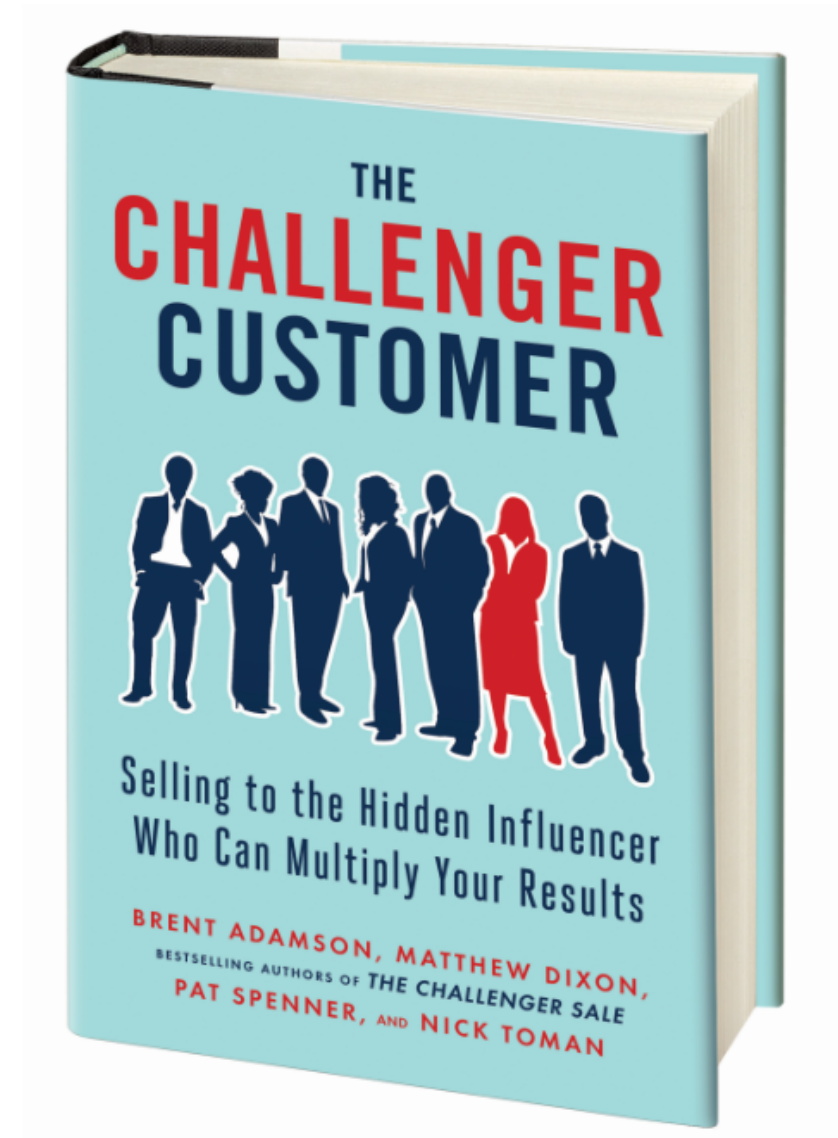


# An Introduction to *The Challenger Customer*

Matt Dixon  
Group Leader, Financial Services & Customer Contact Practices  
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



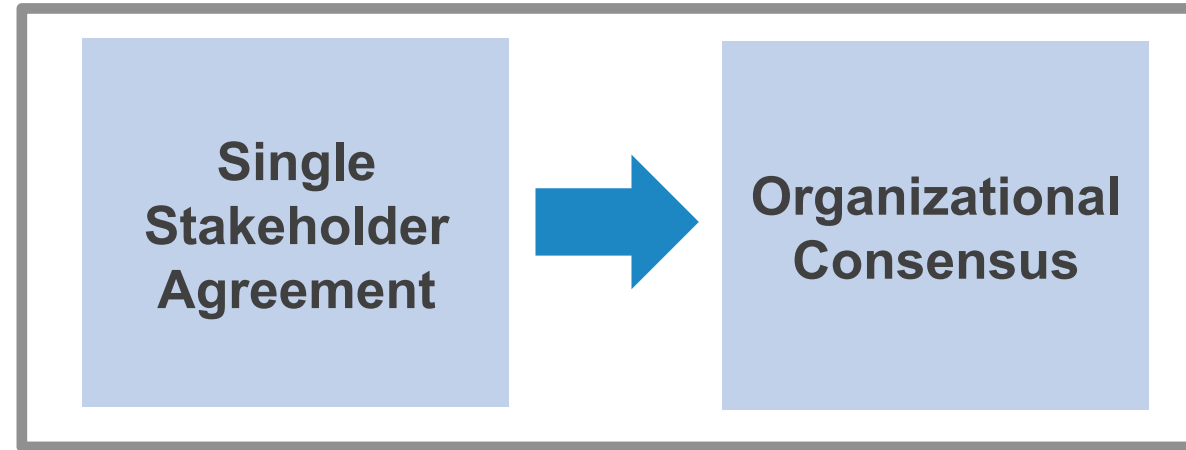
- Follows own instincts
- Self-assured
- Independent

