

# Successful customer dialog: Emotions as the key to sustainable success in B2B sales

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*(Translation by DeepL)*

*Sales in the B2B sector has long been about more than just selling products, solutions or services. In an environment where long-term partnerships and complex decisions determine everyday life, it is often emotions that make the difference. Trust, understanding and a genuine connection between company and customer are the invisible but decisive factors.*

*This article shows how emotions can be used specifically in B2B sales to not only close sales, but also to build genuine, long-term partnerships. Practical examples are used to illustrate how emotional intelligence, and well-thought-out strategies can sustainably increase sales success. This is not about theories, but about concrete approaches that work.*

*Find out how emotional connections change the way customers react to your company - and how you can use these relationships to be more successful in the long term.*



## 1 Introduction: Emotional connections in B2B sales

Emotions influence every decision - even in B2B. The belief that business customers only react to rational factors such as price and performance is long outdated. What many underestimate: Managers in companies don't just make decisions based on facts either. They want to sense trust, feel secure and build personal relationships before they commit to long-term partnerships. The emotional dimension in B2B sales is therefore not a minor matter, but a decisive factor for sustainable business relationships.

The challenge is that emotional connections in B2B are more complex than in B2C. This is not about impulse purchases, but about strategic decisions with a long-term effect. Trust is needed in the product, but above all in the people behind it. The relationship between the seller and the decision-maker on the customer side must be so strong that it lasts even in times of crisis.

In B2B sales, we are talking about long-term relationships that are not just based on figures and performance promises. Companies that build a strong emotional bond with their customers create more than just customer satisfaction - they create loyalty. This loyalty leads to repeat business, referrals and increased investment in the business relationship. This is the crucial difference between a purely transactional relationship and a strategic partnership that grows over the years.

One aspect that is often overlooked is the importance of emotions at the decision-making level. If the sales employee succeeds in understanding the true needs and fears of the decision-maker and addressing them emotionally, a deeper bond is created. It is about seeing the customer not just as a company, but as a community of people with individual needs, concerns and goals.

Emotional connections are not just "nice-to-have", but the basis for sustainable success in B2B. Especially in times when markets are becoming more volatile and customers more demanding, the emotional level offers a decisive competitive advantage. Companies that recognize this and integrate it into their sales strategy not only have more loyal customers, but also greater resilience to external market changes.

Emotional selling means putting people at the center - without losing sight of strategic goals. It is a challenging balancing act that makes the difference between short-term success and long-term partnership.

## 2. emotional value creation in key account management

Key account management (KAM) is more than just looking after key accounts. It is a strategic discipline that depends largely on the quality of the relationship between sales and customers. Emotional value creation plays a key role here. While traditional sales is often about closing deals quickly, key account management requires a long-term perspective that views the customer as a partner whose individual needs and challenges are the focus.

Emotional value creation means that the sales team not only sells what the customer needs, but also builds a deep emotional bond that creates trust and promotes long-term cooperation. Customer care does not end with the conclusion of the contract, but only intensifies afterwards. This phase determines whether the customer perceives the supplier as a strategic partner or just another supplier that is easily replaceable. Companies that succeed in integrating emotional value creation into their key account management benefit from greater customer loyalty and stronger differentiation from the competition.

In key account management in particular, the emotional dimension is often the decisive factor. This is about more than just exchanging products or services. It is about understanding the customer on a deep, personal level. An experienced key account manager recognizes the unspoken needs and concerns of their customers. These are often complex and multi-layered, but this is precisely where the opportunity for differentiation lies. Because while most providers try to satisfy the rational needs of customers, those who also address emotional needs - such as trust, security and appreciation - are successful.

Emotional added value can be demonstrated in many ways. For example, by offering customers not just standard solutions, but customized approaches that are tailored precisely to their specific challenges. Or by keeping a cool

head as a key account manager in crisis situations, acting in a solution-oriented manner and thus impressing not only professionally but also on a personal level. Case study: A global mechanical engineering group was faced with the challenge of keeping its supply chains stable during a turbulent market phase. While the competition only reacted with price adjustments, the supplier's key account manager relied on open communication, quick action and a partnership-based solution. The result? A strengthened relationship and a follow-up order worth millions. In practice, emotional value creation also means seeing the customer as a co-creator. A key account manager who regularly listens to their customers, obtains feedback and incorporates this into the further development of the solutions offered creates a sense of shared responsibility and partnership. This not only strengthens trust, but often leads to the customer themselves becoming an advocate for the company. Such an emotional bond cannot be bought - it can only be created through continuous and authentic interaction.

