



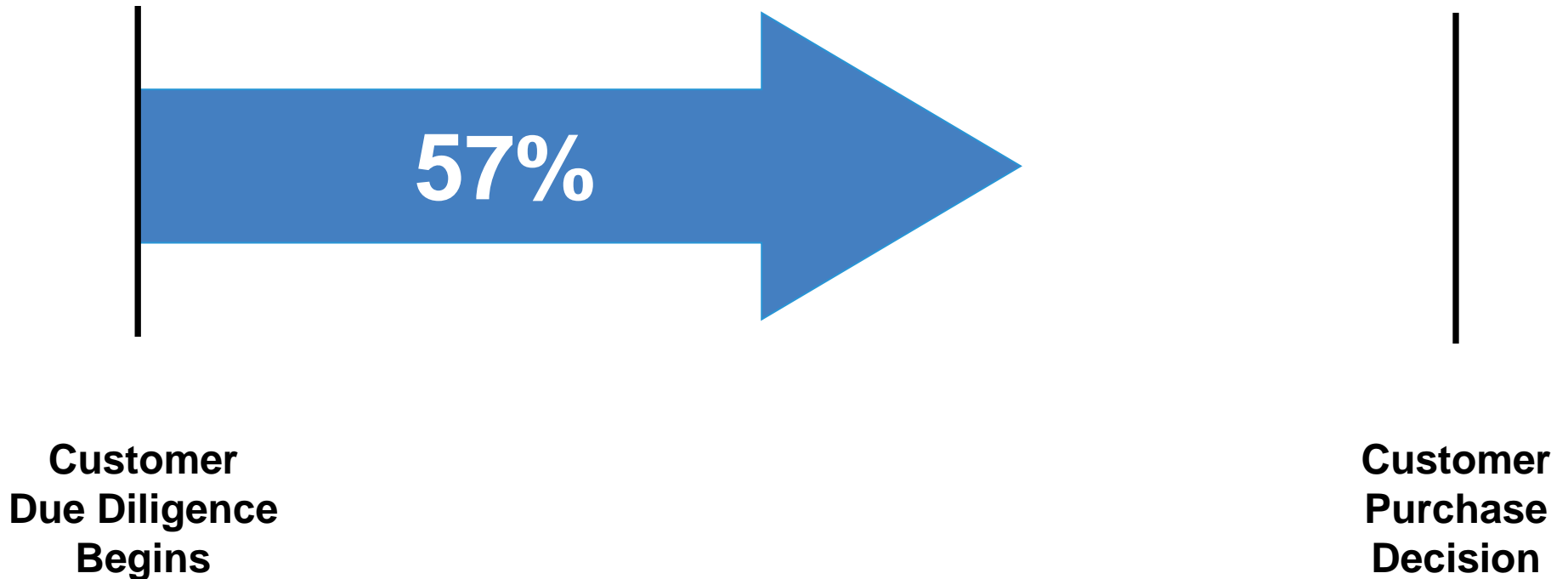
WHAT THE BEST COMPANIES DO



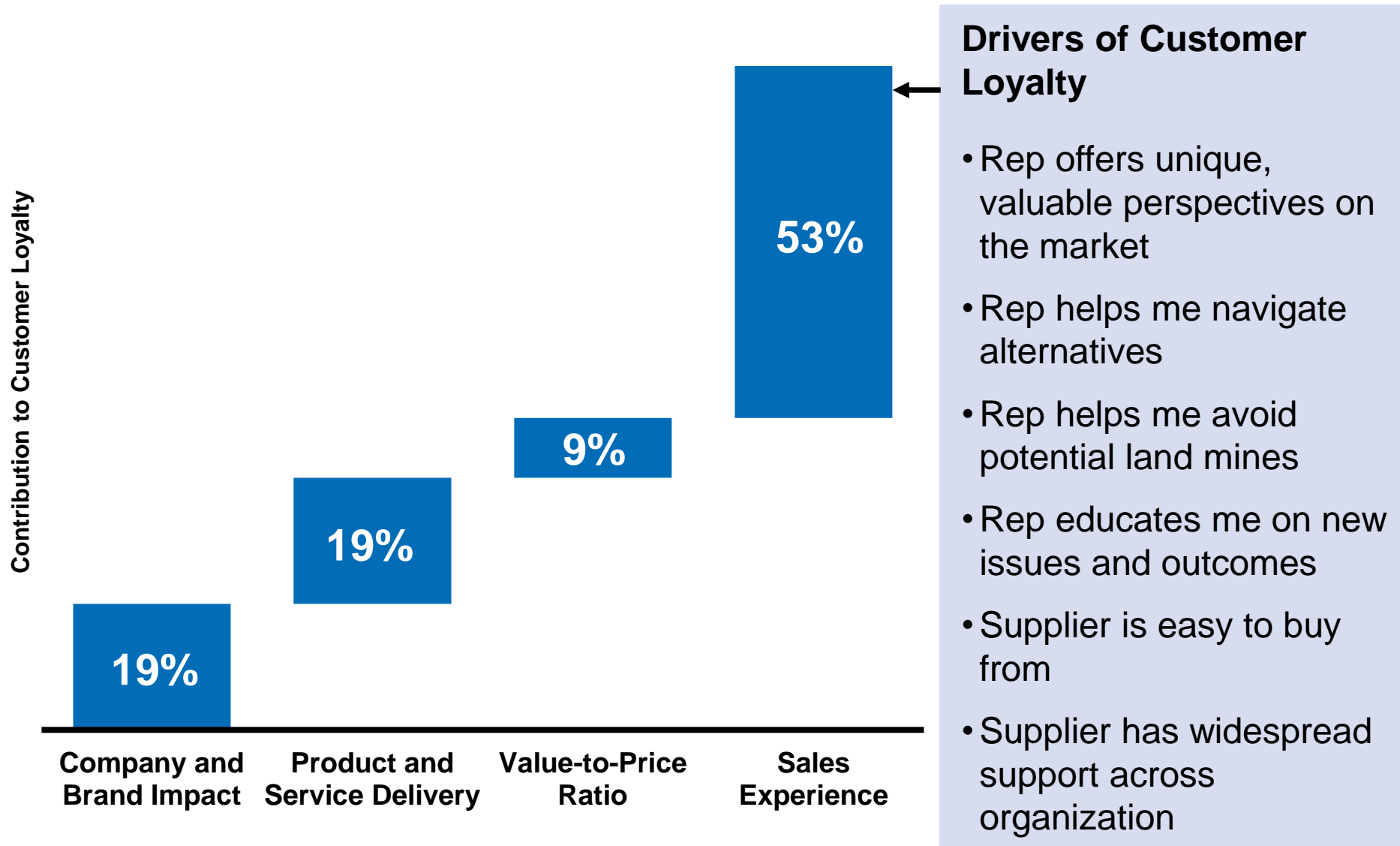
The Challenger Sale

Driving Growth by Taking Control of the
Customer Conversation

A Different Kind of Buying



Key Drivers of Customer Loyalty



Potential Drivers of High Performance

Sample Attributes Tested

Attitudes

- Desire to Seek Issue Resolution
- Willingness to Risk Disapproval
- Accessibility
- Goal Motivation
- Outcome Focus
- Attachment to the Company
- Curiosity
- Discretionary Effort

Skills/Behaviors

- Business Acumen
- Customer Needs Assessment
- Communication
- Use of Internal Resources
- Negotiation
- Relationship Management
- Solutions Selling
- Teamwork

Activities

- Sales Process Adherence
- Evaluation of Opportunities
- Preparation
- Lead Generation
- Administration

Knowledge

- Industry Knowledge
- Product Knowledge

The Five Profiles of Sales Reps

Hard Worker



- Always goes the extra mile
- Doesn't give up easily
- Self-motivated
- Interested in feedback and development

Challenger



- Always has a different view of the world
- Understands the customer's business
- Loves to debate
- Pushes the customer

Relationship Builder



- Builds strong customer advocates
- Generous in giving time to help others
- Gets along with everyone

