

The Challenger Sale Taking Control Of The Customer Conversation

Erik Peterson, Tim Riesterer

The Challenger Sale Matthew Dixon, Brent Adamson, 2012-10-01 THE INTERNATIONAL BESTSELLER: OVER HALF A MILLION COPIES SOLD Matthew Dixon and Brent Adamson share the secret to sales success: don't just build relationships with customers. Challenge them! What's the secret to sales success? If you're like most business leaders, you'd say it's fundamentally about relationships - and you'd be wrong. Matthew Dixon, Brent Adamson, and their colleagues at CEB have studied the performance of thousands of sales reps worldwide. Their conclusion? The best salespeople don't just build relationships with customers. They challenge them. Any sales rep, once equipped with the tools in this book, can drive higher levels of customer loyalty and, ultimately, greater growth. And this book will help them get there. _____ 'If you wish to become a better sales person, buy and read this book and when you have finished buy The Challenger Customer and read that!' Amazon Reader Review 'I have been in enterprise software sales for 6 years and can relate to so many scenarios described in the book. I have already noticed significant results and improvements' Amazon Reader Review

The Challenger Customer Brent Adamson, Matthew Dixon, Pat Spenner, Nick Toman, 2015-09-08 Four years ago, the bestselling authors of *The Challenger Sale* overturned decades of conventional wisdom with a bold new approach to sales. Now their latest research reveals something even more surprising: Being a Challenger seller isn't enough. Your success or failure also depends on who you challenge. Picture your ideal customer: friendly, eager to meet, ready to coach you through the sale and champion your products and services across the organization. It turns out that's the last person you need. Most marketing and sales teams go after low-hanging fruit: buyers who are eager and have clearly articulated needs. That's simply human nature; it's much easier to build a relationship with someone who always makes time for you, engages with your content, and listens attentively. But according to brand-new CEB research—based on data from thousands of B2B marketers, sellers, and buyers around the world—the highest-performing teams focus their time on potential customers who are far more skeptical, far less interested in meeting, and ultimately agnostic as to who wins the deal. How could this be? The authors of *The Challenger Customer* reveal that high-performing B2B teams grasp something that their average-performing peers don't: Now that big, complex deals increasingly require consensus among a wide range of players across the

organization, the limiting factor is rarely the salesperson's inability to get an individual stakeholder to agree to a solution. More often it's that the stakeholders inside the company can't even agree with one another about what the problem is. It turns out only a very specific type of customer stakeholder has the credibility, persuasive skill, and will to effectively challenge his or her colleagues to pursue anything more ambitious than the status quo. These customers get deals to the finish line far more often than friendlier stakeholders who seem so receptive at first. In other words, Challenger sellers do best when they target Challenger customers. The Challenger Customer unveils research-based tools that will help you distinguish the Talkers from the Mobilizers in any organization. It also provides a blueprint for finding them, engaging them with disruptive insight, and equipping them to effectively challenge their own organization.

The Challenger Sale Matthew Dixon, Brent Adamson, 2011-11-10 What's the secret to sales success? If you're like most business leaders, you'd say it's fundamentally about relationships-and you'd be wrong. The best salespeople don't just build relationships with customers. They challenge them. The need to understand what top-performing reps are doing that their average performing colleagues are not drove Matthew Dixon, Brent Adamson, and their colleagues at Corporate Executive Board to investigate the skills, behaviors, knowledge, and attitudes that matter most for high performance. And what they discovered may be the biggest shock to conventional sales wisdom in decades. Based on an exhaustive study of thousands of sales reps across multiple industries and geographies, *The Challenger Sale* argues that classic relationship building is a losing approach, especially when it comes to selling complex, large-scale business-to-business solutions. The authors' study found that every sales rep in the world falls into one of five distinct profiles, and while all of these types of reps can deliver average sales performance, only one-the Challenger- delivers consistently high performance. Instead of bludgeoning customers with endless facts and features about their company and products, Challengers approach customers with unique insights about how they can save or make money. They tailor their sales message to the customer's specific needs and objectives. Rather than acquiescing to the customer's every demand or objection, they are assertive, pushing back when necessary and taking control of the sale. The things that make Challengers unique are replicable and teachable to the average sales rep. Once you understand how to identify the Challengers in your organization, you can model their approach and embed it throughout your sales force. The authors explain how almost any average-performing rep, once equipped with the right tools, can successfully reframe customers' expectations and deliver a distinctive purchase experience that drives higher levels of customer loyalty and, ultimately, greater growth.

