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Challenger Selling

**TEC**  
The Executive Connection

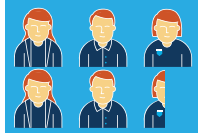
# Shifts in customer buying behavior are upending many “truths” of sales excellence

## Customers now learn on their own, without suppliers



Customers already 57% of the way through purchase process when they contact sellers, with little guarantee they “got it right”

## Decision-making dysfunction runs rampant



5.4 diverse customer stakeholders, able to agree on only “good enough” make the purchase decision

## Customers demand insight



Customers differentiate suppliers by how they sell, not what they sell.

Despite this reality, commercial teams must find a way to shape the customer buying process. Otherwise, they risk losing market share, shrinking margins, and failure to differentiate.

# THE COMMON PITFALLS

There are three critical elements needed to ensure your transformation drives growth and customer loyalty – insight, enablement, talent.



### INSIGHT

- ✗ Conventional Wisdom:** You need to be a thought leader.
- ✓ Truth:** The way to get customers to think differently about you is to first get them to think differently about themselves.

Thought leadership fails to drive the one thing you’re selling: *change*.



### ENABLEMENT

- ✗ Conventional Wisdom:** Challenger™ requires flawless execution of *sales* activity.
- ✓ Truth:** Challenger isn’t about enabling your teams to *sell* solutions, it’s enabling customers to *buy* them, and agree on a new way forward.

It’s more important to align customer stakeholders with each other, before aligning them on your offering.



### TALENT

- ✗ Conventional Wisdom:** The scarce resource in sales talent is selling ability.
- ✓ Truth:** Challenger places far less premium on *selling* ability, and far greater emphasis on *teaching* ability.

The best customer conversations focus less on supplier selection, and much more on problem identification.

# THE JOURNEY OVERVIEW



## INSIGHT

### Key Activities



- ❑ Socialize and create awareness of Commercial Insights amongst Product & Field Marketing teams, Sales & Sales Enablement leadership
- ❑ Compare current collateral against world-class Insights
- ❑ Design an Insights framework to uphold quality and consistency
- ❑ Name and task teams to support Insight creation efforts
- ❑ Upskill Insight creation teams on Insight fundamentals and framework
  
- ❑ Construct a content roadmap that reinforces your Commercial Insight and guides development of content and sales tools
- ❑ Align agency and other content partners
- ❑ Assign an editorial point person to coordinate content creation and curation
  
- ❑ Upskill Sales Enablement team on Commercial Insight pitch deck creation
- ❑ Arm Sales Enablement team with examples of Commercial Insight pitch decks and sales collateral
- ❑ Create prototype pitch deck(s) and other collateral for field testing with sellers and customers
- ❑ Ensure Marketing content seamlessly leads customers into Sales collateral and conversation
  
- ❑ Establish clear roles for sales, field and product marketing to play in the ongoing creation of commercial insight and Challenger content roadmaps
- ❑ Equip commercial insight teams with a repeatable methodology for creating and versioning insights across product, segment, geography and persona
- ❑ Assign an Insights lead (typically within Product Marketing); upskill lead(s) on Insight development



## ENABLEMENT

### Key Activities



**Integrate** Challenger into Sales Process and Tools

- ❑ Embed Challenger™ behaviors, use of Insight, and use of Mobilizers within the sales process.
- ❑ Track sales progress and forecast based upon customer reactions to Challenger behaviors.
- ❑ Embed Challenger planning approaches into opportunity planning and deal review



**Deploy** Challenger Marketing Content

- ❑ Create and curate Challenger content that disrupts customer thinking and leads seamlessly into Challenger sales conversations
- ❑ Distribute content to engage customers where they learn
- ❑ “Atomize” content for different formats and distribution channels



**Align** Demand Generation Systems to Challenger Strategy

- ❑ Tag content according to disruptiveness
- ❑ Redefine lead scoring and qualification criteria to sense customer disruption
- ❑ Tune nurturing program to progressively disrupt customers
- ❑ Adjust demand gen dashboard and reporting to reflect new qualification criteria



**Measure** Impact and Improve Implementation

- ❑ Capture and distribute Challenger success stories
- ❑ Dissect success stories; refine Commercial Insights and sales behaviors accordingly
- ❑ Revamp demand pipeline metrics to assess lift from Challenger content



## TALENT

### Key Activities



**Prepare** Sales Managers to Coach and Lead Change

- ❑ Establish the vision of why Challenger™ is right for your organization.
- ❑ Select “Challenger Champions” to lead and facilitate the change.
- ❑ Educate sales managers on the Challenger approach well in advance of rollout to sales force.
- ❑ Arm sales managers with coaching support for the Challenger approach.



**Begin** Building Challenger Selling Skills

- ❑ Baseline the level of Challenger skill and potential within your sales force to track successes and assess hiring needs.
- ❑ Internally market and build buzz for Challenger prior to sales training and development efforts.
- ❑ Distribute The Challenger Sale to the sales force.
- ❑ Conduct Challenger training, covering Teach, Tailor and Take Control basics in experiential learning formats.



**Reinforce** Seller and Manager Skills for Continued Growth

- ❑ Establish Challenger certification and recertification standards.
- ❑ Build ongoing development and advance Challenger training, learn how to generate demand, and target key customer stakeholders called Mobilizers.
- ❑ Socialize Challenger by holding pitch competitions and sharing Challenger wins across the sales organization.
- ❑ Instill a coaching culture related to supporting Challenger.



**Embed** Challenger into Hiring for Sales & Marketing

- ❑ Integrate Challenger Sales competencies into screening and hiring processes
- ❑ Integrate Commercial Insight competencies into screening and hiring processes for your Marketing team
- ❑ Screen Sales and Marketing candidates for necessary competencies in your hiring evaluation process

