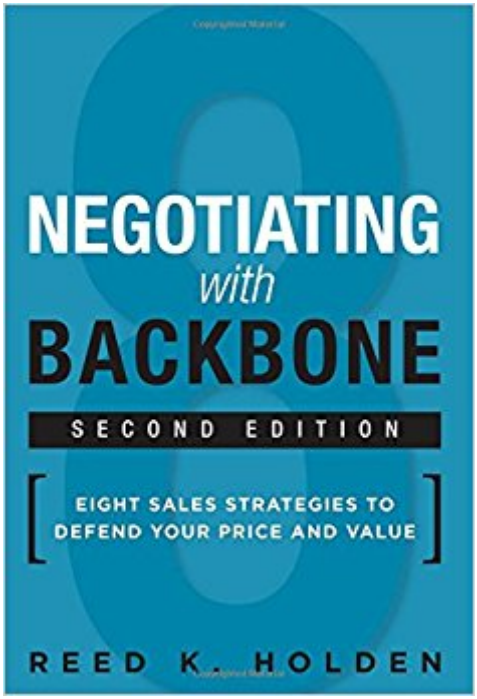
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Negotiating With Backbone: Eight Sales Strategies To Defend Your Price And Value (2nd Edition)



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Synopsis

B2B sales professionals: resist mindless discounting, level the playing field against tough procurement organizations, and close the deal on your terms! Negotiating with Backbone, Second Edition definitive guide for every sales pro facing the Ã¢â ¬Å“procurement buzzsawÃ¢â ¬Â• Ã¢â ¬â œ and itÃ¢â ¬â„¢s just been updated with even more powerful strategies and techniques! Where traditional purchasing managers negotiated, procurement officials seek to dictate, through multiple tactics with a single intent: to gain unprecedented discounts and concessions. Premier pricing strategist and sales consultant Reed K. Holden gives you the powerful new strategies and tactics you need to protect your margins and get the right deal. Holden guides you through recognizing what purchasing negotiators are really up to, keep value at the forefront of negotiations, and avoiding the mindless discounting that wrecks profitability. Holden details eight strategies for all types of pricing negotiations, including approaches for negotiating with price buyers, relationship buyers, value buyers, and poker players, reverse auctions, and much more. In this Second Edition, he offers extensive new coverage of establishing your foundation of value, and developing crucial give-get options, including value-added services. This book will be an invaluable resource for every B2B sales professional, customer-facing professional, and every executive responsible for leading successful sales organizations.

Book Information

Hardcover: 208 pages

Publisher: Pearson FT Press; 2 edition (October 22, 2015)

Language: English

ISBN-10: 0134268415

ISBN-13: 978-0134268415

Product Dimensions: 6.3 x 0.9 x 9.1 inches

Shipping Weight: 1.6 pounds (View shipping rates and policies)

Average Customer Review: 4.3 out of 5 stars 61 customer reviews

Best Sellers Rank: #177,054 in Books (See Top 100 in Books) #7 inÃ Â Books > Business & Money > Management & Leadership > Pricing #544 inÃ Â Books > Business & Money > Marketing & Sales > Sales & Selling #1055 inÃ Â Books > Business & Money > Skills > Communications

Customer Reviews

Defeat the Ã¢â ¬Å“Procurement BuzzsawÃ¢â ¬Â•Ã¢â ¬Â|and get the margins you deserve Ã Â

Ã¢â ¬Å“Negotiating with Backbone is part of our culture. We now truly understand the value of our services and know how to turn the negotiations table to our favor, regardless of the type of buyer we are facing. And the icing on the cake is access to Reed for the most difficult negotiations.Ã¢â ¬Â• -Rudy Ploder, President, U.S. Information Solutions, Equifax Ã Â Ã¢â ¬Å“Our customer-facing teams can confidently communicate and demonstrate our value to multiple buyer types. The Backbone strategies and tools drive real change in sales execution because they have a true understanding of value to the customer.Ã¢â ¬Â• -Lynn Guinn, Global Strategic Pricing Leader, Food Ingredient & Systems, Cargill Ã Â Ã¢â ¬Å“I have been reading ReedÃ¢â ¬â„¢s works for over two decades now. Negotiating with Backbone, 2nd edition, comes with more fine-tuned insights Ã¢â ¬â œ engaging, pragmatic, lucid and devoid of management jargon. It will take your thinking forward, help you craft winning pricing strategies, and arm you with negotiation tactics to better suit todayÃ¢â ¬â„¢s highly competitive B2B settings. Procurement teams are getting more trained, competition is becoming incredible fierce, while brand and customer loyalty are plummeting. Emerging as well as developed markets are grappling with longer recession cycles that trigger pricing issues and dominate minds of companyÃ¢â ¬â„¢s top management.Ã¢â ¬â„¢ -Vishal Kimar, CEO & Entrepreneur, ACMECAST, New Delhi India Ã Â Ã¢â ¬Å“Procurement relief! Salespeople can unlock the mystery ofÃ Â procurement price pressure and bidding wars for less than the price of a dinner.Ã Â Negotiating with BackboneÃ Â is the first negotiation book of its kind that doesnÃ¢â ¬â„¢t teach Ã¢â ¬Ëœmanipulative tricksÃ¢â ¬â„¢Ã¢â ¬â œrather it focuses on winning strategies that turn into orders.Ã Â Buy it, read it, bank it.Ã¢â ¬Â• Ã¢â ¬â œJeffrey Gitomer,Ã Â author,Ã Â Little Red Book of Selling Ã Â The Second Edition is Even Better Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Prepare for the procurement gauntlet Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Counter procurementÃ¢â ¬â„¢s cutting-edge models and analytics Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Ã Â Use Ã¢â ¬Å“Give-GetsÃ¢â ¬Â• to restore the link between price and value

