

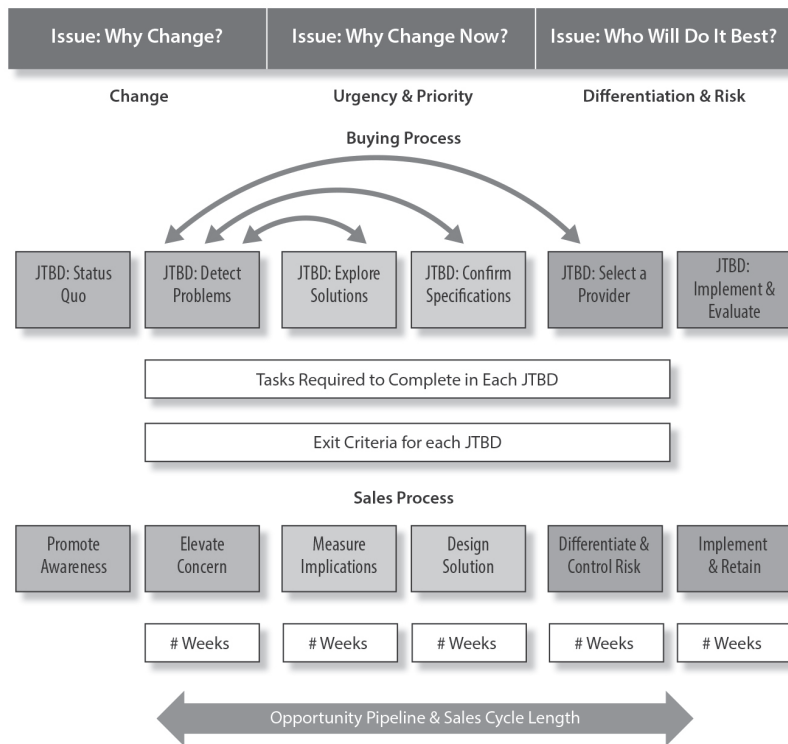
The Buyer's Dilemma: Buyers face obstacles and barriers created by internal politics, competing initiatives, and different stakeholder agendas.

Each meeting can illustrate differences in urgency, priority, and preference. How can buyers bring insight and unity to the group while serving the business interests of all?

The Seller's Challenge: Sellers can become buyer-centered by adapting selling activities to the needs of the stakeholders, thereby simplifying the buying process.

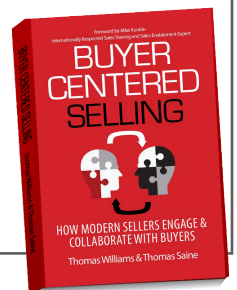
Top sellers discover ways to help the buyer simplify the buying process. What information, research, or test results do stakeholders need to move confidently toward a buying commitment?

The Buy-Sell Process for Complex, Expensive B2B Products



Buying Process: The actions and decisions that a buyer or group of buyers use to render a purchasing decision.

- **Jobs to Be Done (JTBD).** The functions that may be performed, dismissed, or repeated as needed until the "jobs" leading to a decision are complete.
- **Core Issues.** The three questions underlying a buyer's research, conversations, and group deliberation.
 - a. **"Why Change?"** is about gaining agreement among stakeholders that there is a compelling reason to do something different, such as change suppliers or engage external resources. It's all about change or "no change."
 - b. **"Why Change Now?"** is about urgency and priority. Is the problem, opportunity, or threat (POT) important enough to require immediate action from the buying organization? The willingness to act must outweigh the perceived cost of inaction.
 - c. **"Who Will Do It Best?"** is all about differentiating options or solutions, showing proof that the vendor can deliver results, and mitigating risk that may cloud the thinking of buyers and stakeholders.
- **Tasks.** Activities that sellers or buyers undertake in order to complete a job. This may include research, interviews, product tests, calculations of KPIs, and the like.
- **Exit Criteria.** The clear indicators that a customer has advanced from one purchase stage to the next. They are requirements that must be met to move to the next stage.



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ADDENDUM 6: RESOURCES OFTEN USED DURING THE BUYING PROCESS

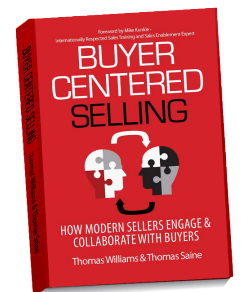
| General Categories | Education & Thought Leadership | | Solutions | Experience & Expertise | Proof |
|---------------------------------|--------------------------------|--------------------------|---------------------------------|-----------------------------|-----------------------------|
| | Jobs to Be Done | Detect Problems | Explore Options | Confirm Specifications | Select a Provider |
| Content and Activities to Share | General Web Search | Peruse Supplier Websites | Supplier Demo | Site Visit | Implementation Plan |
| | White Papers & Case Studies | Third Party Reviews | Product Trials | Customer Testimonials | Kickoff Meeting |
| | Webinars, Podcasts & Videos | RFP Creation | Supplier Scorecard | Customer References | User Surveys |
| | Buying Team Formation | RFP Response Comparisons | External Stakeholder Discussion | Financial Analysis | Scheduled Supplier Meetings |
| | Data Analysis | Discussion with Users | Risk Profile | Buying Team Decision | Data Analysis |
| | Feasibility Studies | Comparison Studies | Buying Team Review | External Pricing Benchmarks | |
| | Discussion with Users | Buying Team Discussion | | | |
| | Analyst Research Reports | Buyer Guides | | | |
| | Social Media | Data Sheets | | | |
| | Industry Articles | | | | |
| | Industry Position Statements | | | | |

Note: These are examples of common resources used by buyers during the buying process by the JTBD. The resources used may change by industry, buyer, and JTBD.

ADDENDUM 7: RESOURCES OFTEN USED DURING THE SELLING PROCESS

| General Categories | Education & Thought Leadership | | Solutions | Experience & Expertise | Proof |
|--------------------|--------------------------------|-----------------------------|--------------------------------|-------------------------------|----------------------|
| | Jobs to Be Done | Detect Problems | Explore Solutions | Confirm Specifications | Select a Provider |
| Content to Share | Social Media | Cost of Inaction | Presentation Deck | Term Sheet | Implementation Plan |
| | White Papers & Case Studies | RFP Template | Product Demo | Standard Contract | Company Profile Form |
| | Blogs | Comparison Studies | Product Trial Evaluation Form | Pricing | Standard Survey |
| | eBooks | Third Party Analyst Reports | Committee Presentation Outline | Third Party Analyst Reports | Business Review Form |
| | Webinars & Podcasts | How to Information | Case Studies | ROI Calculator | |
| | Feature Articles | | | Product Trial Evaluation Form | |
| | Technology News | | | eSignatures | |
| | Diagnostic Tools | | | | |

Note: These are examples of common resources used by sellers to help buyers facilitate their buying process by the JTBD. The resources used may change by industry, buyer, and JTBD.



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