market? So for me, the biggest challenge is being yourself because I see my team also, I'm just not observing myself. I'm observing my team also. With the success. Success makes you overconfident. Confident makes you rude. At times rude to the people. And these are my observations and see: In Value Selling the most important factor I believe still is earning the trust of the customer. That's the crust of Value Selling. And if you are overconfident, arrogant. Then you will not be able to earn trust of the customer. And then you won't be able to sell deep and you won't be following Value Selling. So, I believe these two, three things: Being yourself or overconfidence, arrogance. Those are the biggest challenges in Value Selling.

I: 18:09

OK. And any additional support you would require to get better or to being more effective in executing Value Selling.

P04: 18:27

See. To be honest, we talked about Value Selling, but we didn't talk about the biggest aspect of Value Selling. Which is value for money and value for money means for the customer, that is meant for the customer. So obviously with ibg instruments and ibg systems, they last for years and minimum antennas and all those things are obviously there. But if you or you with Christian, if you could prepare any document which will not be specific for particular machine model. But entire ibg philosophy or ibg process. Which can explain to the customer, what kind of value for your money what you are giving us. What kind of Value you are getting. That will make, that will be more impactful which I believe in future.

I: 19:37

Very good. Yeah, very good. I believe that that's something that you can really work with.

P04: 19:42

Yes.

I: 19:45

And so we already got into it, but just to ask this another time, a little bit more specific.

P04: 19:45

Yeah.

I: 19:52

So how do you evaluate the effort of ibg in the matter of Value Selling?

P04: 20:01

I am?

I: 20:01

So do you like their approach? What could they improve?

P04: 20:11

Oh no, it's perfect as I said so far. I don't have any complaints or kind of. These are the changes which I can see because although I'm from manufacturing site, But these

I just said internal processes. Only thing as I said, answered you in prior question. That's what I expect, but nothing apart from whatever is happening with. I've been interacting with ibg team for so many years. So I'm happy with it and there's nothing I should be demanding at this moment.

I: 20:47

OK. And I believe since two years or so. Or little bit less. There are these Values Selling trainings at ibg. Do they help you? Do you want? Would you need more of them? Or would you need them more differently?

P04: 21:13

No, no, they're fantastic. They're fantastic, to be honest. This is the new thing which is pushing. Also it was in the culture of ibg always. Value Selling was there. But now they are specifically arranging these trainings and I would say these trainings are important and adequate. So every three or four months, they're arranging, which is a good thing. See, you should only having the training every month or every week. Then it will be too much. And right now, whatever approach ibg has taken, it is perfect. So once in a quarter one training. And the contents. The content what they are deriving that they are also. I think that there's a think tank sitting there. And they are working on it closely.

I: 21:50

OK.

P04: 22:06

So that's good.

I: 22:07

OK.

P04: 22:07

That's good.

I: 22:09

And about the literature or the materials for sales which they are, providing you. You are happy about that? Or would you need more?

P04: 22:20

I know it's too much. Actually it's enough.

I: 22:23

It's too much, OK.

P04: 22:24

It's enough so, and a recently they have this.

I: 22:26

OK.

P04: 22:29

Some kind of Cloud. ibg, Cloud thing and see, if you spend time on that, the “Next Gen Cloud” I think. “Next Gen Cloud” thing. If you, I think. If you want to go through each file, it will take more than six months time for you to go through each file.

I: 22:37

OK.

P04: 22:57

So there's enough material so there's nothing to be added for that.

I: 23:03

OK, perfect. Just one more question from my side. What advice would you give to sales managers looking to adopt or improve their Value Selling approach based on your experience?

P04: 23:21

As I said, be yourself. Don't bring in your prejudice. Don't bring in your prejudice and follow the process. Follow the steps. Each step. Even if you feel it is a small step, just follow it. Don't skip it. That's the only advice I can have.

I: 23:47

OK, if I rephrase it a little bit. You say sometimes maybe some steps, or the process feels a little trivial and the people tend to rush through it or skip it.

P04: 24:01

Yeah. Yes.

I: 24:04

But it does make sense from your perspective to really go through it. Step by step and focus on everything individually.

P04: 24:15

Absolutely. Absolutely.

I: 24:18

OK, perfect. This was my last question. Let me quickly stop the recording.

Transcription P05

When: 08.03.2024

I: 0:04

Now it started, perfect. So my first question of course is: Is it OK that I record this this session?

P05: 0:14

Yeah, it's OK. No problem.

I: 0:18

OK, then let's get into it. My first actual question is very open. What does Value Selling mean to your understanding?

P05: 0:31

Value Selling. Yeah, it's my understanding is. How to give to the customer, to the client. Not only price but the value of the product the value of the material or the thing that they are buying. To show to the customer more than price or more than a specification. To let the customer understand the value of: The amount, the benefits and everything like this, not only price models, much more.

I: 1:14

OK good, but the question is: That's mostly the concept of Value Selling. But what do you have to say about the so called Value Selling process? So what is that to your understanding?

P05: 1:31

The so the. Can you repeat? I didn't understand that the idea.

I: 1:39

So have you heard of the term the Value Selling process?

P05: 1:44

OK. Yes, yes. The Value Selling process, OK.

I: 1:51

OK.

So, any idea about which steps are in the Value Selling process?

P05: 1:59

Ah, this steps. Yes, yes, yes, I have. I have the sales meeting with ibg. It was the first time that I heard about this official process. I used to do something similar but not official. I think the first time that I heard about this official process, official term. I was in the last sales meeting with ibg team, we had last year. So now after that I heard about this term, OK.

I: 2:37

OK. Got it. And what role does this Value Selling in general then have in your everyday work?

P05: 2:50

Hey my everyday I try to apply this process. Here I'm trying, the beginning was a little bit difficult because as my team has no idea about it, so I have to learn and explain to my team. I have sales team here so that to put the idea to my team how to. How to approach the customer? How to explain the value not to only price? You know the only give the offer or the quotation they because, so I try to apply this process.

I: 3:37

OK. And any step in particular you focus on?

P05: 3:45

The. And it's steps, yeah. Let me.

I: 3:53

So more like understanding the customer business model is important for you or like crafting the value proposition or communicating the customer value. So anything of that more important for you?

P05: 4:06

Yeah. Yes, for me and for my sales team. And what we are thinking that's more important, understand the customer needs. And because if you understand, you can know for their best solution. Understand it's very important. Was that in some case the needs of the customer will not be our, specific product. Or we. To offer something we need to understand better what the customer needs. If you do offer first and then the customer, uh, no, it's not terror we are looking for. So maybe with time. So I think for us this step is most important at this moment to understand the

customer needs of the application or something like this.

I: 5:01

OK, got it. The next question, in your opinion, what are the primary benefits of adapting a Value Selling approach?

P05: 5:15

What did the benefits?

I: 5:19

So for you, what are the benefits for you of using Value Selling?

P05: 5:25

For me, uh. First, more focus. I think that the timing because when we yeah, gain of time. Don't waste time. Maybe I can use better my time to learn and to sell sometimes. I understand that the needs of the customers, not my specialization, so I can move to other application to other customer faster than wait time in the office. OK, so it's the game. It's a benefit. To find the right customer and to offer the right solution.

I: 6:12

OK. It's a lot for you about, not wasting time because you only take time. Take care of the customers who are really relevant for yourself.

P05: 6:28

Yeah.

I: 6:30

OK. Thank you. And now from the other perspective, in your opinion, what is the impact of Value Selling on the customer satisfaction?

P05: 6:44

This same they the customer? Yeah, now they don't have time to explain. The customer normally want, especially in Brazil want to see the solution as fast as possible. And of course, if we don't have the solution to the customer, they don't want to, to take too long time to explain. So for the other side, the customer say if you don't have something, let me know. If you don't have, OK can take a coffee here, but that's it. OK for the customers also time also. I think it's important to the customer in the same.

I: 7:44

OK, got it. But mostly time. Then now more in your experience. Could you share any notable success story where you applied Value Selling and it made a difference for yourself?

P05: 8:03

Yes, yes. I mean the experience. Because. But when the customer are looking for price and don't know the benefits and the value, they will buy something wrong. And then they will regret but later. So, it's too late to buy a better product because it was I wanted. But especially for expensive or high price products, they cannot. They don't have chance to replace or to sell. So for the customer, it's very important to know very well our products and then the benefits. And I had. I had the good experience with ibg because the customer realizes that it was the best solution and if they bought another competitor they the machine will the performance will not be the same even with high price. The customer was satisfied, then told me. Wow, thanks. But you explain me the better. Not only the price. So the customer nowadays very happy even buy something expensive. For me also because I had the opportunity to make business the with this process this strategy.

I: 9:38

Got it. And do you have a specific example? So maybe from the last couple of months where you can kind of guide me through: So there was one specific customer, which you selected correctly and kind of just quickly guide me through this step by step what you did.

P05: 9:48.

Yes, yes, yes. The customer was Fastening Manufacturing. They had a product from our competitor and then they had up, some applications, some. Some problem and yeah the already know the competitors called the metal torch. This customer metal torch is cruel manufacture Fastening Manufacture. And they had the price of the competitor everything and I asked him, please let me explain you better my process. Let me learn better your problem. The customer explained me the problem and then like I explain how our process works, they benefits and they the differential of the application the quality not only. Uh, upper. OK, see the technical details, the model, more technical details explain, make I made a demonstration. The practical demonstration shows the customer the benefits, explanation. And the customer say right? Yes, you are proud of this. Much better for the this application. For my

problem use, you gave me a better solution and then they bought one of our machine last year, October maybe. I don't know. I don't remember what it was last year. It's a one real example.

I: 11:49

OK. Thank you very much. Gives me a lot of background if you kind of go through it, through a real example, OK?

P05: 11:57

OK.

I: 11:59

Then what do you believe are the key challenges to successfully roll out or further roll out Value Selling execution?

P05: 12:10

The key ahhh.

I: 12:12

Challenges.

P05: 12:18

Challenges as opportunity to explain some case. The customer, say: You: price is very high and they don't give you the opportunity to explain the benefits. So it's a challenge. When the customer take the offers from us, you know compared to your competitor. Is much cheaper than you and then the customer don't expect to listen, our argument. Our explanation, or. It's a challenge to let to make the customer the learners or understand our benefits.

I: 13:00

OK, but what are more the key challenges for you. So not for kind of executing Value Selling. So not the key challenges in a Value Selling process. But like the key challenges for you to get towards a Value Selling approach.

P05: 13:22

Ah, OK yeah, I it's important to know how to do it so. Uh. When you say myself, I have to learn more because it's a new term, a new explanation. I have to learn more and more about this. Then I have to explain it or share it with my team. My sales you

don't. So it's. The challenge is to learn better how to do it. And to explain. Because it's new.

I: 14:02

OK, got it. OK then. Next question, how do you evaluate the effort of ibg on this matter? So on the matter of Value Selling. Because they started this Value Selling initiative, I believe less than two years ago. So how do you think their effort was on that?

P05: 14:34

For me it was perfect. It helped me a lot and I'm very satisfied with this initiative of ibg and I learned it. And I tried to apply. So, I'm very happy in such. With this initiative. And this: ibg. Give us and still and still doing something like this to support us, to help us, to increase our business. So, I'm very happy and satisfied.

I: 15:14

OK, but what in particular did help you? Was it more the training or the training material? So what in this process, in their approach was good and especially also what was not so good?

P05: 15:31

Ah, OK. So for me. What's good is, of course, is the material and the initiative. It is difficult to say, not so good at this moment because they are doing a lot of thing. Good for me at this moment, so yeah. I didn't have any training with other partners or other, you know, other place. Only ibg gave me something. Some information. Something like this. So, it's difficult to say that I'm not satisfied at the moment because they are giving a lot of material training. And the sales meeting was very nice the after. And the material very nice. But this moment it's. For me it's very good. I cannot say that I'm not satisfied, OK.

I: 16:33

OK. So you're learn something new in the trainings.

P05: 16:39

Yes.

I: 16:41

OK. And like, do the trainings, happen often enough? Or should they happen less times?