Another central point of emotional value creation is the feeling of appreciation. Customers don't want to feel like they are just a number. Especially with large, strategic customers, it is crucial that they perceive themselves as an important part of the company structure. Regular personal contact, individual support and tailor-made solutions convey the feeling that the customer is not interchangeable, but has a special status. This type of loyalty pays off in the long term in the form of increased loyalty, follow-up business and more intensive cooperation.

Emotional value creation in key account management is not a product of chance. It requires a strategic approach that is deeply rooted in understanding customer needs and building long-term relationships. Companies that pursue this approach find that their key accounts not only remain loyal customers, but also become partners who accompany the company on its growth path.

### **3. the role of sales in emotional customer loyalty**

Sales employees are the key figures when it comes to building and maintaining emotional customer relationships in the B2B sector. They act as a link between the customer and the company and, in this role, make a significant contribution to how the customer perceives the company. Their role goes far beyond simply closing sales - they are relationship managers, problem solvers and confidants in an increasingly digital and anonymous world.

Emotional customer loyalty in sales begins with a deep empathy for the customer's situation. A successful sales employee doesn't just ask about the technical requirements or the budget. Rather, it is about seeing the big picture: What fears and challenges really move the customer? There is often an emotional component behind a rational inquiry. For example, a purchasing manager looking for a new software solution might fear that his team is overwhelmed by the current technology. In this case, it is the sales representative's job to recognize these unspoken needs and address them emotionally.

Active listening is one of the most important skills that a sales employee needs to develop. It is not about overloading the customer with information or constantly telling them about your own products. Rather, it is about letting the customer have their say and really understanding their concerns, expectations and hopes. Those who listen well will also recognize the subtle signals that point to deeper emotional needs. Satisfying these needs leads to a much stronger bond than any sophisticated sales strategy.

Emotional attachment does not develop overnight. It is a process that requires continuous care and attention. One mistake many salespeople make is to focus on the short-term deal rather than building a long-term relationship. However, those who have the patience to build a trusting relationship with their customers over a longer period will find that it pays off in the long run. Not only are these customers more loyal, but they also tend to spend more money and are less likely to switch to the competition.

Another important aspect of emotional customer loyalty in sales is the concept of reciprocity. People who feel they have received something of value are much more willing to give something back - be it in the form of an order, a recommendation or a long-term partnership. For sales staff, this means that they not only have to sell products to customers, but also offer real added value. This can take the form of advice, individual solutions to problems or the identification of new opportunities that the customer may not even have recognized yet.

Critical moments in particular show how important the emotional bond is. When a customer gets into difficulties - whether due to internal challenges or external market influences - they expect more from their supplier or partner than just quick answers. In such situations, sales employees need to show that they are not only there for the customer in good times, but also support them in crisis situations. This type of support, especially when it is not directly for their own benefit, significantly strengthens trust and emotional ties. For example: In a project with a global automotive supplier, the aim was not only to deliver an innovative product, but also to find creative solutions in an unexpected bottleneck situation to minimize production downtime. In this case, the dealer became a real partner and not just a supplier.

In the digital age, it is often debated whether personal contact with customers is still necessary at all. The answer is clear: yes. Despite all the digitalization, the human component remains irreplaceable in B2B sales. Technology can make the process easier, but emotional connections are always built from person to person. Digital tools such as CRM systems help to maintain an overview and collect information, but it is personal contact that reaches the emotional level. A well-placed phone call, a thoughtful inquiry or a face-to-face meeting can make the difference between a transactional relationship and a true partnership.

For companies that focus their sales strategy on emotional customer loyalty, it is important to train their sales teams accordingly. It is not enough to teach product features and sales techniques. Sales staff must learn to use emotional intelligence, read between the lines and build genuine human relationships. These skills are not only decisive for individual sales, but also for long-term customer loyalty.

