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ЦЕНА С ПОВЕРИТЕЛНОСТ

Десислава Костова-Пикет

PRICE WITH CONFIDENTIALITY

Dessislava Kostova-Pickett[72]

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Abstract

Trust in value gives confidence in the price. If employees have a low opinion of the company, how do you expect them to trust pricing? This is not a subtle rhetoric - it's real. If you want people to trust pricing, they need to trust the company. If you want to trust the company they have to trust management. This sometimes takes bold movements.We are not saying that all is easy. This requires engagement, coordination and discipline of multiple activities and individuals. This requires changes in systems and processes. He needs a chance. Sales conditions on the markets are more stringent than ever with more competitors, low-cost players, faster cycles to trade, mergers, buy-outs from private equity instruments. Successful companies move beyond rhetoric of value to tangible proven value. Make it real for your people and your customers, and increase their confidence in your prices.

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Customers buy results, not rhetoric. Going beyond rhetoric of value will allow you to prove these results to customers. By applying these rules that can be taken, you can trust your pricing decisions. You can move discussions into a discussion about how you deliver concrete results to your customers. Your company will earn more profits and earnings by capturing the money you currently have on the table.

Who owns value? The final answer, of course, is everyone. In particular, you. The value chain - anyone who designs, produces, or consumes the product or services - has a piece of value obtained. But in order to make pricing a reality in your company, you need to create processes for integrating the goals of individuals, departments, and organizations into a cohesive shopping plan they offer through offering. They argue that without a constant focus on developing a systematized value process from a senior leader in the

[72] Assoc. Prof., PhD, University of California

company, talking about pricing with confidence is a meaningless rhetoric that quickly turns into a month-long program that is ignored at the end of a quarter when a company has to fulfill its sales objectives.

An important goal for all companies is to determine where and how certain products and services are better than those of their competitors. Then someone has to lead the fee by recognizing this value, quantifying it and including it in a competitive context. Based on this information, marketers can begin to feel good about what they are selling. Thus, when a client says there is no value, vendors remember who they are, which company they are working on and start pricing with confidence and maintain that value.

Support the Value Leader

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Detection process

These questions should start a process of opening in your business that moves your activities toward customer value. We also need to start building the foundation that will limit price-related negotiations that are so devastating for profits. What is important is that to achieve this, companies need to align customer segmentation. They need a clear process of development and sales to provide their customers with what they value, making sure they pay a fair price for them. Everyone in the organization must adhere to the reality that they really provide value to customers and that it is their duty to take advantage of this value with honest pricing.

To move the company in the direction of client value, you need to visit your customers. We tell our clients that pricing specialists must have at least 10 customer visits each month. Does that sound too? Using these visits to ask questions about customers' business is the most powerful tool available to the senior manager. Not only to tell the client that they are important to the relationship, it connects the executive director in the most direct way with what happens to the customer in a competitive environment. Customers will tell you what they need in a real sense. When managers act on these insights, they create real opportunities for differentiation and long-term competitive advantage.

It is important for the customer meeting to be related to the customer's problems. Unless the customer raises questions about sales or service, we advise our customers to leave the company, sell or support the company. Ask personal meetings with different clients to get the best understanding of how your products and services affect customer business in results. Ask what you do well and what you can do better. Ask for ways to improve and then listen. It's not time for defense. The customer certainly has some. Allow the client to know that his or her desire is honest. Managers who remain closely connected with customers have a much clearer idea of what needs to be done in the company.

Traceability internally to ensure feedback on product management and, where possible, the findings to be performed on operations. Give sales teams the chance to see customer feedback and company responses. Compare the responsibility of the management with the contribution of customers to determine whether they adhere to their high level engagement.

Then, run executive teams to develop strategies that have direct links to how product and sales marketers are pursuing different client segments and how resources are allocated. The essence of a good strategy is to allocate the resources where they have the best result. Do not spend resources unless you are familiar with the alternatives and how they will increase profits. This will result in clear and universal agreement on the segment structure for customers and the relative value of each segment. Then, the price concessions and / or marketing tools will be used in segments and with customers who will receive the highest return.

Ask managers to identify market sweet places such as those where customers are unhappy with competition and are willing to change. Develop short strategies to identify (1) targeted markets that make sense to the company, (2) products that have value for that purpose, and (3) selling approaches that use value as a basis for negotiation rather than price. One of the advantages of this approach is that companies begin to understand which customers are not worth the resources they consume. Therefore, this exercise should not be done to customers with large volumes and low cost, it should be done to those who could reward you with a better profit.

The other aspect of this exercise is to insist on relentlessly collecting data on current discounted practices. The first data crop can be collected and placed in a spreadsheet in Excel to provide you with some great and fascinating insights. While you're in, look at competing activities, profits and / or losses, pricing, competitive market segment results, product differences, and new factors. Start developing measurement and control systems around the basics of the value. Methodologies should include statistics on competitive marketing share, market share growth, profits and segment revenue. Review, rearrange, and set simple metrics for the activities you've received in each department to bring value to your customers. Sale sellers, dealers and partners need to be aligned to perform additional activities. Their capabilities must be based on the way they perform these activities. Should sales volume be part of it? Just remember that volume-only incentives do not manage to conquer all the right things, especially a revaluation of the value during the negotiations, not price discounts.

