

# Before we start the next chapter...

n		42
GM		1
Min		10
Max		94
Average	$\bar{x}$	65
65<		23
65>		18



0,00 – 39,90	2
40,00 – 49,90	4
50,00 – 54,90	5
55,00 – 59,90	1
60,00 – 67,40	7
67,50 – 74,90	9
75,00 – 82,30	8
82,40 – 88,90	4
89,00 – 100,00	3

## 2. Assignment 5.1.: Operations Management in Action



## CHAPTER 7

# Selling Value

# INTRODUCTION TO BUSINESS

# Learning Objectives

- To define influence and list tactics to be influential
- To explain who a buyer is, the buyer process, and the types of buying decisions
- To explain what a value proposition is
- To analyze what the sales function is and the sales process

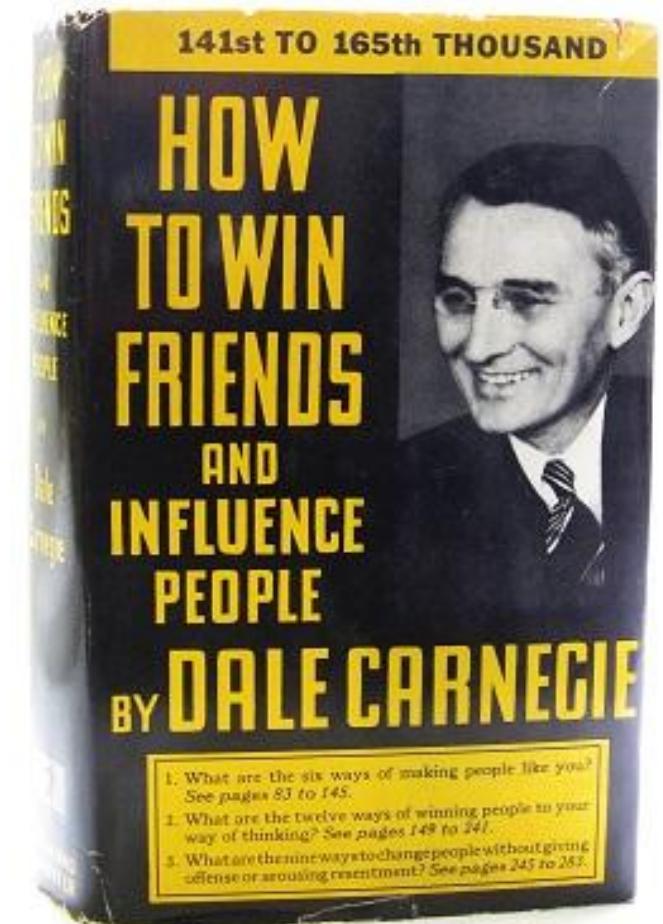


# Influencing at the Personal Level



# How to Win Friends and Influence People

- Author Dale Carnegie wrote the book in 1936
- The book became a bestseller that is now considered a classic when studying professional sales and developing self-skills, and it remains popular today
- Born in poverty, Carnegie became the top national salesperson in his company
- The book consists of four parts, where 30 principles are explained



# The principles of “How to Win Friends and Influence People”

## TOP 5 PRINCIPLES OF “HOW TO WIN FRIENDS AND INFLUENCE PEOPLE” BY DALE CARNEGIE

.....

Principle 1	Don't criticize, condemn, or complain.
Principle 2	Become genuinely interested in other people.
Principle 3	Talk in terms of the other person's interests.
Principle 4	The only way to get the best of an argument is to avoid it.
Principle 5	Let the other person do a great deal of the talking.



## TACTICS TO INFLUENCE INDIVIDUALS

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### Logical Appeal (Head)

Logical appeals are directed at the individual's rational and intellect because these individuals are thinkers. Thinkers "think" first and "feel" second. This means our arguments must be rational, logical, based on facts, and focused on benefits that appeal to the individuals' minds.

*Our language should say "I think," "I see," and "I hear," when communicating to a thinker.*



### Emotional Appeal (Heart)

Emotional appeals are aimed at the feelings of other individuals. This is because we are addressing feelers. Feelers feel first and think second. The message must appeal to feelings of well-being, sense of belonging, or service.