P05: 16:52

Ah, OK. I think this as it's new, it's important to repeat more. A bit more, so more often. I think it will be important. And to go deeply because they gave us introduction and basic material. I think material more deeply than with more information should be good one. All materials. More details, more deeply in our business or conceptions.

I: 17:39

OK. And was there something in particular what was new for you? What you learned in the training?

P05: 17:47

In particular. Let me see. Many things particular but. Something is like confirmation. I'm salesman. More then 20 years. So, we have something some feeling OK. But when you have some terms, some materials that confirm that you are in the right way It's for me important confirmation. Like a map. Yeah, you know, in your mind how to find it this way. But now you have a map to guide you. So this is for me it's more important. Something that put in the line in the right way.

I: 18:33

OK, got it. Then my last question for you today. What advice would you give to sales managers looking to adopt or improve their Value Selling approach based on your experience?

P05: 18:58

What to is advice.

I: 19:01

What advice, yes.

P05: 19:04

To sales managers.

I: 19:06

Yes.

P05: 19:07

Yes. For me, the salesman must learn the terms. The idea. Learn your product very well, because if you don't know your product, you cannot give the value to the

customer. Know your products very well. Know your business. Know the common applications. Then the share this experience with the customers. Important to know your product. And then when you go to the customer. Make prepares to give them the value. Because the customer normally they want question they can say: Ohh, please let me know what you're the benefit that you're product looks has. Is if the customer makes the request like this and the salesman they're not prepared to give this information, they will not give the. The sales value, so they maybe will not be successful with the negotiation.

I: 20:17

OK.

P05: 20:18

Well.

I: 20:19

Got it. So that was actually it from my side. So let me quickly stop the recording.

Transcription P06

When: 11.03.2024

I: 0:04

OK, recording has started. First question, is it of OK for you that I start the recording?

P06: 0:12

Yes.

I: 0:14

OK. Thank you very much. So let's get into it. As I said, I have mostly questions in the direction of Value Selling. So first of all, what does Value Selling mean to your understanding?

P06: 0:35

So it's about our impression Value Selling is the well the customer based selling type who checked the regional fields of the customer. The real advantages of the customer and this is looking for the right product type right approach to solve this problem and this approach, this evolution is the value we can give to the customer and the ibg could give to the customer. This is my impression. Maybe it's a good definition of the

value or the quality that we are learning in the university is the value or the quality is equal that you can sell?

I: 1:39

OK. And have you ever heard of the so-called Value Selling process?

P06: 1:47

Well, it's the. Not in particular.

I: 1:52

OK, not a problem. There is no right or wrong here. OK then. What role does Value Selling have in your everyday work?

P06: 2:08

Well, this, it's mean us the approach I mentioned. So we, of course we checked the program, we see the process of the partner and we would like to find a solution who gives the biggest added value by your solution to the partner? So this approach mean for us Value Selling.

I: 2:39

OK. So it's a lot for you about understanding the customer?

P06: 2:44

Yeah.

I: 2:45

OK.

And Value Selling process also has two further components. So for example, selecting the correct customer, are you putting a lot of focus on that too?

P06: 2:58

OK. Yeah. We also made it just. Of course it's a, you know, it's typical way of the Selling. So we can see the partner, we can see what kind of partner? What is his responsibility. What is his competence? And of course, we make this aspect in our selling approach. But this is a continuous communication. Yeah. So we are discussion and it's developed the business and the answer is coming up. It's different from the situation.

I: 3:43

OK, got it. Then, in your opinion, what are the primary benefits of adapting a Value Selling approach for yourself?

P06: 3:55

Of course. The biggest benefit in the longer time partnership. Because if we are able to solve the partners problem. Like a good valued solution. Of course, the partner realizes that he's has benefit for partnership with us. Reliable: If we compare, for example Chinese supplier, it's a very big question is the stability, reliability. But in Europe we are local. We know very well the standards. Yeah, and feedback background. So, and the correct business activity. And continuous availability, of course.

I: 4:51

OK, so it's mostly for you about ensuring a long term partnership with the customer?

P06: 4:57

Yes.

I: 4:59

OK, got it. And in your opinion, what is the impact of Value Selling on the customer satisfaction? Why is he satisfied? Or is he more satisfied at all?

P06: 5:16

Yeah. The partner first is some different kinds of level of satisfaction, so partner will be satisfied if we could solve their problem. Uh. It will be more satisfied. It will make efficiently and it's a good approach and it will be the best way satisfied if we get more for the money than he expected and this is the best way. You know when you rating a service for example and you can give five stars if you get more then you are waiting for. If you get only that, what you're waiting for, it is four star. If it is more then you get five stars. So it's that the customer get's more and more quality. Well for example reduce cycle times and this guy from solutions they will be more satisfied of course. So if we can solve and request higher level. Then the customer would like. Or customer will be satisfied. I mean, will be more satisfied. Yeah, if it's cheaper or better, it is the best. And if the customer will be satisfied, we will explain other customers or partners and come back to buying again. So our marketing, we say always the best marketing is a good selling.

I: 7:03

OK, got it. So again, a little bit the long term relationship, but from the customer perspective, it's mostly also that he just not only gets a product but he defined. But he gets a whole service around it. You're taking care of the customer beyond just the sales process.

P06: 7:23

Yeah, you know, it's trying, of course. Sometimes the partner has the relationship with some additional service partner or supplier. And we only just make the part of this solution, but this part we try to make the best way. You know, we in this time we communicate with other partners. So we don't want to be the biggest part of the partnership you know. So it's I think it's very important to be with a strong leg. You know you can't stand on it. So yeah, no way in in this times of partnership. Of course, when we are alone, it's only our responsibility and we would like to make more.

I: 8:23

OK, got it. And can you share any notable success stories where you applied Value Selling and it made a difference for yourself?

P06: 8:37

Well.

I: 8:37

Maybe something from the last couple of months where you did certain steps and it was successful.

P06: 8:46

Yeah. For example, when it's a little bit longer time ago not to remember exactly when. When we were Selling a magnetic branch pad and we are make a lot of effort to be the partner to planning the equipment and so on and so on. And the final result was better than the partner expected. So for example, they get about more than 10% shorter cycle time they requested and the price wasn't higher. So they was very satisfied with the solution because they get more and we because this aspect that time was very important and we building some more safety space to the to the planning you know to make the short surely the best solution and they appreciate it.

I: 9:53

OK. But was it mostly a successful sale or did you do something? What you for example? So have you visited the same the Value Selling training of ibg, for example in January?

P06: 10:14

No, it's coming from our instance. So we are there are a few practical things that we are using in. I mean that we learn about the communication. Maybe. Yeah. So we can to change a little bit or how we can see the communication and the feedbacks and

yeah. Yeah, and this active approach, the ibg, yeah, make a training for us. It's good. Very useful in some aspects, so we can be mentally more prepared sometime in the situations, so it's very useful, yeah.

I: 10:59

OK, got it. What do you believe are the key challenges to successfully further roll out Value Selling execution? So just in that context, what additional support, for example, would you require to effectively execute some parts of Value Selling?

P06: 11:23

From ibg, you mean?

I: 11:28

Yes.

P06: 11:31

That's a good question. Is because the value is the main point value and price ratio you know. So if we are competitive, so this level is higher than our competitors. So we're very high level of quality and everything. And very good price level that is fitted for this quality is the question is or partner what would like the best quality or the lowest quality. So sometimes we look at many companies. Can achieve very good result because they have a two level or three level quality and price level products. I mean, if you look at, if we compare the car industry. OK, I know the Mercedes. Those are very high level cars. And if you buy a Mercedes that's, you know, you buy a high quality and higher price. So, but Mercedes has a high quality class and lower, for example A, C, E class, and it's different from the price. But it in this way is sometimes difficult in ibg how we can do sell for example and Mercedes or a Volkswagen or a Ford or a Renault or Fiat. You know, because sometimes the customer would like just a Fiat and not Mercedes. But if our partner ibg is a Mercedes, we can sell Mercedes and Mercedes style, it's no problem. But the question is how we can solve other segment request? It's clear right?

I: 13:43

OK. So you believe that? Ibg is kind of missing out on the cheaper segment, but the.

P06: 13:54

Maybe, it should be a good idea. Make an economic or basic line in the product range you know. But maybe not. I don't know. Because ibg has to see a very clear the market.

I: 14:16

OK. So it's mostly like, you would need maybe some additional products to get to the other market segments. But if it comes to the market segment you're currently working on. Is there something what you could require. Maybe some more trainings, maybe some better documentation or training material.

P06: 14:46

Yeah, training material. So we are beginning the cooperation with ibg two years before. So we have a really happy. If we get any technical training or technical documentation about the added current inspection. So yeah, it could be very useful to us.

I: 15:16

OK. Then next question. It's pretty similar to the previous one, but a bit in the other direction. How do you evaluate the effort of ibg in the matter of Value Selling? So there has been, for example, this training in January. Does it make sense for you? Does it help you at all?

P06: 15:47

Yes, yes.

I: 15:48

Anything to improve or change?

P06: 15:52

Yeah, I think. Not the short time you know. It's not like we learn this training and next day we. But you know it's very useful because we used this material. So not learned the written material time by time. And we have to train our employees maybe. And of course for us. So we have some segments which was not very clear in our head and it's made to see the things clearer. So it was useful for me. Yeah. And we have to focus for this segment, for this type of calls activity. You know because we practice day to day, but sometimes it's not bad to see the theoretic things behind the practical.

I: 16:52

OK. Anything in particular? What was new for you from the training? Because I believe you have a lot of experience in sales, but still this concept of Value Selling. Was there something new for you?

P06: 17:09

I mean, it's not a completely new one, but it's a little bit. It highlights a few things or show another direction. The questions you know. And it helps to understand better

and activities but yeah.

I: 17:20

OK. Any highlight?

P06: 17:35

Yeah. For example, there is this. Well I am looking for English term of it? I think it's in the communication when we have to ask again. I understand. Active questioning for example. Yeah, we usually make it, but not very mindful. You know, just for easy. But if you prepare for it, you can make it better. So it was very useful. Sorry, we ask back and confirm. To understand the questions. Yeah, I mean this is really good.

I: 18:16

OK. And anything you didn't like too much about the training or the training material which ibg is providing you in terms of Value Selling.

P06: 18:28

No. I don't think so. No. That was something big. Yeah.

I: 18:34

Or it can also be something technical, maybe like wrong language of the training or it happens too often. It should happen less often. Or it is too theoretical. Anything on that regard?

P06: 18:52

Not really. It was quite good. So we were, satisfied at the end of it. So going back, as I mentioned, we get a little bit more than we are waiting for. So yeah, it was quite a five star.

I: 19:10

OK.

P06: 19:10

Yeah, yeah.

I: 19:11

And if you compare it to other companies. Because I believe ibg is not the only company you're working for. And if you compare it to the efforts of other companies.

P06: 19:21

Ha ha ha. You think for the training?

I: 19:28

In general. Is ibg, the only company who is pushing something like Value Selling.

P06: 19:37

Yes. Yeah, it's definitely yes. So it's no problem, but I mean in many companies not focused to train the partners. Because, I mean, other suppliers not believed it could help. You know.

I: 19:59

OK.

P06: 20:01

The supplier say: Yes, this is your professional. This is your job. There is no. Not me. Yeah. You know your market? Yeah. You know your partners make. Of course. It's true, and it's quite working. Of course it could be worked better.

I: 20:20

OK, got it. OK, now to my last question. This is again a very, very open one and then you are free to go. What advice would you give to sales managers looking to adopt or improve their Value Selling approach based on your experience?

P06: 20:43

OK. What, you could you repeat it?

I: 20:49

What advice would you give to sales managers looking to adopt or to improve their Value Selling approach?

P06: 20:58

Ah, OK. Well, no, not an easy question and you think about the training, ibg training?

I: 21:20

So, ibg has presented you this approach of Value Selling with some key messages?

P06: 21:25

Yeah.

I: 21:28

So if you would explain it now to a new colleague or so, who doesn't have experience with it. What advice would you give him?

P06: 21:31

OK. Well, we. I mean, it's there are a lot of small points, so it's very difficult to say only one.

I: 21:53

Then give me several points.