Ã¢â ¬Å“Procurement relief! Salespeople can unlock the mystery ofÃ Â procurement price pressure and bidding wars for less than the price of a dinner. Negotiating with Backbone is the first negotiation book of its kind that doesnÃ¢â ¬â„¢t teach Ã¢â ¬Ëœmanipulative tricksÃ¢â ¬â„¢Ã¢â ¬â œrather it focuses on winning strategies that turn into orders.Ã Â Buy it, read it, bank it.Ã¢â ¬Â• Ã¢â ¬â œJeffrey Gitomer, author, Little Red Book of Selling Ã Â Ã¢â ¬Å“It comes as no surprise that evolving procurement organizations are placing increasing pressure on supplier salespeople. Holden distinguished among price, relationship, and value

buyers; then offers down-to-earth practical approaches for successful business results. The entire sales organization will learn from Negotiating with Backbone; after all, HoldenÃ¢â ¬â„¢s been there, done that!Ã¢â ¬Â•Ã Â Ã¢â ¬â œNoel Capon, R.C. Kopf Professor of International Marketing, Columbia Business School; coauthor, Sales Eats FirstÃ Â Ã Â Ã¢â ¬Å“This is a must-read for sales, sales management, and even executive management. The recent evolution of procurement to negatively impact seller margins and therefore sales commissions with complex buying behaviors is real! Holden provides detailed steps to recognize and address these strategies and tactics to maximize profitability. More than a book, itÃ¢â ¬â„¢s a reference guide that should be at your fingertips to use daily to coach and mentorÃ Â the sales organization. It will with me.Ã¢â ¬Â• Ã¢â ¬â œLewis Miller, CEO and President, Qvidian Ã Â If you sell B2B (or lead a B2B salesÃ Â organization), youÃ¢â ¬â„¢re facing a brutal, profit-draining force that threatens your very survival: the procurement department. In Negotiating with Backbone, world-renowned pricing strategist Dr. Reed K. Holden offers a complete plan for Ã¢â ¬Å“re-levelingÃ¢â ¬Â• the playing field, restoring your pricing power, fighting back against ruthless procurementÃ Â organizationsÃ¢â ¬â •and winning! Ã Â Holden reviews how customer buyerÃ Â behaviors and the procurement function have permanently transformed the sales process and why Ã¢â ¬Å“conventionalÃ¢â ¬Â• selling is getting even tougher. Next, he shows how to systematically anticipate and respond to each of procurementÃ¢â ¬â„¢s most sophisticated traps, gambits, and tricks. Ã Â Negotiating with Backbone brings together actionable best practices for strengthening customer relationships and selling withÃ Â tangible value, despite procurementÃ¢â ¬â„¢sÃ Â interferenceÃ¢â ¬Â|negotiating far more effectively with Ã¢â ¬Å“economic buyersÃ¢â ¬Â• of all kindsÃ¢â ¬Â| fixing pricing mistakes youÃ¢â ¬â„¢ve already madeÃ¢â ¬Â|giving sales teams all the toolsÃ Â and insights they now need to succeed! Ã Â Understand your true value andÃ Â power in the sales process What procurement doesnÃ¢â ¬â„¢t want you to knowÃ¢â ¬â •about them, and about you Ã Â Re-stack the deck in your favor Ten detailed tactics for escaping theÃ Â procurement buzzsaw Ã Â Recognize and plan forÃ Â every type of buyer Get better results with price buyers,Ã Â relationship buyers, value buyers,Ã Â and poker players Ã Â Stop surrendering, start negotiating Master todayÃ¢â ¬â„¢s eight most importantÃ Â negotiating scenarios for eachÃ Â buyer behavior --This text refers to an out of print or unavailable edition of this title.