In short: sales employees are not just salespeople. They are the architects of emotional customer relationships that lay the foundation for long-term success.

## **4. use case 1: Emotional selling in mechanical engineering**

The mechanical engineering industry is traditionally strongly focused on technical specifications, but here too the emotional connection plays a central role. A medium-sized mechanical engineering company was trying to sell a complex manufacturing system to a global customer. Despite technical superiority and a competitive price, the customer was hesitant - the emotional connection was missing.

The decisive breakthrough came when the sales employee responded to the customer's concerns: The fear that employees would not be able to learn the new technology quickly enough. A tailor-made solution, a comprehensive training program that addressed technical and emotional needs, created trust. The emotional connection led to a long-term partnership. The key: understanding deep, unspoken fears and offering emotional security (previously it was: "You won't get fired for buying IBM").

This example shows that not only technical but also emotional aspects are crucial for success in mechanical engineering. Customers need to feel understood to develop trust - and trust leads to sustainable, profitable relationships.

## **5. use case 2: Global account management in the software industry**

In the software industry, it's often not just about the best technology, but also about the emotional security offered to a global customer. A software company wanted to win a major contract from an international corporation. The customer was facing an internal transformation and feared that the new software would not be accepted by the employees. This was the emotional sticking point.

Instead of relying solely on technical advantages, the Global Account Manager offered a comprehensive training and change management program that addressed the customer's fears. The individual support strengthened the customer's trust and led to the conclusion of the major order. This emotional security and responsiveness to the customer's internal challenges ensured a long-term partnership.

Emotional intelligence is also crucial in the supreme discipline of global account management (GAM). Global customers also expect more than technical solutions - they need partners who understand their fears and accompany them through the change.

## **6. emotional value selling: instruments and strategies**

Emotional value selling is the art of going beyond purely rational sales arguments to build an emotional bond with the customer that creates long-term trust and loyalty. In B2B sales, this means understanding both the business and personal needs of the customer and developing solutions that appeal on an emotional level. But how can this be achieved? Which tools and strategies help to create and communicate this emotional added value? In this chapter, we look at the most effective approaches for successfully integrating emotional selling into your sales strategy.

### **6.1 Storytelling: stories that connect**

One of the most effective methods of building emotional connections is storytelling. Stories create context, arouse emotions and make even complex products or services tangible. A well-told story can create trust, empathy and understanding. It enables the customer to connect emotionally with the product or company.

In a B2B context, this could mean telling the story of another customer who faced similar challenges and how your product or service helped them. By combining real-life examples with human elements - such as the customer's initial uncertainties or successes - you create a bridge to the emotional needs of your current counterpart.

In a sales meeting for a complex software solution, an account manager told us about a medium-sized company that had similar fears and uncertainties before the implementation. Through close collaboration and a special onboarding program, the company was not only able to successfully implement the software, but also achieve a 30 percent increase in productivity. The emotional added value? The story showed that the company had understood the challenges and was able to accompany the customer emotionally through the transformation phase.

### **6.2 Active listening: The basis of every emotional bond**

Active listening is one of the most underestimated tools in sales. Most salespeople listen to answer, not to understand. Yet this is precisely where the key to an emotional bond lies. A customer wants to feel understood, especially in the B2B sector, where decisions often have far-reaching consequences. If you really listen, ask the right questions and understand the customer's needs on an emotional level, you can offer solutions that go far beyond what is visible on the surface.

Emotions often arise from unspoken needs such as security, trust or recognition. A salesperson who recognizes these emotional needs and responds to them will build more sustainable relationships. It is not enough to simply meet the customer's technical requirements - you also need to understand the emotional concerns and desires behind the rational decisions.

### **6.3 Individual problem solving: Creating emotional relevance**

B2B sales is often about offering customized solutions for specific customer needs. However, emotional relevance only arises when the customer feels that you understand and solve their individual challenges on a personal level. This is not just about the product, but about the entire customer journey.

One way to create emotional relevance is to develop personalized offers that consider not only the customer's business goals, but also their personal goals. For example, if a company is looking to improve internal work culture through technology, they could emphasize not only the efficiency gains from the product, but also the positive impact on employee wellbeing. The emotional benefit for the customer: a partner who not only sees the business, but shares the company's overall vision.