*Our language should say "I feel," or state the emotion "I would be pleased if ..."*



### Cooperative Appeal (Hands)

Cooperative appeals call for one of the following: collaboration, "what will we do together?" consultation, "what ideas does everyone have?", and alliances, "who supports this or has the credibility we need?" The message focuses on gaining consensus toward a mutually beneficial goal.

*Our language should say "we," "us," and "team."*



# UDEA Framework

- **Understanding** – Identify the problem or goal of the other person. For example, someone may be uncooperative at work. Pay attention to what they want or need, and what outcome they are trying to achieve.
- **Digging Deep** – Understand why this behavior or goal matters to them. Why is achieving this goal important now? This builds empathy and insight into their perspective.
- **Evidence** – Demonstrate, through your actions or examples, that changing your approach can create positive results. For instance, by showing respect and interest, you create a model of behavior that encourages the other person to respond positively.
- **Agreement** – When you consistently approach the other person with understanding and positive behavior, they are more likely to agree or cooperate.



# The Buyer and the Buying Process



# There are three types of organizational buyers

**Resellers** – Those who purchase finished products and services to subsequently resell them to other businesses or consumers. Their primary focus is to buy assortments of products that make their stores/websites attractive to consumers.

**Organizational buyer** – Who purchases products and services needed to manufacture the product sold by their company such as supplies and raw materials. They also buy to keep the company functioning (i.e., maintenance, repair, operations),

**Government/Institutional buyer** – Who buys products used to serve citizens and keep the government office or institution functioning (i.e., maintenance, repair, operations).



# There are three types of organizational buying decisions:



**New task.** This occurs when the buyer is looking to buy a product or service for the first time.

**Straight rebuy.** This occurs when a buyer buys the same product again from the same sources (e.g. office supplies).

**Modified rebuy.** The buyer is familiar with the product or service because they have bought it before. However, the buyer is interested in gaining new information as the business conditions have changed.



