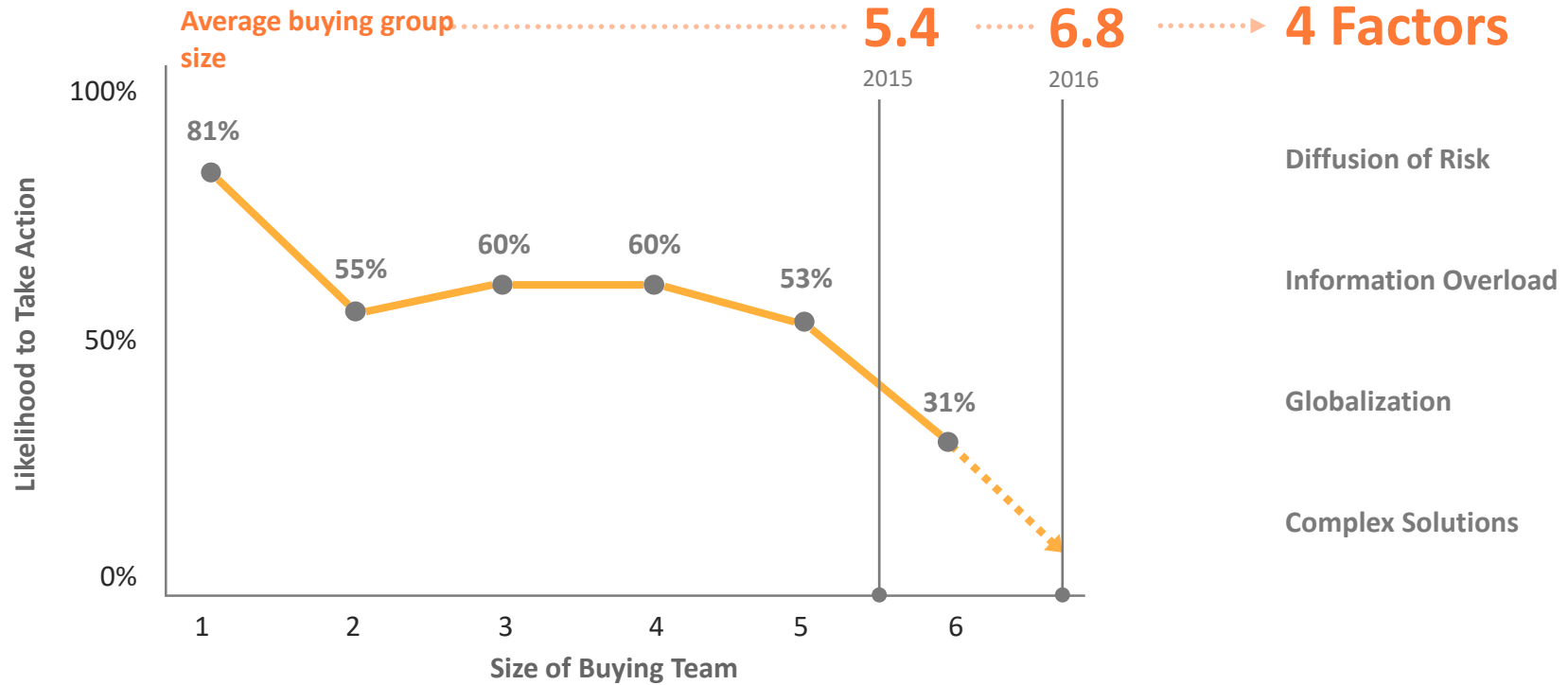




# PRIORITIZING SELLER CAPABILITY

# THE WORLD IS MORE COMPLEX

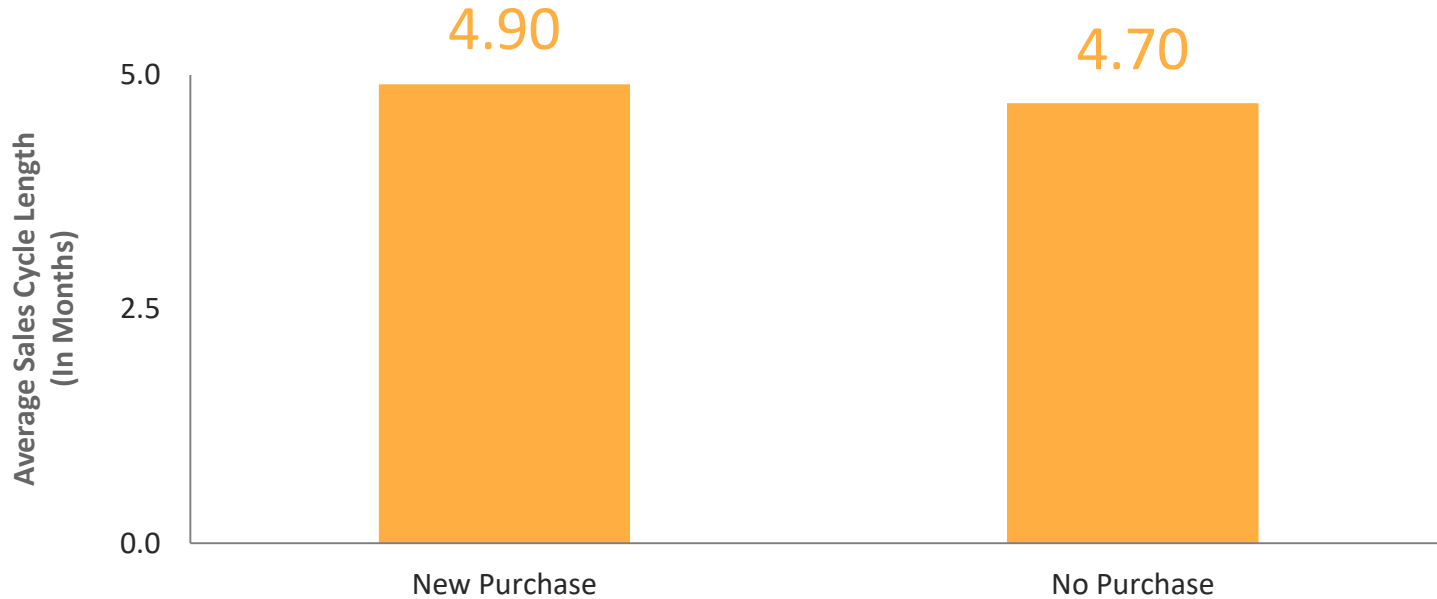
Percentage of Respondents Stating:  
“We Will Definitely Buy from this Supplier in the Next Six Months”



(Answers of 8, 9, or 10 out of 10)  
n = 3,000.

# TAKING A LONG TIME TO NOT BUY

Q: How Long Did Your Entire Purchase Process Take (in Months) Until You Made a Final Decision?

