

外贸客户 谈判手册

国外买家&SNOV.IO
团队编制

- 买家视角的谈判流程
- 跟进国外客户、客户谈判沟通的最佳指南
- 跟进客户话术集合



谈判阶段与策略

本电子书将详细概述客户谈判过程中的关键阶段，包括买家和卖家的角色与目标。同时还涵盖了一些重要的谈判策略和技巧，旨在帮助最大化价值并提高在客户谈判过程中的获胜表现。

本书将提供一系列外贸谈判场景当中的销售对话，所有对话都由国际贸易买家根据工作经验提供，具有非常高的学习价值。

所有信息均从一家大型企业的买家真实视角出发提供。



谈判阶段与策略

阶段	买家角色	销售角色
准备 (Prepare)	了解其内部客户的需求和兴趣。	了解买方向时在做准备以及你作为销售如何提供帮助。
交换 (Exchange)	与卖家建立信任并交换信息。	尝试建立关系，而不是急于销售。
议价(Bargain)	接收报价，并于客户一同审查报价，并分享反馈意见。	展示你和你的公司能提供的所有价值，确保买方容易信任你。
定调(Conclude)	达成具有最佳可验证总价值的协议。	争取建立长期关系，以最大化采购量。
执行 (Execute)	执行协议并寻找更多机会。	卓越执行，并更好地了解客户，以销售更多的产品/服务。



专业建议：和国外客户沟通时，你要时刻明白，此时在哪一个阶段，对应的采购目标是什么？你如何帮助他完成他的目标

5个采购阶段的关键见解

- 卖方通常认为谈判仅仅是讨价还价的阶段。理想的情况是，作为卖方，你能参与到准备阶段中。这正是你开始建立关系和信任的关键时刻。
- 内部客户可以是工程师、供应链经理、制造部门或任何角色，他们是向买方提出产品和服务需求的人。
- 买方则充当内部客户与卖方之间的中介。
- 买方也可以被称为采购经理、采购专业人员或采购经理。

每个采购阶段的目标

- **准备阶段：**引起买方的注意。
- **交换阶段：**与买方加深关系。这通常可以通过RFI（询价信息）实现。
- **议价阶段：**让买方明白，你会让他的工作变得更轻松，并且你能够提供大量附加价值。这通常是RFQ（报价请求）阶段。
- **定调阶段：**利用这个机会最大化你的收益。在这个阶段，你通常已经赢得了业务，但你希望争取在采购量和合同期限方面获得更好的条件。
- **执行阶段：**你已经获得了订单，现在你希望尽可能多地获取信息，以便在未来的机会中销售更多产品并增加采购量。

买家的常用谈判策略

识别你的谈判掌控力

- 买方会了解你在谈判无法达成时的最佳替代方案。
- 若你有替代方案，买方会试图削弱这些替代方案的优势。
- 同时，买方会通过改善自己的替代方案来增强谈判中的力量，以防谈判未能达成。

- BATNA是“最佳替代方案”(best alternative to a negotiated agreement) 的缩写。因此，在进入讨价还价阶段之前，你应该清楚地了解如果无法与买方达成协议时有哪些选项。
- 很多时候，最好的替代方案可以帮助你节省时间，把精力投入到另一个客户上。如果你显得很急迫，买方会认为你没有任何谈判掌控感，这通常会导致对你不利的谈判结果。
- 不要让买方知道你有“很多的产能”。这意味着你非常需要客户，因为你有空余的生产能力。
- 如果你的替代方案很有优势，尽可以分享出来。但要准备好应对来自买方的压力，尤其当他们告诉你他们有其他优质替代方案时，这些替代方案通常是其他供应商。

买家的常用谈判策略

谁先报价格

- 大多数情况下，买方会要求供应商先报价并提供成本信息。如果买方对市场有足够的了解，并希望在其可接受的范围内开始谈判，他们可能会提前分享目标价格。
- 如果服务或产品是“新”的，且价格尚不明确，买方通常会尝试与卖方交换信息，以便双方共同达成对成本的共识。



- 首次报价适用于任何情况下你在提供新的价格。即使你已经提供过报价，若再次收到价格请求，通常情况下你仍然会先报价格。非常创新的产品可能是个例外。
- 如果买方要求更好的价格，你可以现要求他们的反馈或指导意见。在你先报价格之后，买方应当是提供价格参考的一方。

买家的常用谈判策略

了解谈判的另一方

- 买方会避免谈论他们最喜欢的话题，因此他们通常不会是那个主动发言的一方。他们希望你那里获得尽可能多的信息。
- 提问比回答问题更重要。买方会问很多问题，他们希望你多说话。
- 买方可能会使用类似“So you are saying.....”，“So what you think is...”的句子来引导你提供更多的信息并继续谈话。他们的目的是倾听。