# Organizational buying relies on two types of demand:

## DERIVED AND DIRECT DEMAND



Airplane  
manufacturer

Derived Demand



Airlines

Direct Demand

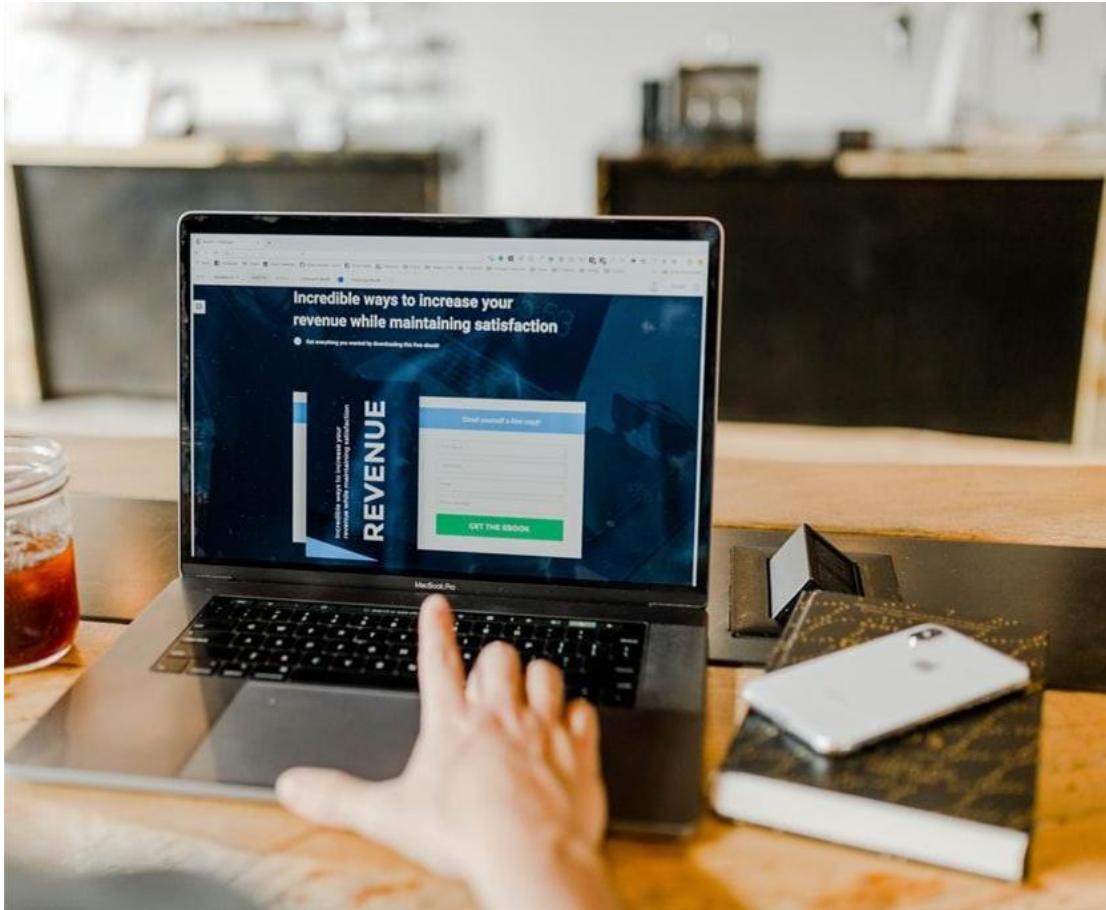


Passengers  
(consumers)

Examples are cell phone components, car parts, airplanes, fruits and vegetables seeds, fabric for clothing, etc.

Examples are the demand there is for cellphones, airline tickets, groceries, clothing, vehicles, etc.





# Crafting Value Propositions

A value proposition is a clear statement that explains how a product or service solves a problem or improves a situation for a customer, highlighting its unique benefits and why it's better than alternatives



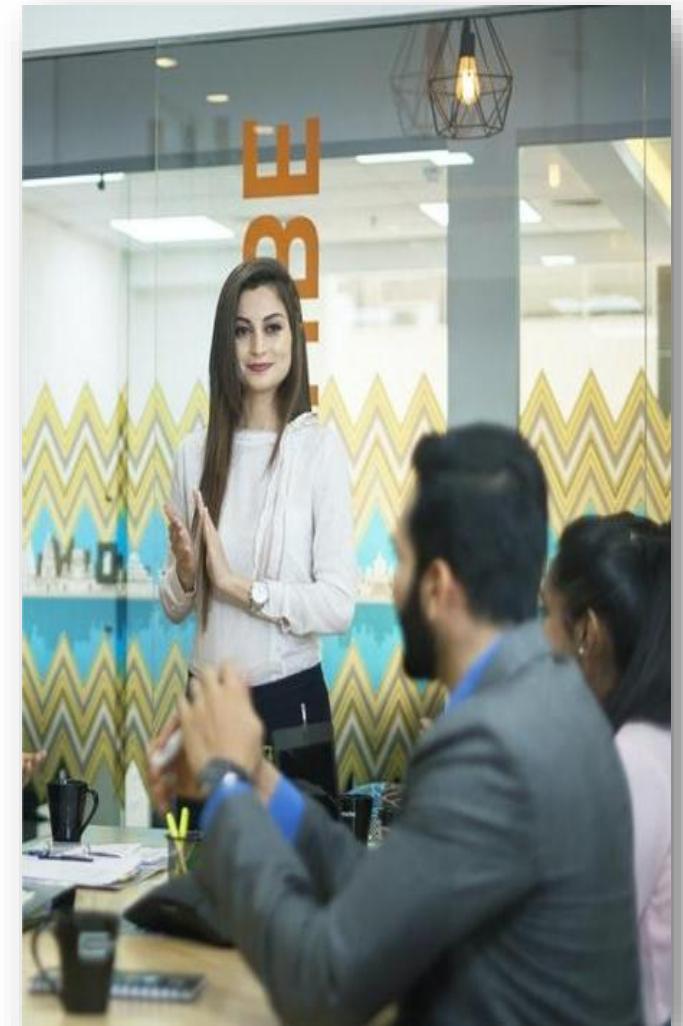
# Value Proposition & Unique Value

A **value proposition** is a form of communication that addresses what a company does *in terms of the buyer's value*