## Problem Solver

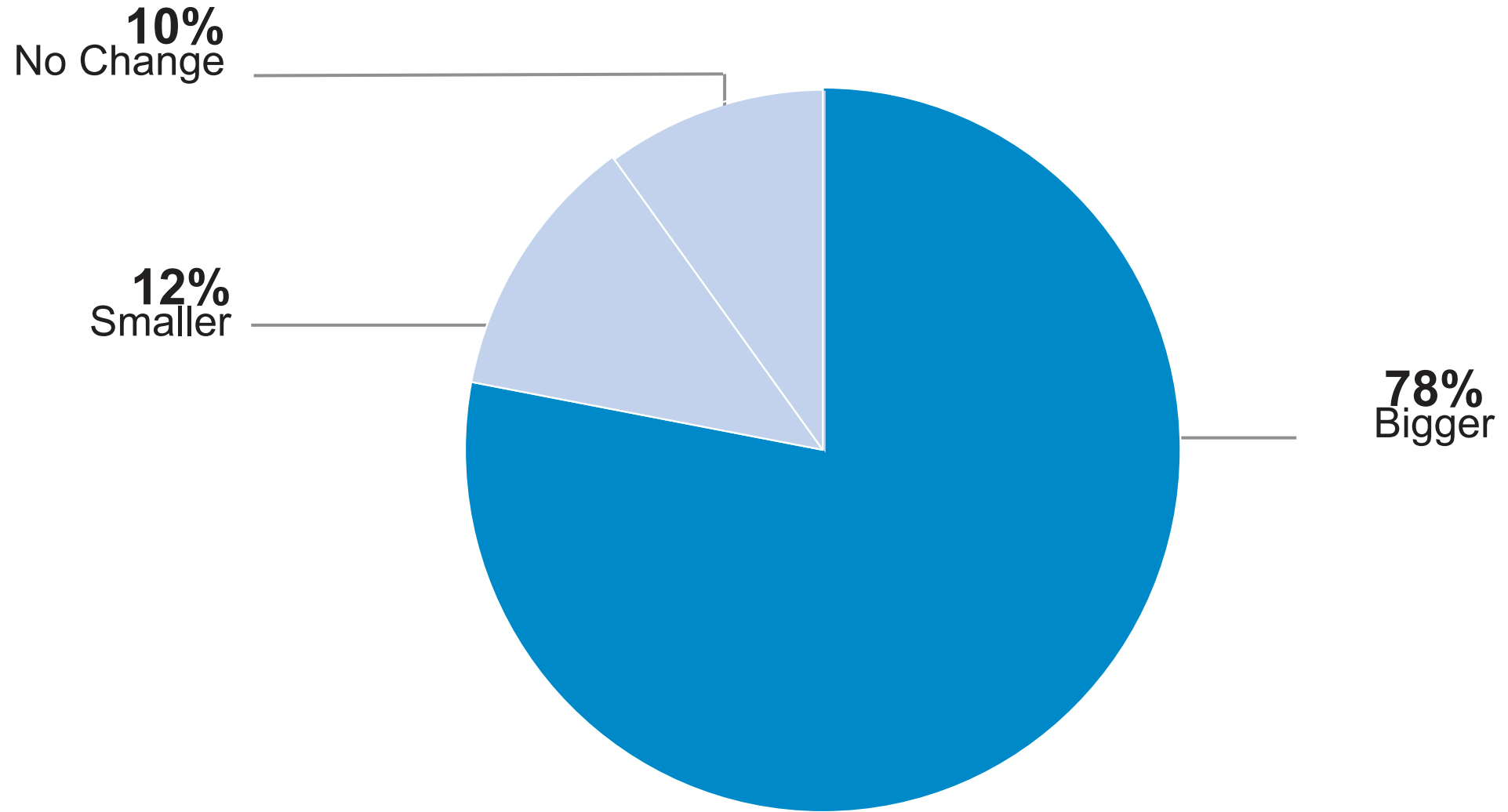


- Reliably responds
- Ensures that all problems are solved
- Detail oriented

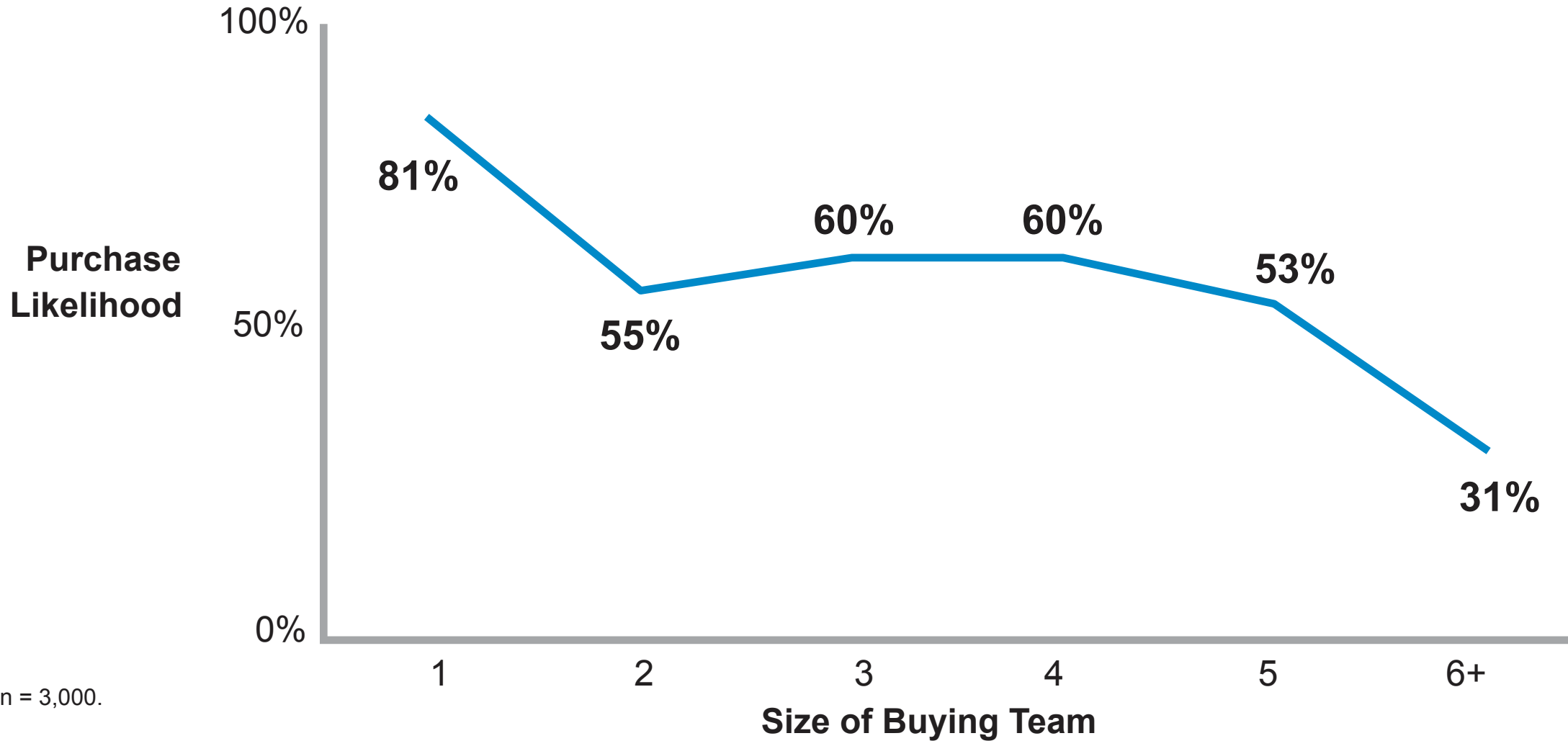
# Traversing the Solutions Graveyard



# Bigger Buying Groups

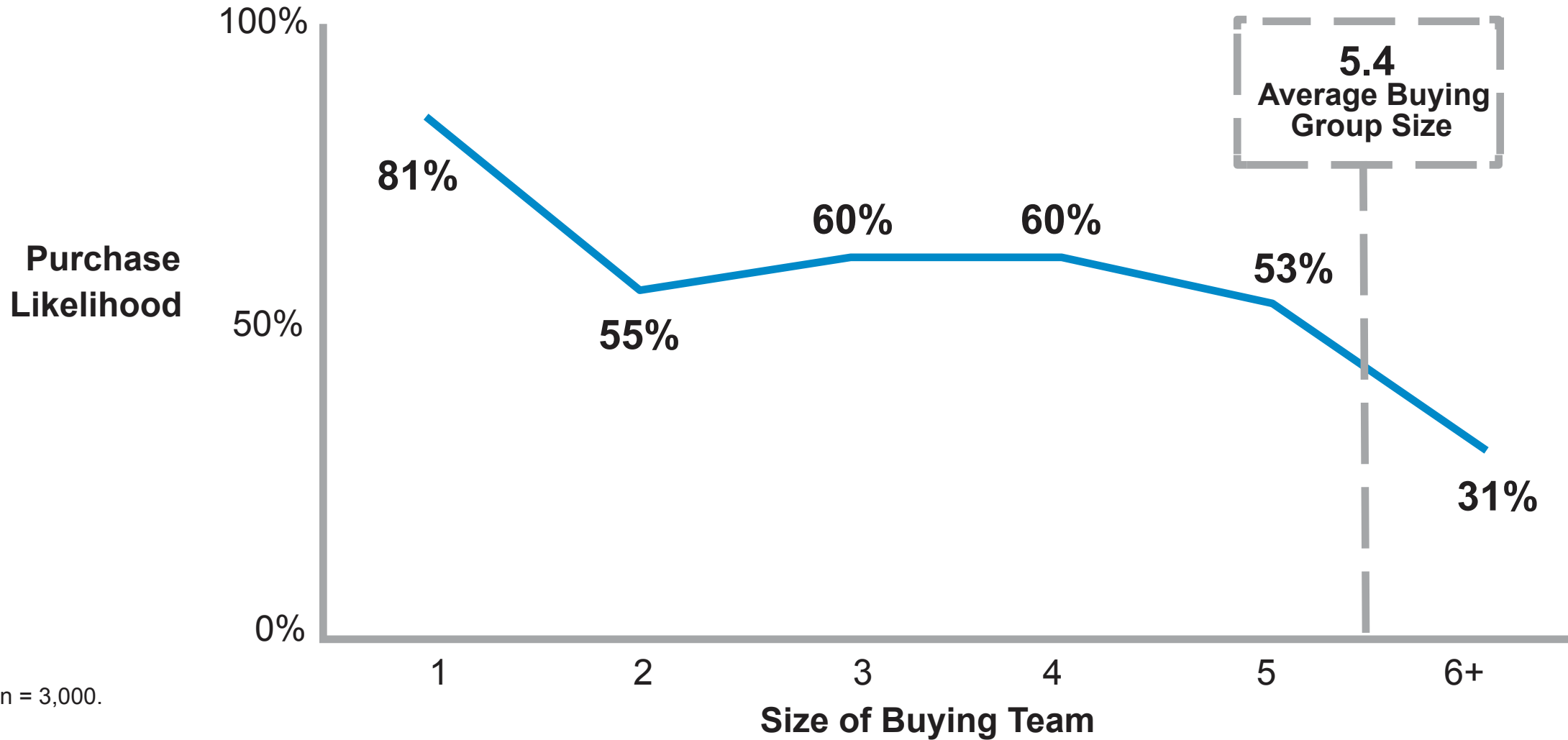


# Bigger Groups, Fewer Purchases



n = 3,000.