Lone Wolf



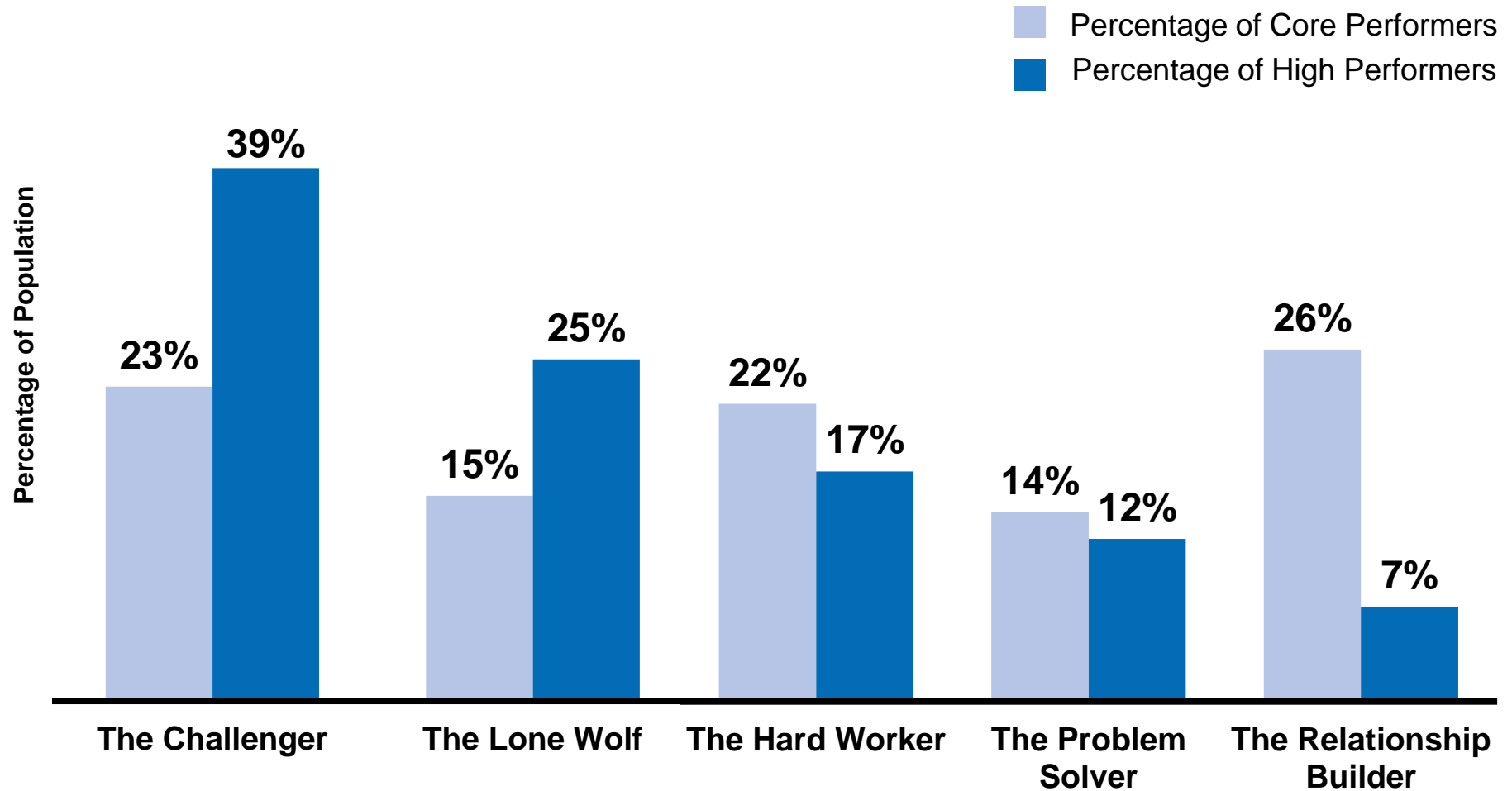
- Follows own instincts
- Self-assured
- Independent

Problem Solver



- Reliably responds
- Ensures that all problems are solved
- Detail oriented

Challenger Reps Most Likely to Win



The Challenger Fingerprint

Challenger

- Offers unique perspective
 - Two-way communication skills
- Teaches**
- Knows customer value drivers
 - Can ID economic drivers
- Tailors**
- Comfortable discussing money
 - Can pressure the customer
- Asserts Control**