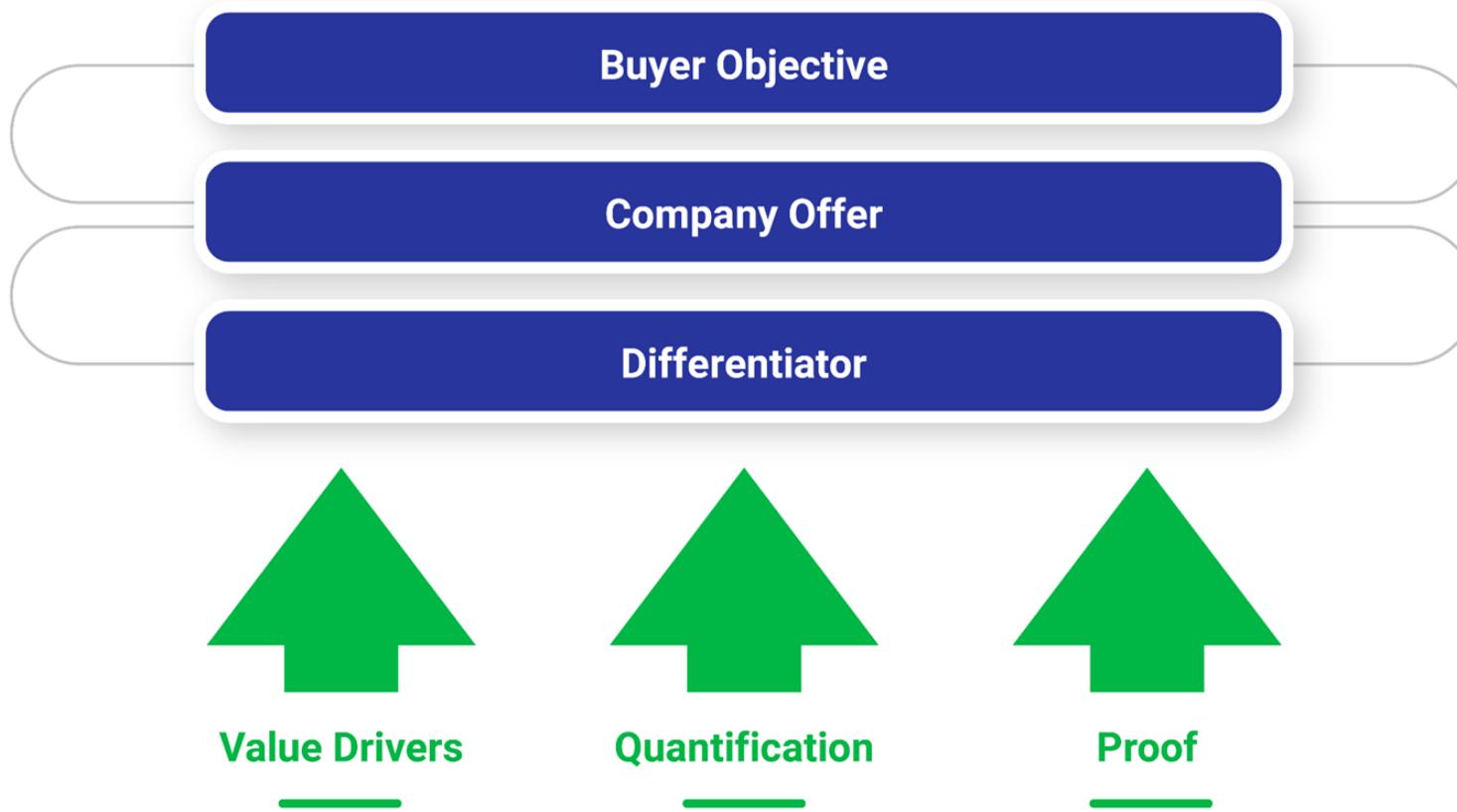
## Example of a Value Proposition

### For a meal delivery service:

- **Target Audience:** Busy professionals.
- **Problem:** Lack of time to cook healthy meals.
- **Solution:** Convenient meal kits with fresh ingredients.
- **Benefits:** Saves time, promotes healthy eating, reduces stress.
- **Differentiation:** Locally sourced ingredients and customizable plans.