买家的常用谈判策略

了解谈判的另一方

- 让客户提出你希望回答的问题，设置能够引发他们谈话的关键问题。你需要获取信息，这些信息将帮助你了解如何与他们展开有趣的对话，从而避免“后续跟进”的情况。
- 记住，“跟进客户”是个错误概念。你不应该去“跟进”客户，而应该进行自然的对话。因此，了解对方是怎么样的人非常重要。
- 你需要了解的基本信息包括他们的爱好、职业、经验、风险厌恶程度以及日常决策。
- 所有这些信息都能帮助你找到最佳的沟通方式，确定谈话内容，使他们记住你，理解他们的思维方式（例如，是否是工程师思维），以及他们在公司中的权力大小等有价值的洞察。



大客户的采购流程

商业需求理解

买方了解其内部客户的需求，这通常是谈判“准备阶段”的一部分。

商业需求理解

买方与财务部门和内部客户一起审查预算、目标价格或成本目标，以了解他们在竞标过程中的成本目标。

Request for Information

这一关键步骤使买方能够了解潜在供应商的能力，从而筛选出一份合格候选供应商的名单。

Request for Quotation

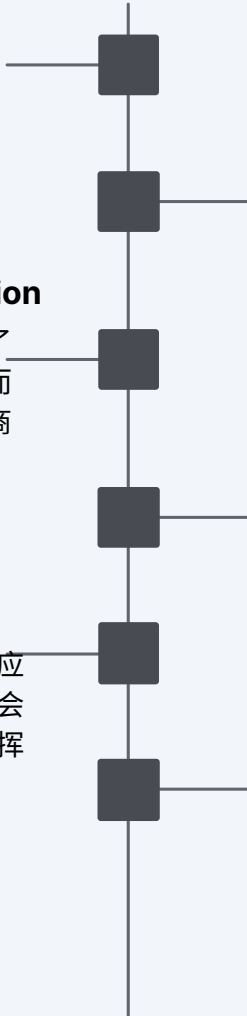
买方会请求报价或提案，并将成本和附加值与其他供应商进行比较，以淘汰最差的报价。

谈判

买家通常会与最优提案供应商进行谈判，内部客户也会参与，并在最终决策中发挥关键作用。

协议

在此阶段，买方和供应商就条款和条件达成正式协议，高容量的竞标通常会分配给多个供应商。



销售应该如何利用大客户采购流程，赢得更多优势

- 在信息请求（RFI）中不要撒谎。你不必完美无缺才能让买家与你合作。在可能的情况下（通常是在回复RFQ时），提出一些问题，例如有多少供应商在竞争、涉及的总量以及买方想要实现的目标。
- 在谈判时，不要只谈价格。你应该明确表示你能够提供许多其他附加价值。
- 通常在报价请求中，买方会提供标准表格。始终遵循这一流程，否则他们可能会淘汰那些未按照规则操作的供应商。他们不希望浪费时间来调整你的报价以适合分析。
- 在达成协议时，你可以尝试争取更多的合同年限或更大的采购量。大多数情况下，买方只需获得内部审批即可延长合同年限。如果你已经赢得了竞标，这通常不会太难。
- 尽量与买方以及内部客户举行会议。如果你是新供应商，他们的主要顾虑通常是信任问题。通过良好的关系管理，你可以有效地克服这一障碍。

国外买家建议的 外贸销售跟进客户话术

通过社交媒体或聊天工具介绍你自己
和你的公司

Hi [First_Name]

I work for [Company Name] and we develop solutions and products for [Industry Name] and wanted to connect with you to grow my network and share business opportunities.

At this moment I am working on adding value to my network by sharing constant industry analysis and the new solutions I am working with my company. I thought they would be of great value for your company because of the industry you work with. I also can share them with your colleagues in case you want to recommend a contact.

*Kind Regards,
[Your Name]*

国外买家建议的 外贸销售跟进客户话术

通过邮件介绍你和你的公司

Hi, [First Name]

Wanted to share a mail to give you visibility of the value added we are sharing with our network in case it's valuable for you. I work with [Company Name] and we develop solutions and products for [Industry Name] but we also focus on delivering

value to our network. In case you want to see the reports and information, I will be sharing more with you. If you want to understand more about us, please visit our website: [Link] or send me a message and I will help you. Please let me know if I should send this email to some of your colleagues.

Kind Regards

[Your Name]

Company Signature

国外买家建议的 外贸销售跟进客户话术

通过邮件回复客户的降价请求

Hi, [First Name]

Thanks for sharing your rate request. I will work on your request to see if it is possible to get a better rate, but for that I need help from your side to have success with this.

I already shared the best price I could; to get a better price I need internal approvals from finance and that will be possible by understanding the following:

- 1. Is the price requested because there are other suppliers offering better prices for the same product?*
- 2. Can you tell me specifically what price you want to achieve?*
- 3. Are you willing to give more volume or a long-term contract to secure this price? This information will help me get a better proposal. Please let me know if you want to discuss this. I can set up a meeting.*

*Kind regards,
[Your Name]*

国外买家建议的 外贸销售跟进客户话术

跟进客户的付款进度

Hi, [First Name]

Wanted to give you a heads-up regarding payments. At this moment there are some of them overdue, but I don't want to send you a lot of mails or communications so wanted to ask what is the best contact that I can reach specifically for this payments process?