P06: 21:57

I mean the communication and training is very good. Was the training! Yeah. How you have to communicate and come back and fixing the information and follow the customer request. Yeah, yeah. Prepare. Prepare for the communication before do it. You know, it's very important because. Earlier you just where on the phone and speak, speak about organs. But of course, if we can prepare, we can make a. Several pointed approach to get some information for the partners to give the right output. We are waiting for it's very important. So it's and this ibg training is very good anchor point too to give this that information to one your colleague, yeah. Or the planning. But I mean, if we used in the planning technique in the past, so we always make a planning before the before a meeting. What we would like to achieve and how we can control the situation. You know. With questions, for example. But type of questions I feel use to controlling the situation and the communication.

I: 23:20

OK. Then that was it from my side. Let me quickly stop the recording.

Transcription P07

When: 11.03.2024

I: 0:03

The recording now he started perfect. So is it OK for you that I record this session?

P07: 0:12

Yes, this is OK.

I: 0:14

Perfect. Thank you very much. So. First question of my questionnaire: What does the Value Selling mean to your understanding?

P07: 0:30

Well, Value Selling is a very new for me. I just learned or hear from ibg. From ibgs new management type. Before that. I have no idea about that. Also, at the moment I'm very. Maybe fresh in this words: Value Selling. Maybe I'm currently do this techniques but I don't know the names.

I: 1:07

OK.

P07: 1:08

OK. I have, let's say I have no idea about Value Selling.

I: 1:09

OK. Anything you remember from the last training? Like, do you remember something about the Value Selling process, for example?

P07: 1:27

Yes, Mr. Christian Artmann introduce that ibg will follow this value based selling techniques, afterwards. This is necessary to sell more units at the end to customer. To convince the customer too much and to answer their questions easily. And for this they show us some questions and reactions during the meetings and after the meetings, preparation of the offers and preparing the mails and reactions about this. There are some techniques we should do in our normal business.

I: 2:35

OK. So then the next question only partly makes sense because it would be: What role does Value Selling have in your work? And I understood so far not so much, at least that you know about. But is there maybe something which you learned in the training which you already apply? Also, what you're already are doing.

P07: 3:05

You mean, what I am doing in normal business?

I: 3:09

Yeah. So with Value Selling, yes.

P07: 3:13

Yes, first of all, I am very qualified in engineering techniques, especially with ibg products. I have been working since, 2000. I'm very, educated in ibg products. Yeah, let's say 90%. I can answer my customers questions. About testing issues, how can we test this part or that part? Yeah, how possible is to test, how difficult. I can explain them. And you know, honest way, the positive sides and negative sides about the testing and I can ask. The German people ibg team if I don't know the solution. I can ask the right questions to ibg related people.

I: 4:48

OK.

P07: 4:49

From the beginning, this is our philosophy of our company. We don't push our

customers too much so far I didn't call regularly to customer. There is no schedule for callbacks to customer. From time to time I ask, I check the projects, but there is no. No table for this. No formula, let's say: It is not strict rules for me.

I: 5:49

OK, I understand that part.

P07: 5:49

Yeah.

I: 5:51

So you're putting a lot of focus of on how to communicate with the customer and giving him the service, like you're answering questions and so on.

P07: 6:04

Yes.

I: 6:04

Right. OK. And do you put any emphasis on understanding what the customer needs and selecting the customer? Or is it more random?

P07: 6:20

And this is related with the starting point. If the customer or people knows his problem, it's you can jump several steps forward, but sometimes the customer has no background about this technique. Then I can start at the beginning. The very beginning. This is let's say 50% of the contacts is like this. No backgrounds about this technique and start from the beginning. 50%. let's say the customer knows what he is asking. And we Start. Some questions that ibg has a project sheet and I can collect more data from the customer about the testing. Their requests and their needs. I can search, I can ask and I can collect this data as much as possible.

I: 8:07

OK. And now if you again. Kind of take a step back towards like the Value Selling training. Did you already use something from the training in your sales calls?

P07: 8:31

My last project I want to start such questions. I start as this Value based, Value oriented based questions but it turns to normal questions. This Turkish style maybe. Every country has, I am I'm sure, every country has some selling styles. Hey, let's say my last project is company in Ankara. They contact with directly to ibg. And ibg redirected their request to me and I call them. This is my first, contact. My first contact is calling them and I'm going to involve the project about this and I write a

detailed email to them to explain it. Because company has no idea what they are asking. When they contact ibg. They know they heard something, but in reality they don't know anything. That's the time I start to beginning, about teaching or explaining them. What this company do? And last week I should visit them and I visited the company and make trials with their parts. It's a step by step. We are improving in this project. Of course, we sent an offer on the beginning. After my visit and trials, we change and the offer a little. And yeah, some changes on the offer and now we are continue. And also some other companies. Some other companies or some other Eddycurrent. Companies also in the project and we will see what will happen. And I make a table to me if there is no answer from the company, I will call them in this week. Not today or tomorrow. Maybe three to four days later. Or Friday I will call what they are doing. What's their choice? Yeah. Something like this?

I: 12:13

OK.

P07: 12:15

But I not the 100%. But I start this Value based selling techniques step by step. And I teach also myself which style I should follow? Which style of this should fit to every customer? It's not possible. Every customer, every people. Some peoples are friendly. Some peoples are very unique. Sometimes I should stretch my questions. Or behaves about this.

I: 13:10

OK, so what are you? So you're trying to use Value Selling a little bit I understood.

P07: 13:14

Yes.

I: 13:16

And what do you believe would be the benefit for you of using Value Selling?

P07: 13:21

OK, this is very new for me. But I should do this task because the others. If the others follow this techniques, I should. I am on the back. If I should not follow this if everybody follows.

I: 13:57

OK.

P07: 13:58

And ibg wants this also.

I: 14:02

OK.

P07: 14:03

I should obey their rules. Mr. Christian Artmann convince me. He is working in this selling business. And it should work, I guess. Then I should follow.

I: 14:23

OK, what did convince you?

P07: 14:23

This.

I: 14:25

What? So which of his arguments?

P07: 14:30

Right. And.

I: 14:36

Is there maybe one argument in particular, you thought was very convincing by Christian Artmann.

P07: 14:45

Yes, the new Selling style, is requested. That not old. People are what I am talking in the companies are getting younger. Than younger people reacts and new things. New points. That's why we should change our styles. Not follow the 20 years. Techniques, let's say.

I: 15:31

OK. And what do you? Or let me rephrase this. How do you think that the younger people act, react differently? So what changed there?

P07: 15:46

OK. From past. People like me: Engineers. I introduce in the companies. Wants to learn deeper. Nowadays people don't want to learn much. They don't. Actually, they don't want to learn. They need. Simple very simple things.

I: 16:21

OK.

P07: 16:22

They don't want to think deeper. That's why I should make a templates and we make

the questions and a solutions easier. Easiest way.

I: 16:26

OK. OK, so if I rephrase it. So former customers were very happy when you just gave them a cool tool which had cool features and newer customers. So today's customers want a full service, a full solution and they don't want to take care of it by themselves.

P07: 17:00

Yes. They don't want to get workloads on their shoulders. They don't want to.

I: 17:09

OK, got it. Very interesting aspect. Thank you. OK. And what do you believe are the key challenges to successfully further roll out Value Selling execution?

P07: 17:25

I don't understand. Sorry.

I: 17:28

So what do you think are the key challenges for yourself to use Value Selling? So what's complicated for you to use Value Selling?

P07: 17:45

I learned value based selling is VBS right now. Key challenges. If I introduce a new generation. I should follow some things. Some ways. If I introduce an old people I should follow in a different way. Old style. This is the challenge. This selling system should be flexible from company to company and people to people. The means. Yeah, age. Person age.

I: 18:30

OK. So you believe it's complicated for you to switch the mindset a little bit. So with the one customer, you do it the old way. With the other customer, you do it in the Value Selling way.

P07: 18:47

Yes, different selling. Yes.

I: 18:53

OK. Yeah, very interesting. OK then. How do you evaluate the effort of ibg on Value Selling? Or should I rephrase it? How do you like the approach of ibg? So they started these trainings on Value Selling. Do you like their approach? Do you want something different?

P07: 19:37

After, the meeting. The worldwide meeting. They yeah introduce this. My effort is to sell their units much. And we are the. We will be the best company in Turkey. Also worldwide.

I: 20:32

Can you hear me? It looks like we lost connection. Hi.

P07: 22:51

Hello.

I: 22:52

No, now you're back again. Perfect.

P07: 22:56

Yes, I dropped out.

I: 23:00

OK, not a problem at all. So let's just get back to the last question. I believe so. How do you evaluate the effort of ibg in rolling out Value Selling? So how do you like their approach?

P07: 23:21

OK, I like their approach. I can say. There should be a rules for communication and making a project with the companies. Even if flexible, even there is a flexibility request from customer to customer, there should be some templates, some rules for this. Selling is a very complicated thing.

Not easy. In this world, people reach everywhere in the world and make investments. Easily from the past times. And we should be very open to new request worldwide. This means? The social media using. Or Internet contacts. Telephone calls. Like Teams meetings. We should follow the new techniques, let's say.

I: 24:53

OK. And about the training themselves. So it was the first training for you? Correct?

P07: 25:02

Yes.

I: 25:03

OK. And how was the training? Was the content very abstract? Or was it interesting for you? And you learned a lot of new stuff?

P07: 25:18

Yes. Is it was the first time. I'm working in this company, not as sales person. I'm a technical person. But I'm also make selling activities. That's why I'm not familiar

with the words in.

I: 25:41

Value Selling.

P07: 25:41

In this selling world. But I should organize myself about this. It was very interesting, I can say. Meeting with Christian Artmann.

I: 26:00

OK. Good. How often would you prefer to have such a training? More often? Less often?

P07: 26:14

I don't know. This is introduction for me. But this maybe 30 minutes introduction is not. Organize myself or fit myself in this Value based selling issues forty minutes as not too much.

I: 26:40

OK. So you would need more. Got it. And how is the material? So technical material you get from ibg? So documentation. Are you happy with that? Would you need more? Or is it too complicated?

P07: 27:04

I you have a PowerPoint slides. Not too much things.

I: 27:14

So you would like to have more?

P07: 27:18

Yes, of course.

I: 27:20

OK. And do you have good contacts at ibg? If you have any questions on the product?

P07: 27:33

Yes, I can contact with Mr Artmann, if there was a request.

I: 27:38

OK.

P07: 27:42

On my side.

I: 27:42

But it's mostly Mr Artmann nobody else?

P07: 27:45

It's nobody else's. One time there was a lady. But it quit from the company, I heard.

I: 27:52

OK, good. OK, so my last question for today and then you're free to go. What advice would you give to sales managers looking to adopt Value Selling? So you're now trying it a little bit. What do you think? Somebody for who the topic is completely new, to adopt Value Selling.

P07: 28:21

OK. Before attending this meeting, I search from the Internet. Value based selling. There are thousands of lectures or printed documents? On the Internet. This means it is very important issue. Sales managers should look this articles first. And for us, ibg has to prepare some. Some scenarios to some kind of customers? This type. Maybe five different scenarios to follow this techniques. Not one but some more. For example: For young people. For average people. For European companies. For maybe company owners. I can say there is a only one people who does, who make decisions. The owner. All their companies. Maybe we should. Ibg can prepare some scenario documents to start or continue to project maybe.

I: 30:29

OK, good idea. Good idea. I'll take that one into account. Perfect. That was it actually from my side. So let me quickly stop the recording.

Transcription P08

When: 16.03.2024

I: 0:06

OK, now the recording has started. Perfect. So again, is it OK for you if I record this session?

P08: 0:18

Yes, sure.

I: 0:20

Perfect. So let's get into it. To my first question. What does Value Selling mean to your understanding?

P08: 0:32

My understanding is, to try to understand what is the value for the customer.

And to achieve a they are target or value. And to, the that is a my understanding.

I: 0:53

OK. And have you ever heard about the so called Value Selling process?

P08: 1:00

Uh, this is a new to me and I'm now running it.

I: 1:05

OK. And so? So, you're saying it's new to you? When did you hear of it, the first time?