# Bigger Groups, Fewer Purchases

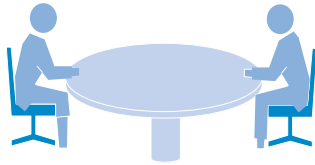


n = 3,000.

# Track Them All down, Win Them All Over

## 1. Accessing Individuals

### 2. Closing Individuals

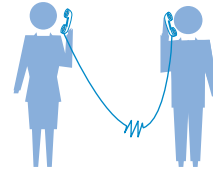


**Stakeholder 1:**  
CIO

**Rep Angle:** Minimal work-flow 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”



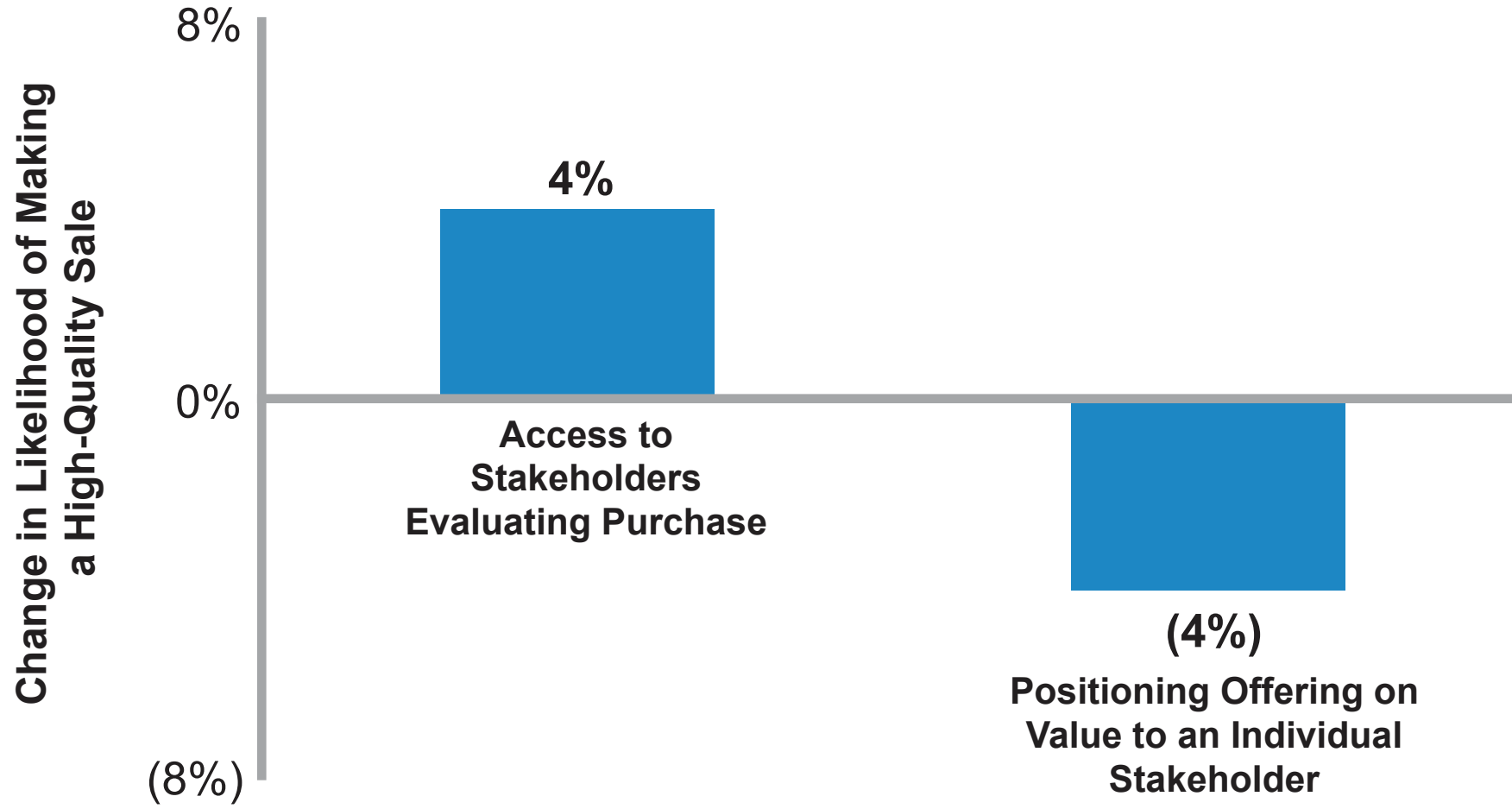
**Stakeholder 3:**  
Marketer

**Rep Angle:** Deeper customer segmentation

**Positioning:** Develop effective segmentation targeting strategies

Stakeholder “Closed”