SPIN® -Selling Neil Rackham, 2020-04-28 True or false? In selling high-value products or services: 'closing' increases your chance of success; it is essential to describe the benefits of your product or service to the customer; objection handling is an important skill; open questions are more effective than closed questions. All false, says this provocative book. Neil Rackham and his team studied more than 35,000 sales calls made by 10,000 sales people in 23 countries over 12 years. Their

findings revealed that many of the methods developed for selling low-value goods just don't work for major sales. Rackham went on to introduce his SPIN-Selling method. SPIN describes the whole selling process: Situation questions Problem questions Implication questions Need-payoff questions SPIN-Selling provides you with a set of simple and practical techniques which have been tried in many of today's leading companies with dramatic improvements to their sales performance.

The SPIN Selling Fieldbook: Practical Tools, Methods, Exercises and Resources Neil Rackham, 1996-06-22 Put into practice today's winning strategy for achieving success in high-end sales! The SPIN Selling Fieldbook is your guide to the method that has revolutionized big-ticket sales in the United States and globally. It's the method being used by one-half of all Fortune 500 companies to train their sales forces, and here's the interactive, hands-on field book that provides the practical tools you need to put this revolutionary method into action immediately. The SPIN Selling Fieldbook includes: Individual diagnostic exercises Illustrative case studies from leading companies Practical planning suggestions Provocative questionnaires Practice sessions to prepare you for dealing with challenging selling situations Written by the pioneering author of the original bestseller, *SPIN Selling*, this book is aimed at making implementation easy for companies that have not yet established SPIN techniques. It will also enable companies that are already using the method to reinforce SPIN methods in the field and in coaching sessions.

Behind the Cloud Marc Benioff, Carlye Adler, 2009-10-19 How did salesforce.com grow from a start up in a rented apartment into the world's fastest growing software company in less than a decade? For the first time, Marc Benioff, the visionary founder, chairman and CEO of salesforce.com, tells how he and his team created and used new business, technology, and philanthropic models tailored to this time of extraordinary change. Showing how salesforce.com not only survived the dotcom implosion of 2001, but went on to define itself as the leader of the cloud computing revolution and spark a \$46-billion dollar industry, Benioff's story will help business leaders and entrepreneurs stand out, innovate better, and grow faster in any economic climate. In *Behind the Cloud*, Benioff shares the strategies that have inspired employees, turned customers into evangelists, leveraged an ecosystem of partners, and allowed innovation to flourish.

ALWAYS BE QUALIFYING Darius Lahoutifard, 2023-10-21 In the past few years, companies large and small have called on me to get help with their non-performing sales team. The described symptoms are different from one company to another. Some need more revenue. Others complain about unreliable forecasts, with deals slipping constantly from one quarter to another before being lost or even abandoned a few quarters later. Some CEOs notice unproductive sales teams with an unusually high number of non-quota-carrying people needed in the sales force, hitting the bottom line hard. All these symptoms are related to the same illness: inability to qualify. Since most sales teams put in place organizations including SDR (Sales Development Representatives) or BDR (Business Development Representatives) who qualify leads for Account

Managers, there is a wrong unstated assumption, widely spread, that once a lead is qualified, the inside sales or field sales will have to work on them until they are won or lost. Ongoing qualification is often the issue. Qualification is not a binary step of the sales process. Qualification is a mindset and a habit to apply throughout the sales process, from the first call to closing. This book covers both the Why and the How of sales qualification. I was an early sales leader at PTC where the MEDDIC methodology took shape. I am also the founder of MEDDIC Academy, the first platform to bring the qualification methodology online. This book describes the M.E.D.D.I.C. and the MEDDPICC® sales methodology in depth. This is not a book of theories, research, or academic concepts but pure execution techniques with practical recipes. At a high level, MEDDIC is a checklist that helps sales professionals reveal the gaps in an opportunity and execute correctly to fill those gaps and close the deal or drop it early. This book is an excellent complement to the training and workshops we deliver online and in-person globally.