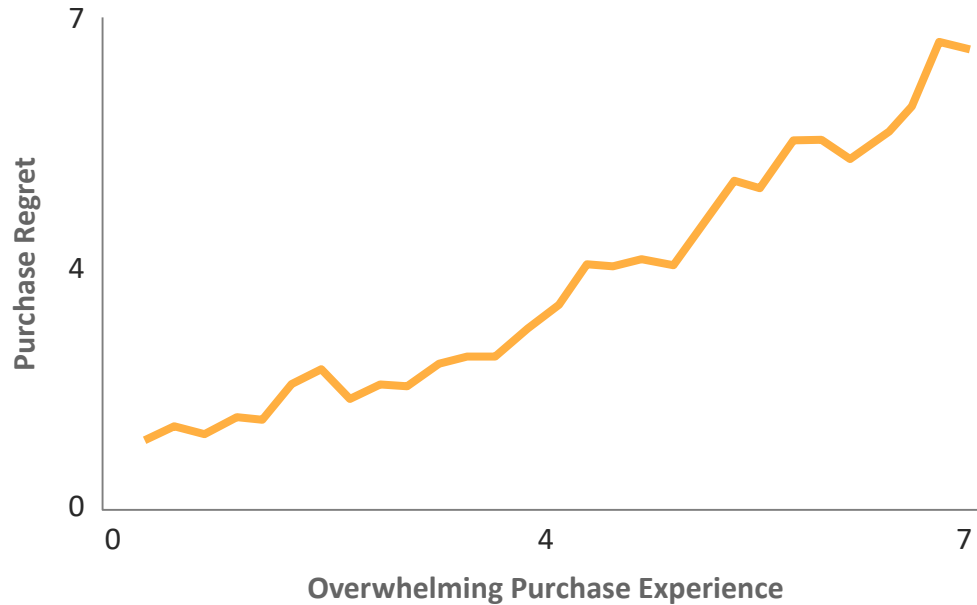


n = 943 B2B Buyers  
Source: CEB 2016 Sales Customer Panel



# A REGRETTABLE EXPERIENCE

## Impact of an 'Overwhelming Purchase Experience' on Purchase Regret



### Overwhelmed customers report...

- Struggling with next steps
- Difficulty making decisions
- Stall points and delays