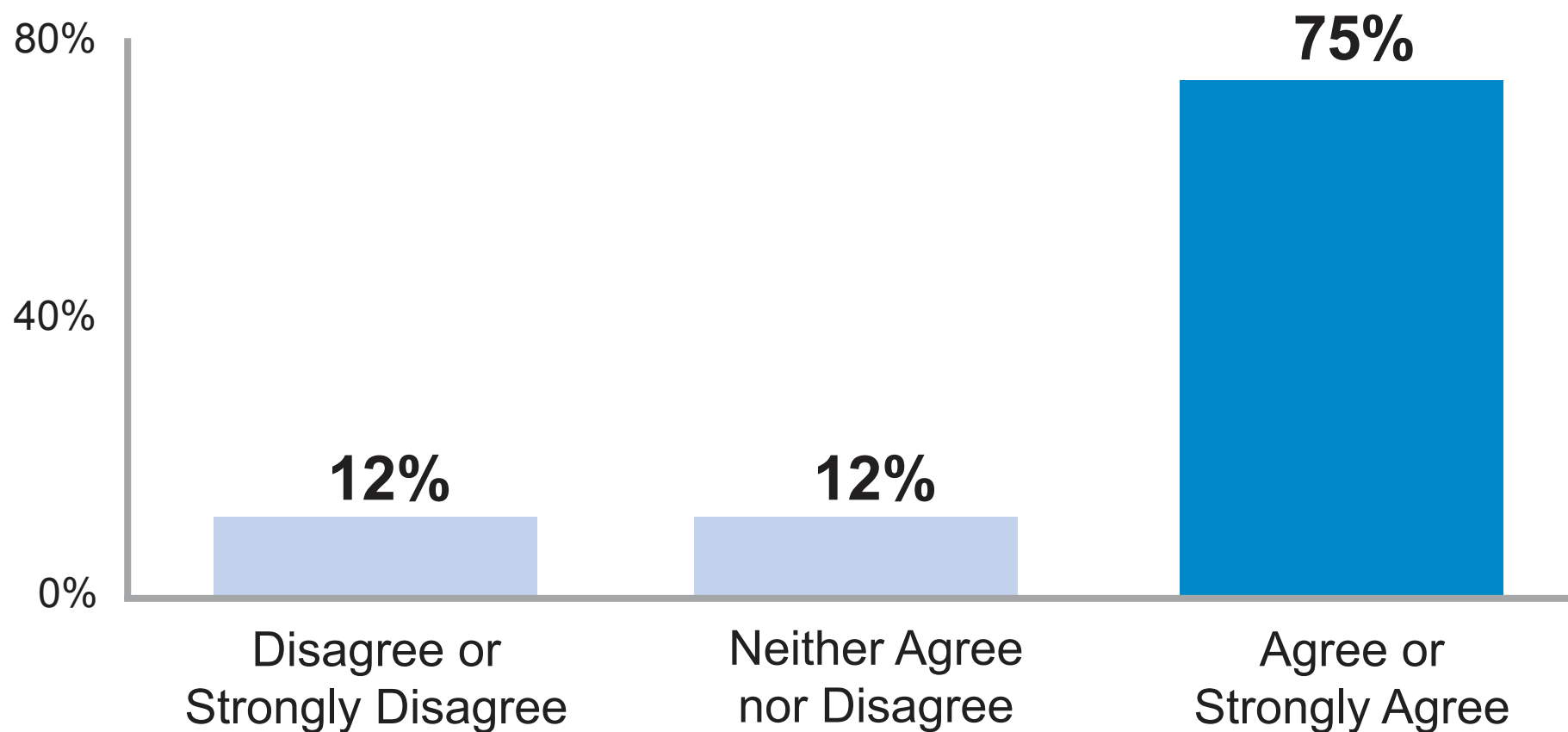
# Not What We Were Hoping For



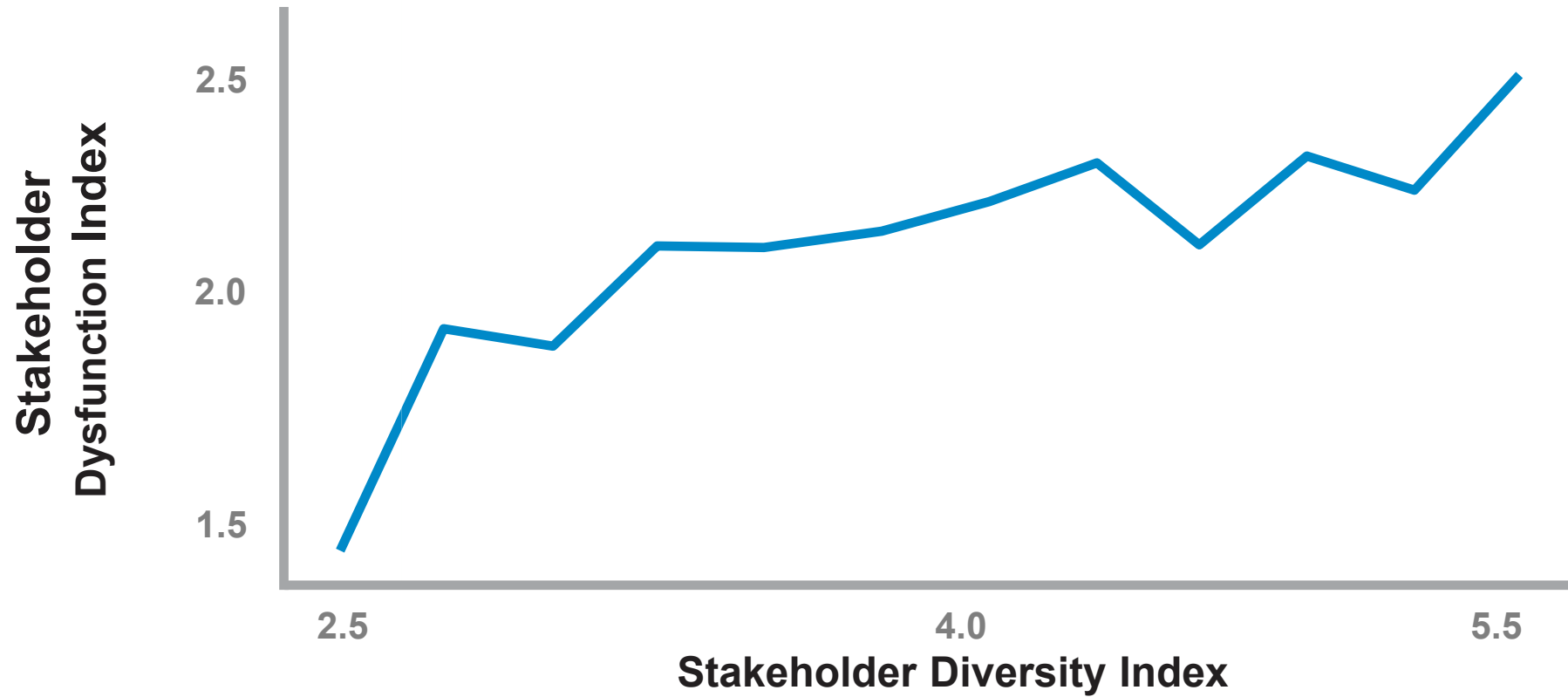


## 5.4 Different Perspectives

Q: “People from a Wide Variety of Roles, Teams, and Locations Were Involved in This Purchase.”



# The Real Enemy



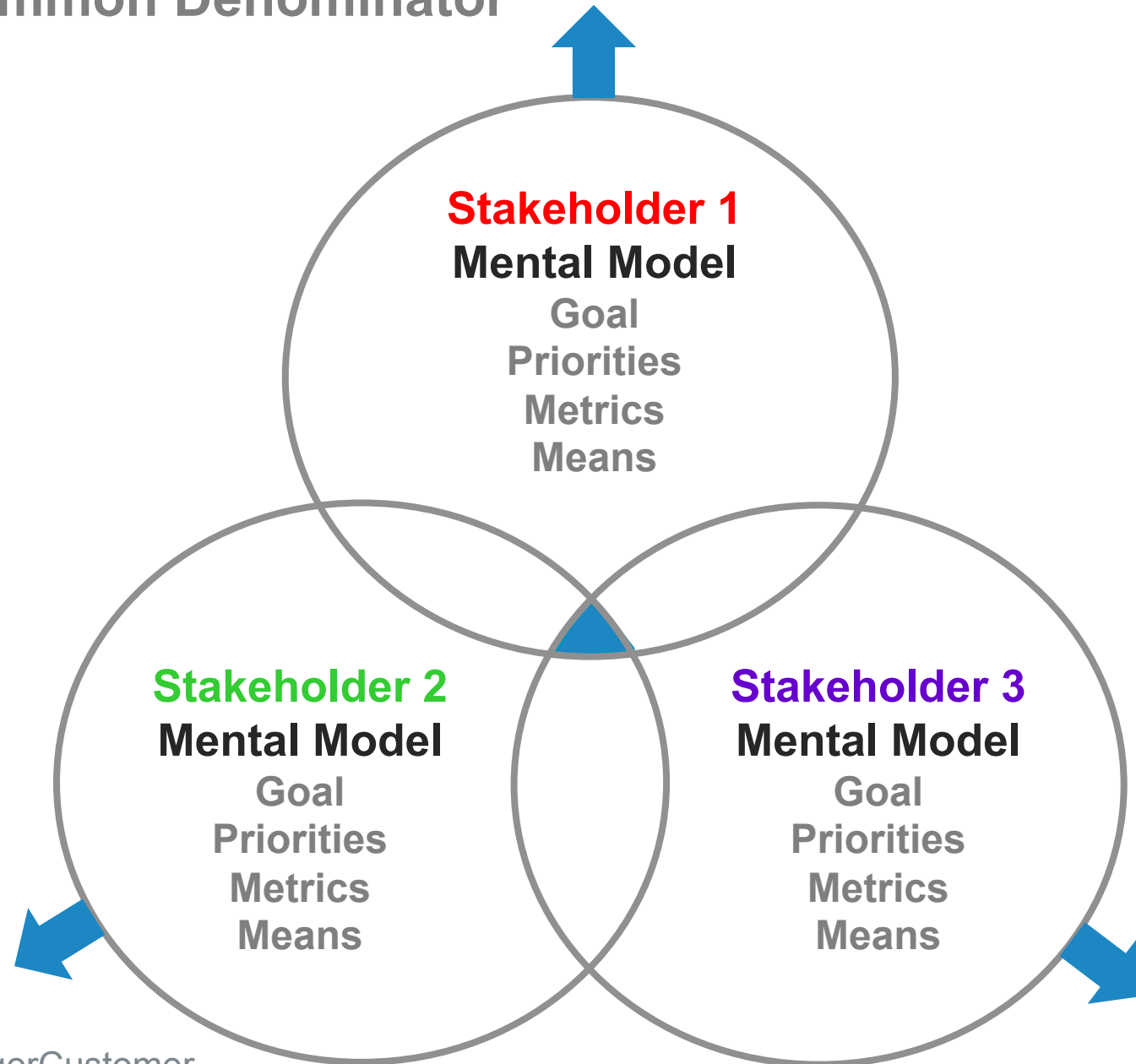
Kinds of dysfunction:

Stakeholders don't have a fair say

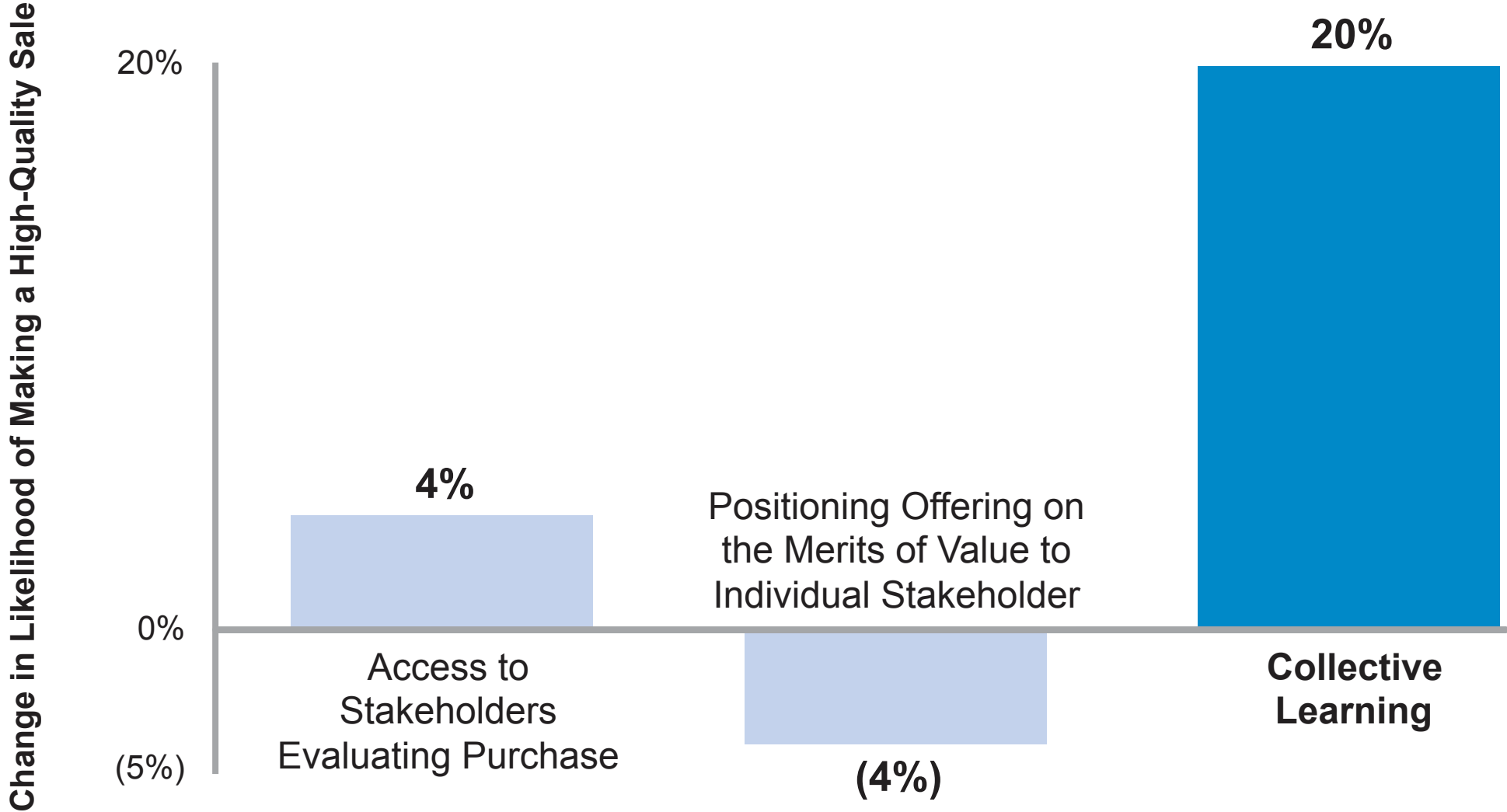
Stakeholders avoid discussing key issues

Stakeholders have multiple disagreements

# The Lowest Common Denominator



# A Better Way Forward



# Make 2015 the year of HOW with St. Meyer & HUBBARD

---

- ***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***

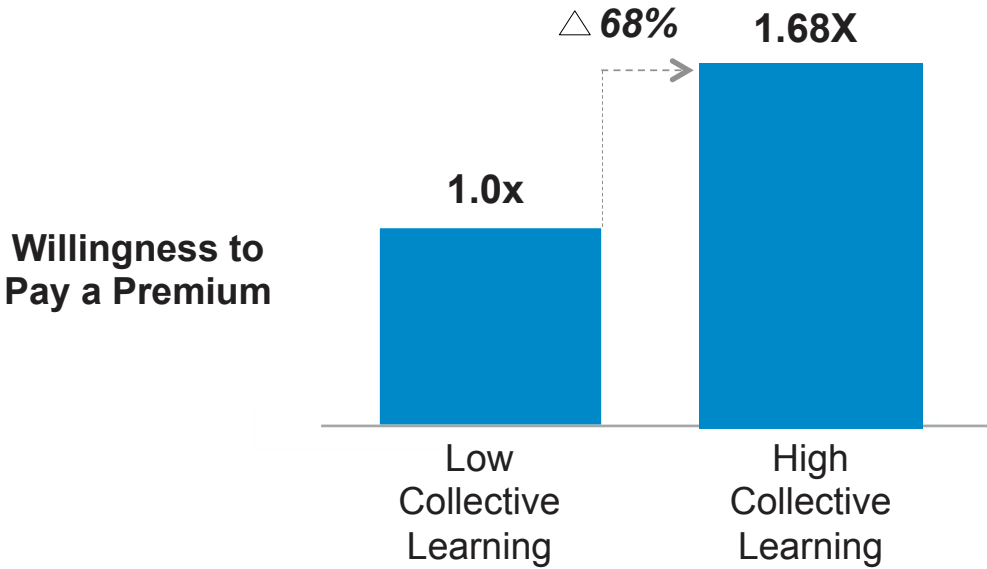
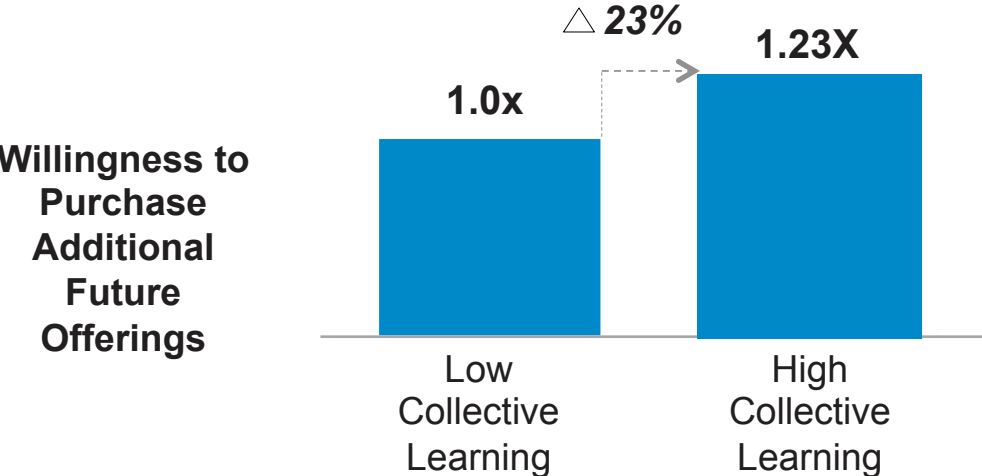
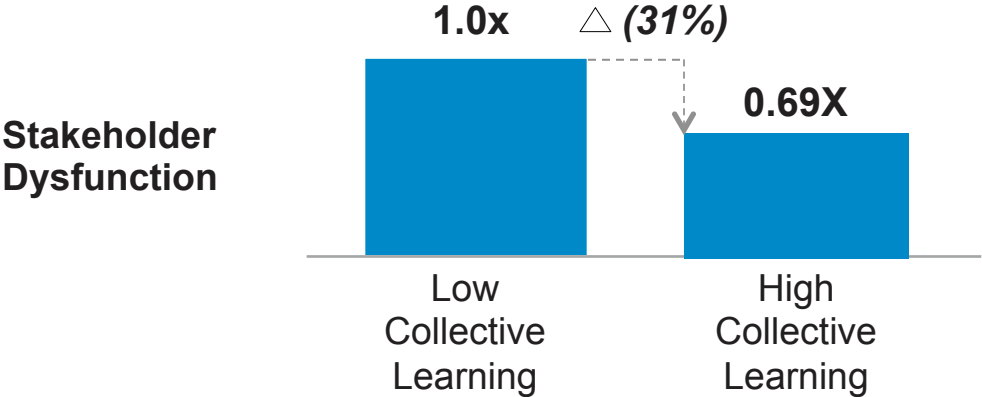
- December 17 – *Presence*