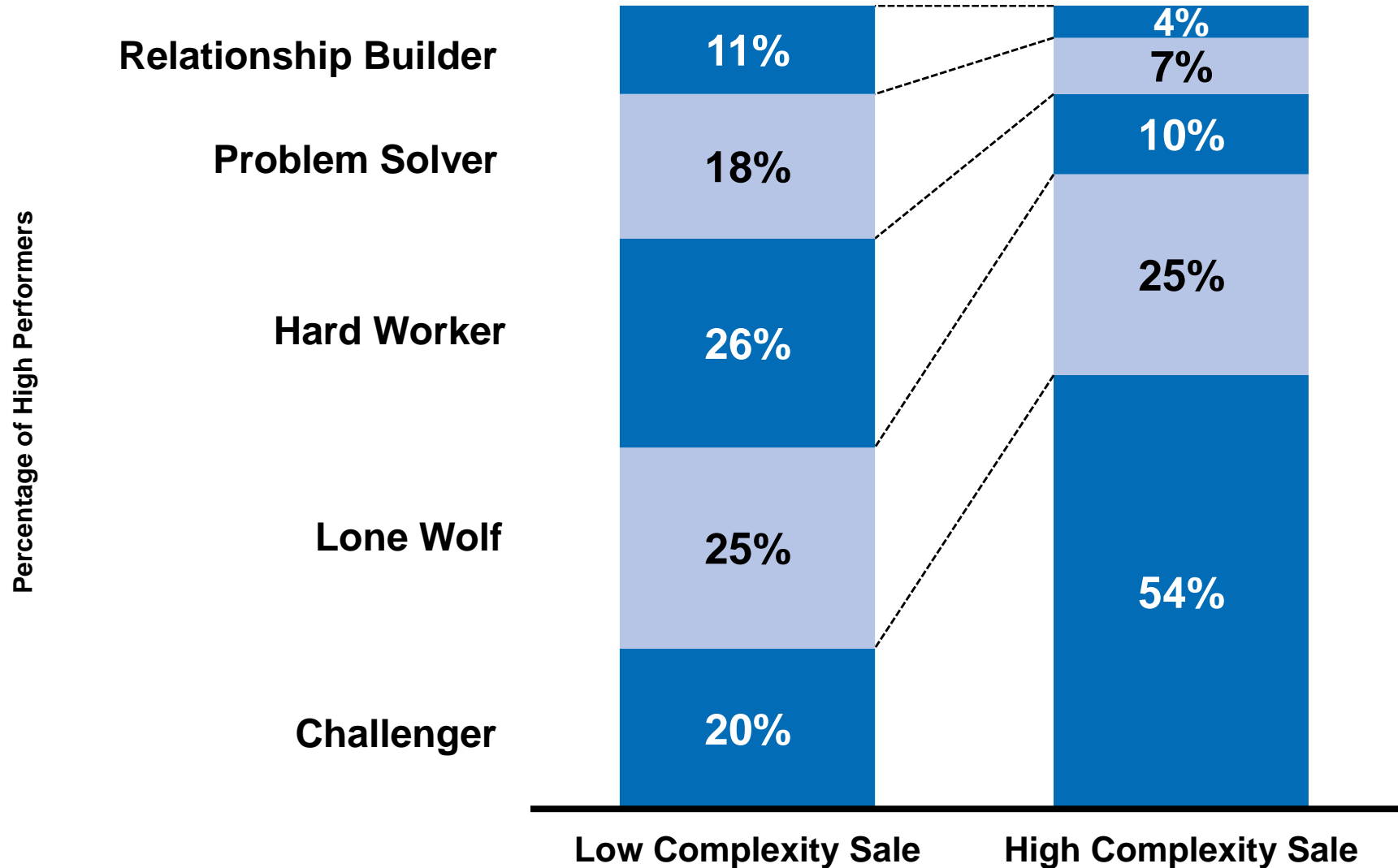
Build Constructive Tension

Relationship Builder

- Forms good relationships
 - Builds customer advocates
 - Builds cross-functional relationships
- Gets along with Others**
- Can work with anyone
 - Is genuine
- Likeable**
- Accessible to the customer
 - Gives time to help others
 - Respects the customer's time
- Generous with Time**