The Human Resources Department may develop training programs for value-for-money and cost-based employees with confidence. Be clear about the role, responsibilities and performance criteria of each person. Check out what you expect. Try the training yourself to make sure it is simple and basic so that the action elements and outsourcing can be effectively implemented. Successful companies have performance systems that encourage people to participate in the training and reward them. Next, include tools for follow-up training and follow-up to make sure people train the training to work in meaningful and profitable ways.

Insist on aggressive but fair deadlines that people can meet. Every day, when companies slow down the introduction of a value-based program, it is the equivalent of extracting dollar bills (one of our favorite motivational visualizations). Have the patience to allow people to learn while going, but insist on accountability in terms of measurable process with clear and time-based action steps. Challenge the steps and the time. People like to be safe, especially in changing environments. Leaders should ask more people and push them out of the comfort zone. The sense of urgency begins at the top and ends in the ranks of employees.

Do not be content with abstract answers to rhetorical questions. Ask for specific data in each area. If managers do not have this, run a process to start collecting and reporting useful information. Ask managers to identify how their core activities and those of their subordinates help to create or capture company values. If they have an initiative that requires approval, make sure that the resulting value is part of the process. And track and check if the value is provided when the project is completed. This type of training shows that all employees meet the company's value proposition.

Everything is gathered when each element of the goals of the agencies is tested and takes into account a comprehensive, integrated customer-focused shopping plan. The result is an understanding of how each element of the integrated organization participates in its valuable activities. Leaders need to look for people and tools in an economic process rather than as a series of isolated silos. For example, consider a manager who decides to purchase new equipment for her work. One of the questions you may want to answer before deciding can be: If higher quality products can be produced from this equipment, will customers pay for higher quality? Questions like this will help people understand how they are involved in the value process, learn what is expected in decision-making processes, encourage co-operation between departments, and eliminate many of the unrelated approaches we see today.

If companies focus on exchanging securities with customers, they will identify opportunities to create better value for customers with their offers, while moving away from commodity orientation. Another result is that products and services in the portfolio are pooled to benefit from different levels of value. The company can then offer choices with a set of high and low value packages to meet the differences in value needs and customer buying behavior.

The role of sales in the value of the customer

Sellers must have a high and low supply so they can use compromises when negotiating with customers. This is the best and sometimes only way to bluff poker players. The low-value offer must not be as profitable as the others because its primary goal is to protect the prices of the high value offered. This is a negotiation tool that is used instead of a price to complete the deal. This is also a way for customers to better understand and differentiate between solutions.

Provide vendors with high-value material communications and ROI calculations to show customers how much financial benefit they receive from using your company's products or services. A value guarantee ensures that vendors are compensated and well managed to provide a more profitable business than any business. And with their tools and training, they come victoriously out of tough negotiations with customers. Finally, prices based on customer value should be targeted at traders, dealers and partners with high levels of discipline and control. Do not let vendors or senior managers avoid training. Make sure they understand that their job is to have confidence in the pricing and value of that trust. If you do not, your job is to give them this trust.

The net result is more price force and less negotiations with customers. When customers are serviced by choosing a product of high, medium and low size, both revenue and profits increase.

Your results can be equally dramatic. But even if they do not, when managers take control of their markets, their customers and their organizations in a consistent and attentive way, they are confident. Managers who hold their people with greater confidence in the price and make it part of the daily mantle dramatically increase sales and profits for their company.

Why most companies fail

The ten rules advise you to create more valuable customers. We do not expect this to be an easy process. This is because organizations are composed of people who are forced to do activities the way they have done so in the past. But markets are constantly changing. The competitive advantage is more subtle than ever. To apply customer value recommendations and to see the benefits of revenue and profit growth, you and your company will need to change.

Successful managers tend to rely on the long-term impact of customer value to make companies successful.

Go to value hunting

This is a way to find out what's really going on in your business, what's worrying people and what they really worry about. In a sense, this is a departure from the MBWA principle described by Tom Peters and Robert Waterman. But this is different from MBWA, because lion hunting requires managers to really sit with the people in the organization. This is an unstructured, open discussion where the manager does a little research and spends a lot of time listening. This was a great way to keep in touch with the company's problems and make sure we're dealing with the right issues.

We offer a variant of this exercise, which we call hunting worth. Talk to your production people, your employees, your sellers and your customers. This affects people outside the organization. We now want to expand your discussion with the people in your company. Ask them what they think your business is doing well, and what they think your company is doing badly. Ask them why they think this. Ask them a question we often ask about customer engagement: How do you feel about the company? Simple questions lead to complex answers.

Your people are in the trench. They handle and know about the company's real problems. Managers, especially senior executives, are often isolated from these problems. They believe in going beyond rhetoric. This means removing pink glasses and becoming true to what your company does for your customers. Good leaders understand the problems, solve them and make their people overcome the problems and gain true trust in the value of their company's business.

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