# What is Collective Learning?

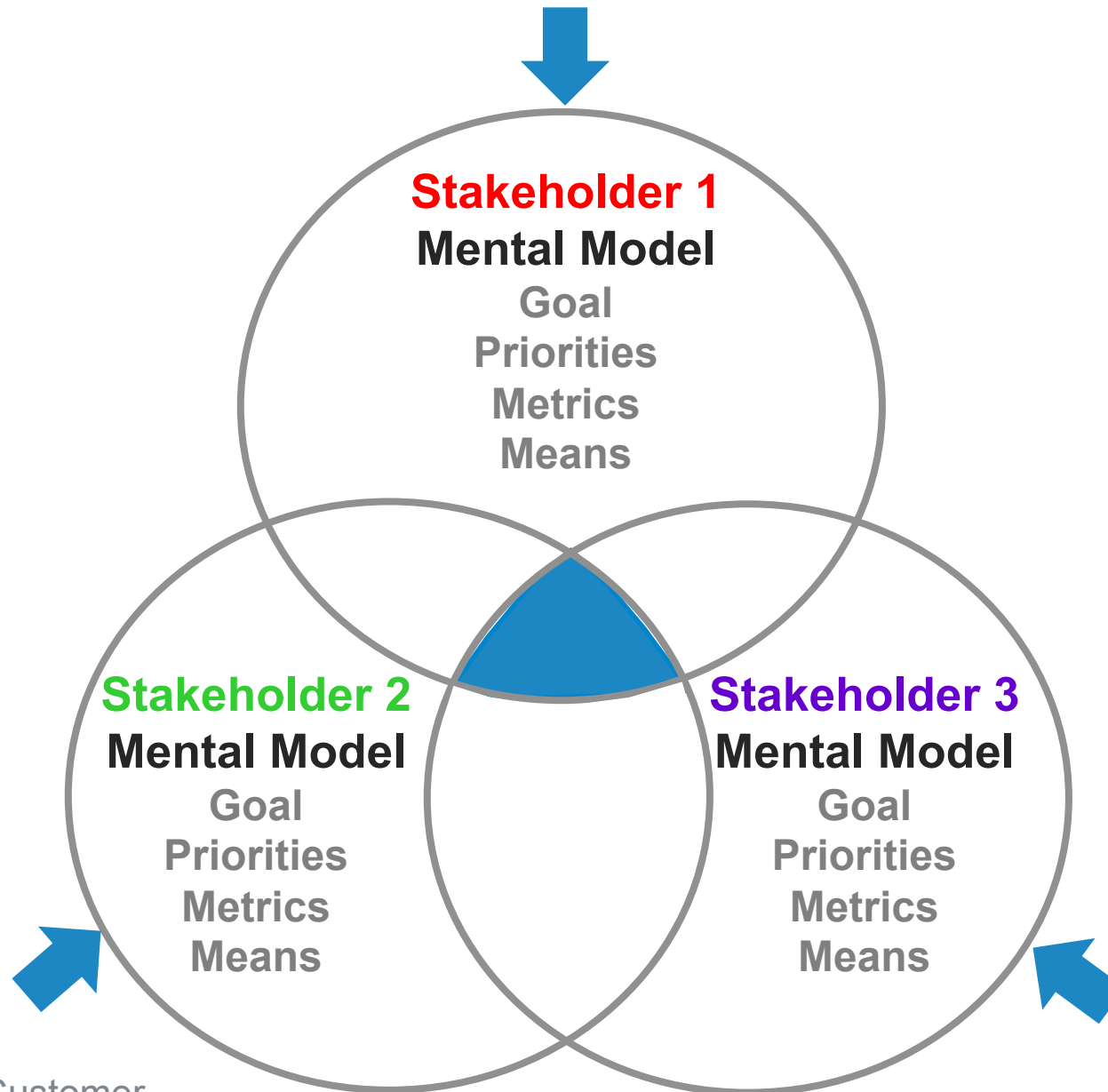
**Collective Learning:** An interaction where stakeholders explore, debate, and build on each other's perspectives, finding points of unrecognized agreement and arriving at a shared understanding.