# There are six elements to writing successful value propositions that sell for a business



# These are the basic parts of a value proposition

Buyer Objective

It's essential that the opening part of the message shows the company understands buyers' goals.

Company Offer

This part of the message must include offers that clearly tells how the buyer's objectives will be met.

Differentiator

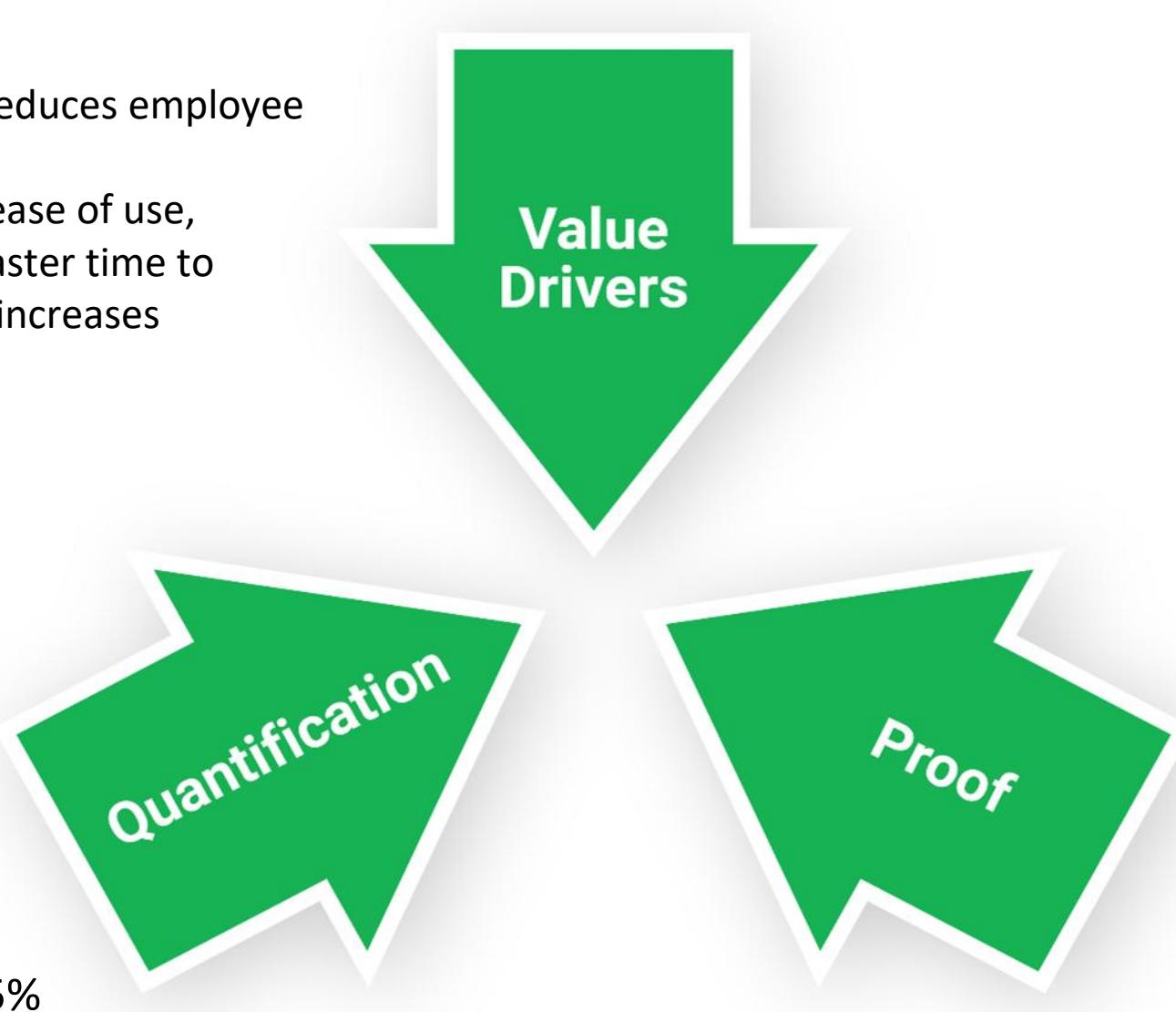
A differentiator is a point(s) that is distinctive from competitors that the buyer being pursued cares about.



