

What the Customer Wants You to Know



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From the bestselling author of *What the CEO Wants You to Know*: How to rethink sales from the outside in

More than ever these days, the sales process often turns into a war about price—a frustrating, unpleasant war that takes all the fun out of selling. But there's a better way to think about sales, says bestselling author Ram Charan, who is famous for clarifying and simplifying difficult business problems.

Instead of starting with your product or service, start with your customer's problems. Focus on becoming your customer's trusted partner, someone he or she can turn to for creative, cost-effective solutions that are based on your deep knowledge of his values, goals, problems, and customers. This powerful book will teach you:

- How to gain a deeper knowledge of your customer's company, including costs, values, and how decisions really get made
- How to help your customer improve margins and drive revenue growth

- How to focus on your customer's customers
- How to work with other departments in your own company to customize better solutions
- How to make price much less of an issue

Someday, every company will listen more closely to the customer, and every manager will realize that sales is everyone's business, not just the sales department's. In the meantime, this eye-opening book will show you how to get started.

作者介绍:

拉姆·查兰 (Ram Charan)

全球著名的管理咨询大师、畅销书作家。在过去35年中，他为全球顶级企业及其领导人提供常年的管理咨询服务，其中包括通用电气、KLM、美洲银行、杜邦、诺华制药、EMC、3M及Verizon等。他的独到见解源于其过人的商业智慧：他能在飞速变化的市场环境下，透过企业的复杂表面，直指问题的核心；还能针对核心问题，提出精妙的解决方案，不仅切中要害，还切实可行，即刻就可付诸实施。拉姆·查兰与拉里·博西迪合著的《执行》曾在《纽约时报》畅销书排行榜上高居榜首。

译者简介

杨懿梅

哈佛大学工商管理硕士MBA，清华大学经济学硕士、管理学及英国文学学士。曾在麦肯锡咨询公司及贝恩资本私募股权投资基金就职。目前正协助拉姆·查兰先生服务中国企业。

萧峰

拥有十几年管理咨询经验。曾经任职数家财富五百强企业，包括贝克休斯公司、马士基航运、英国石油。现担任数家大型外资及民营企业的独立董事及常年管理顾问。拥有荷兰马斯赫利特管理学院MBA学位。

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管理

评论

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书评

《客户说》是从销售角度，阐述如何以客户为中心来组建和培训销售团队，在充分了解客户的基础上如何把销售过程转变为为客户创造价值的过程。全书从一位经验丰富的老销售意外丢单开始，说明仅仅依靠好的产品和服务已经无法赢得竞争。因为环境在变化，新的供应商不断涌现，而且随...

刷手机的、看Pad的、玩电脑的、看电视的....请抬头，左看看右瞧瞧，向后转再瞅瞅，有什么东西是自己DIY的吗？我确信自个动手的非常之少，基本，甚至全部是用money去交换的（也就是买的）。想一想对买卖（书名是销售、sale）有深入的思考、理解、应用吗？扪心自问——NO。做为...

全书围绕VCS（value creation selling）来梳理方法论：
1、知彼：客户行业、定位、产品、竞争、市场（swot）、决策机制、企业文化、重点产品及工作要全面掌握并分析。梳理出客户及客户需求痛点。我们需要通过建立沟通渠道、信息渠道及工具来整合这些信息。2、分析：客户需求、...

不同产品的销售对销售人员的要求是不同的，我们通常所说的销售只是对一般商品的销售，拥有口齿伶俐的表达能力、能言善辩的沟通技巧，单枪匹马可以搞定客户。但是对于那些大宗产品、技术含金量高、交易成本高的产品，单纯凭借三寸不烂之舌是难以搞定的，这时候销售人员站在公司...

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