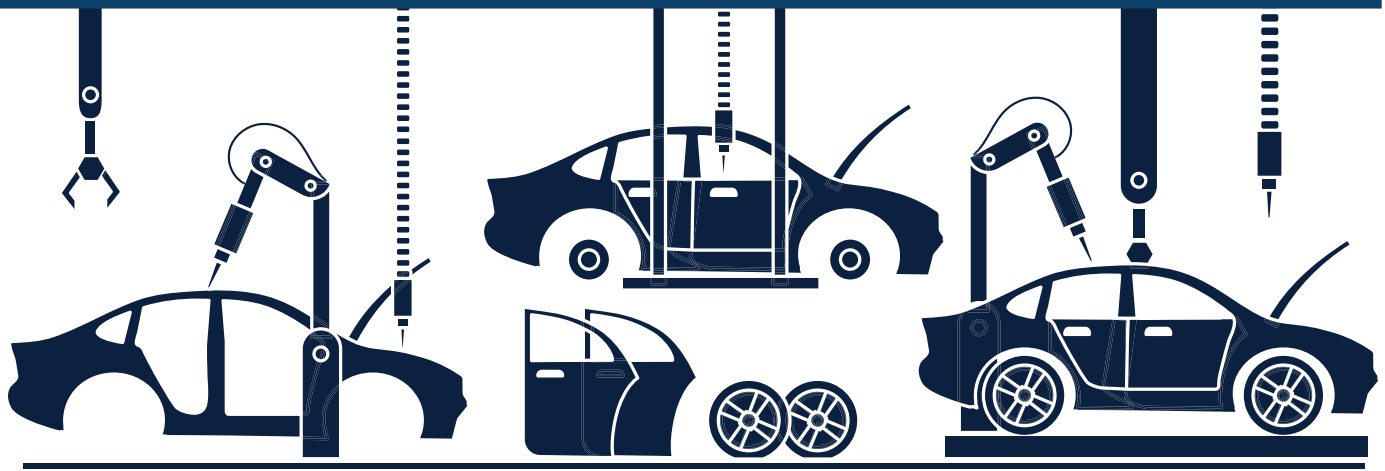


Value-Based Selling for Manufacturers

How to Break the Price-First Mindset



THE BROOKS GROUP



Value-Based Selling for Manufacturers

Manufacturing sales leaders are operating in one of the most complex environments their industry has faced in decades.

Margin compression is persistent. Input costs fluctuate. Supply chains are unpredictable. At the same time customers are more informed, more risk-averse, and more pressured to justify every investment in terms of its measurable business impact.

Internally, the challenge is just as difficult. Sales teams often navigate fragmented product portfolios, inconsistent processes, underutilized CRM systems, and the integration demands that come from acquisitions.

Many organizations have invested heavily in digital tools and go-to-market transformations—yet struggle to see meaningful changes in sales performance.

What's broken isn't effort—it's approach. Too many sales organizations are still anchored to product-centric selling in a market that demands business-centric, customer-centric conversations.

When a sales team leads with product features, technical specs, and tries to win on price, they reinforce commoditization, invite discounting, and they miss the larger opportunity to create strategic value in partnership with their customers.

This is why consultative selling in manufacturing is no longer optional—it's foundational.

For sellers to win, they must shift from selling products to solving operational problems, from reacting to customer requests to shaping customer thinking, and from competing on price to competing on measurable business outcomes.

A Better Way Forward:

Solving Core Commercial Challenges



1 Margin Pressure / Cost Optimization

What's happening:

Manufacturer's margins are off significantly from their peak. Price pressure is intensifying as products are more easily compared and analyzed (often by an AI agent). This access to comparative knowledge gives procurement teams leverage in negotiation. Sellers are using whatever pricing leeway they have to discount in hopes of getting deals done.

Why it matters:

Margin erosion limits capital for reinvestment, innovation, and long-term competitiveness. It directly affects the enterprise value of the company.

Consultative shift:

Sales teams reframe value by diagnosing operational inefficiencies and quantifying the financial benefits of change. Instead of defending price, they justify it.

Leadership takeaway:

Equip your team to sell value, opportunity ROI, not a commodity product. Margin improvement follows when value is made visible and defensible.

2

Revenue Growth / Commercial Expansion

What's happening:

Growth is hard to find, but this is mostly the result of sellers not having the right strategy and skill to find it. The data suggests that a majority of current B2B customers (over 70%) are not fully engaged with their current providers (Source: B2B Sales Benchmarks).

Many sellers have not been trained to identify and nurture opportunities. For example, less than 20% of salespeople regularly ask for referrals (Source: Sales Insights Lab). New logo acquisition is also increasingly challenging, with far more competitive outreach bombarding customers, and conditioning them against considering new opportunities.

Why it matters:

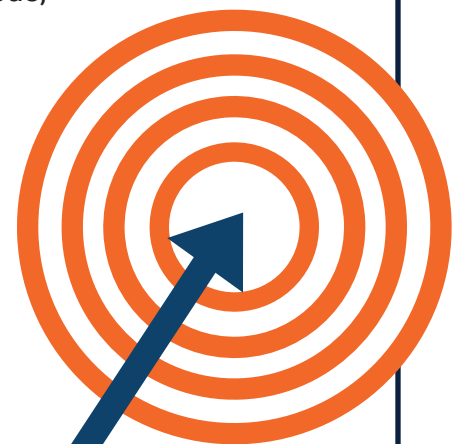
Without a steady stream of quality pipeline from both existing and new customers, a margin-pressured manufacturing business can see its profitability evaporate.

