

Challenger Selling Profile of Excellence



Practice Area Insight

Impact of Practice Area
Generates a Sense of Urgency

Excellence in Action

Shares insights about the customer's business to teach them new ways of thinking about potential opportunities or risks that they never realized existed

Connects new insights about customers' businesses back to the capabilities that only you can offer, demonstrating expertise in your solutions

Challenges the assumptions of the customer and discusses their business environment in ways they haven't thought of or appreciated before

Catalyzes action by demonstrating why an insight merits action with calculations of potential costs or forgone returns resulting from a failure to act

Scales approach by segmenting territory not based solely on industry or geography but on customers with similar needs and behaviors



Practice Area Pitch

Impact of Practice Area
Expands Scope of Deals

Excellence in Action

Begins with an assessment of the customer's key challenges, sharing anecdotes that capture the challenges most likely of highest concern to the customer

Introduces new perspectives that connect challenges to even bigger problems or opportunities, triggering an "I never thought of it that way before" response

Lays out the business case for why the reframe is important, using data, graphs, charts, etc., to quantify the costs of the problem or the size of the opportunity

Creates emotional impact by making an emotional connection between the pain in the story and the challenges faced by the customer

Demonstrates why "Your Solution" is better able than anyone else's to equip the customer to act differently based on the unique capabilities you've identified



Practice Area Tailor

Impact of Practice Area
Builds Strong Consensus

Excellence in Action

Seeks to confirm widespread support across the organization, pulling information from stakeholders to present decision makers with the best possible pitch

Deals with the consensus-based buying environment by tailoring sales messages to the different stakeholders in order to achieve maximum resonance

Possesses a deep understanding of how stakeholders fit into the business, taking into consideration their concerns and the results they want to achieve

Pursues valuable information from Marketing about stakeholder functional bias and maps solution capabilities to their desired outcomes

Ensures customer buy-in by harmonizing the objectives (gives and gets), the stakeholders with whom consensus is required, and the necessary outcomes



Practice Area Control

Impact of Practice Area
Holds firm on Value, avoids discounting

Excellence in Action

Takes control early in the sales process, pressing contacts for expanded access to key stakeholders in exchange for continued dialogue

Recognizes the need to cut short sales engagements if access to key stakeholders is not granted or alignment on the value of the solution cannot be obtained

Leads and simplifies the sales engagement, extrapolating from past successful sales efforts to help the customer progress through the purchase process

Behaves neither passively or aggressively (giving into demands or pursuing goals by attacking others), but instead in a constructively assertive manner

Able to demonstrate and hold firm on value and doesn't avoid having the tough conversation about the commercial side of the interaction



Practice Area Negotiate

Impact of Practice Area
Both parties feel they are winners (Win-Win)

Excellence in Action

Adopts a systematic approach for negotiation, utilizing preparation and planning to focus on moves that will play out several steps ahead

Acknowledges customer demands for price concessions but, with the customers permission, defers the pricing discussion in favor of confirming needs and values

Expands the customer's perception of the values and needs that are important to them so that the options for negotiation are significantly expanded

Compares various tradeoffs and offers concessions that have the lowest revenue impact but are still of high value to the customer

Concedes negotiables in an order that ensures both parties feel they are winning, beginning with meaningful concessions followed by smaller concessions



Practice Area Innovate

Impact of Practice Area
Avoids deals becoming stalled

Excellence in Action

Avoids stalled deals by understanding who is involved, the decision criteria, and the type of financial concerns that might impede progress

Overcomes customer obstacles through innovation, repositioning supplier capabilities and/or shifting the risk in exchange for access to additional opportunities

Asks probing questions to fully explore key issues, considers alternative viewpoints, and alleviates concerns that may limit thinking

Shares the fruits of their innovation efforts with teammates, peers, sales managers, etc., to replicate the application of their innovation

Builds strong mentoring relationships inside the organization to accelerate the ramp-up time of the rest of the team, including new recruits