Reduce Customer Tension

Challengers Excel in Complex Sales



Not Just Any Teaching

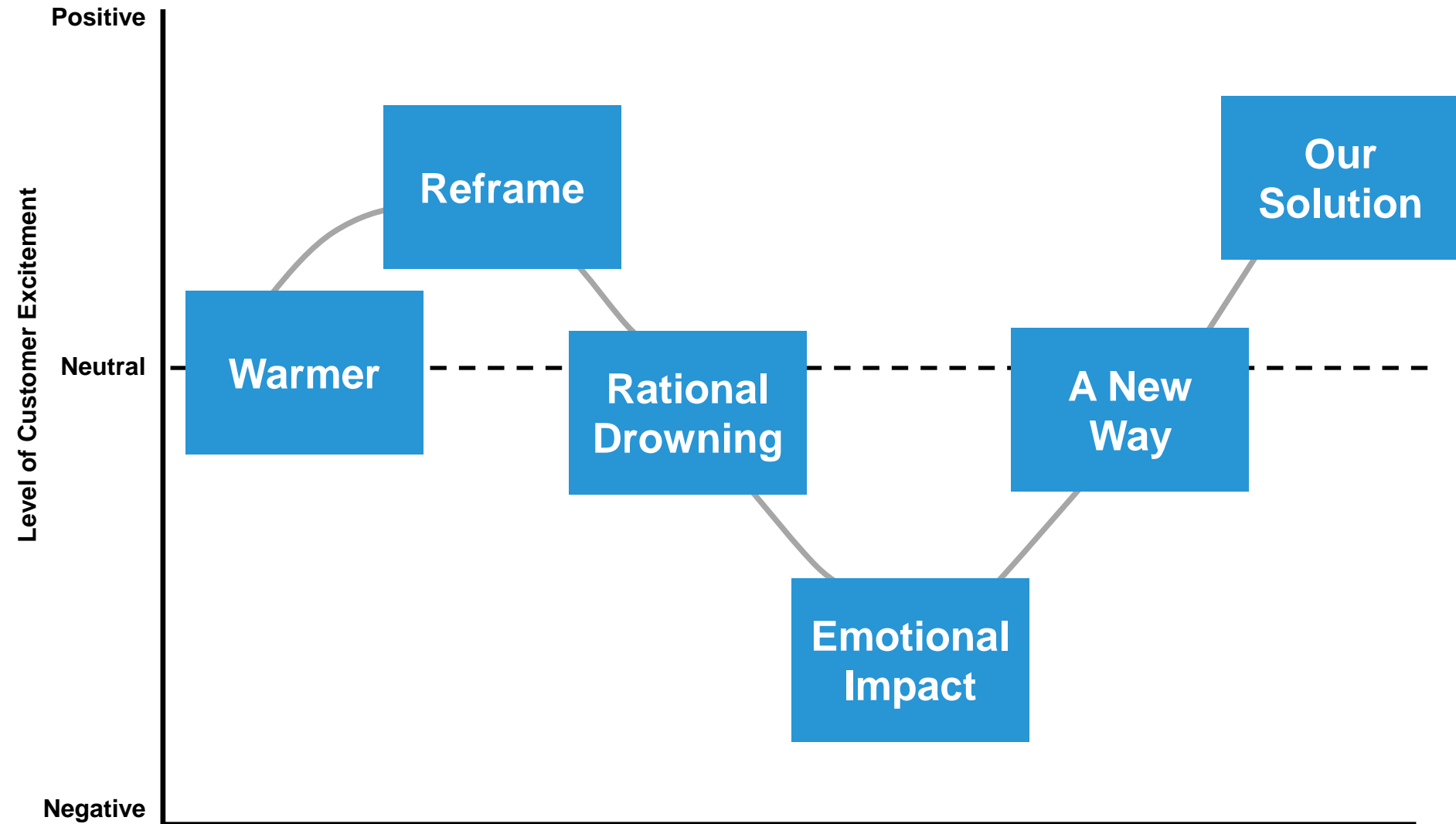
**Lead to Your
Unique Strengths**

**Challenge
Customers'
Assumptions**