P08: 1:18

First time at the last ibg sales meeting in last year.

I: 1:23

OK. And can you maybe briefly describe the process?

P08: 1:31

Process. Hmm. Process of Value Setting you mean?

I: 1:37

The Value Selling process.

P08: 1:41

Process. I learned the process is based on the OS, OSI äh. No, no OSIDA.

I: 1:57

OK.

P08: 2:03

First the opening dialogue. And second understand the customer situation. And then provide the idea of a ours (us). And then discuss about the solution and then agreement.

I: 2:22

OK, perfect. And what role does Value Selling have in your work?

P08: 2:32

Because it's new. So, my understanding. It is basically the same as my basic sales stance. My sales stance is: The customer value and the customer satisfaction comes first. So I think that basically, my original sales stance is the same. Same concept I think.

I: 3:06

OK, so in general, you believe you already are using like this Value Selling approach and now it just has a name?

P08: 3:19

I did not follow this process.

I: 3:24

OK.

P08: 3:25

Until now. Until when I learned this process. So.

I: 3:33

OK. And since you learned it, did you change something?

P08: 3:42

I'm trying.

I: 3:44

OK anything in particular you're trying to change?

P08: 3:51

It's like a. Try to listening. What is the customers value or customers need?

I: 4:04

OK. So it's this active listening, OK. And in your opinion, what are the primary benefits of adopting a Value Selling approach for yourself?

P08: 4:21

I think understanding of value to the customer is key point to build a long term relationship and the trust relationship with the customer.

I: 4:40

OK, so it's mostly for you about building long term relationships. So if you understand the customer better, help them more, your relationship will be better?

P08: 4:54

I think so.

I: 4:56

OK. And in your opinion, what is the impact of Value Selling on customer satisfaction?

P08: 5:07

I think it's a positive impact to the customers satisfaction. Because it's based on what is their value. Or what is their happiness? So of course I'm sure it's a positive impact to customers satisfaction.

I: 5:33

OK. But you haven't seen a difference so far.

P08: 5:42

Difference between?

I: 5:42

So. Did. Yeah. How do I ask this question? You think it will make a difference, but so far you did not apply it. But you know it makes a difference?

P08: 6:09

Hmmm. Ahhh.

I: 6:12

Or should I?

P08: 6:13

So but. So Value Selling approach itself has a positive impact that I umm.

I: 6:16

Right. Yeah. So. Yeah, but, because you said that the Value Selling approach has a positive impact. But do you know why? Or more, have you seen this positive impact? So did you test it? Or do you just believe it has a positive impact?

P08: 6:49

Ohh. Because I have. How can I say that? Part of the Value Selling approach here, I believe I have done it before.

I: 7:05

OK.

P08: 7:07

So it means that I have seen positive impact.

I: 7:14

OK. And which part of Value Selling have you done before?

P08: 7:21

It's like a. Sometimes the value for the customer is good. And fast and presales support, technical support. And the. I tried to provide a good technical support for the customers. And. I have seen that the customer is happier when I provided a selling support.

I: 7:57

OK, got it. Thank you very much. And could you share any notable success stories where you applied Value Selling and it made a difference for yourself?

P08: 8:12

Yeah, this is. Actually, I already answered in previous question. There it's says.

I: 8:18

Yeah, but. You have maybe a specific sales process where you can guide me through. Where you actually did it. Because like the previous question was more theoretical. You said: You did support. But now can you maybe quickly guide me through one sales process where you applied Value Selling?

P08: 8:50

Then in this case I don't have a whole process.

I: 9:00

Then, just a part of a process.

P08: 9:04

Part of a process. I already answered this.

I: 9:07

OK. Then let's go to the customer for the next question. What do you believe are the key challenges to successfully further roll out Value Selling execution?

P08: 9:28

Most important is to understand: What is the value to the customers. So, to achieve it: I need to ask good questions actively. And then activity listening and see the actual reaction. I think that the important.

I: 9:56

OK. And anything you would require to get better in Value Selling yourself? So any support you would need? Or any support which would be good for you?

P08: 10:19

Support. I don't see support. What I need is. I think I need to learn more and I need to do it in the actual sales situation.

I: 11:01

OK. So it's more like you have to do something. Not so much that, somebody can provide you something like a training or training material?

P08: 11:19

Yet to run, to run to. Yeah. Yeah, training is helpful.

I: 11:26

OK. And how do you evaluate the effort of ibg in the matter of Value Selling?

P08: 11:39

I think it's very helpful. Like recently, ibg provided online training. And that's very

hard approved for me and like Value Selling or OSIDA or active listening. It's helpful to solve. Yeah, it's helpful.

I: 12:02

OK. Anything. Like you said, the training is helpful. But again, back to the previous question then. So the training was helpful, but do you need more of it? Maybe longer training? Maybe a training in your language? Or maybe a customized training to your country? Or a more theoretic training? Or a more let's say. An active training, where you can try out stuff?

P08: 12:43

At this point I think a theoretical training is helpful. And then next, maybe practical training.

I: 12:59

OK. And what about the literature you got on Value Selling? Did you get any?

P08: 13:08

From ibg.

I: 13:12

Yes.

P08: 13:14

Yeah, recently I got selling guide of. On ibg optical reflection sensors. I don't know if you know this product. But yes, we got this sales guide.

I: 13:36

OK. And how is actually the technical material you have on your product from ibg?

Is it good? So the documentation.

P08: 13:51

Yes, it's good.

I: 13:57

OK. So nothing to improve there.

P08: 14:03

Yeah, I think so.

I: 14:15

OK, good. Then let's get to my last question. Then you're free to go. What advice would you give to sales managers looking to adopt or improve their Value Selling

approach based on your experience?

P08: 14:33

Oh, because I'm learning. It's new to me. So, I don't have. I'm not right person, to give some advice. So I'm, we are running it. And I'm doing my best.

I: 14:53

OK. Maybe just the first. Let's say. Maybe, how to rephrase it then? You're currently in the process of adopting Value setting, correct?

P08: 15:18

Yes.

I: 15:20

So I believe you already tried it a little bit. And maybe any first mistake you did. And where you could tell somebody new. Who is trying it the first time. So, he doesn't make that mistake, too.

P08: 15:38

Mistake. I'm not sure about the mistake, but difficulty is usually the Uh, in typically in Japanese customer is a very They don't give us many information. What is the value. What they want?

I: 16:02

OK.

P08: 16:06

So it's very difficult to try to understand. What is a value for the customer. So I'm still trying, but that's a difficulty. I'm feeling.

I: 16:19

OK, so especially. So in your culture it's like your customers are not so open with their information?

P08: 16:31

Right.

I: 16:33

And any approaches. So for Japan specific: How you get a little bit more information from customers?

P08: 16:43

To go to the bar with the customer and have a drink with them.

I: 16:52

OK.

P08: 16:53

That's a good approach. Good approach I think.

I: 16:57

OK. So you kind of have to get it more personal. Got it.

P08: 17:03

Yes.

I: 17:05

Perfect. Then let me quickly stop the recording.

Transcription P09

When: 19.03.2024

I: 0:04

OK. Yeah, perfect recording has started. So let's get into our first question. My first question is relatively straightforward. What does Value Selling mean to your understanding?

P09: 0:25

Value Selling?

I: 0:28

Yes.

P09: 0:30

From my point of view Value Selling, it's not only we sell equipment for the customer. We sell the solution to show Japan problem and have them to use our solution to improve maybe performance. Or, revenue everything and I have to customer is better. It's like my understanding.

I: 0:59

OK. And have you ever heard of the so-called Value Selling process?

P09: 1:08

I think. Maybe no. I'm not so specified to focus to some in Value Selling.

I: 1:22

OK, got it. But anything. Or maybe a different way: What role does Value Selling

have in your work?

P09: 1:38

You mean, what do we do? What do we do about the Value Selling?

I: 1:43

So yes, So what? So in your everyday work: Do you apply Value Selling or maybe just parts of Value Selling?

P09: 1:47

Yeah, we do it everyday for example: When we start your cooperation with any partner. To which would use any product in Vietnam, we study so, the partner is a trusted partner. How's your experience? How is your quality policy? Everything, and we also study your product. Is it a reliable? Or it's high quality? Everything. And when we sign the contract with the customer and we have. We also send engineer to the manufacturer for sales training, service training. To have a better knowledge about the product. And give us all the confidence. To convince the customer we want to give the customer right product, right solution. And also for sale and also for the service. And every day, we still keep this my everyday activity. You know our sales team, our service team, we do every day.

I: 3:21

OK. And when you go to the customer. So, you said that at some point the engineer goes to the customer. Do you go to the customer? And kind of look around maybe in his factory?

P09: 3:39

Yeah, of course.

I: 3:39

Or.

P09: 3:41

And further. What we also, I'm sorry taking travel some product. And it's like a sale engineer and visit this customer to installation solution also. And I have service team also with this customer, too. And when we receive a claim or they need some help for a software or hardware. We use a sales team and a service team. We visit the customer.

I: 4:00

Yep. OK. But it's mostly then for service. If I understand you correctly, when you go to the customer. You don't go there to understand his business model or have a look

where he maybe can save energy with your product or so.

P09: 4:21

No. No, I mean we have a sales team and service team. Our sales team and myself in the sales team.

I: 4:35

OK.

P09: 4:40

I'm busy with this customer every week. Or when we received the inquiry or when we heard. When we get the lead during the exhibition. Or somewhere we visit the customer to introduce our product. Yeah.

I: 5:02

OK. And do you select. Specifically select your customers yourself or you just take the customers you get?

P09: 5:14

Normally we receive customer when. OK, when we have some campaigns. Maybe after the exhibition we have some inquiry. And after the show we will visit them to just follow up inquiry. Or sometime we will receive the contact from our website, our Facebook, our LinkedIn. And our local social network. And sometimes we try to make a phone call and visit and make a rural visits. We will arrange maybe ten visit for which. And we for the two day, we can go just into company and show our solution for them.

I: 6:04

OK, got it. Then next question: In your opinion, what are the primary benefits of adopting a Value Selling approach?

P09: 6:18

I think, for the Value Selling. I think. We'll bring us. How to say. Mostly we can give the right solution for customer. And give the benefit for customer. And we also receive the trust from the customer. For the long term relationship.

I: 6:51

OK, so for you the benefit of Value Selling is mostly: You give a good product to the customer and establish a long term relationship.

P09: 7:03

Yeah.

I: 7:07

OK. Then in your opinion, what is the impact of Value Selling on customer satisfaction?

P09: 7:16

I think. The impact. When they want to buy the service. To buy the new product. When they have like a further order. Or when they have a new inquiry, they will. When we give them a Value Selling. They will keep the relationship with us and we have more and more business in the future.

I: 7:44

OK. Got it. Then could you maybe share any notable success stories where you applied Value Selling and it made a difference for yourself?

P09: 8:02

For example, now we have a local customer called Winfast. Maybe you know: E-Car manufacturer. We start the meeting with them. 2018. I think six years ago. And we just, the first contract we sell the handheld equipment. And we give some very detail construction. I believe this is the right configuration of application. And they very satisfied with the product and our service. Actually, what we will give: Some two years warranty. Everything to help them. Because they are the only new company. When we started, when they start to build the E-Car and the car manufacturer. After that then 2019 we also have a bigger contract for other equipment. Is now. And until now they are the most important customer of my company.

I: 9:12

OK.

P09: 9:13

Yeah, we every year we still have the other contract.

I: 9:17

And anything in particular from the Value Selling approach you applied. So did you take a lot of care of selecting the customer? Did you prepare yourself a lot for the customer? Or did you take a lot of care to understand a lot of backgrounds of the customers business processes.

P09: 9:45

You mean, uh. How to say, you mean. I spent. How I spent the time to to study the customer.

I: 10:00

For example, yes.

P09: 10:02

Yeah, actually for that customer, I just said with you, when they start to build the factory. We go to them. To see the situation. the requirement, everything and then the plant. For the first year, for the next three year? Next five year, everything. And we also understand. This is very potential customer and what is your requirement? Very little requirement and we give them the suitable solution. And my sometime we give some very. A lot of support for the stuff. The first project to continue waiting for, like a ramp up for them for the first few years and for and then I'll. Yeah, I think, we spend a quite a lot to study. And the manage the application you're planning everything. Yeah, I have allot time.