# These are the basic parts of a value proposition (cont.)

## Examples

- our offer reduces employee turnover,
- increases ease of use,
- provides faster time to market or increases revenues



testimonials,  
references, case  
studies, third  
party quotes,  
survey results

# Let's look at how this company presents its value proposition.

The screenshot shows Adobe's website with a navigation bar at the top. Below it, six product categories are listed in a grid:

- Content and commerce**: Content at scale and personalized commerce. Includes Content solutions and Commerce solutions.
- Data insights and audiences**: Real-time insights, audiences, and activation. Includes Learn more.
- Customer journeys**: Experiences that adapt to customers in real time. Includes Customer journey solutions and AI&ML marketing solutions.
- Marketing workflows**: One place for managing all of your work streams. Includes Learn more.
- Digital enrollment**: Digital forms and signatures. Includes Learn more.
- Experience platform**: Unified data on an open, AI-powered platform. Includes Learn more.

Below this, there's a section titled "WHAT WE OFFER" featuring a screenshot of a digital interface and the text: "Customer experience products built for your digital business". It also includes a paragraph about the Experience Cloud platform and two "Explore" buttons.

1 The **buyer objective** starts with “Discover what Adobe can do for you.”

2 Then, the **company offer** is presented under six goals that buyers are interested in pursuing. Buyers then click on the one they are interested in.

3 Clicking further one notices the **value drivers**

4 A key **differentiator** – all from a single platform.

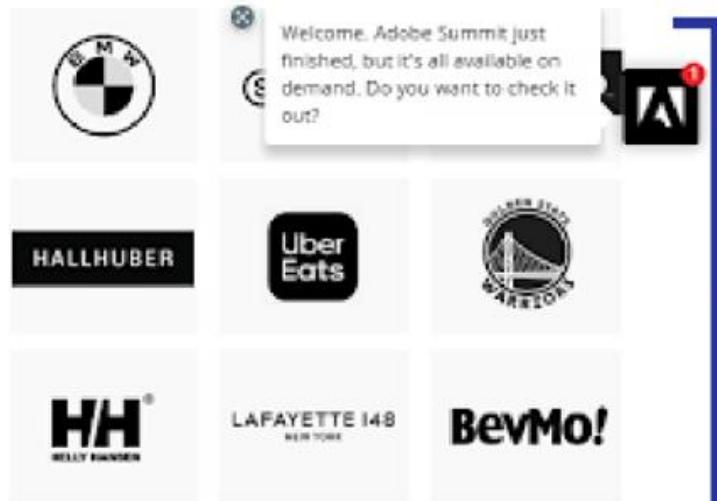
#### OUR CUSTOMERS

#### From Fortune 500 to family-owned

With leadership status in more CX-focused analyst reports than anyone — 35 reports in all—we help companies of all sizes transform their businesses into digital experience powerhouses.

[Discover why Adobe](#)

[Explore customer stories](#)



5

**Quantification and proof** are shown with the logos of nine well-known companies that have done business with Adobe. It is also mentioned there are 35 reports available on how Adobe helps companies.

**Lenovo**

"Adobe has the most complete end-to-end solution for managing the customer's online journey."