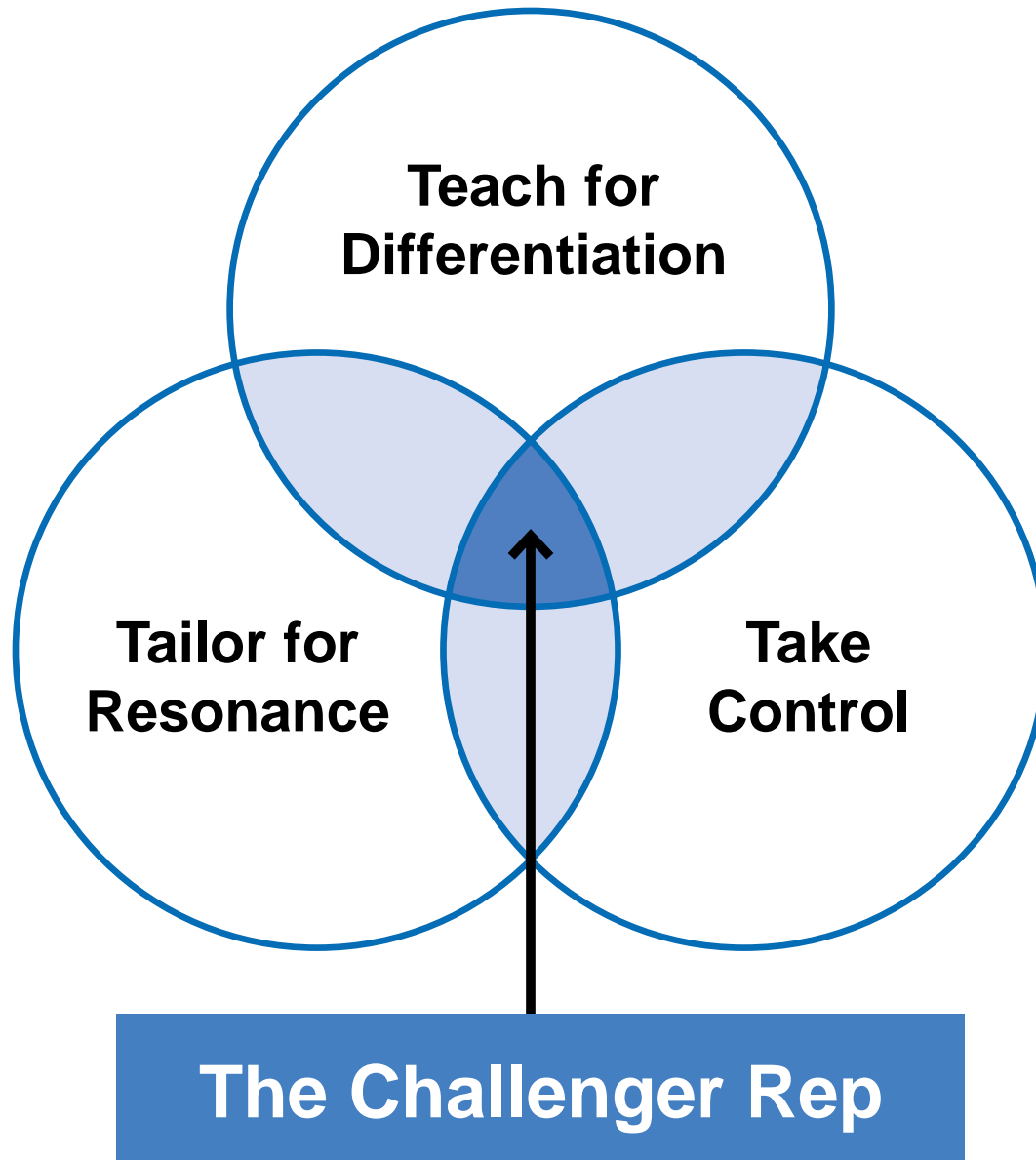
**Catalyze
Action**

**Scale Across
Customers**

Don't Lead With, Lead To



Portrait of the New High Performer



Learn More



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