I: 11:19

OK. Thank you. Then next question: What do you believe are the key challenges to successfully further roll out Value Selling?

P09: 11:33

The challenges. On me. For me. For most challenge though.

I: 12:04

Maybe let me rephrase this. What additional support do you require to effectively execute Value Selling?

P09: 12:23

The motion is we can. We can understand who needs, the customer requirement. And after give them the most suitable solution.

I: 12:45

OK.

P09: 12:46

Because sometimes we are from my experience, we sometimes we already we. It's not a perfect solution for them. Even if we already study very carefully.

I: 13:01

OK. But. Maybe. More in terms of Value Selling: Value selling is an approach. Maybe would you need more training on Value Selling. Or better material? Like learning material on Value Selling. Or do you already know everything about Value Selling?

P09: 13:29

I think the training is needed. Actually, we already be trained Value selling. And we also have some material. But now I was of course, we need more advance

training. Really more and more. I think we are open for training and I think more material, more training, OK.

I: 13:55

OK. Umm, because do you have the feeling that you apply Value Selling a lot? Or is it more like basic sales what you always did, currently?

P09: 14:12

No, we always prefer the Value Selling. It's not, yeah.

I: 14:15

OK. Got it. Then: How do you evaluate the effort of ibg on the matter of Value Selling?

P09: 14:29

ibg. We do the same with all other partner. Where we take the time for: To study or the brand name of the company.

I: 14:35

OK.

P09: 14:42

Understand the people. Understand the product. Understand the policies. Everything. And we already went there for training. With this factory also for some online training everything.

I: 15:01

OK. But like the question is a little bit in the direction on what can ibg do for you? Not so much: What can you do for ibg? Because like in January, for example, you had the sales training on Value Selling. And my question is: Ibg is trying to help you to get more towards a Value Selling approach. Not only you, but all their sales partners. And my question is: Is there anything they can do better or is everything great?

P09: 15:45

No. So far so good, but. And I think. They improved a lot. They improve a lot. Their website is not. It's not so they have quite a lot of website. But now they already unify all, become one. And we need the same online server, the cloud. But all the distributor to check the material:

Some sales material. Service material. Everything online.

I: 16:18

OK.

P09: 16:27

So we don't need to wait for anyone to answer the email? Everything. And now we heard that they already. Actually done this. So far only this point and they already, improve it.

I: 16:43

OK.

P09: 16:48

So everything now is great.

I: 16:51

OK. And any additional step or follow up step that they should do now after they did the first training and after they improved their website and the material? Any suggestions? So, no right or wrong answer here. Just if you have any idea.

P09: 17:15

Mobile. Wait me a second. I think when they have a. Are successful in any country, any distributor for any customer. They can then share the background and share the success story for all other to have more reference.

I: 18:05

OK.

P09: 18:06

Yeah.

I: 18:09

OK. So last question and then you're free to go: What advice would you give to sales managers looking to adopt or improve their Value Selling approach based on your experience?

P09: 18:35

I think for the sales manager.

I: 18:46

Yeah. So if they're, for example: Just imagine I'm a completely new sales manager. I've never heard anything about Value Selling. Now I read the definition the first time and I'm telling you. I would like to get started on Value Selling. And do now Value Selling. What advice would you give me? So which mistake, which you did, shouldn't I repeat?

P09: 19:13

I think I just. Was thinking about maybe. But I have no. It's nice.

I: 20:01

OK, sure.

P09: 20:01

Yes, it's just normal advice. Something to the air. Our eyes are some meeting, sharing your experience, sharing your so successful cases.

I: 20:08

OK, not a problem though. Then perfect. Let me quickly stop the recording.

Transcription P10

When: 20.0e.2024

I: 0:04

A second. OK. So again, the question: Is it OK for you that I record this session?

P10: 0:13

Yes.

I: 0:14

Perfect. Then I would say let's get started with my first question. So what does Value Selling mean to your understanding?

P10: 0:28

Well, to me it's giving me support for. To make my job of selling ibg stuff easier. By knowing more about the product and the advantages of it.

I: 0:51

OK. And have you ever heard about the Value Selling process?

P10: 0:59

No.

I: 1:00

Never.

P10: 1:02

No.

I: 1:03

OK, so the steps like for example understanding the customers business model, crafting the value proposition and communicating customer value. That never came up for you?

P10: 1:20

I never was trained about that. My understanding of it came from work.

I: 1:28

OK.

P10: 1:31

40, 45, 50 years of representing companies and selling different products and services.

I: 1:36

OK, got it. So, then what role does Value Selling have in your work in general?

P10: 1:48

Well, you have. You have to understand the product you are trying to promote. Have a deep understanding of it. And also have the deep understanding of your closest competition in order to be able to point out your good points compared to the to your competitors. And also, the main thing is to understand that you're not selling products you are selling. You are selling solution to problems for customers.

I: 2:26

OK.

P10: 2:26

If you understand that you are in the right side.

I: 2:31

OK. And is it so? If I ask the question differently? You said you're selling a solution to the problems of the customer? How do you get into the problems of the customer? Does the customer tell you which problems he has. Or how do you get to know the customer. How do you select your customer?

P10: 3:02

Well, really. Is your way around, OK. Customers have some problems and nowadays they go to Google and try to get the information about companies that might be able to solve their problems. And they contact you. Right then you start talking to them, start to find out what the problem is. Well, what is? What is? What kind of problems they are having? And if you are in the position of the offering a solution. Because as I said, everybody of what we sell solution to problems. We don't sell products, we sell solutions to problems. That's my understanding. That's my philosophy.

I: 4:04

But it's mostly about the customers problems. He knows about, correct?

P10: 4:10

Of course, if there, there will be no problems. You will. You will not be required at all.

I: 4:17

But you also sometimes uncover problems which the customer doesn't know about he has.

P10: 4:24

Sometimes, you know, like yesterday we went to visit an ibg costumer. That calls because they were having problems of cracks. We went there, we found out what kind of part was having the problem. And then we keep, we kept talking and we told them that we also represent some other companies and we came up going to the shop floor and found that they might be able. That they might be needing some demagnetization units for their operation. Because the one that they have, is not operative anymore. Or they don't have the way to know if it's working OK or not.

I: 4:56

OK.

P10: 5:16

But we do, because the company we represent has a very accurate and sensitive instrument to check if there is residual magnetism, you know.

I: 5:28

OK.

P10: 5:29

So another opportunity of business came out. Yes, by talking.

I: 5:35

OK, so you went to the customer, looked at his shop floor, and you noticed something and then convinced him that it would make sense to do some specific stuff with your product. And the customer didn't even know that he could need. That this could help him?

P10: 5:55

Yeah, that's right.

I: 5:56

OK. Perfect. Then next major question: In your opinion, what are the primary benefits of adopting a Value Selling approach for yourself?

P10: 6:11

Can you repeat please?

I: 6:13

In your opinion, what are the primary benefits of adapting a Value Selling approach for yourself?

P10: 6:23

Well, it will give me more, more tools to be more effective in my in my selling efforts. They will give me more weapons or approaches to be more successful in promoting products.

I: 6:44

OK. And in your opinion, what is the impact of these tools? Or the impact of Value Selling for yourself?

P10: 6:58

Well, as I said it is important. It's a new thing for me. As I said, probably I've been applying some of the philosophy of this approach by the experience of all my years in trying to promote products. You know. So that will be helpful for me and for my partner.

I: 7:05

OK, got it. And in your opinion, what is the impact of Value Selling on the customer satisfaction?

P10: 7:33

Well, customers are not dumb. You know, they realize when you are trying to just sell the program by selling the product and they realize when you are really trying to help them solve their problems. You know. And in my opinion and in my experience. Around for more than forty years of promoting products. I've been finding that: If you're honest to the customer, you know. They notice that and they will be coming back to you when they have problems and even more they will be, sharing. Or recommending you to some other people that have problems you know. Because they cost you. To me, trust is one of the main things on this. On the selling, you know?

I: 8:37

OK. So it's mostly about this long-term relationship you build with the customer. So you build up trust, and then they will come again and again.

P10: 8:49

Yes.

I: 8:51

OK.

P10: 8:51

That's right. And not only that. Yeah. As I said, if the customers trust you, they recommend you. That is the best that you can have. A recommendation of satisfied customer.

I: 9:00

OK. Good. And could you maybe share any notable success stories where you applied Value Selling and it made a difference for yourself?

P10: 9:25

Well, yeah, there is a customer called Xxxx. This is Spaniard company. They have several companies not far from my office. When I first approached them. I went there and I was making a demonstration of the unit in front of all the management. And even blue collar workers, you know, and there were some Japanese investors in the factory and they were listening to my presentation. At a certain point in time. One of them told me. Well, why? Why don't you do this instead of what you're doing? And I said because it's not right. And the Japanese told me, well, nobody will know. You know what I answered to him? I will know! And that is enough for me. It's not good, it's wrong and I will not do it. And out of that I got an order from them. Because I showed them that I'm not trying to sell the product just by selling. I'm trying to sell the product to solve the problem they have OK. And that created trust. You know, that's why.

I: 10:52

OK.

P10: 10:55

And that for me is that Value Selling?

I: 10:55

OK, it is mostly about generating trust with the customer.

P10: 11:05

To me, yes, it's a very, very important part of my job. Build trust.

I: 11:14

And that's for you Value Selling?

P10: 11:17

It is probably the most Value Selling in the whole process.

I: 11:19

OK.

P10: 11:23

You know, because you are showing them that you are putting some additional value in what you're proposing to them.

I: 11:34

OK, got it. And to your opinion: What do you believe are the key challenges to successfully further roll out Value Selling execution?

P10: 11:52

Well, you have to show them that you really know the product that you're promoting. And that you have a deep knowledge of the technique. And that you're very more very, very much interested in solving the issue that they are having with their production. Which is all the way to say: Solve the problem that they have.

I: 12:11

OK.

P10: 12:26

I said if there are no problems, there is no selling in this and there is no need of yourself being there. Problems are opportunities.

I: 12:37

OK. Got it. So this was more like how to apply it. But maybe let me rephrase my question. What additional support do you require to effectively execute Value Selling?

P10: 12:56

Talking about ibg OK. Because that's what we're talking. Nowadays, the way to promote massively is the Internet, no doubt about it. OK. And there are several ways to do it. There are some platforms like LinkedIn, YouTube. And a lot of people is promoting. Most of the people is promoted through those channels. And what I do is, I check. What my, the company are doing and I get some articles. Or how do you call it? You call it white papers. Write about it. Technical application you know, or a video about the some machine that is testing whatever you know. And what I do is, I translate and put some descriptions in Spanish language for. And then I publish on my channel in LinkedIn and YouTube

Because as I said, that's the way to promote nowadays and I will need some. In order to make my job easier in this respect, I will need to get those technical articles or those videos in an editable format in order to make my job easier to do the translation. To do the promotion in Internet. OK. So the Value Selling can help me

regarding that.

I: 14:51

OK.

P10: 14:56

That would be great.

I: 15:01

OK. Got it. So you mostly need some stuff also like in your language and better material. Got it.

P10: 15:11

Yes, because in Spanish language is the second most spoken language in the world. It's not going to be that way for a long time because Chinese is going to replace sooner or later the English language as the business language in the world, right? Like you agree, but they are dominating the market with a lot of products all over the world, you know. And now, right now they're doing that with cars and the kind of cars they are producing, is high quality. They cater for all tastes. All pockets, you know. They cover the whole range, you know. They're going to dominate, and the problem is that the Americans have not realized that yet. They are not really. They are not reacting fast. Fast enough, I mean.

I: 16:13

OK, got it. So we already went a bit in that direction: But how do you evaluate the efforts of ibg in the matter of Value Selling?

