An Introduction to The Challenger Customer

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CEB
When Last We Left You...

**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**
- Reliablyresponds
- Ensures that all problems are solved
- Detail oriented
Traversing the Solutions Graveyard

Customer Status Quo → Agreement on a Vision → Single Stakeholder Agreement → Organizational Consensus → Purchase Decision
Bigger Buying Groups

- 78% Bigger
- 12% Smaller
- 10% No Change
Bigger Groups, Fewer Purchases

Purchase Likelihood

Size of Buying Team

n = 3,000.
Bigger Groups, Fewer Purchases

- Purchase Likelihood
- Size of Buying Team

- 81% for 1
- 55% for 2
- 60% for 3
- 60% for 4
- 53% for 5
- 31% for 6+

Average Buying Group Size: 5.4

n = 3,000.
Track Them All down, Win Them All Over

1. Accessing Individuals

- **Stakeholder 1:** CIO
  - Rep Angle: Minimal workflow disruption
  - Positioning: Seamless integration with legacy systems
  - Stakeholder “Closed”

- **Stakeholder 2:** Financial Analyst
  - Rep Angle: Cost savings
  - Positioning: Write-off of existing platform
  - Stakeholder “Closed”

- **Stakeholder 3:** Marketer
  - Rep Angle: Deeper customer segmentation
  - Positioning: Develop effective segmentation targeting strategies
  - Stakeholder “Closed”

2. Closing Individuals

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Not What We Were Hoping For

Change in Likelihood of Making a High-Quality Sale

- Access to Stakeholders Evaluating Purchase: +4%
- Positioning Offering on Value to an Individual Stakeholder: -8%
Q: “People from a Wide Variety of Roles, Teams, and Locations Were Involved in This Purchase.”

- Disagree or Strongly Disagree: 12%
- Neither Agree nor Disagree: 12%
- Agree or Strongly Agree: 75%
The Real Enemy

Kinds of dysfunction:

- Stakeholders don’t have a fair say
- Stakeholders avoid discussing key issues
- Stakeholders have multiple disagreements
The Lowest Common Denominator

Stakeholder 1
Mental Model
Goal
Priorities
Metrics
Means

Stakeholder 2
Mental Model
Goal
Priorities
Metrics
Means

Stakeholder 3
Mental Model
Goal
Priorities
Metrics
Means

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A Better Way Forward

Change in Likelihood of Making a High-Quality Sale

- Access to Stakeholders Evaluating Purchase: 4%
- Positioning Offering on the Merits of Value to Individual Stakeholder: (4%)
- Collective Learning: 20%

Change in Likelihood of Making a High-Quality Sale:

- 0%
- 20%
- (5%)
Virtual Learning Labs – PLUS
• December 10 – Selling to Couples – How to Close the Sale with Two Different Decision Makers
  • Holly Buchanan, CEO at Buchanan Marketing LLC

Public Sales Management Workshops
• April 12-13, Hilton Suites Chicago
• September 20-21, Hilton Suites Chicago

Coaching the Conversation
• December 17 – Presence
What is Collective Learning?

**Collective Learning**: An interaction where stakeholders explore, debate, and build on each other’s perspectives, finding points of unrecognized agreement and arriving at a shared understanding.

- Exploration of objections, concerns, and uncertainties amongst stakeholders
- Surfacing disconnects and competing viewpoints
- Mutual willingness to deepen their understanding of their challenge and solution
- Active probing for missed interdependencies or unanticipated consequences
- Joint resolution of objections, concerns, and uncertainties
The Collective Learning Payoff

- **Stakeholder Dysfunction**
  - Low Collective Learning: 1.0x
  - High Collective Learning: 0.69X (31%)

- **Willingness to Purchase Additional Future Offerings**
  - Low Collective Learning: 1.0x
  - High Collective Learning: 1.23X (23%)

- **Willingness to Pay a Premium**
  - Low Collective Learning: 1.0x
  - High Collective Learning: 1.68X (68%)
Finding Common Ground

Stakeholder 1
Mental Model
- Goal
- Priorities
- Metrics
- Means

Stakeholder 2
Mental Model
- Goal
- Priorities
- Metrics
- Means

Stakeholder 3
Mental Model
- Goal
- Priorities
- Metrics
- Means

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Conventional Wisdom: Find an Advocate or “Coach”

1. Readily accessible and willing to talk
2. Provides information unavailable to suppliers
3. Pro-supplier’s solution or products
4. Good at influencing others
5. Speaks the truth
6. Credible among colleagues
7. Conveys ideas in savvy ways
8. Delivers on commitments
9. Will personally gain from sale
10. Networks reps with other stakeholders
Seven Types of Customer Stakeholders

- The Go-Getter
- The Skeptic
- The Friend
- The Teacher
- The Guide
- The Climber
- The Blocker
Stars Choose Differently

High Performer Focus Zone
- Go-Getter
- Teacher
- Skeptic

Core Performer Focus Zone
- Friend
- Guide
- Climber
Mobilizers Get the Deal Done

“Mobilizers”
- The Go-Getter: 1.0x
- The Teacher: 0.89x
- The Skeptic: 0.66x

“Talkers”
- The Friend: 0.23x
- The Climber: -0.22x
- The Blocker: -0.95x

Likelihood to Drive Organizational Action

Highly Likely

Highly Unlikely
Don’t Let the Title Fool You

38% Blockers
36% Mobilizers
26% Talkers
Finding Mobilizers

Challenge Them

Healthy Skepticism

1. Do they ask challenging questions?

   Yes ➔ Interested in Greater Good

   No ➔ Lead with Thought-Provoking Insight

2a. Do they talk about the organization (ME) or themselves (WE)

   Yes ➔ Communication Style

   No ➔ Skeptic

2b. Do they share useful information?

   Yes ➔ Teacher

   No ➔ Blocker

Communication Style

3. Do they generally speak about facts or share opinions & stories?

   We ➔ Facts

   Me ➔ Stories

Talkers

- Climber
- Friend
- Guide

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I Found My Mobilizer…Now What?

1. Engage Mobilizers with Commercial Insight, not Thought Leadership

2. Equip Mobilizers to Create Collective Learning Moments

3. Track Mobilizer Progress through a Customer-Verified Pipeline
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From a Collection of “Yeses”...
...To a Collective “Yes”
Learn More and Join the Conversation

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Selling to Couples – How to Close the Sale with Two Different Decision Makers

December 10, 2015 11:00 AM – 12:00 PM CST

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