### They're also...

- **14%** less loyal
- **53%** more likely to spread negative word of mouth

n = 610  
Source: CEB 2015 Sales Customer Panel Survey

# Q: “WHAT DID THE SELLER DO TO INFLUENCE THE DECISIONS YOU MADE?”



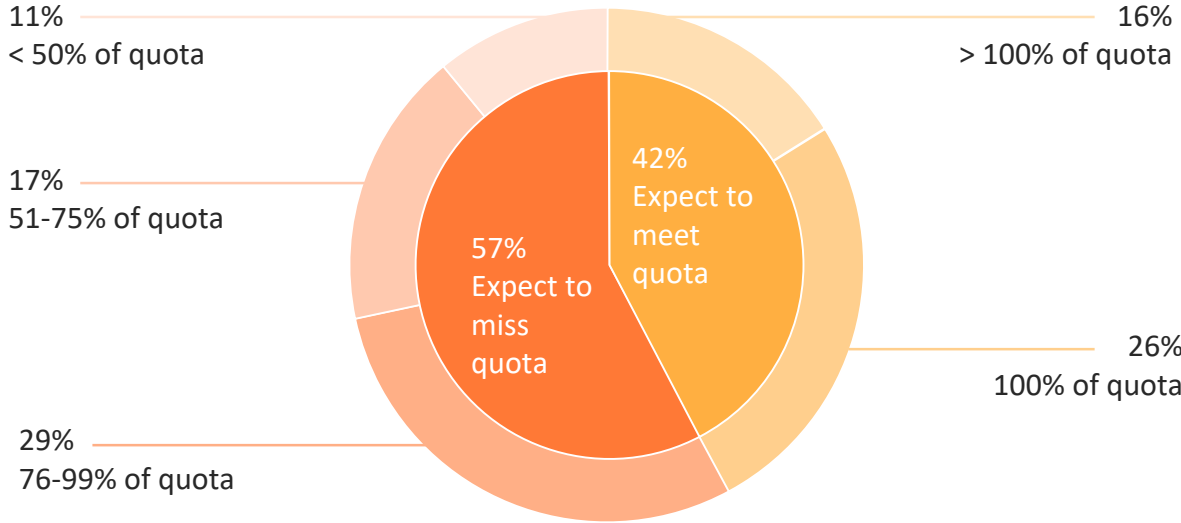
# RESULT: A LOW YIELD ENGINE...

No confidence in individual performance

Negative return on new talent

Low yields in pipeline metrics lead to big performance misses

## Individual Sellers



2% lower conversation conversion + 2% lower opportunity conversion = 10% lower goal performance

# COMMON OPTIONS...

Sales Process  
Adherence

+2% Performance  
Improvement

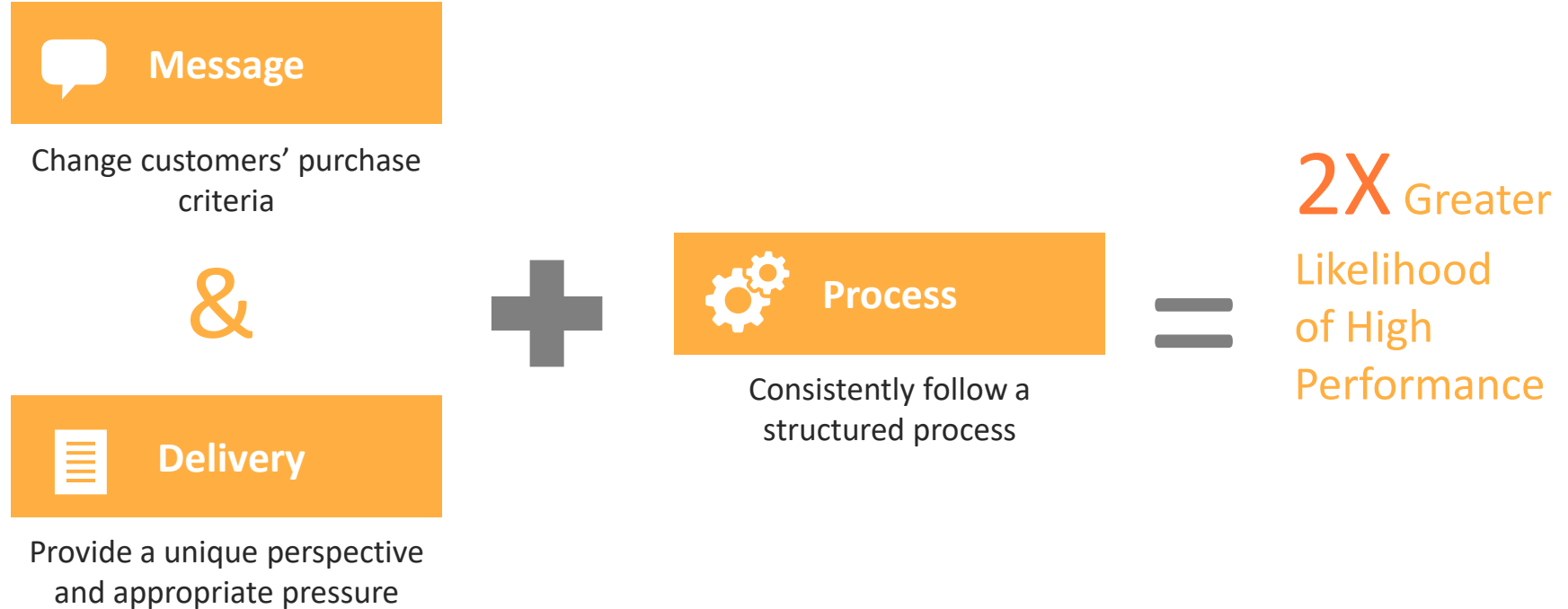
Increase Lead Activity

< 3% MQL Conversion

Product  
Pivot

No Time.  
No Control.