- ✓ 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



# Finding Common Ground





# 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

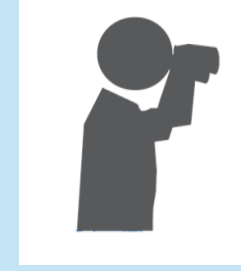


Skeptic

## Core Performer Focus Zone



Friend

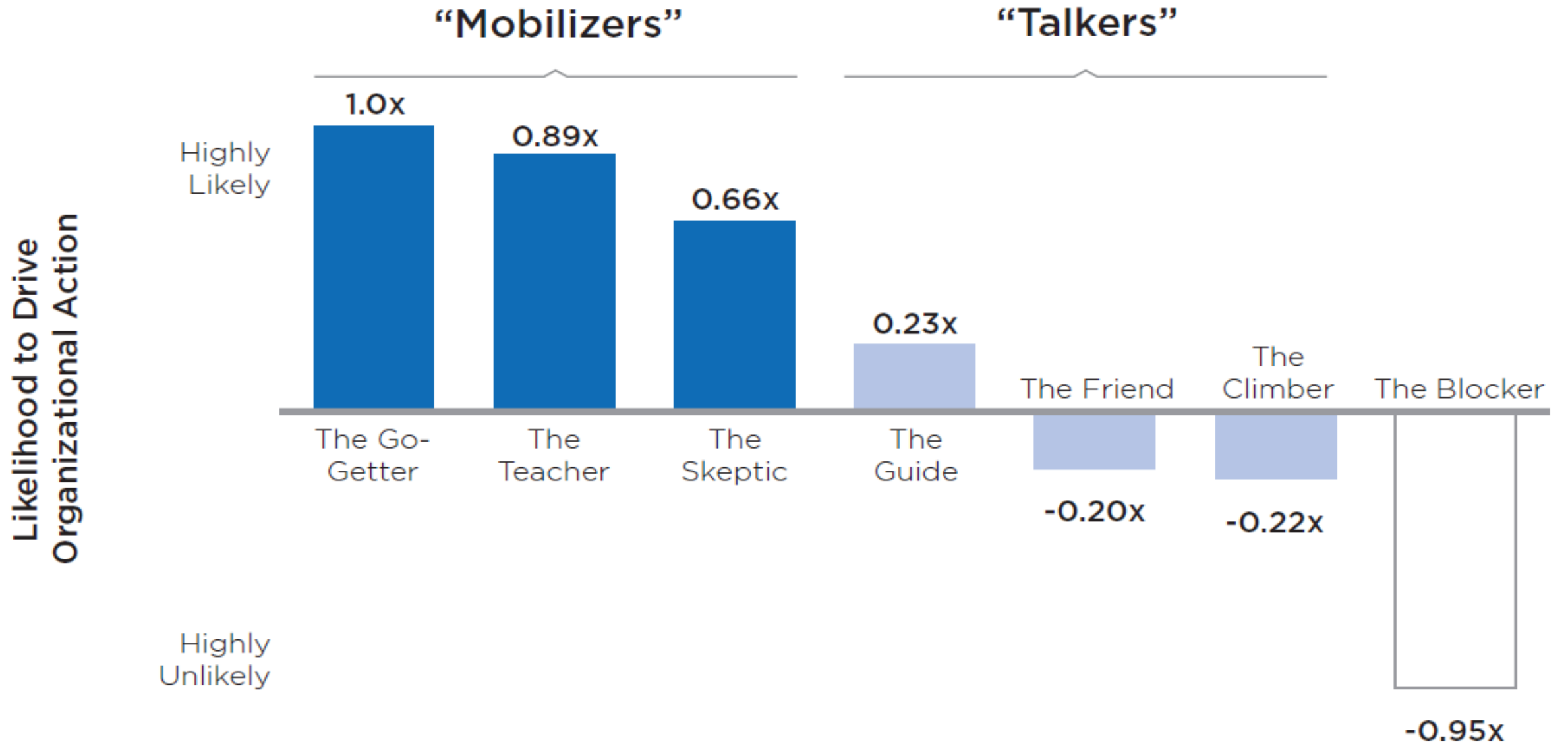


Guide

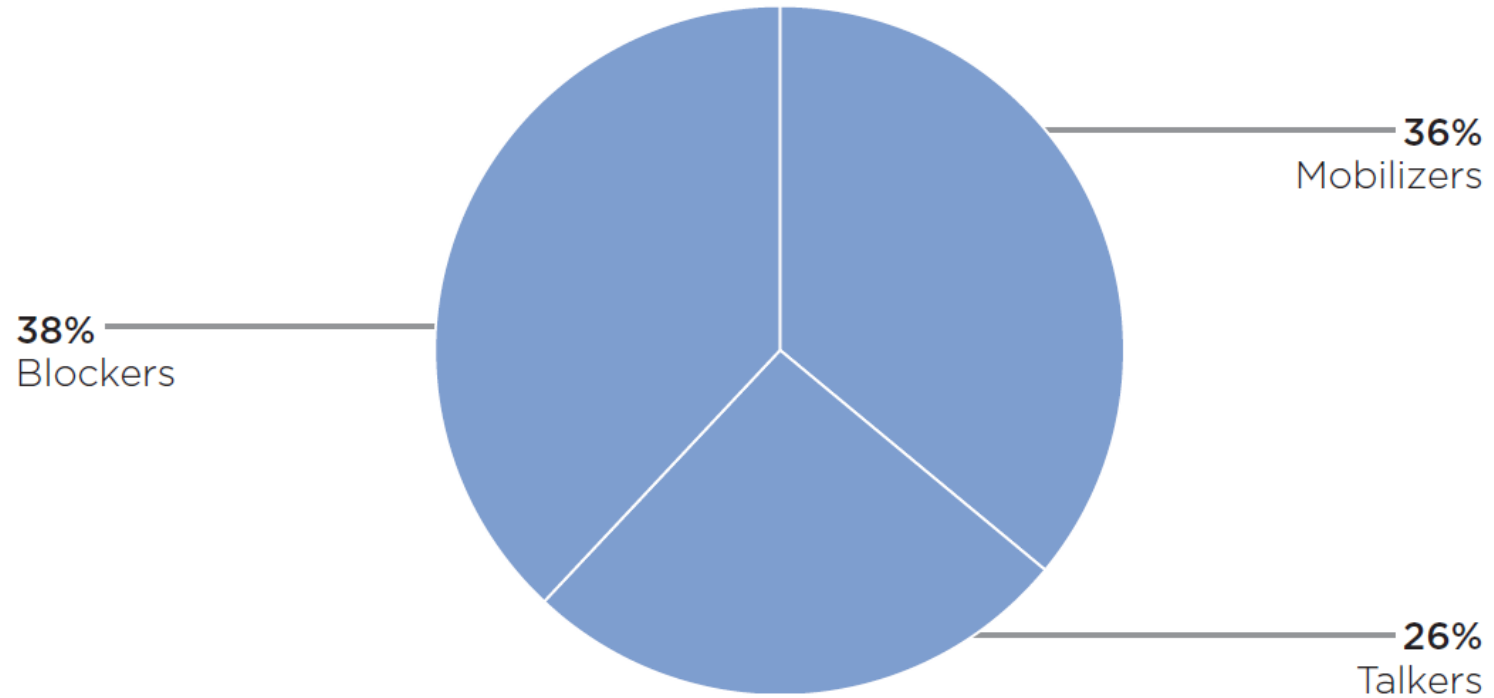


Climber

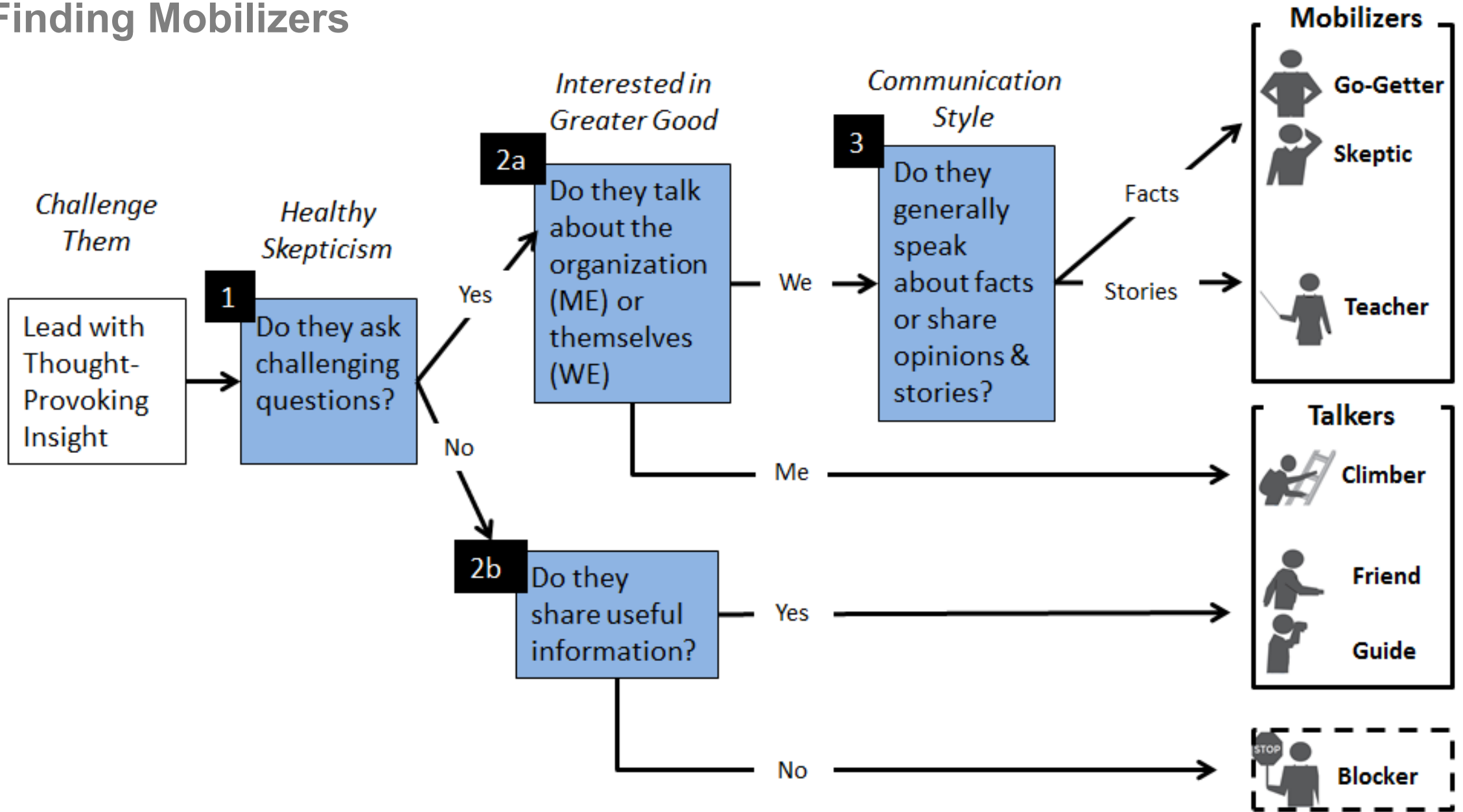
# Mobilizers Get the Deal Done



# Don't Let the Title Fool You



# Finding Mobilizers



# 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

# I Found My Mobilizer...Now What?

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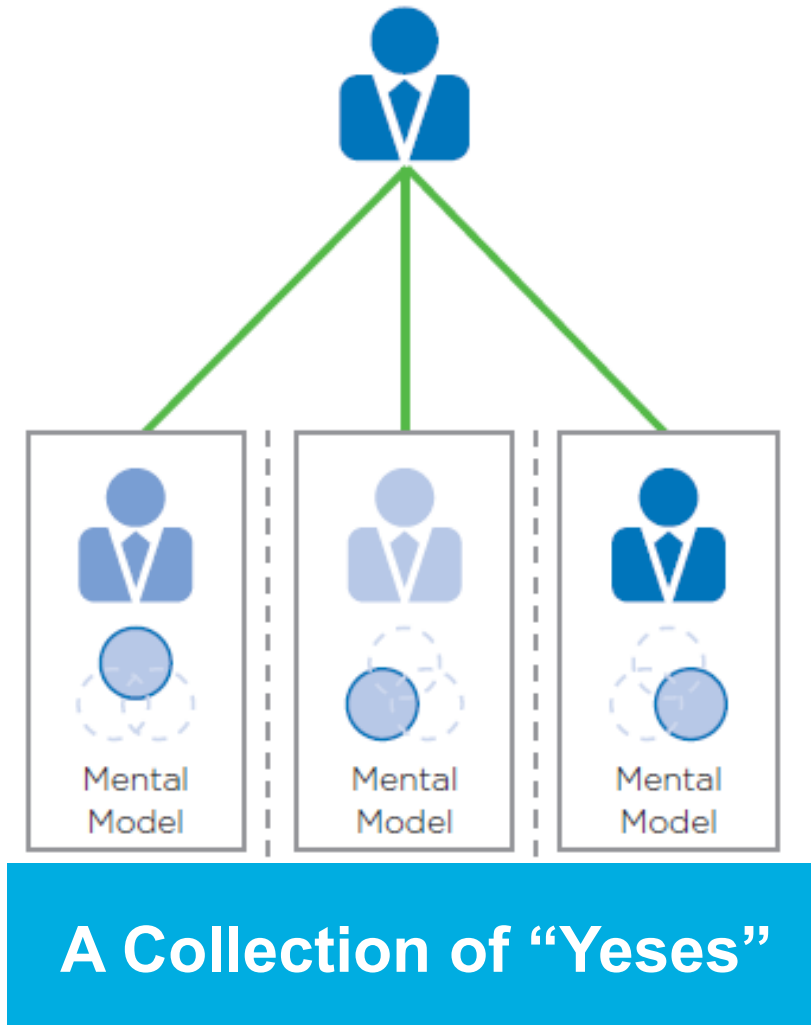
# I Found My Mobilizer...Now What?

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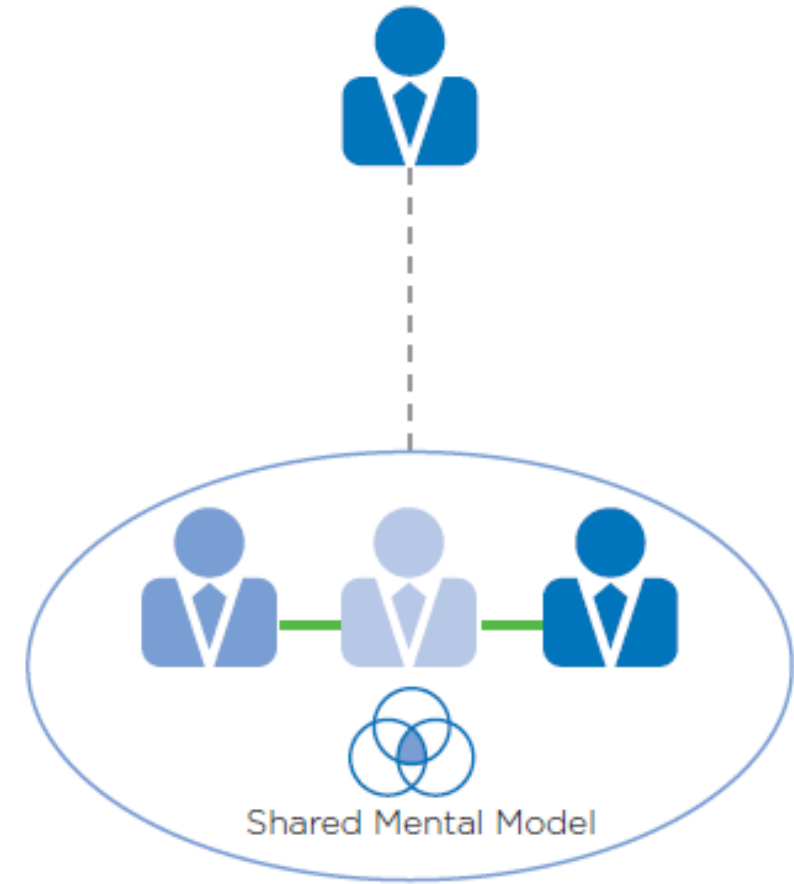