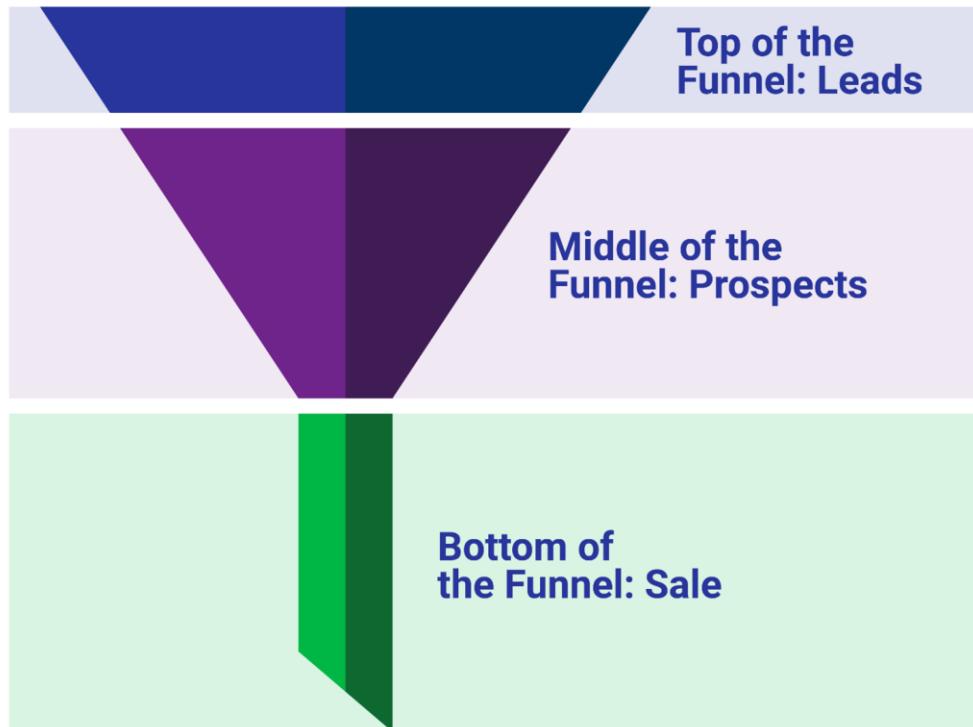
Ajit Shvedasan, VP/GM  
x Lenovo

[View Lenovo's story](#)

6

Notice another proof is the testimonial from Lenovo's VP

# A Sales Funnel



**Prospecting**, which is the process of locating potential buyers for a product or service, helps manage what is known as “the sales funnel” – the journey potential buyers will go through in their journey towards a sale



# The Personal Sales

**Personal sales** is defined as the assessment and presentation by a business' sales force with the goal of completing a sale and building customer relationships. The sales function is executed by **salespeople** who are individuals representing a company in charge of completing a sale and supporting buyers.

Personal sales is about direct interaction between a salesperson and a potential customer, aiming to understand the customer's needs and influence them to purchase a product or service