# THE UNCOMMON OPTION



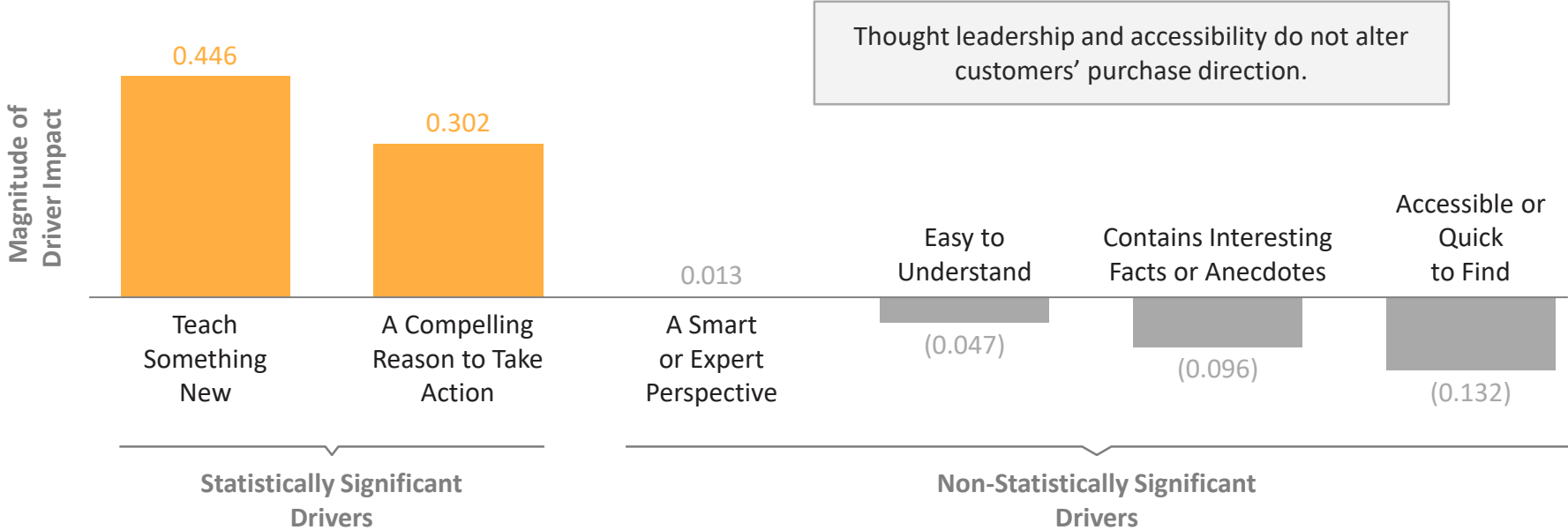


# THE MESSAGE

# WHAT KIND OF MESSAGE?

Customers are more likely to take action when confronted with surprising information about their business and a compelling case for change.

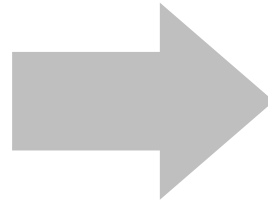
## Drivers of Changing a Buyer's Direction



