NEW SELLING

VALUE = BENEFITS - COSTS

<table>
<thead>
<tr>
<th></th>
<th>TRANSACTIONAL</th>
<th>CONSULTATIVE</th>
<th>ENTERPRISE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRODUCT OR SERVICE CHARACTERISTICS</strong></td>
<td>Well understood</td>
<td>Differentiated</td>
<td>High strategic and or cost importance</td>
</tr>
<tr>
<td></td>
<td>Readily substitutable</td>
<td>Customized</td>
<td>Limited substitutability</td>
</tr>
<tr>
<td></td>
<td>Standard items</td>
<td>Hidden capabilities</td>
<td></td>
</tr>
<tr>
<td><strong>KEY BUYER CONCERNS</strong></td>
<td>Price</td>
<td>Importance of problem</td>
<td>Platform fit</td>
</tr>
<tr>
<td></td>
<td>Availability risk</td>
<td>Solution fit</td>
<td>Values fit</td>
</tr>
<tr>
<td></td>
<td>Ease of acquisition</td>
<td>Price-performance tradeoffs</td>
<td>Sustainability</td>
</tr>
<tr>
<td><strong>TIME HORIZON</strong></td>
<td>Event</td>
<td>Purchase stream</td>
<td>Sufficient value for effort</td>
</tr>
<tr>
<td><strong>NATURE OF RELATIONSHIP</strong></td>
<td>Cost-based</td>
<td>Benefits-based</td>
<td>Trust-based</td>
</tr>
<tr>
<td></td>
<td>Buyer-seller</td>
<td>Client-adviser</td>
<td>Business equals</td>
</tr>
<tr>
<td></td>
<td>Confrontational</td>
<td>Cooperative</td>
<td>Insider</td>
</tr>
<tr>
<td><strong>PREREQUISITES FOR SUCCESS</strong></td>
<td>Access to decision maker</td>
<td>Access to influencers</td>
<td>Both parties change fundamentally</td>
</tr>
<tr>
<td><strong>NATURE OF SALE</strong></td>
<td>Doing the deal</td>
<td>Problem solving</td>
<td>Agenda setting</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Boundaries blur-unclear who is selling and who is buying</td>
</tr>
</tbody>
</table>