P10: 16:30

Well, there they are just starting to doing that. So, the only? Yeah, one of the few things that I have noticed about that is that sort of training that they're trying to do. And that platform that they put together, which is very helpful. That's Value Selling for me. Because in that platform you can get in and see what's going on. You know all over the world. But the new products are coming when new techniques et cetera. That's good. That's very good. That didn't exist before, you know. So they're starting good. I hope they keep doing that and sharing technical applications and videos and experiences all over the world of some other representatives. What kind of problems they are having to push the problem again against who? How competitors are competing. All that information is important. That's Value Selling.

I: 17:41

OK, so in general, so you like the material, you're getting. You like that you're getting

more and more material on the one hand on the product. But also would like some on the competitors?

P10: 17:56

And the competitors not yet. I would like to see that.

I: 18:01

OK. Got it. And in general: In terms of the training you said, yeah, there was only that one training on Value Selling. Would you like to have more trainings and less trainings? Different kinds of training? So, anything to change there?

P10: 18:23

Well, I would like to see more information about. As I said. What kind of competitors are facing in the different parts of the world? What are their good points? What are their bad points compared to us. You know. And new applications. That's very important. If there are some new applications that they are. They have some experience shared with all of the other reps. That's important or problems as well. You know. If they're having some kind of problems, it's also important to share in order to avoid those problems in our operation here.

I: 19:17

OK. And what about the training on the theory and on applying Value Selling? Because there was this one training which was specifically on the theory. Anything you have to say on that, do you need more of it?

P10: 19:40

I think representing this company almost since the beginning, when Mr. Baumgartner was in front, and to be honest with you. The kind of training about theoretical of the technique was much better before, OK. I got a lot of training and I learned a lot more when Mr. Baumgartner was in front. You have to understand that I have been in Europe for technical sales meetings like, I don't know fifteen, sixteen times. OK, I know I learn a lot of theory. And I have enough information about the theory. I know that some other new techniques are being incorporated into the company, you know. And that's the one I'm interested myself in particular, you know. Because I've got a lot of technical training and theoretical training.

I: 21:00

OK, so to rephrase it a little bit: You don't need so much sales training anymore. You need more training on the product. On the new product.

P10: 21:14

I have enough knowledge about the theory and the technique of ibg current.

I: 21:22

OK.

P10: 21:25

But they have been incorporating new techniques for those, yes, they need to keep doing the theoretical training and all the technical training, yes.

I: 21:25

OK, got it. So then my last question and then you're free to go. What advice would you give to sales managers looking to adopt or improve their Value Selling approach based on your experience?

P10: 22:02

Have an open mind. Have an open mind to receive. Try to understand new techniques, new approaches, new ways to promote products. That's important because if you yourself think that you know everything, then your mind you will not be open to receive new information to be more effective. You know. So open mind.

I: 22:35

OK.

P10: 22:37

Well, it's important.

I: 22:40

OK, so that was mostly like on in general how to do sales. That I have to be open minded. But let's imagine I am new in sales, OK. I already sold some stuff, but I've never heard of Value Selling. So I myself. What would you tell me is good about Value Selling or what? Where should I be careful when I try to do well in Value Selling?

P10: 23:09

Try to learn as much as possible of what they are trying to convey us. You know.

I: 23:20

OK. OK then that was it actually from my side. Let me quickly stop the recording. Give me a second.

P10: 23:35

OK.

Transcription P11

When: 25.03.2024

I: 0:06

OK, the recording seems to have started. So my first question of course: Is it OK for you that I record this session?

P11: 0:17

Yeah.

I: 0:19

Perfect. So, then my first interview question: What does Value Selling mean to your understanding?

P11: 0:30

I think the Value Selling is. I need to make some customer to think why our machine is helpful for them. I mean, I don't want to sell only machine. Because there are lots of many companies, many competitive brands. And, example one and example two well. (I did not understand which brands he meant) So I mean I have to persuade our customer, why our machine is helpfull for you? Yeah. For customer, yeah. It's my opinion for Value Selling.

I: 1:32

OK. And what do you know about the so-called Value Selling process? Have you ever heard of that term?

P11: 1:45

Value Selling process? Uh, I haven't heard. But I think. First I need to find some manufacturer who needed to, who needed some machines we have, which we have. Yeah. And then I need to contact, read them and explain what our machine has a some function and it is helpful for your quality and our production quantity, yeah. It's important. I think it's important, yeah.

I: 2:34

OK. And what role does Value Selling have in your work?

P11: 2:40

How, you mean?

I: 2:43

What role?

P11: 2:46

Role. Totally. I do. I mean, I find. I look around in many companies on this website where. Buy work, buy car. And I suggest my catalog for them and I always try to have a meeting with the customer. Yeah. And I and then. I'm goanna visit them and have a meeting and explain some things. So my worry is, business meeting and set up the machine and repair the machine maintenance and business sales, business. Yeah, my role. It's my role.

I: 4:31

OK. And if you go to such a customer, because you said your role is that you then go to the customer. Do you spend a lot of time on understanding what the customer is doing in general?

P11: 4:56

Yeah, it's general.

I: 5:01

OK. And in your opinion, what are the primary benefits of adopting a Value Selling approach for yourself?

P11: 5:11

Benefit? For what I cannot. For me Value Selling?

I: 5:15

For you. Yes.

P11: 5:20

It means. Actually just sales business is: Many customer doesn't want. Don't want to. Just business salesman, I mean. I always try to have a friendship with customer.

Yeah, because I think it's really important there. I mean, sometimes there are two more, two brands motion, but they have a same function or similar function. And two business company. Sometimes the customer choose the friendship companies motion. So it is also one of the Value Selling. I think friendship is. Yeah, it's my. I think it's really important for me.

I: 6:33

OK, so mostly the long-term relationship which you build with it.

P11: 6:38

Long term relationship. Yeah, you're right.

I: 6:42

OK.

P11: 6:42

In case our South Korea most customer, like a lot of time, have a spend over lots of time, they trust our sales man. So they just saw base of the through. Yeah, sorry you don't know what. OK.

I: 7:08

OK. And so in your opinion, then what is the impact of Value Selling on the customer satisfaction?

P11: 7:20

Satisfaction. Satisfaction for customer? Value Selling? In some case. There are few company or person who don't want to Value Selling. They always sell some. They almost to send the motion. And then they didn't. They will not go the customer again? No, but customers think for Value Selling my opinion Value Selling. Yeah, he really like our company because we are going to the company frequently after the selling. Yeah. Even if we sold the machine we go, we go again and again for maintenance or something, yeah.

I: 8:41

OK. So, it's again mostly about the long term relationship that the customer has a sales manager who he can trust.

P11: 8:57

Yeah. Who he can trust.

I: 8:59

Good. Then could you share any notable success stories where you applied Value Selling and it made a difference for yourself?

P11: 9:09

Different case.

I: 9:12

No. So. Have you ever applied Value Selling step by step and it had a positive impact on yourself. So can you maybe guide me through an example but with a real customer of what you did?

P11: 9:27

OK. So maybe 10 minutes ago I told you: I ordered today ibg advisor. The customer is a, has been relationed with me for 10 years. Yeah. And they used to buy lots of machines of crack checker in all over South Korea. Yeah, but he turn. He suggests to me to recommend new machine. So, I recommend this our advisor so. He decided to buy new machine to try and test. And he told me we are going to buy more machines.

Because they have a large factory and they always think their machine has to be same. To attract the quality and other something. Yeah, so it's my. Yeah, that's your. That's your. Yeah. Experience. It's my experience.

I: 11:01

OK. And just that question, is there a reason why you recommended that specific machine to him?

P11: 11:14

Because they have. I told you, they have a many cracks checker, but the machine can't check. Couldn't check any technical term (I did not understand what he said). Yeah, but that device here can check crack and technical term (I did not understand what he said). So it was a solution. Pick solution for them, yeah.

I: 11:45

OK, got it. Then now more like into a different direction, the next question: What do you believe are the key challenges to successfully further roll out Value Selling execution?

P11: 12:04

Ohh yes. I think friendship and the technology, yeah.

I: 12:14

OK. Maybe let me rephrase the question. What additional support do you require to effectively execute Value Selling?

P11: 12:25

Actually we want to attend the fair and exhibition in South Korea. But you know, there are. Actually, we are agency of the ibg construction solution for scanners, but there are just the two companies, two factories, two companies of the product.

I: 12:51

OK.

P11: 12:54

Yeah. So nowadays we are really interested of the ibg advisor. Yeah, but we don't have any. Any ibg adviser demo sample and we don't have anything. So, we can't. If we want to attend the fair and exhibition, we can't any show. We can't show the product, our product for customer. So, I mean there is a. You know high tech. And in Korea two agency or in South Korea. And we always talk about the fair and exhibition with Mr. Park in euro high tech. Yeah, we are willing to attend the fair. At

the time, if you can. A device. I don't know you can. OK. Don't know?

I: 14:13

Measure? Test?

P11: 14:15

Can you support the. Keep the machine for the fair, something. Because I think showing the items for customer. It's really important. Because the customer doesn't know which machine we have. So it's really important that to show the items in the fair.

I: 14:46

OK. And anything else you would need? More in terms of maybe, let's say, training or training material to get better in Value Selling. So now it was for sales in general, but specifically in Value Selling.

P11: 15:10

Or Value Selling? Umm, actually I know you had many. Many seminars for Value Selling. But we didn't attend the seminar. So, I heard from the missed. Just one time I attended.

I: 15:30

OK.

P11: 15:36

But yeah. So, I heard a every seminar was same. Contents. So sometimes I want to change the fiction. The content? Yeah. That's all.

I: 15:59

OK. Got it. Further in this direction: How do you evaluate the efforts of ibg in the matter of Value Selling?

P11: 16:15

I haven't to thought deeply that, yeah. OK, I need to think more about the, yeah.

I: 16:39

OK, so you don't have something big? You, so you can't give too much feedback on ibg's approach on Value Selling because as you said you haven't attended the training, OK. But maybe like in terms of literature, did you get anything on Value Selling which explains what Value Selling is? So anything to read?

P11: 17:13

I have no idea.

I: 17:21

OK, not a problem, not a problem at all. So, then let's get into my last question. Then you're free to go. What advice would you give to sales managers looking to adopt or improve their Value Selling approach based on your experience? So just imagine I'm a new sales manager and I've heard about Value Selling. What would you recommend me to do to get good and Value Selling?

P11: 17:59

I want to tell you. You needed to make a friendship with customer. On my experience. Based on my experience. Yeah, make a friendship and. And give them quite precise information, I mean, yeah.

I: 18:36

OK.

P11: 18:37

For them, yeah, it's. I think it's Value Selling of based on my experience. So friendship and Information. Keep them. Give them Information and they. I make them to think their needs for our machine. Yeah.

I: 19:06

OK, got it. Perfect. Then first of all, thank you very much. Let me quickly stop the recording.

P11: 19:17

OK.

Appendix 4 – Coding

Table 7 - Category: Sales Managers expertise in Value Selling

Subcategory	Conditions	Text example
Lack of theoretical awareness	Sales partner describes Value Selling very vague or wrong:	
	Definition is very uninspired	P11 - 0:30: "I need to make some customer to think why our machine is helpful for them."
	Definition describes Selling in general.	P10 - 1:45: "also have the deep understanding of your closest competition in order to be able to point out your good points compared to the to your competitors"
	Describing customer service as key point of Value Selling	P11 - 2:46: "So my worry is, business meeting and set up the machine and repair the machine maintenance and business sales, business."
	Sales partner acknowledges that he does not know the Value Selling process	P11 - 1:45: "Value Selling process? Uh, I haven't heard."
Value Selling process – Select customer	Describes selecting the right value customer	P03 - 1:37: "From my point of view, as a distributor and not manufacturer. Is trying to find which are our key customers that can. How do you say in English and feel our value in our service?"
Value Selling process – Establish contact	Describes establishing the right contact	P02 - 1:45: "Then I call this company. When these nice ladies in Bureau or reception don't want to give me email address. I try to find out how the email could be. It's not the best way to do it, but sometimes it's the only way."
Value Selling process – Value proposition	Describes communication of the value proposition	P10 - 11:52: "You have to show them that you really know the product that you're promoting"
Value Selling process – project selection	Describes selecting the fitting projects	P02 - 7:08: "I call the customer. When he gives me some phone number. Asking for maybe more detailed information. If they are not in in the brochure, that I've sent, it is called project specification sheet. [...] When we, when I know what customer really wants. What he's interested in. Then we ask the customer to send parts that he wants to control to Ebermannstadt. To German."
Value Selling process – Customer expansion	Describes customer expansion and growth	P11 - 5:20: "I always try to have a friendship with customer. [...] Sometimes the customer choose the friendship companies motion."
Adoption of Value Selling	Sales partner describes Value Selling impact on his work in sales	
	Addressing the core concepts of Value Selling	P03 - 2:21: "Then understand their needs in order to provide a specific proposal to each other. So no one is equal (the same), so some of them and. They expect or have different needs, so you need to align their needs to your proposal. So you need to understand clearly what they are expecting or what they are. What they need to solve in their process in order to."
	Connecting the sale to the customers problems or processes.	P10 - 11:52: "And that you're very more very, very much interested in solving the issue that they are having with their production. Which is all the way to say: Solve the problem that they have. [...] I said if there are no problems, there is no selling in this and there is no need of yourself being there. "
Basic theoretical idea	Mentions some basic fitting terms on Value Selling	P08 - 1:41: "I learned the process is based on the OS, OSI äh. No, no OSIDA. First the opening dialogue. And second understand the customer situation. And then provide the idea of a ours (us). And then discuss about the solution and then agreement."