# BREAK DOWN THE “A” BUILD UP THE “B”



**Current  
Beliefs / Behavior**



**Desired  
Beliefs / Behavior**

# COMMERCIAL TEACHING HAS TO ...

1

**Challenge customers'  
assumptions**

2

**Catalyze  
action**

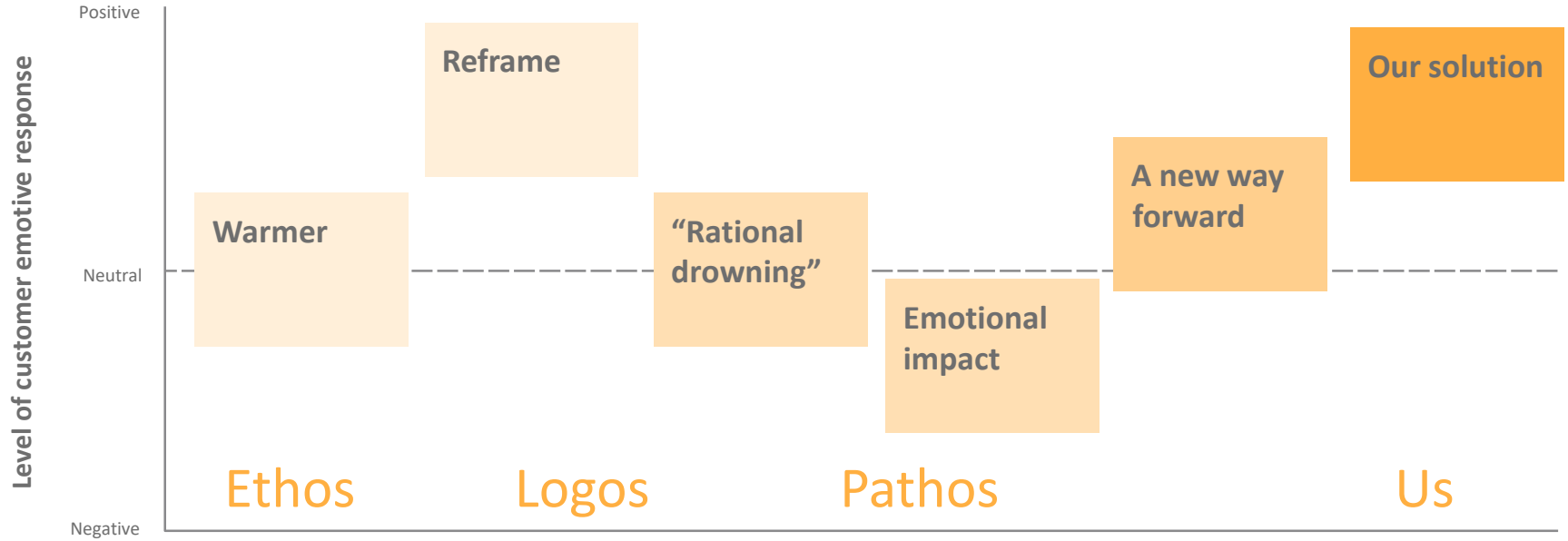
3

**Lead to your  
unique strengths**

4

**Scale across  
customers**

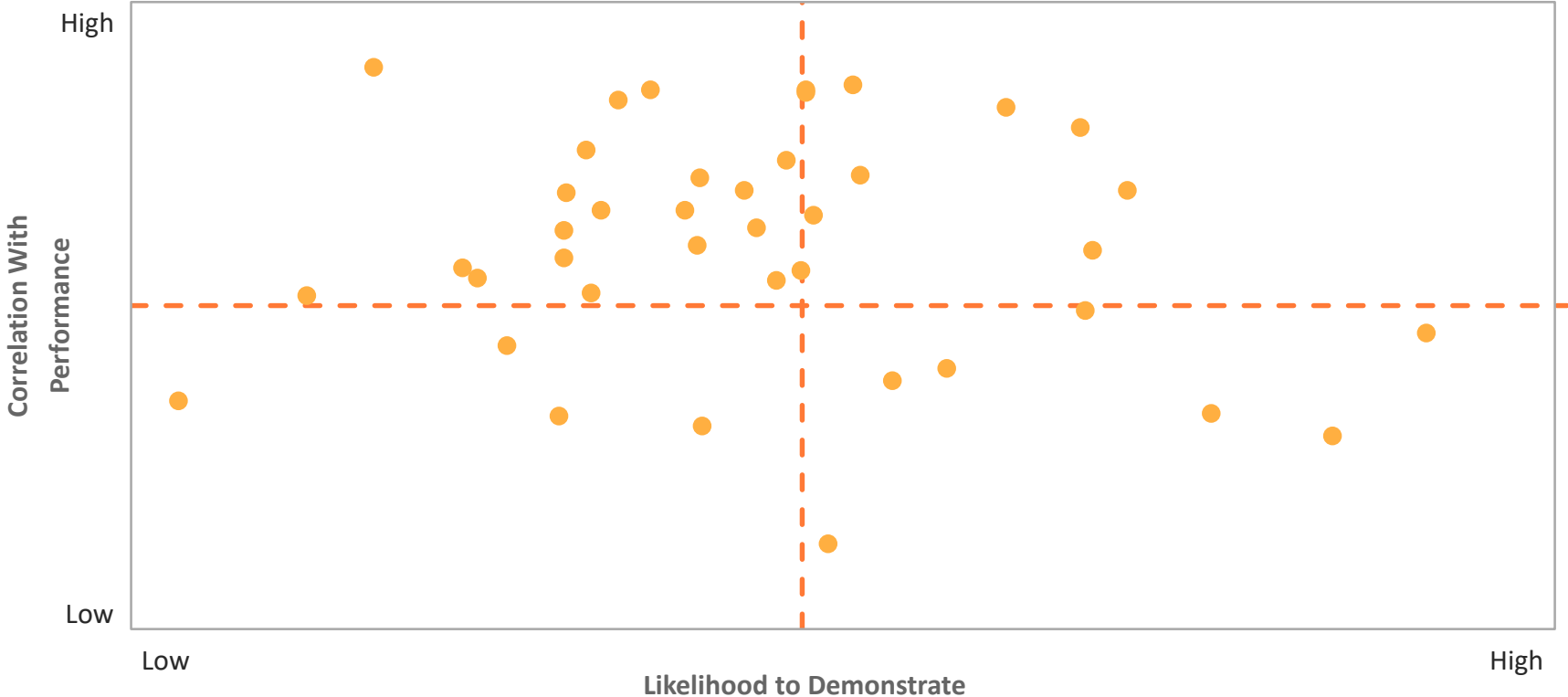
