

THE CHALLENGER™ SALE

Do you fit the profile that wins more deals?



Challenger™ is a trademark or service mark of CEB Inc. These marks may be registered marks ™ in various countries. CEB Inc. claims all rights to control their use for goods and services within their field. Inquiries concerning these trademarks and service marks should be directed to CEB's Brand Team at ceb_brand@cebglobal.com.



First, a deeper dive into the sales rep research.

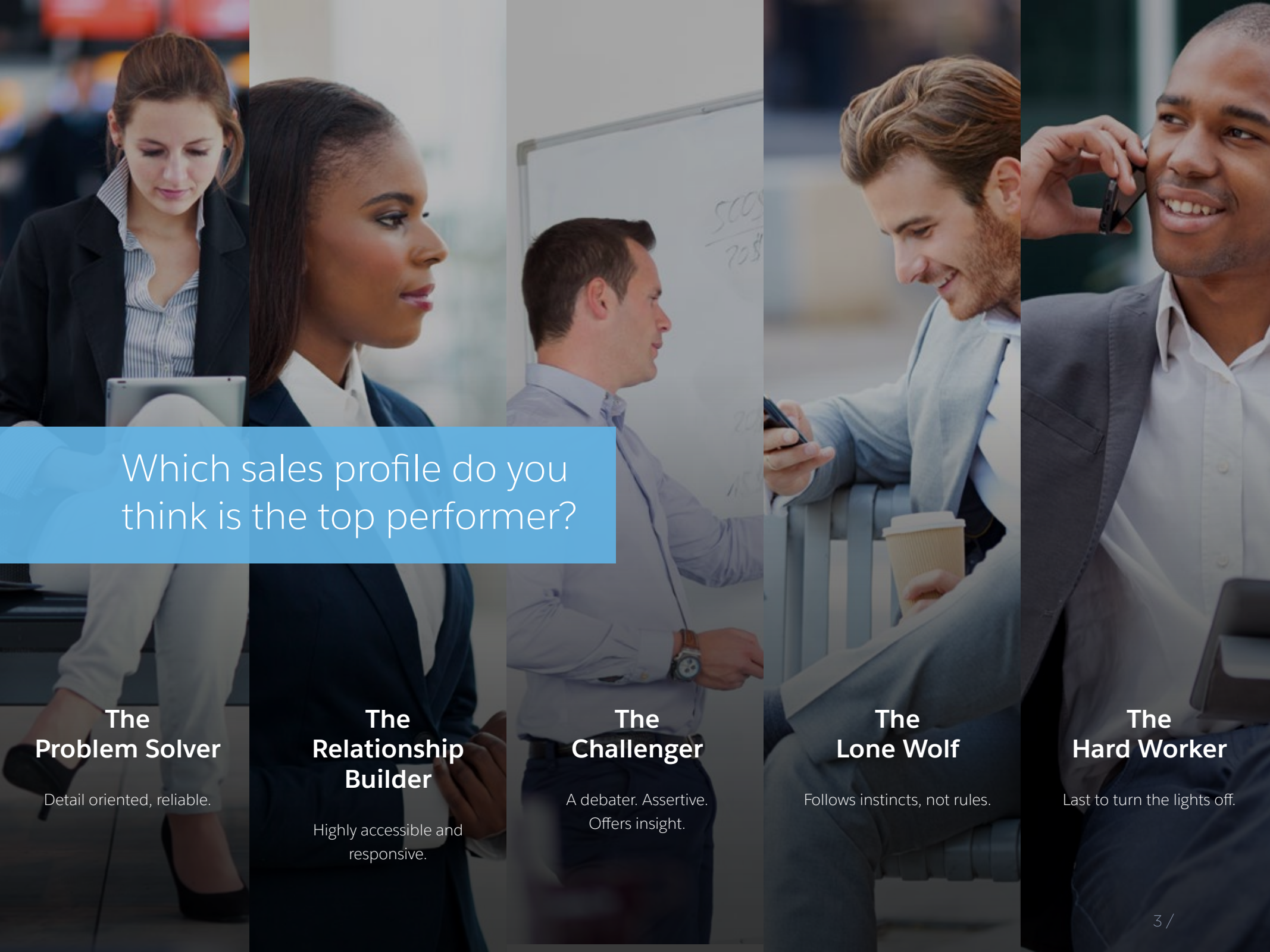
Make every rep an “A” player.

There are five main ways salespeople behave with customers, and groundbreaking research across thousands of sales professionals by CEB (formerly Corporate Executive Board) has now shown one profile crushes quota more than any other. Do you fit the profile?