#### **6.4 Creating trust through transparency**

Trust is the currency of B2B sales and transparency is the key to this. Customers want to be sure that they are working with a partner who is open and honest - especially in critical situations. By being transparent in all interactions, you create the basis for a long-term emotional bond. This means communicating openly even in difficult moments and proactively offering solutions.

Case study: A global customer faced the challenge of introducing a new software solution in several countries simultaneously. This resulted in unexpected delays. Instead of leaving the customer in the dark, the account manager opted for open and honest communication. He informed the customer about the problems at an early stage, but at the same time proactively offered solutions to speed up the implementation. This transparency strengthened trust in the company and the customer even decided to book additional services.

#### **6.5 Emotional security through support and aftercare**

One of the best strategies for strengthening emotional ties is excellent support and intensive aftercare. A sale does not end when the contract is signed. The customer must feel that they are being looked after and supported even after the purchase - especially if problems arise. A sales team that offers the customer emotional security by providing reliable support in difficult phases will retain them in the long term.

Case study: A company supplying machinery to a major car manufacturer was struggling with minor technical issues after installation. Rather than leaving the customer alone, the sales team ensured that technicians were on site to quickly resolve any issues. This ongoing support created a sense of security and trust that laid the foundation for future business.

#### **6.6 Emotional added value meets return on investment - the double benefit**

Emotional connection is an important building block in value selling, but many customers also want to clearly recognize the financial added value. The ROI approach shows customers not only how your solution solves their problems, but also what concrete economic benefits they can derive from it.

- Communicate ROI clearly - customers want to see that their investment is paying off. Show how your product or service has a positive financial impact.
- Combine emotional and rational arguments - Use emotional connection to build trust and underpin this trust with clear financial benefits.
- Make success measurable - Ensure that the customer can track the success of their decision, e.g. through KPIs or regular improvement updates.

Case study: A company opted for a new software solution because it was not only technically superior, but also promised a clear ROI. The sales representative showed how the solution led to a reduction in operating costs while building a strong emotional bond during implementation, which increased employee acceptance.

#### **6.7 Customer co-creation: actively involving customers**

A particularly effective approach to emotional value selling is co-creation, in which the customer is actively involved in the development process. This not only strengthens the solution itself, but also creates a deep emotional bond, as the customer has the feeling of actively contributing to the design.

- Involve the customer as a partner - Involve the customer in the process to develop a customized solution.
- Appreciation through cooperation - The customer feels heard and taken seriously when they can actively influence the solution.
- Long-term commitment through joint development - Co-creation not only creates a better solution, but also a stronger emotional bond.

Case study: A global market leader in the laboratory sector worked closely with a Big Pharma customer to develop a new fume cupboard. The close collaboration enabled the customer to bring in its specific requirements and resulted in a customized solution that brought both sides closer together.

### **Summary: Successful emotional customer interaction in B2B sales**

- Do you know the emotional needs of your customers - what fears, desires and goals drive them?
- Use storytelling - tell stories that convey the benefits of your offer in an emotional and concrete way.
- Listen actively - Find out what the customer really wants, not just on a rational level.
- Offer customized solutions - Show that you understand the customer and their individual challenges.
- Be transparent and open - Build trust by communicating honestly even in difficult times.
- Ensure emotional loyalty through support - Remain present even after the deal has been closed and support the customer in times of crisis.
- Communicate the ROI - Show how your offer not only convinces on an emotional level, but also offers a clearly measurable financial benefit.
- Integrate co-creation - Work closely with the customer to co-create a solution that is tailored to their needs.

## **7. checklist: Successful customer interaction in B2B sales**

In this chapter, you will find a checklist to help you systematically build and maintain emotional connections with your customers. The list provides a practical guide to using the right emotional levers at every stage of customer interaction.