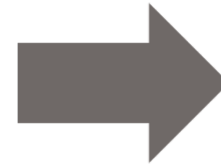
2. Equip Mobilizers to Create Collective Learning Moments

3. Track Mobilizer Progress through a Customer-Verified Pipeline

# From a Collection of “Yeses” ...



# ...To a Collective “Yes”



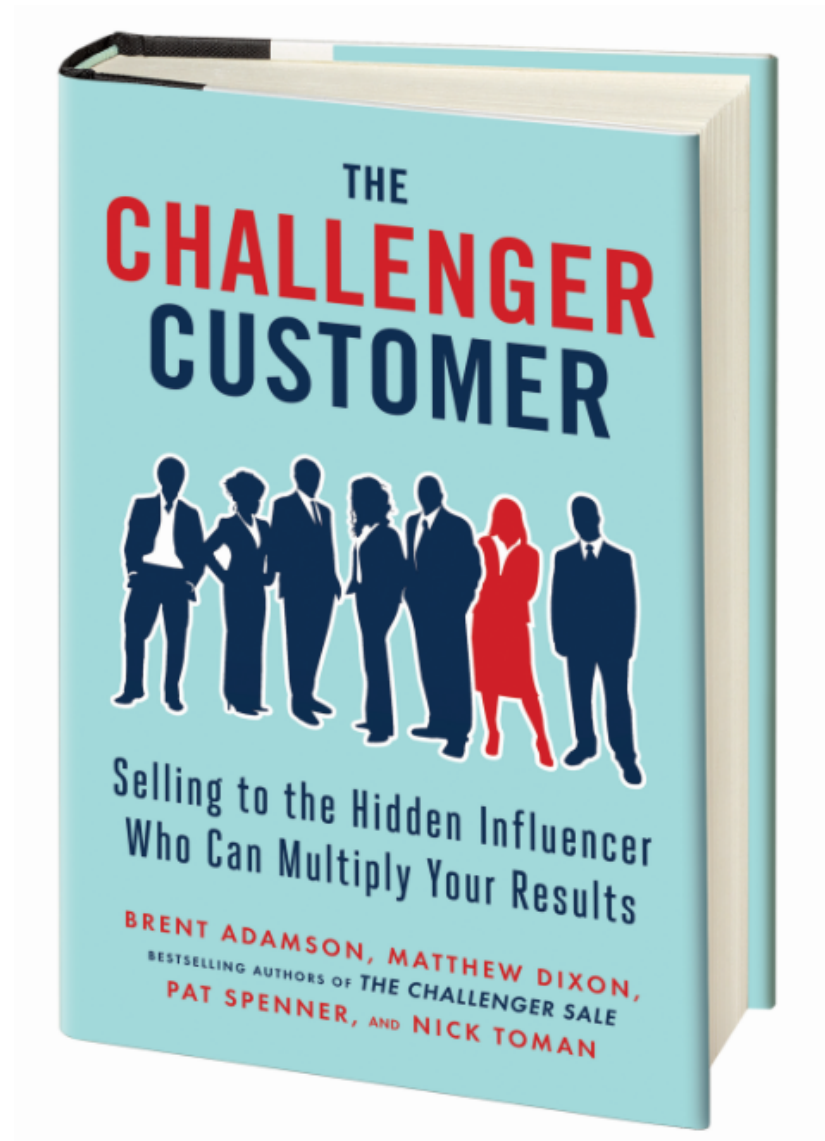
**A Collective “Yes”**

# Learn More and Join the Conversation

[challengercustomer.com](http://challengercustomer.com)

[#ChallengerCustomer](https://twitter.com/CEB_Challenger)

[@CEB\\_Challenger](https://twitter.com/CEB_Challenger)





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

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



**Holly Buchanan**

*CEO at Buchanan Marketing LLC*