CEB studies “what the best companies do.” Over the past decade, CEB has studied the evolution of sales, marketing, and most importantly, customer purchasing behaviors – we’ve even helped companies adopt the best practices for success.

To determine what kind of sales rep is most likely to succeed in the current economy, CEB asked over 450 front-line sales managers and their direct reports questions across 44 different attributes, covering areas such as attitudes, skills, behaviors, activities, and knowledge. Ultimately, CEB identified the key behaviors that increased rep performance in today’s complex selling environment. These winning reps – termed Challengers by CEB – interact with customers very differently from the other rep profiles. They lead their sales interactions with commercial insight.



Which sales profile do you think is the top performer?

The Problem Solver

Detail oriented, reliable.

The Relationship Builder

Highly accessible and responsive.

The Challenger

A debater. Assertive. Offers insight.

The Lone Wolf

Follows instincts, not rules.

The Hard Worker

Last to turn the lights off.



The Clear Winner:

The Challenger™

The fan favorite is often the relationship builder. Conventional wisdom says reps with the best customer relationships always win. Certainly building connections with your customers and prospects is important. But surprisingly it's not enough.

It's not just about relationships.

Top sales performers are Challengers who force their customers to think outside their norms, push for creative solutions to problems, and even highlight problems that their customers miss.

10X better for complex sales.

High performers in complex sales are 10x more likely to be Challengers than Relationship Builders.

Every rep can Be more Like the Challenger

Here's how to Create a culture of Challengers in your company

1. Teach for differentiation
2. Tailor the message
3. Control the conversation

1

TEACH FOR DIFFERENTIATION

Deliver content to customers via social media.

Information is currency to the Challenger. Social media can provide unique perspectives into industry sentiment, market drivers, and the competitive landscape that can be easily shared with customers.

Collaborate as a team.

Even the Challenger can't do it all - Challengers leverage their company's social network to connect with experts, getting access to specific, valuable insights and advice that can be used to win deals. Competitive plays are just a connection away.

39%

of top sales performers fit the challenger profile.

2

TAILOR THE MESSAGE

Listen to customers on social media.

The Challenger monitors social feeds from sources like Twitter, Facebook, and LinkedIn to get better insight into customer and prospect thoughts and preferences.

Tap into your company's knowledge.

The Challenger impresses customers with an in-depth understanding of their business and industry. Share relevant experience you or your company has in the form of winning strategies, content, and customer success stories to help connect with your prospect.



3

CONTROL THE CONVERSATION

Follow every customer interaction.
The Challenger stays connected to conversations colleagues are having with customers to ensure they are driving toward a common goal.

Engage and collaborate with customers.

The Challenger doesn't just rely on email, calls, and occasional visits. Social channels help create a high-touch, two-way environment, and drive the conversation to a successful close.

A photograph of two men in blue shirts and ties sitting at a desk, looking at laptops. The man in the foreground is a Black man, and the man in the background is a white man with glasses. They are both looking down at their work. The background is bright and slightly blurred.

Creating a Challenger™ army.

Salespeople love to win, and managers need to create an environment that makes it easy for reps to share and take up the challenge.

Share the knowledge.

Recognize the influence of the Challenger and call out specific activities that stand out in successful deals. Create discussion groups to compare notes on deals. Actively review and discuss Challenger™ concepts and strategies. Promote company-wide transparency.

Pave the way for open communication among your team with collaborative technologies, transparent analytics, and social tools.



A sales tool as powerful as you.

Even the best sales people need the right tools to close the deal. Salesforce is the industry leader in customer relationship management and was designed with top sales performers in mind. From the world's most loved CRM features, to cutting edge new functionality that is redefining the industry, Salesforce is focused on one thing: making you successful.

Close more deals, get more leads, gain more insight, and accelerate productivity, with Salesforce Sales Cloud.

[Learn more ›](#)

45% Increase in sales pipeline.

44% Increased sales productivity.

37% Increase in sales revenue.





THE CUSTOMER SUCCESS PLATFORM

SALES SERVICE MARKETING COMMUNITY ANALYTICS APPS IoT



The information provided in this e-book is strictly for the convenience of our customers and is for general informational purposes only. Publication by salesforce.com does not constitute an endorsement. Salesforce.com does not warrant the accuracy or completeness of any information, text, graphics, links or other items contained within this e-book. Salesforce.com does not guarantee you will achieve any specific results if you follow any advice in the e-book. It may be advisable for you to consult with a professional such as a lawyer, accountant, architect, business advisor or professional engineer to get specific advice that applies to your specific situation.

© 2015 salesforce.com, inc. All rights reserved.