## Schlüsselfaktoren für erfolgreiche B2B-Kundeninteraktion

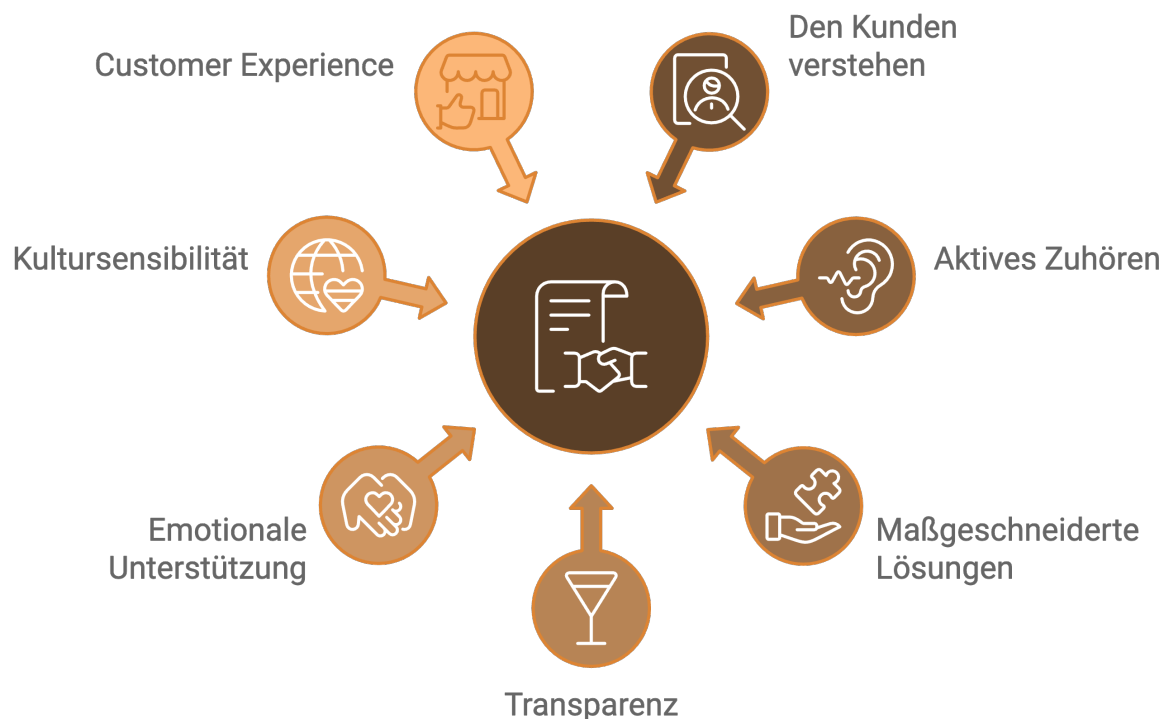


Figure 1: Key factors for successful B2B customer interaction

### 7.1 Getting to know the customer: Who is sitting opposite you?

Before you start solving the problem, you need to understand the person on the other side. This is not just about knowing the other person's position or area of responsibility, but also about understanding what goals, challenges and fears drive this person.

- What personal goals does he pursue in his role?
- What challenges does he see for himself and his company?
- What are his biggest concerns about the project?
- What does the customer expect from you and your company?

This deep understanding forms the basis for an emotional customer relationship. Empathy is the key here. By understanding the customer's emotional motivations, you create trust and show that you are not just interested in closing a deal, but in a long-term partnership.

### 7.2 Active listening: The art of conducting the right conversation

Active listening means not only taking in words, but also recognizing the emotional nuances between the lines. A good conversation offers the chance to gain valuable insights into the customer's way of thinking.



- Top rule: "We have two ears, but only one mouth". Only talk half as much as the customer and let them finish without interrupting them.
- Ask specific questions to identify emotional needs and unspoken concerns.
- Summarize the customer's statements to show that you have really understood them.

Case study: A sales representative of a software company recognized through targeted listening that the customer was less concerned about the price of the solution, but rather about whether the implementation would be well received internally. By actively listening, the sales representative was able to address the customer's emotional concerns and offer appropriate solutions.

### **7.3 Customized solutions: Individuality counts**

Every customer wants to feel that their needs are unique and important. Standard solutions may seem efficient at first glance, but they are rarely the way to create a deep emotional bond. The customer wants to feel that you really care about their specific situation.