# LEAD TO, NOT WITH



# THE DELIVERY

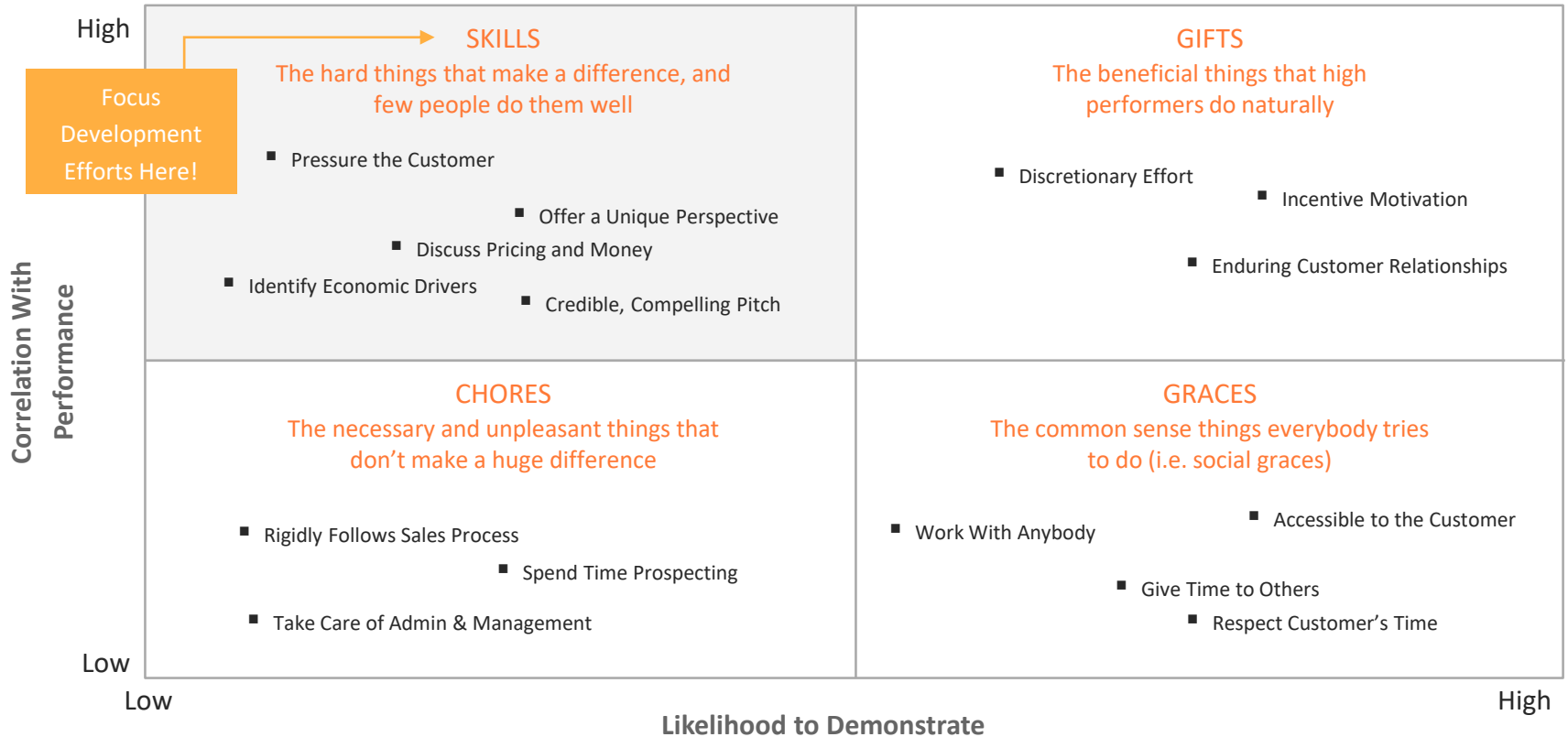
# BOILING THE OCEAN

Challenger has compiled one of the world's largest (26,000 sellers) and most diverse (157 companies) datasets on seller attributes as we seek to answer an urgent question: **as buyer complexity increases, what do the most successful sellers do?**