With 2015 just begun, it is an appropriate time to improve your skills, and ÃƒÂ¢Ã â ¬Ã Å“Negotiating with BackboneÃƒÂ¢Ã â ¬Ã Â• is an excellent way to polish your business-to-business selling skills. If you are a seasoned sales person, you will be refreshing skills

you already possess, and you will, undoubtedly learn important new techniques.HoldenÃƒÂ¢Ã â ¬Ã â„¢s book differs from the plethora of books about selling in his interesting categorization of buyers and the roles sellers play. Many books on selling assume that one model will work for all customers. Only part of this is true. This may account for the lack of success experienced by so many sales people.The ÃƒÂ¢Ã â ¬Ã Å“procurement pricing buzz sawÃƒÂ¢Ã â ¬Ã Â• is the ÃƒÂ¢Ã â ¬Ã Å“new normal.ÃƒÂ¢Ã â ¬Ã Â• Companies have been forced to reduce costs and, as I explained in a previous column, the procurement department is an obvious and often untapped source of easier profit. Expecting another 10% from new product-development is a long and expensive process, and wringing even more production efficiency is fast becoming extremely difficult.Holden identifies four types of buyers. Sellers are divided into those who have an existing relationship with the buyer, and those who have no relationship as yet.The first of the buyers is the ÃƒÂ¢Ã â ¬Ã Å“Price Buyer.ÃƒÂ¢Ã â ¬Ã Â• The best of these are very clear about the specifications they require, the use the product or service will be put to, and the capabilities they demand from the seller. The best will be fair and open. Prior relationships carry little weight, and the existing seller will be replaced by any provider offering a better price for the very accurately specified goods or services.In this situation, where the existing relationship with the company is irrelevant, all sellers are described as the ÃƒÂ¢Ã â ¬Ã Å“Penny Pincher / ScoutÃƒÂ¢Ã â ¬Ã Â•. All sellers have to constantly reduce costs, and scout the environment for new ways to save.The second type of buyer is the ÃƒÂ¢Ã â ¬Ã Å“Relationship Buyer.ÃƒÂ¢Ã â ¬Ã Â• This buyer wants the seller to be part of the organization, and his expertise and insight is sought and respected. He is privy to sensitive matters and is trusted to have the companyÃƒÂ¢Ã â ¬Ã â„¢s best interests at heart at all times. The relationship is deep and secure.Sellers with an existing relationship are ÃƒÂ¢Ã â ¬Ã Å“In the Pack.ÃƒÂ¢Ã â ¬Ã Â• Sellers who have no relationship can only assume the role of the ÃƒÂ¢Ã â ¬Ã Å“Patient Outsider,ÃƒÂ¢Ã â ¬Ã Â• who must patiently wait for someone ÃƒÂ¢Ã â ¬Ã Å“In the PackÃƒÂ¢Ã â ¬Ã Â• to slip or be unavailable. The ÃƒÂ¢Ã â ¬Ã Å“Patient OutsiderÃƒÂ¢Ã â ¬Ã Â• must make his presence felt, with no immediate return.The third type of buyer is the ÃƒÂ¢Ã â ¬Ã Å“Value Buyer.ÃƒÂ¢Ã â ¬Ã Â• These buyers understand what economic value a superior product or service can yield for the company. They are happy to pay more for a product or service provided they are convinced of its economic value. They require sellers to know the business intimately so that they can add value, and be constantly working to improve their offering.Sellers with an existing relationship are called ÃƒÂ¢Ã â ¬Ã Å“PlayersÃƒÂ¢Ã â ¬Ã Â• and have a seat at the table that they retain as long as