- What individual adjustments can you make to your solution to address the customer's specific needs?
- Are there any special challenges that you can solve that are not included in the standard offer?
- What emotional [added value](#) can you offer that goes beyond pure product performance?

Emotional bonds are often formed when customers see that you are not just working for sales, but are actively interested in solving their individual problems.

### **7.4 Transparency: honesty creates trust**

Trust is the basis of every sustainable business relationship. Especially in B2B sales, where large investments and long-term partnerships are often involved, transparency is of the utmost importance. Customers must be able to rely on you to deal with them honestly and openly - even in difficult times.

- Communicate potential risks or challenges proactively.
- Don't try to cover up problems, but address them openly.
- Be realistic in the presentation of results and expectations.

Case study: A mechanical engineering company proactively informed one of its major customers about delivery delays before they escalated. This allowed the customer to adjust its own plans, which strengthened trust in the partnership, even though the delays had initially caused resentment.

### **7.5 Aftercare and after sales: emotional aftercare**

A successful customer relationship does not end when the contract is signed. The after-sales area plays a central role in strengthening the emotional bond and ensuring long-term satisfaction.

- Proactive after-sales support - Make sure that the customer can count on your support even after the purchase.
- Regular check-ins - Ask how the customer is working with the solution and offer improvements if necessary.
- Long-term customer loyalty through after-sales service - A strong after-sales service shows the customer that their relationship with you is valued even after the purchase.

Case study: A company not only implemented new software, but after the sale ensured that the customer received long-term support through regular follow-up and a dedicated after-sales team. This ongoing support created trust and led to an extended collaboration.

### 7.6 Cultural sensitivity: understanding the context

Cultural sensitivity is a key success factor in global account management. Different regions and cultures have different expectations in terms of business communication and emotional connection.

- Pay attention to the cultural characteristics and expectations of the customer.
- Adapt your communication style and negotiation strategy accordingly.
- Be aware of cultural differences and respect local customs.

Case study: In a project with an Asian customer, a company was able to significantly improve the relationship by adapting its communication style and providing more intensive personal support. Local hierarchies and decision-making processes were respected, which created trust on an emotional level.

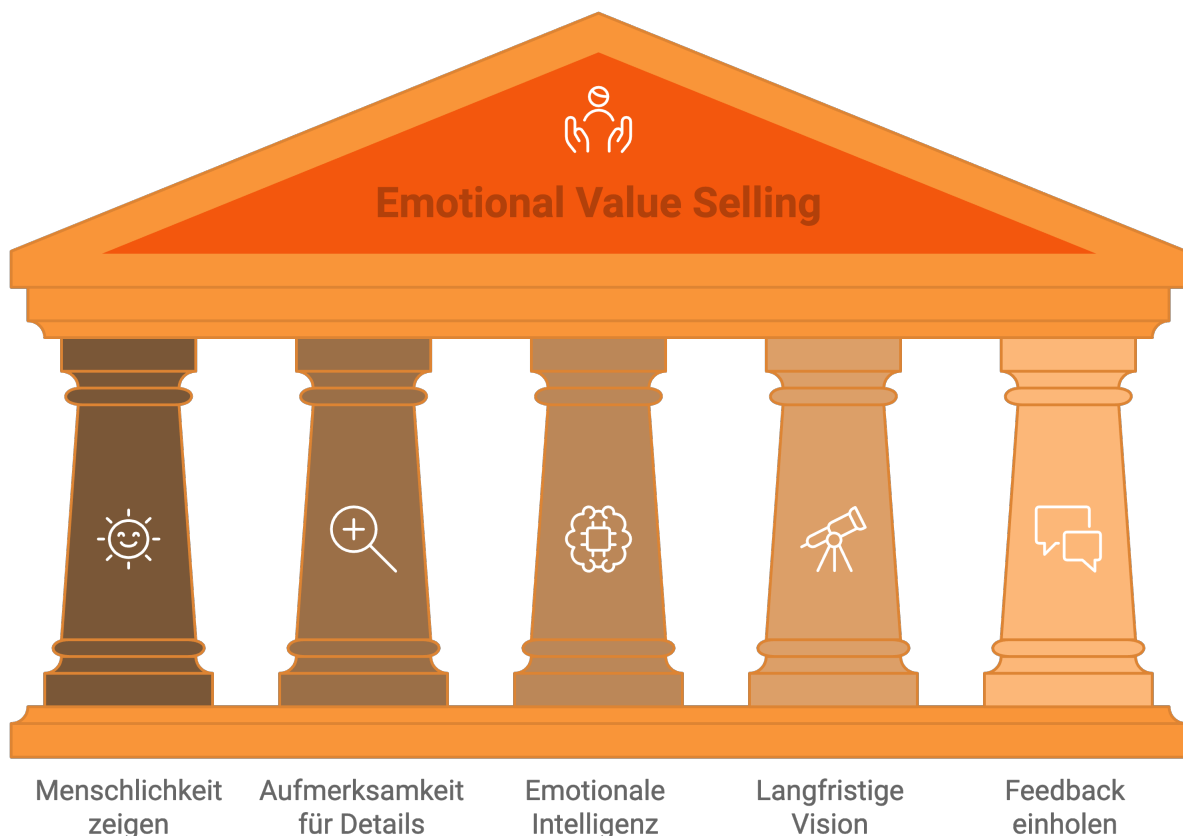
### 7.7 Customer experience: every interaction counts