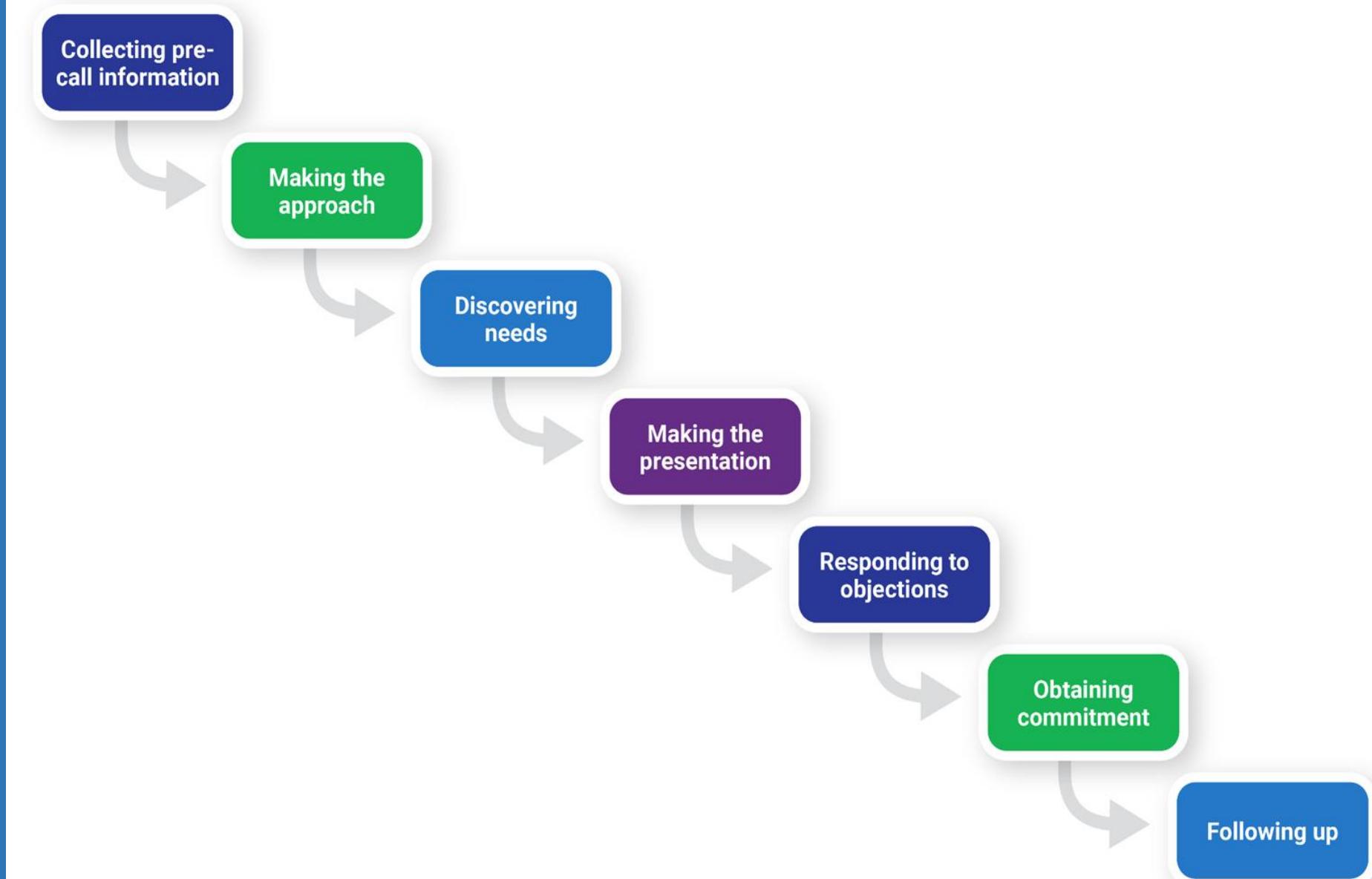


# Salespeople have many responsibilities and roles

- Finding new buyers,
- Convincing potential customers,
- Selling complex products and services,
- Managing the sale cycle, and
- Developing and supporting customer relationships, and



# The Sales Process



# Assignment 1. for the next week

## In your teams:

### 1. Identifying the Value Propositions Elements

#### Instructions

- In teams, work on identifying each value proposition element from national or international businesses.
- Prepare a report as a PowerPoint presentation and present your results (2-3 slides) during the next class.
- Please submit your assignment through the WhatsApp group by November 11, 2025, at 16:00 PM.

# Assignment 2. for the next week

Individually:

## 2. Why Professional Sales – Interview Assignment

### Instructions

1. Interview a sales professional and ask the following questions:
  - a. How did you get started in professional sales?
  - b. What were your initial fears as you started in sales, and how did you overcome them?
  - c. Can you tell me the positive side you see in sales? Is this a rewarding career?
  - d. How can I get started in sales? What qualities and skills should I develop if I \ decide to enter a career in sales?
2. Write a report about the personal impressions you gained from the interview. Offer a conclusion about what you learned and whether you are interested in pursuing a career in sales.
3. Please save your report in Word or PDF format using your student number\* and submit your assignment through the WhatsApp group by November 18, 2025, at 4:00 PM.