Consultative shift:

Sellers spark the customer's attention by uncovering hidden needs, connecting their solutions to broader business initiatives, and expanding relationships beyond transactional buyers.

Leadership takeaway:

Growth comes from depth, not just reach. Teach your team how to find and develop opportunities customers haven't yet perceived—and give them the skills and tools to engage both new and existing customers with these opportunities.



3 Commercial Excellence / Go-to-Market Transformation

What's happening:

Sales performance is inconsistent when no standard exists for evaluating that performance. Without a clear and well-understood selling methodology, execution varies widely by seller and manager.

Why it matters:

Without consistency in process and methodology, scaling success by onboarding and developing new talent is nearly impossible.

Consultative shift:

A structured, customer-focused sales process creates alignment across teams—allowing a standard benchmark for how they diagnose, position, and close business.

Leadership takeaway:

You don't scale talent, you scale the process for developing talent. Standardizing the behavioral expectation for your sales team is the foundation of commercial excellence.



4

Digital Transformation / CRM Investment

What's happening:

Significant investments in CRM and sales technology are underutilized or seen as administrative burdens, not opportunities for greater efficiency, organization, and customer centricity.

Why it matters:

Poor adoption of sales technology limits visibility, forecasting accuracy, and ROI on invested dollars.

Consultative shift:

CRM becomes a strategic tool for capturing and analyzing customer insights—business challenges, decision drivers, and value hypotheses—not just activities.

Leadership takeaway:

Technology only works if your sales approach demands better information. Fix the selling motion and CRM value follows.



5

M&A Integration / Synergies

What's happening:

Post-acquisition teams struggle to align the merging organizations around common messaging, priorities, and cross-selling opportunities.

Why it matters:

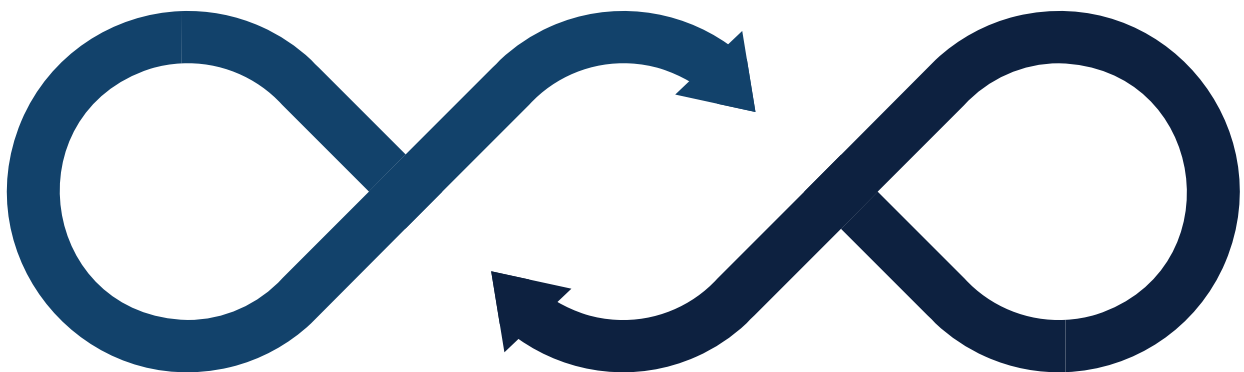
Delayed integration slows revenue synergy and creates internal friction, loss of momentum, frustration and ultimately high-value employee turnover.

Consultative shift:

It's critical to start with an assessment of commercial acumen. Then share a common selling methodology that unifies the team around a customer-centric mindset. Sellers focused on the customer can more easily see how solutions from two legacy entities solve customer problems—enabling faster portfolio integration.

Leadership takeaway:

Alignment doesn't come from org charts or connected product strategies. It comes from a common concern for the customer and a unified way of selling. Use methodology to accelerate integration.



Position Your Organization as a Strategic Partner

Manufacturing organizations won't win in the long run by having better products or a more competitive price. Both of these are already understood by the customer after a bit of research and can be easily imitated by a host of competitors. Sellers and their organizations win today by helping customers run better businesses. Manufacturing customers don't buy what your product is, but the outcome it produces for them.

Consultative selling is the mechanism that makes this relationship possible. It aligns teams, sharpens execution, and positions your organization as a strategic partner rather than a transactional supplier.

Sales leaders who make the shift to consultative selling will not only protect margin and drive growth—they will build more resilient, scalable, and future-ready commercial organizations.

Drive Performance With IMPACT Selling® Training From The Brooks Group

Whether you have a team of seasoned pros or new talent in need of guidance, [IMPACT Selling®](#) provides the foundation for consultative selling and gives your team the ability to engage customers where they are today.

Sales skills training takes the guesswork out of sales and lets your team control the sales process from start to finish. It's a proven methodology that ensures long-term improvement and consistent performance across your entire sales organization.

Visit The Brooks Group to learn about our award-winning sales process and skills training programs.





About The Brooks Group

Put your team on the path to trusted advisor. The Brooks Group is the leading sales training and development company empowering sales professionals to build profitable customer relationships.

We believe salespeople excel when they use a consultative approach that puts customer needs first. Notable clients include Airbus, Avita Medical, Bobcat, Hitachi Energy, Mack Trucks and Volvo Trucks, SANY Americas, Texas Instruments, and United States Air Force.

Learn more about our suite of sales training and development programs, assessments, coaching, and reinforcement tools at [brooksgroup.com](https://www.brooksgroup.com).

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