A positive customer experience (CX) is crucial for strong customer loyalty. Customers remember less about individual product features and more about the feeling they had with every contact with your company. CX influences the entire customer journey - from the first inquiry to after-sales support.

- Every touchpoint count - whether in a personal conversation, by email or in support: every interaction shapes the overall image of your company.
- Proactive communication - Customers appreciate it when you actively approach them and ask how satisfied they are with the solutions.
- Creating emotional experiences - Customers should not only be convinced rationally, but should also emerge emotionally positive from the interaction.

Case study: A software company ensures that the customer not only receives a standard implementation after the purchase, but also remains emotionally involved through proactive aftercare. Regular check-ins and fast support led to the customer perceiving the brand not just as a supplier, but as a partner.

## 7.8 The five points of "Emotional Value Selling"



- I. Show humanity - customers want to be understood and valued not just as business partners, but as people.
- II. Pay attention to small details - It is often small gestures and additional support that have a big emotional impact.
- III. Use emotional intelligence - Behind seemingly rational considerations are often emotional decisions. Use this knowledge strategically.
- IV. Think long-term - Short-term gains may be tempting, but emotional connections only pay off in the long term.
- V. Obtain feedback - Regularly asking about satisfaction and areas for improvement shows the customer that you value their opinion and want to work on the relationship in the long term.

## 8 The future of emotional value selling in B2B

The future of B2B sales belongs to companies that understand that emotional connections are more than just a nice extra - they are the decisive success factor. Technological developments and market changes may influence the framework conditions, but the core of a strong business relationship remains emotional. Companies that recognize the potential of emotional connections and integrate them into their sales strategies create a sustainable competitive advantage.

A key aspect of emotional value selling is the ability to respond to the changing needs and expectations of customers. At a time when products and services often seem interchangeable, it is the relationships that make the difference. Customers want to feel understood and valued. They are looking for partners who go beyond the purely business aspects and take care of the deeper, emotional aspects of their needs.



Figure 2: Emotional value selling in B2B

### 8.1 Technology as a supporter, not a substitute

Technological progress in the B2B sector - particularly through artificial intelligence (AI), augmented reality (AR) and virtual reality (VR) - offers companies new opportunities to optimize their sales processes. However, these tools should always be seen as a support and not a replacement for human contact. Technology can increase efficiency and help to analyze data or automate the sales process. However, genuine emotional connections are still created through personal interaction.

Case study: AI-powered CRM systems can provide valuable insights into customer behavior and preferences, but it is the human sales representative who interprets and responds empathetically to this information. AR and VR technologies make it possible to present products in innovative ways, but the emotional connection is only created when the customer feels that they are the focus as a human being - and not just a data point in an algorithm.

### 8.2 Focus on the customer experience

The future of B2B sales will depend heavily on the ability to create outstanding customer experiences. It is no longer enough to offer a good product at a fair price. The customer wants to feel understood and supported throughout the entire purchasing process - and beyond. This is where the concept of [customer experience management](#) plays a central role.

