

# How to Sell From the Buyer's Perspective



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## About The Naro Group

The Naro Group specializes in helping technology companies capitalize on their investment in sales process and sales training. Contact Jim Naro, President, by email at: [jnaro@TheNaroGroup.com](mailto:jnaro@TheNaroGroup.com).

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*By Jim Naro, President of The Naro Group (Originally published in Mass High Tech)*

A lot of sales organizations still use a feature-function-benefit or pre-defined "solution" approach to selling. This type of pitch assumes buyers know what they want and are ready to buy.

But in today's world where products and services are becoming more complex, this kind of pitch doesn't always work. Highly effective sales people have learned that they need to take a different approach – one that requires they take the time to understand a customer's perspective. The buyer perspective sell is a more complicated sell that requires more than just regurgitating product information. It's an effort that is well worth it, especially in technology selling where the application and value of a sales person's offerings may not always be readily understood by the buyer.

This approach is more about facilitating problem solving than it is about presenting, demoing, and handling product objections. It's about learning how to facilitate the discovery phase of the buying process in order to become a trusted advisor who has open and honest conversations with the buyer.

The buyer perspective sell requires that sales people drill down beyond a buyer's initial reasons to buy and uncover how their offerings can improve a buyer's world on a day-to-day basis. This process unfolds as sellers pose questions that clarify the buyer's problems. Once this occurs, sales people can align their offerings and help people resolve specific issues.

Here are some techniques that can be used in such probing dialogues.

## Uncovering the driving business issues.

The first objective, of course, is to understand the specific business issues driving the need for a product or service. Questions here probe why a buyer has not been able to resolve an issue with existing tools. This querying will uncover a buyer's logic, emotion, and readiness for change, as well as who is on board with the purchase. Questions such as, "What have you done internally to

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address these issues?” and “Who else is impacted by them?” will start to give a sales person an idea of what’s going on internally.

### **Revealing the perceived need.**

It’s helpful for sales people to understand what kind of products or solutions the buyer believes would solve his or her issues. The questions here are straightforward, such as, “Can you share with me your thought process for concluding the need for xyz product?” or “How do you do things today without xyz?” and “How does that impact your business?” Follow-up questions could be, “How do you see yourself using xyz product to change how you do things today?” and “How will that help your business?” These questions help drive a deeper understanding of the buyer perspective so the sales person can validate the buyers’ conclusion and present other possibilities based on past customer successes that the buyer may have not considered.

### **Finding the expected value.**

Buyers also have a certain value that they expect to be derived from use of sales people’s offerings. While sometimes as tangible as a specific cost savings or revenue growth number, there are other less tangible expectations of value, such as employee satisfaction, customer satisfaction, and public perception. Questions such as “How do you anticipate product xyz will provide value for your organization?” or “If you move forward with a purchase, how will you measure success?” will uncover valuable insights a sales person can use throughout a sales cycle.

The buyer perspective sell uncovers highly valuable information that sales people can use throughout a sales cycle. There are times, however, when buyers are not forthcoming. Typically, this is because the buyer has already made a decision to purchase another product and they merely want confirmation that they made the right choice. Asking questions early on can usually help sales people avoid getting to this point, so ask questions – early and often!



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