they add sufficient value. The ÃƒÂ¢Ã â ¬Ã Å“PlayersÃƒÂ¢Ã â ¬Ã Â• are unlikely to make mistakes; they work hard to retain their position and are invariably superb at their work. Sellers with no existing relationship have to be ÃƒÂ¢Ã â ¬Ã Å“Crafty OutsidersÃƒÂ¢Ã â ¬Ã Â• to get a chance to engage with this desirable buyer, who happily pays more for more value. The ÃƒÂ¢Ã â ¬Ã Å“Crafty OutsiderÃƒÂ¢Ã â ¬Ã Â• needs to be looking intently for advantages and opportunities to come to the attention of the Value Buyer and get at least some piece of the order.The fourth type of buyer is the ÃƒÂ¢Ã â ¬Ã Å“Poker PlayerÃƒÂ¢Ã â ¬Ã Â•. This buyer is a Value Buyer who plays the role of a Price Buyer to extract as much as possible from the seller. The ÃƒÂ¢Ã â ¬Ã Å“Poker PlayerÃƒÂ¢Ã â ¬Ã Â• is happy to bluff, and to use tactics and manoeuvres (fair and foul) to achieve the companyÃƒÂ¢Ã â ¬Ã â„¢s goals.Sellers with an existing relationship are the ÃƒÂ¢Ã â ¬Ã Å“Advantaged Players,ÃƒÂ¢Ã â ¬Ã Â• but will be subject to all manner of artifices to extract value at the lowest price. If a seller has no prior relationship, they play the role of the ÃƒÂ¢Ã â ¬Ã Å“RabbitÃƒÂ¢Ã â ¬Ã Â•, racing around the track to keep the hounds running at top speed. Rabbits have no chance of winning the work; they are only there to keep the ÃƒÂ¢Ã â ¬Ã Å“Advantaged PlayersÃƒÂ¢Ã â ¬Ã Â• running.The book provides guidance for each seller, before and during the negotiation. One of many important pieces of advice is ÃƒÂ¢Ã â ¬Ã Å“qualify, qualify, qualifyÃƒÂ¢Ã â ¬Ã Â•. In the case of the ÃƒÂ¢Ã â ¬Ã Å“Poker PlayerÃƒÂ¢Ã â ¬Ã Â•, being the Rabbit is a horrible waste of time and energy for a zero chance of getting the business. Given the instruction to get three quotations, Procurement will encourage the ÃƒÂ¢Ã â ¬Ã Å“RabbitÃƒÂ¢Ã â ¬Ã Â•. Failing to pre-qualify by asking probing questions will have you running purposelessly. Your valuable time can be better spent.The basic piece of advice to all in sales is an obvious, but nevertheless very difficult fact to absorb. ÃƒÂ¢Ã â ¬Ã Å“Never take it personally.ÃƒÂ¢Ã â ¬Ã Â• See it as the zero-sum game it is, with the golden rule ÃƒÂ¢Ã â ¬Ã â œ he who has the gold makes the rules. Know too, that in the game of business, Procurement is ÃƒÂ¢Ã â ¬Ã Å“sweating the deal just as much as you are, but they just learned not to show it.ÃƒÂ¢Ã â ¬Ã Â•With this attitude to selling, and armed with insights and tactics of which the book is full, you will be able to ÃƒÂ¢Ã â ¬Ã Å“negotiate with backbone.ÃƒÂ¢Ã â ¬Ã Â•Readability Light -+--- SeriousInsights High -+--- LowPractical High -+--- Low*Ian Mann of Gateways consults internationally on leadership and strategy and is the author of Strategy that Works.

I have attended a one-day workshop with Mr. Holden, while reading this book. I found both are complimentary to each other, hence it would be unwise to ask someone to read only this book and

develop negotiation skill.Having said that, this is perhaps one of the most easy-reading book on an important professional topic I have seen so far. The book is concise, less than 200 pages, and I could finish it in one sitting, The book contains 10 chapters overall, starting with setting the context and ending with the reality of negotiation. In between, the book describes the four different types of customer behaviors - price buyer, relationship buyer, value buyer, and poker player. The book also covers the essential topics like give-gets, bluffs, and signs of a losing game.What the reader needs to keep in mind is that the book only covers the negotiation with the procurement personnel, the people who keep their job by reducing price only. Quite often, we tend to mix our give-gets for the technical buyer (or true beneficiary) with the give-gets for a procurement personnel. It’s important to be clear in mind about the context of this book.The book generally assumes that managing the business buyers (or technical buyers) satisfied would be a key to winning the final negotiation. That may not be the case always. In reality, there are instances where the final buying decisions get hijacked by procurement personnel leaving the technical buyer little influence. There are also instances, where the technical buyers (or end beneficiaries) collaborate with the procurement personnel extensively and pull up an excellent poker play. Finally, big family businesses usually keep the big decisions to themselves, no matter how strong or large the procurement personnel may be. All these scenarios can be properly brought up, deliberated, and practiced when within the workshop of Mr. Holden. That’s the time to realize the significance of the content of this book.Overall, nice book for quick and easy reading. It’s also a nice book to practice some of the art and science of negotiation.

This book is incredibly valuable to any salesperson, selling anything. It’s especially applicable to those of us working our way through the modern procurement departments of large organizations. The material is relevant and the tips can be implemented immediately. Reed is able to speak to the reader - there are bits of humor and quite a bit of "that’s me!" I found the flow of the book to be engaging - and it’s now a permanent piece of my "go to material." Very well done. I can’t wait for the second edition.

Some people complain that this book is oversimplified view on the negotiation. I argue that it’s intentionally very practical and written far from being an academical attempt to catalog all theoretical nuances of negotiations. The book talks to the practitioners, is full of real-life examples (described in a very succinct way) and is not watered with fluffy meaningless observations (which are so common for the business books as a means to make them ticker). I personally appreciated the fact that it’s

only 200 pages and the book's efficiency was very high for me.I read many years ago another book of the author (pricing with confidence) and found this book a preferred option to learn about the author's experience and philosophy of pricing and negotiations.

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