Companies need to focus on how the customer perceives the entire interaction process. Every encounter, every phone call, every email and every after-sales service contributes to this experience. Emotional connections are created when the customer feels that every step is tailored to their needs and their individual challenges are taken seriously.

A company that successfully implements this approach will not only generate one-off sales, but also gain loyal customers who are willing to enter long-term partnerships and recommend the company to others.

### **8.3 Emotional value selling as a strategic basis**

The next few years will show that emotional value selling is not just a short-term tactic, but a long-term strategic basis for success in B2B sales. Companies that focus on building emotional connections will be more resilient to market changes and technological advances. They create a customer base that not only remains loyal to them, but actively contributes to growth - be it through referrals, order expansion or joint innovation projects.

Emotional ties also help companies to survive times of crisis. If a customer has the feeling that their supplier is not just a supplier, but a real partner, they will fall back on this relationship even in difficult times and think less about alternatives.

Case study: A mechanical engineering company was able to survive the economic crisis thanks to a strong emotional bond with its main customer, as the customer rated the value of the long-term partnership higher than short-term savings with other suppliers.

### **8.4 The role of emotional intelligence in sales**

A key success factor for the future of emotional value selling is the training of sales teams in emotional intelligence. Sales employees who not only master the technical aspects of their product, but who can also recognize and respond to the emotional needs of their customers, will be more successful in the long term. Emotionally intelligent sales staff are better able to conduct difficult conversations, handle crises diplomatically and build trust where others have difficulties.

Companies should therefore invest in emotional intelligence training programs and establish them as an integral part of their sales strategy. This enables employees not only to close sales, but also to cultivate long-term relationships based on trust and emotional connection.

### **8.5 Sustainability and emotional attachment**

Another trend that will influence the future of emotional value selling in B2B sales is the growing importance of sustainability. Customers increasingly attach importance to working with companies that take responsibility for their environment and their social environment. This also has an emotional component: customers want to be able to identify with a company's values.

Case study: Companies that are demonstrably CO<sub>2</sub>-neutral or are involved in social projects not only create a rational but also an emotional added value that contributes to customer loyalty. Customers who are proud to work with a responsible partner develop a deeper emotional bond.

## **9. focus on emotions as a strategic success factor in B2B sales**

Emotional connections are not a "soft" success factor - they are the basis for sustainable success in B2B sales. Companies that understand how to combine emotional intelligence, technology and an excellent customer experience will prevail in an increasingly competitive market. Emotional value selling means seeing customers as people and addressing them on all levels of their needs - rational and emotional. The future belongs to those who master this balance and build long-term, trusting partnerships.

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**Are you facing a challenge and want to implement a specific idea? Are you looking for support in optimizing your sales strategy or a sparring partner? Which topic would you like to discuss with me? I am happy to be there for you.**

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## AUTHOR BIOGRAPHY

Industrial engineer Ralf H. KOMOR is an experienced executive interim manager, certified advisor and consultant for family businesses (Trusted Adviser) and known in the industry as the "Sales Captain". He heads the Sales, Marketing & Service specialist group at the German umbrella organization for interim management (DDIM). As a Springer author, he has already contributed to six specialist books. He was awarded the "Interim Management Excellence Award Digitalization" for his expertise and innovative approach in the field of digitalization.

His work focuses on the development of new business models and the optimization of sales strategies, especially in critical turnaround situations. With more than 35 years of experience in B2B sales at C-level, he is a specialist for medium-sized companies, start-ups and corporations, particularly in the mechanical and plant engineering and software sectors. His mandates are characterized by significant improvements in customer acquisition, increased efficiency and customer experience.

When it comes to the use of AR, VR, MetaSales and virtual CPQ/configurators, Komor is not only an experienced practitioner, but also a visionary. He has successfully implemented these technologies, for example at a global market leader, where he oversaw the largest order in the company's history.

Komor regularly shares his knowledge and insights in various specialist media, books, his blog and his LinkedIn newsletter, thereby distinguishing himself as a thought leader in his field. His motto "Resulting instead of consulting" underlines his commitment to practice-oriented solutions and sustainable results.

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