Just want to make this as smooth as possible and want to keep our conversations strategic rather than making follow ups with you.

Kind Regards,
[Your Name]

国外买家建议的 外贸销售跟进客户话术

回复客户询盘的价格邮件

Hi, [First Name]

I am sending the quotation requested. Please see below my answers for the questions shared. (Assuming questions were shared)

Answer 1

Answer 2

Answer 3

The quotation considers only the information I have at this moment, so as part of the process I would like to set up a meeting in 3-4 weeks, please let me know when the best timing for you is, to get your feedback and adjust the proposal.

We can be more competitive if we understand the business needs, volume and possibilities about long term relationships.

*Kind Regards,
[Your Name]*

国外买家建议的 外贸销售跟进客户话术

回复客户RFQ的邮件

Hi, [First Name]

Thanks for reaching out and for giving us the opportunity to quote. For us to give you the best proposal it would be better to connect with you, but we can share something at this point for you to have an idea of our rates and products. Please, can you tell us if this is a formal bidding process or just a price benchmark?

And if possible, tell us if you are engaging with multiple suppliers. I will use this information to get best possible rates internally, since we offer more competitive prices to premium customers only.

Kind Regards,
[Your Name]

国外买家建议的 外贸销售跟进客户话术

当客户拒绝你的报价以后

Thanks for your visibility, we want to work with you, but we understand it is not always possible. We are still interested in this business, and we would like to improve our rates, so please can you tell how competitive our rates are against the market?

We will use this information to improve and give you better rates in the future, and if possible, for this specific business. Also, wanted to ask if it is possible to start working as a backup supplier? We understand we would not have a volume commitment, but we would love to start growing our relationship.

国外买家建议的 外贸销售跟进客户话术

当客户拒绝你的报价以后

Thanks for the visibility, we would like to understand the evaluation criteria to assess internally our competition levels.

I can tell you that from recent industry and market analysis, our prices are competitive. From a financial perspective we are looking forward to working with more customers that want to develop a long-term relationship, trusting in our quality, service and commitment to deliver our products and services in the long term.

At this stage, what I can share is that based on our latest analysis, if we go lower in price the business will have a potential disruption risk because of low profits. There are certain companies that will accept this risk but our commitment with you as a customer does not allow us to accept a price that has so much risk associated with.

向客户提问激发式问题 以获得更多有用的信息



场景1：当采购质疑你的价格时

Buyer: *"The price is quite high compared to our alternatives."*

Salesperson: *"So you're saying that you have other competitive offers on the table?" (Mirroring to confirm competition.) (Power Check): Assess BATNA: If you have other strong customers or demand, respond with confidence in the value provided.*

Salesperson: *"We have limited capacity right now due to high demand, but let's explore where we can find alignment in terms of value."*

向客户提问激发式问题 以获得更多有用的信息



场景2：采购在小订单要求折扣

Buyer: *"If you lower the price, we can place a small trial order."*

Salesperson: *"A small trial order?" (Mirroring to explore quantity and expectations.) (Power Check): If a trial order's value isn't significant, use your leverage.*

Salesperson: *"Our best prices are reserved for volume orders. If the trial leads to larger volumes, would that open up a discussion for better pricing later?"*

向客户提问激发式问题 以获得更多有用的信息



场景3：采购通过采购量压价格

Buyer: *"If we increase our volume, we expect a substantial discount."*

Salesperson: *"A substantial discount?" (Mirroring to confirm their expectations and volume.) (Power Check): If you can leverage strong demand or have a clear understanding of cost structure, use it.*

Salesperson: *"Higher volume orders definitely open up possibilities, but our costs are structured around high-quality materials. What kind of discount are you expecting for the volume you have in mind?"*

向客户提问激发式问题 以获得更多有用的信息



场景4：采购通过批量订单砍价

Buyer: *"Since we're buying in bulk, we expect a much lower price."*

Salesperson: *"A much lower price?" (Mirroring to understand their expectations.) (Power Check): If you know your manufacturing capacity is in demand, use that as leverage.*

Salesperson: *"We typically reserve our best rates for guaranteed high-volume commitments over time. What kind of recurring volume are you considering beyond this order?"*

向客户提问激发式问题 以获得更多有用的信息

场景5：买家担心市场波动引起价格波动

Buyer: *"We're worried about price fluctuations due to market changes."*

Salesperson: *"Price fluctuations?" (Mirroring to have the buyer elaborate on their concerns.) (Power Check): If you have a stable supply chain and strong relationships with suppliers, use this as leverage.*

Salesperson: *"Our raw materials are sourced through long-term contracts, which helps stabilize our pricing. Would locking in a stable price for the next few quarters help address your concerns?"*