Table 8 - Category: Sales impact of Value Selling

Subcategory	Conditions	Text example
Correct Customer Matching	Sales manager describes that working with correct customers has one of the following benefits:	
	No wasting of time (for customer and/or seller)	P03 - 3:47: "For me, probably: To not waste time to approach customers that are not the key customers or the ones who will need to approach. [...] Be sure that our proposal will fit to the expectation"
	No wasting of resources (for customer and/or seller)	P03 - 3:47: "For me, probably: To not waste time to approach customers that are not the key customers or the ones who will need to approach. [...] Be sure that our proposal will fit to the expectation"
	Fitting proposals (for customer) easy to make	P03 - 3:47: "For me, probably: To not waste time to approach customers that are not the key customers or the ones who will need to approach. [...] Be sure that our proposal will fit to the expectation"
Customer relationship building	Sales partner describes Value Selling impact Sales partner points out that a good customer relationship lead or leads to sales:	
	Customer will recommend you	P10 - 7:33: "I've been finding that: If you're honest to the customer, you know. They notice that and. They will be coming back to you when they have problems and even more they will be, sharing. Or recommending you to some other people that have problems you know."
	Mentions long term customer relationship lead to new sales	P11 - 9:27: "The customer is a, has been relationed with me for 10 years. [...] he decided to by new machine to try and test and he told me we are going to by more machines."
Competitive edge	Sales partner points out that it is good to do Value Selling for one of the following reasons:	
	Value Selling moves the focus away from pure features	P03 - 9:05: "Not talk about so much about the, let's say, characteristics of the units and more to focus on the operators that they have and how easy it will be for them to start to work with our equipment that our training are so easy. The let's say, how do you say the name in English? Of the learning curve was so fast compared to the competitor. So we tried to focus on that and not with the, let's say, a lot of technical."
	Value selling is a trend which you need to follow to avoid losing on competition	P07 - 13:21: "OK, this is very new for me. But I should do this task because the others. If the others follow this techniques, I should. I am on the back. If I should not follow this if everybody follows."
	Value Selling gives you additional tools or gives you structure to the sale	P10 - 6:23: "It will give me more weapons or approaches to be more successful in promoting products."

Table 9 - Category: Success Factors adoption of Value Selling

Subcategory	Conditions	Text example
Closed minded	Sales partners show that they are not interested in learning how to apply Value Selling or shows a lot of pride:	
	By denying the necessity of learning more about Value Selling	P10 - 19:40: "To be honest with you. The kind of training about theoretical of the technique was much better before, OK. I have enough information about the theory (in sales)."
	By not acknowledging or understanding that ibg is doing an initiative on Value Selling role out.	P01 - 11:39: "I don't know really, because everything that it needed they fulfill."
	By showing a lot of pride in their own work experience and/or sales or work success.	P10 - 1:20: "My understanding of it comes from work. [...] 40, 45, 50 years of representing companies and selling different products and services."
Material for offer positioning	Sales manager suggests better material for offer positioning:	
	Sales partner points out the importance of technical/product material to show to the customer	P10 - 12:56: "And what I do is, I translate (ibgs sales material) and put some descriptions in Spanish language. [...] I will need to get those technical articles or those videos in an editable format."
	Sales partner points out the importance of technical or product material to propose value to the customer	P03 - 11:50: "So for us, real examples are always welcome and also all this, let's say technical benefits that our system have in order to think about which once can be offered or can be the best for each customer."
	Sales partner points out the importance of material on sales experience of other sales representatives.	P10 - 18:23: "They have some experience shared with all of the other reps. That's important or problems as well."
Time and effort	Sales manager point out time and effort for applying a new sales concept by:	
	Mentioning that application of learnings in training take time respectively further training is necessary.	P06 - 15:52: "Not the short time you know. It's not like we learn this training and next day we."
	Mentioning that it is hard to change old habits	P07 - 8:31: "My last project I want to start such questions. I start as this Value based, Value oriented based questions but it turns to normal questions."
	Mentioning that his employees have to be trained too.	P04 - 12:38: "Now we have a four guys. A team of four people who are working with me, who are exclusively into the sales. So. We do some kind of a mock drills or dry runs in our office also."
Positive involvement	Sales partners show a positive perception towards ibgs approach on Value Selling or Value Selling in general, or shows some involvement in the topic by:	
	Acknowledging that Value Selling is good but new for him while stating some facts about Value Selling.	P08 - 11:39: "I think it's very helpful. Like recently, ibg provided online training. And that's very hard approved for me and like Value Selling or OSIDA or active listening. It's helpful to solve. Yeah, it's helpful."
	Acknowledging that he needs to learn or has learned from ibg	P07 - 12:15: "But I start this Value based selling techniques step by step. And I teach also myself which style I should follow."
	Make statements about what they believe is good about ibgs approach	P03 - 17:15: "I think it's everything that trainings are, they are good. All the documentation that they provide us, it's great. So we have now this portal that we can share."
	Giving recommendations on reading material on Value Selling	P07 - 28:21: "There are thousands of lectures or printed documents? On the Internet. This means it is very important issue. Sales managers should look this articles first. And for us, ibg has to prepare some."
	Recommending a Value Selling aspect to new Sales Partners	P06 - 21:57: "Prepare. Prepare for the communication before do it."

Appendix 5 – Research Results

Table 10 - Results for category: Sales Managers expertise in Value Selling

Subcategory	Conditions	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11
Lack of theoretical awareness	Sales partner describes Value Selling very vague or wrong:											
	Definition is very uninspired		✓	✓		✓	✓	✓	✓		✓	✓
	Definition describes Selling in general.	✓			✓	✓	✓	✓			✓	
	Describing customer service as key point of Value Selling	✓					✓	✓	✓			✓
	Sales partner acknowledges that he does not know the Value Selling process						✓			✓	✓	✓
Value Selling process – Select customer	Describes selecting the right value customer		✓	✓	✓	✓				✓		✓
Value Selling process – Establish contact	Describes establishing the right contact		✓									
Value Selling process – Value proposition	Describes communication of the value proposition		✓									
Value Selling process – project selection	Describes selecting the fitting projects		✓									
Value Selling process – Customer expansion	Describes customer expansion and growth	✓	✓		✓					✓	✓	✓
Adoption of Value Selling	Sales partner describes Value Selling impact on his work in sales											
	Addressing the core concepts of Value Selling		✓	✓			✓				✓	
	Connecting the sale to the customers problems or processes.								✓		✓	✓
Basic theoretical idea	Mentions some basic fitting terms on Value Selling								✓	✓		

Table 11- Results for category: Sales impact of Value Selling

Subcategory	Conditions	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11
Correct Customer Matching	Sales manager describes that working with correct customers has one of the following benefits:											
	No wasting of time (for customer and/or seller)			✓		✓						
	No wasting of resources (for customer and/or seller)			✓								
	Fitting proposals (for customer) easy to make			✓		✓						
Customer relationship building	Sales partner describes Value Selling impact Sales partner points out that a good customer relationship lead or leads to sales:											
	Customer will recommend you										✓	
	Mentions long term customer relationship lead to new sales		✓		✓	✓			✓	✓	✓	✓
Competitive edge	Sales partner points out that it is good to do Value Selling for one of the following reasons:											
	Value Selling moves the focus away from pure features			✓								
	Value selling is a trend which you need to follow to avoid losing on competition							✓				
	Value Selling gives you additional tools or gives you structure to the sale		✓		✓		✓	✓			✓	

Table 12 - Results for category: Success Factors adoption of Value Selling

Subcategory	Conditions	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11
Closed minded	Not interested in learning how to apply VS or shows a lot of pride:											
	By denying the necessity of learning more about VS	✓									✓	
	By not ack. or understanding that ibg is doing an initiative on VS role out.	✓			✓							
	By showing a lot of pride in their own hug work experience and/or sales or work success.	✓			✓	✓		✓			✓	
Material for offer positioning	Better mat. for offer positioning:											
	SP points out the importance of technical/product mat. to show to the customer	✓	✓		✓		✓	✓			✓	✓
	SP points out the importance of technical or product mat. to propose value to the customer			✓						✓	✓	
	SP points out the importance of mat. on sales experience of other sales representatives.								✓	✓	✓	
Time and effort	Time and effort for applying a new sales concept by:											
	Ment. that application of learnings in training take time respectively further training is necessary.		✓				✓	✓	✓	✓		
	Ment. that it is hard to change old habits							✓				
	Ment. that his employees have to be trained too.				✓	✓	✓					
Positive involvement	Positive perception towards ibgs appr.:											
	Ack. that VS is good but new for him while stating some facts about VS.						✓		✓			
	Ack. that he needs to learn or has learned from ibg		✓			✓		✓				
	Make statements about what they believe is good about ibgs approach			✓			✓	✓	✓	✓		
	Giving rec. on reading mat. on VS							✓				
	Rec. a VS aspect to new SPs			✓			✓		✓			

Appendix 6 – Sales Partner Assessment

Table 13 - Data Mapping subjective evaluation of ibg senior management on "Sales and Market Communication" of sales partners to ordinal scale

	+	++	+++	-
Frequency and quality of local customer contracts, visits, ...	"Acts more per phone contact, also visits on site when requested", "Could be higher"	"Good and positive", "frequent external visits", "good"	"Daily visits and meetings", "constant visits and demos on site"	[null], "active, and to be verified", "said to be frequent, to be checked"
Ability of the dealer team to work with senior people at larger Key Accounts	"possible", "Could be better"	"good, active and no fear", "yes by the owners", "good", "high"	"very good", "constant visits and demos on site"	[null], "said to be frequent, to be checked"
Level of local personal customer contact	"could be better because of agents and trading companies"	"good", "Quality control, production, engineering"	"very good"	[null], "to be checked"
Share or passive sales versus proactive demand generation	"could be better because of agents and trading companies"	"50/50", "Quality control, production, engineering"	"Really pro-active"	[null], "unknown", "to verify", "no sales so far"

Table 14 - Revenue, Sales and market communication evaluation and research result overview

Data type	Data field	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11
Revenue (in 1000 €)	2019	283	207	260	231	42	--	683	176	2	--	926
	2020	209	164	193	195	74	--	336	480	0	--	488
	2021	34	316	326	616	49	--	804	211	10	--	130
	2022	125	400	280	500	150	--	350	384	5	--	493
	Sum	651	1087	1059	1542	315	--	2173	1251	17	--	2037
Sales and market communications (subjective evaluation by ibg management)	Frequency and quality of local customer contracts, visits, ...	++	+	++	+++	+++	--	++	+	--	--	++
	Ability of the dealer team to work with senior people at larger Key Accounts	++	++	++	+++	++	+	+++	+	--	--	++
	Level of local personal customer contact	++	++	++	+++	++	++	++	+	--	--	+++
	Share or passive sales versus pro-active Demand	--	++	++	+++	++	--	++	+	--	--	++
Research results (subjective scale by research team)	Sales Managers expertise in Value Selling	+	++	++	+	++	++	+	+++	++	++	++
	Fitting mindset	+	+++	+++	+	++	+++	++	+++	+++	+	--

Appendix 7 – Training Presentation ibg January 2024

Excellence in Sales and Marketing
Value Selling Execution

Note

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Thank You for Your understanding.