# CONSIDER WHERE SELLERS FOCUS

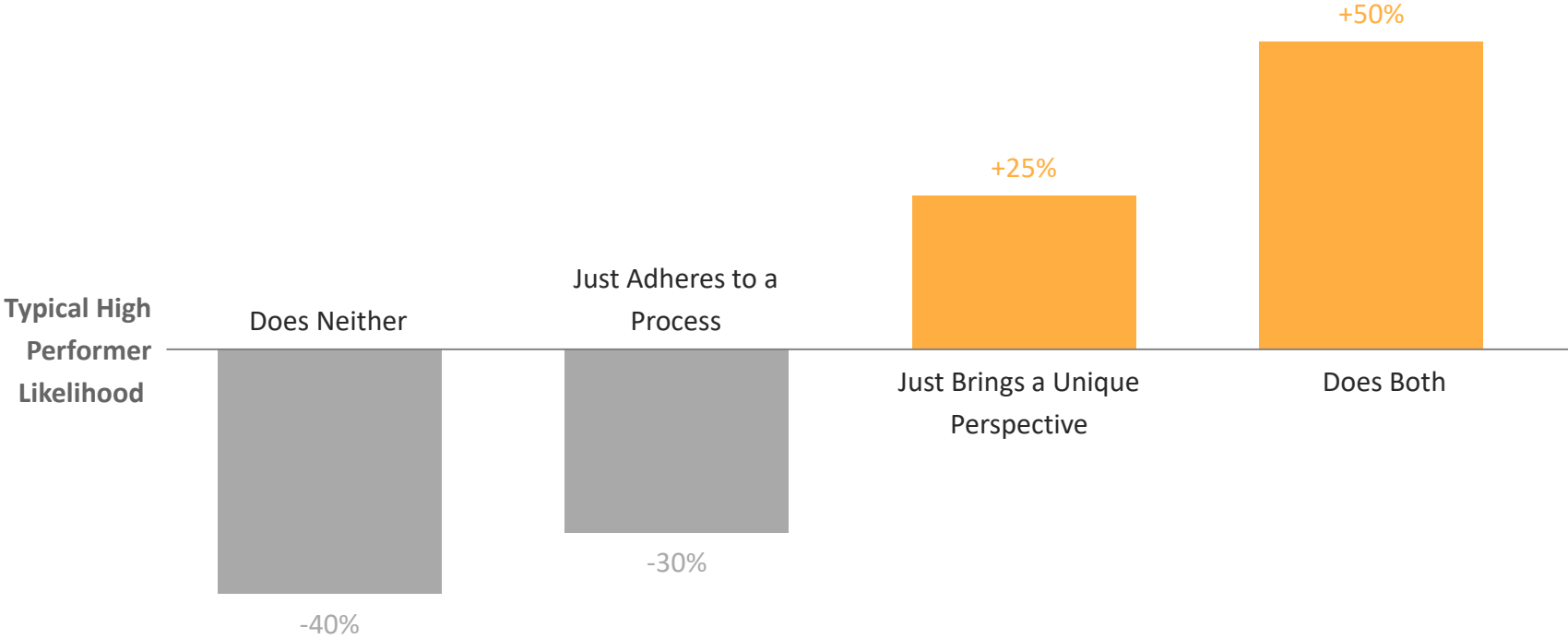
Some sellers prioritize critical, but hard to master, skills while others focus on less productive, but comfortable attributes.





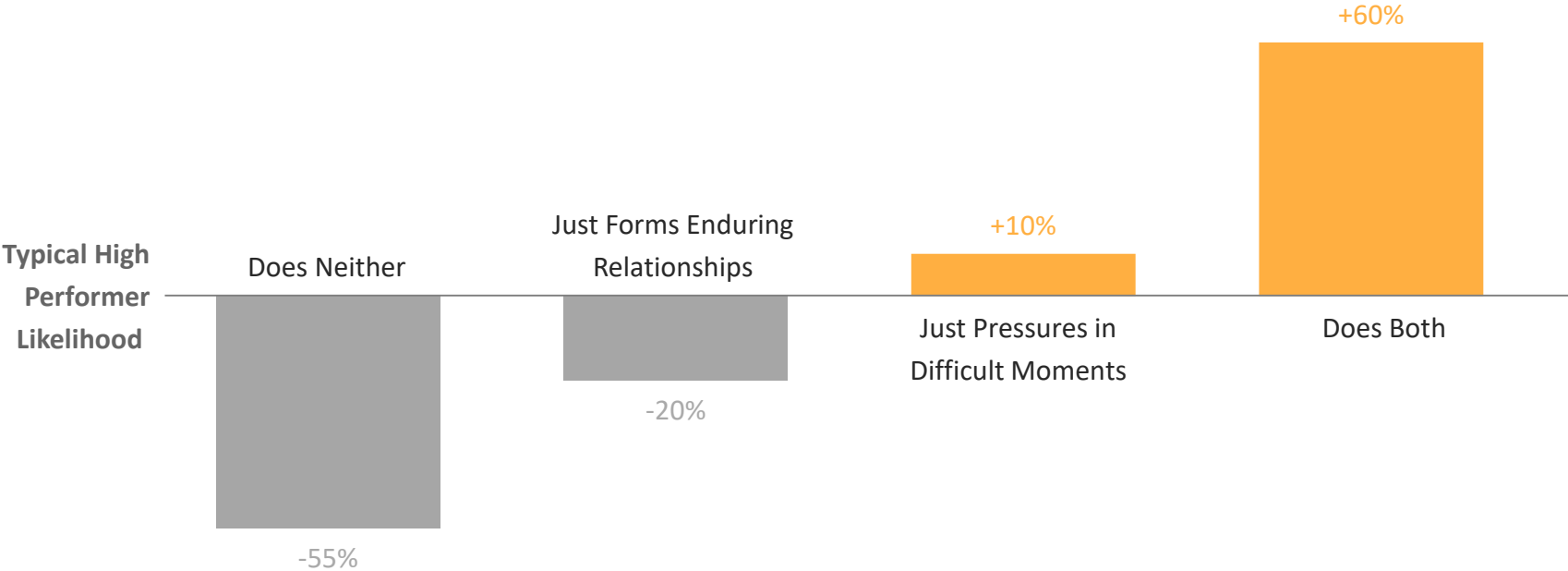
# HERE'S THE PROOF

Performance Value from 'Bringing A Unique Perspective' (SKILL) and 'Rigidly Following A Sales Process' (CHORE)