Chain of Customers in our Industry from Partner Meeting

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Our Concept for Sales and Marketing Excellence

ibg NDT Technology Page 4

Excellence in Sales and Marketing
Module 2: Value Selling Execution

Training Objectives

1. Structure a call ?
2. Ask clever questions?
3. Listening Skills?
4. Quantify the customer challenge / gain
5. Discuss the Points of Value of the solution
6. Using the new ibg "Selling Guides"

Excellence in Sales and Marketing

What is "Value Selling"?

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Excellence in Sales and Marketing / Value Selling

1. Value Selling requires the right Attitude

ibg NDT Technology Page 8

Excellence in Sales and Marketing / Value Selling

2. Value Selling requires a good Dialogue with the Customer

Successful Selling is about Building a good Dialogue with the Customer

- Good dialogue is Balanced
- Good dialogue is on Eye-level
- Good dialogue is Honest

It is possible to Improve on good Dialogue Skills

- Good dialogue needs a Structure
- Good dialogue means to ask Questions
- Good dialogue means active Listening
- Good dialogue means to react to the Answers

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Excellence in Sales and Marketing / Value Selling

3. Right Attitude and good Dialogue means also to set yourself the Appropriate Objectives


- What is the realistic target of my next Dialogue / Visit with the Customer?

Bad: Show him my new product
Good: Make him feel that I understood his problem

- What are the Things, I want the Customer to Do next?

Bad: Buy my advisor (right at the first visit)
Good: Agree a second meeting with the product manager

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Excellence in Sales and Marketing / Value Selling **EXERCISE** 

3. Right Attitude and good Dialogue means also to set yourself the Appropriate Objectives

- What is the realistic target of my next Dialogue / Visit with the Customer?


- What are the Things, I want the Customer to Do next?

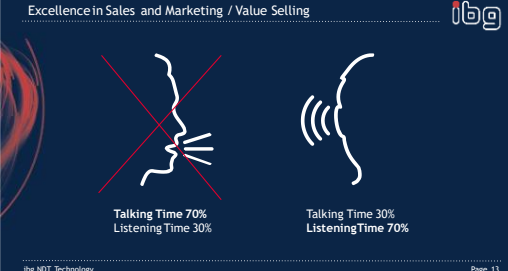
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Excellence in Sales and Marketing / Value Selling **EXERCISE** 

What do you think is key to a successful dialog...
with customer,
a potential customer
or any other valuable person?

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Excellence in Sales and Marketing / Value Selling 



ibg NDT Technology Page 13

Excellence in Sales and Marketing / Value Selling 

4. Creating a good impression


The Sales Person and the Customer are valuable Personalities

- Observing and Listening
- Distance
- Body Language, Gesture, Face, Voice

The Sales Person and the Customer need Contact and Connection

- No Barriers to the Customer
- Dialog versus Presentation
- Listening versus Talking

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Excellence in Sales and Marketing / Value Selling 

5. Focus on Value

Understand the customer

- Understand the Situation of the Customer as a human being and as an organization
- Clarify his real challenge(s) and/or potential gain(s)
- Agree the commercial value of his actual Challenge(s) / potential Gain(s)

↓

Sharing the Solution

- Respond specifically to the Situation of the Customer / Customer Team
- Discuss our specific Features and Benefits for the Identified challenge(s) and/or gain(s) as a Solution
- Agree with the Customer the value of the Solution for the Customer

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Excellence in Sales and Marketing / Value Selling 

6. Recommended Structure of a Sales Call

- O** Opening the Dialogue (Time, Team, Topic)
- S** Situation of the Customer (Challenge(s) and/or Gain(s))
- I** Idea of the Seller (Direction of the Solution)
- D** Discussion of the Solution (Features, Benefits, Values of the Solution)
- A** Agreement (Agreement of Actions of the Customer and Own ones)


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Excellence in Sales and Marketing / Value Selling 

7. Thoughtful opening of a dialogue is very important

- O** Opening the Dialogue (Time, Team, Topic)
- S** Situation of the Customer (Challenge(s) and/or Gain(s))
- I** Idea of the Seller (Direction of the Solution)
- D** Discussion of the Solution (Features, Benefits, Values of the Solution)
- A** Agreement (Agreement of Actions of the Customer and Own ones)

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Excellence in Sales and Marketing / Value Selling 

Time?
"We have scheduled from 11:00 to 13:00 and a factory visit in between. Is that still fine for you?"
INTENTION: I want to be sure having his attention for the planned time

Team?
"Your role I understood is Quality Manager. Could you please tell me, how your team is working with factory management and product management?"
INTENTION: I want to understand his organization and decision power

Topic?
"On the phone you mentioned that you have a potential quality challenge with gear-shafts for the new BMW line, which you bit for? Have I understood that topic correctly?"
INTENTION: I want to be sure, that we talk about the topic I want to address

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Excellence in Sales and Marketing / Value Selling **EXERCISE** 

Time? _____

Team? _____

Topic? _____


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Excellence in Sales and Marketing / Value Selling 

8. Uncover the situation of the customer

- O** Opening the Dialogue (Time, Team, Topic)
- S** Situation of the Customer (Challenge(s) and/or Gain(s))
- I** Idea of the Seller (Direction of the Solution)
- D** Discussion of the Solution (Features, Benefits, Values of the Solution)
- A** Agreement (Agreement of Actions of the Customer and Own ones)

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Excellence in Sales and Marketing / Value Selling 

Ask clever questions: On the **the Past experiences**
For the **the Present**
And for **the Future**

Conclude the **relevant Challenge(s) and/or Gain(s)**, usually expressed in technical context and wording

Together with the customer convert the technical wording into the commercial Value of the Challenge(s) and/or Gain(s), expressed as...
Money / Time / Risk / „Ego“

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Excellence in Sales and Marketing / Value Selling **EXAMPLES** 

“Clever Questions”


(Past) “What were Your Experiences with...?”

(Present) “What are Your Current challenges and expectations for...?”

(Future) “What changes do You expect?”

(Value) “What do You think, would be the impact, if we could improve on ...?”

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Excellence in Sales and Marketing / Value Selling **EXERCISE** 

Prepare “Clever Questions”


(Past) _____

(Present) _____

(Future) _____

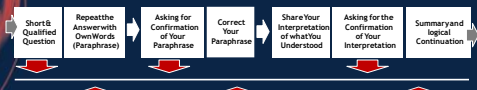
(Value) _____

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Excellence in Sales and Marketing / Value Selling 

“Active Listening” is a key selling skill.

Sales Person



Customer



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Excellence in Sales and Marketing / Value Selling 

Indications for doing good „Active“ Listening

- Body language
- Head nodding
- Not interruption
- Use the “Psychological mb”
- Asking for the view of the customer on key points

Indications for not doing „Active Listening“

- Completing the sentences of your customer, ... in your head
- Preparing the counter-Argument, ... while the customer talks
- Having the „But“ in mind, ... while You think
- Body language?

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Excellence in Sales and Marketing / Value Selling **EXERCISE** 

Let us try it now:
I will ask one of you something. You answer anything.
Then I will demonstrate „Active Listening“
Then you should try it

Reminder...



Customer: Answer / Statement, Additional Answer / Statement / Correction, Confirmation / Correction

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Excellence in Sales and Marketing / Value Selling 

9. After clarifying just “pitch” your idea to check acceptance

O Opening the Dialogue (Time, Team, Topic)


S Situation of the Customer (Challenge(s) and/or Gain(s))

I Idea of the Seller (Direction of the Solution)

D Discussion of the Solution (Features, Benefits, Values of the Solution)

A Agreement (Agreement of Actions of the Customer and Own ones)

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Excellence in Sales and Marketing / Value Selling 

At this stage of the Dialogue with the Customer...

... You have confirmed with him the following:

- The Challenge(s) and/or Gain(s)
- The Value of it

Now You lead him into our solution, **BUT**

Please only **“pitch”** the direction of your potential solution and then check his reaction?

Only when he/she/they are fine with the direction continue to the next stage of the dialogue

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Excellence in Sales and Marketing / Value Selling 

10. Now it is time to talk about the potential solution and its value

O Opening the Dialogue (Time, Team, Topic)


S Situation of the Customer (Challenge(s) and/or Gain(s))

I Idea of the Seller (Direction of the Solution)

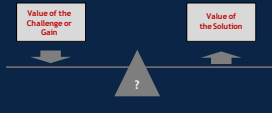
D Discussion of the Solution (Features, Benefits, Values of the Solution)

A Agreement (Agreement of Actions of the Customer and Own ones)


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Excellence in Sales and Marketing / Value Selling 

The core of “Value Selling”



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Excellence in Sales and Marketing / Value Selling 

Recommended sequence of discussion with the customer

Repeat the Challenge(s) and/or Gain(s) You will address and repeat the „Value“

F State / Show / ... the major technical „Featur#“, that will solve / address them

B State explicitly the general „Benefit“ for the customer

V Calculate / Discuss with him the „Value“ of the Solution

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Excellence in Sales and Marketing / Value Selling **EXERCISE** 

Please think of your last sales call with a new customer ...


Repeat the Challenge(s) and/or Gain(s)

F The major technical „Featur#“ of your solution _____

B The main „Benefit“ for the customer _____

V The „Value“ of the Solution for the customer
Remember: Money, Time, Risk, “Ego” _____

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After each block of Features + Benefits + Values


Check:

- Does the Customer understand the Feature & Benefit?
- Does he/she share the view on the Value for him/her?


(Proposal: After discussing the features and benefits...
 "Where would you see the value of such a solution for you?")

Remember:

Points of Value



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Resistance... ?

What does Customer Resistance mean

- Resistance indicates that the Customer is Connected
- Resistance indicates that the Customer has started Thinking
- Resistance are Hurdles which would come anyway, lets handle it now
- Resistance are Opportunities to better Understand the Customer
- Resistance is often driven by different NON-expressed Assumptions

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Tips & Tricks

- Summarizing
 "„Have I understood you correctly, active listening...“"
- Re-Play
 C: "Your idea does not resonate "S: "What direction did you have in mind...why?"
- References
 „A very important point. This was mentioned by other customer as well. They assumed that...“"
- Postpone
 „A very important point. May I take a note and come back to it later...“"


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11. Now it is time to talk about the potential solution and its value



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Agreement with the Customer?

- Concrete Actions and Next Steps of the Customer
- Concrete Actions and Next Steps of the Sales Person


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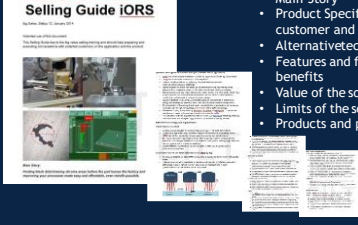
13. Using the new "Selling Guides" by ibg



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The new ibg Selling Guides, example: iORS



- Main Story
- Product Specifics, the right customer and application
- Alternative technologies
- Features and functional benefits
- Value of the solution
- Limits of the solution
- Products and price List


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Reminder

1. Structure a call by the "O.S.I.D.A. Structure"
2. Ask clever questions (Past, Present, Future)
3. Use "Active Listening"
4. Quantify the challenge / gain (Money, Time, Risk, "Ego")
5. Discuss the Points of Value (Features + Benefits + Value)
6. Using the new ibg "Selling Guides", such as for iORS

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Next Module in May from Partner Meeting




Module 1: (Digital) Marketing Communications

Module 2: Value Selling Execution
 Effective Sales Call preparation Effective Sales Call Execution and Customer Needs Analysis
 Using Points of Value Argumentation (technical and commercial)

Module 3: Management of Value Selling
 Capacity Management Sales Funnel Tracking and Balancing Effective Customer Discovery

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Thanks

for your attention.