# HERE'S THE PROOF

The performance value from Pressuring In Difficult Moments (SKILL) and Forming Enduring Relationships (GIFT)



# RECALL THE FIVE DISTINCT APPROACHES TO SELLING

The  
Lone Wolf

Follows instincts,  
self assured and  
difficult to control

The  
Problem  
Solver

Responds reliably,  
detail oriented  
and ensures  
resolution

The  
Relationship  
Builder

Builds advocates,  
generous with  
time and  
congenial

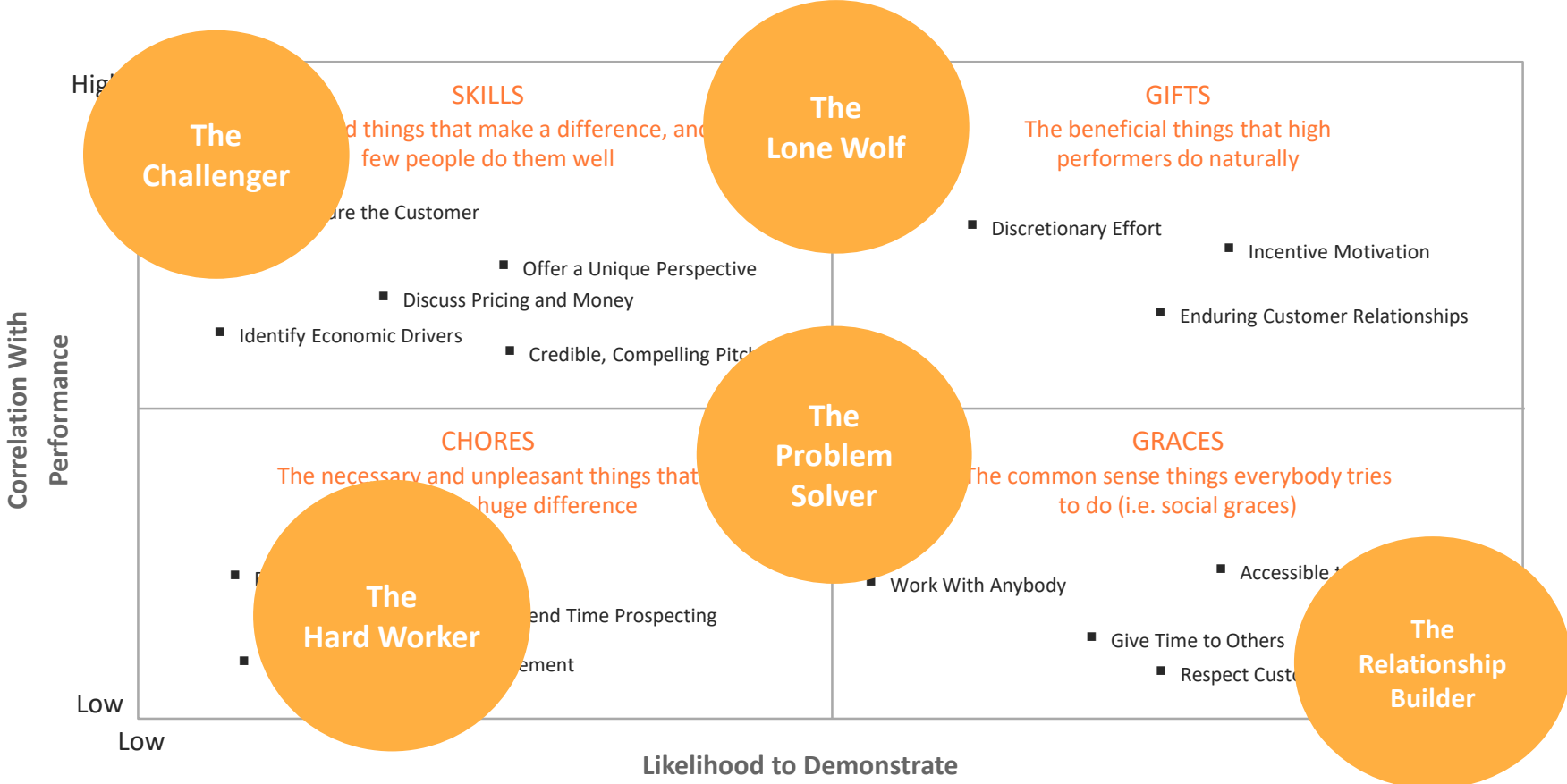
The  
Hard Worker

Process driven,  
self-motivated and  
craves feedback

The Challenger

Different view,  
knows customer's  
business and  
motivates action

# IN CASE YOU WERE WONDERING...



# CHALLENGER SKILLS

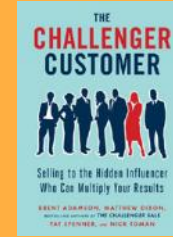


 Create Constructive Tension

 Teach for Differentiation

 Tailor for Resonance

 Take Control



# THANK YOU!



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