Mastering the Complex Sale Jeff Thull, 2010-03-10 Praise for Mastering the Complex Sale Jeff Thull's process plays a key role in helping companies and their customers cross the chasm with disruptive innovations and succeed with game-changing initiatives. —Geoffrey A. Moore, author of *Crossing the Chasm* and *Dealing with Darwin* This is the first book that lays out a solid method for selling cross-company, cross-border, even cross-culturally where you have multiple decision makers with multiple agendas. This is far more than a 'selling process'—it is a survival guide—a truly outstanding approach to bringing all the pieces of the puzzle together. —Ed Daniels, EVP, Shell Global Solutions Downstream, President, CRI/Criterion, Inc. Mastering the Complex Sale brilliantly sets up value from the customer's perspective. A must-read for all those who are managing multinational business teams in a complex and highly competitive environment. —Samik Mukherjee, Vice President, Onshore Business, Technip Customers need to know the value they will receive and how they will receive it. Thull's insights into the complex sale and how to clarify and quantify this value are remarkable—Mastering the Complex Sale will be required reading for years to come! —Lee Tschanz, Vice President, North American Sales, Rockwell Automation Jeff Thull is winning the war against commoditization. In his world, value trumps price and commoditization isn't a given, it's a choice. This is a proven alternative to the price-driven sale. We've spoken to his clients. This stuff really works, folks. —Dave Stein, CEO and Founder, ES Research Group, Inc. Our business depends on delivering breakthrough thinking to our executive clients. Jeff Thull has significantly redefined sales and marketing strategies that clearly connect to our global audience. Read it, act on it, and take your results to exceptional levels. —Sven Kroneberg, President, Seminarium Internacional Jeff's main thesis—that professional customer guidance is the key to success—rings true in every global market today. Mastering the Complex Sale is the essential read for any organization looking to transform their business for long-term, value-driven growth. —Jon T. Lindekugel, President, 3M Health Information Systems, Inc. Jeff Thull has re-engineered the conventional sales process to create predictable and profitable growth in today's competitive marketplace. It's no longer about selling; it's about guiding quality decisions and creating collaborative value. This is one of those rare books that will

make a difference. —Carol Pudnos, Executive director, Healthcare Industry, Dow Corning Corporation

The JOLT Effect Matthew Dixon, Ted McKenna, 2022-09-20 From the bestselling co-author of *The Challenger Sale*, a paradigm-shattering approach to overcoming customer indecision and closing more sales In sales, the worst thing you can hear from a customer isn't "no." It's "I need to think about it." When this happens, deeply entrenched business advice says to double down on your efforts to sell a buyer on all the ways they might win by choosing you and your business. But this approach backfires dramatically. Why? Because it completely gets wrong the primary driver behind purchasing decision-making: once purchase intent is established, customers no longer care about succeeding. What they really care about is not failing. For years, sales expert Matthew Dixon has been busting longstanding business myths. Now in *The JOLT Effect*, he and co-author Ted McKenna turn their trademark analysis and latest research to the vital and growing problem of customer indecision—and offer a shocking new approach that turns conventional wisdom on its head. Drawing on a brand-new, first-of-its-kind study of more than two and a half million sales conversations from across industry, they reveal the surprising truth that high-performing sales reps grasp and their average-performing peers don't: only by addressing the customer's fear of failure can you get indecisive buyers to go from verbally committing to actually pulling the trigger. Packed with robust data, counterintuitive insights, and practical guidance, *The JOLT Effect* is the playbook for any salesperson or sales leader who wants to close the gap between customer intent and action—and close more sales.

Selling Above and Below the Line William Miller, 2015-02-11 Most salespeople work hard to become proficient in reaching the frontline managers in their markets. However, a salesperson who wishes to achieve long-lasting success with a client will learn how to also appeal to top-level executives from an "above the line" perspective. Master sales trainer Skip Miller shows how to simultaneously sell to both the frontline manager as well as the executive who is more concerned with profit/loss indicators such as ROI, time saved, risk lowered, and productivity improved – a strategy used by Google, Apple, Cisco WebEx, and other powerhouses. In *Selling Above and Below the Line*, you will learn how to: Create energy by including executives early in the sales process. Ask the right questions and pinpoint big-picture financial needs. Keep "below the line" managers from feeling bypassed. Uncover value propositions that target each set of decision-makers. Sales that seem locked in will stall or go dark. Customers who have been loyal to you suddenly back out of the relationship due to decisions made above the manager's head. This often could have been avoided had the salesperson been intentional to sell both the technical and financial fit. In *Selling Above and Below the Line*, learn to effectively communicate both, leading to more successful and lucrative deals than ever before.

Think Like Your Customer: A Winning Strategy to Maximize Sales by Understanding and Influencing How and Why Your Customers Buy Bill Stinnett, 2004-11-21 How to capture customers by learning to think the way they do The most common complaint Bill Stinnett hears from his corporate clients is that would-be vendors and suppliers just don't understand our

business. In *Think Like Your Customer*, Stinnett explains why the key to landing corporate customers is to learn to think about the things executives and business owners think about and understand how they make complex buying decisions. Drawing upon his years of experience as a Fortune 500 consultant, he offers sales and marketing professionals a powerful framework for understanding the inner workings of a business; knowing what motivates its executives and influences their buying decisions; identifying a company's organizational structure and decision-making psychology; and using that information to develop a winning strategy for influencing how and why the customer buys. In addition, you receive: Solid marketing insights delivered in a fun, breezy style by a top corporate consultant and seminar leader Expert tips on how to maximize the value and profitability of relationships with corporate clients and customers

More Sales, Less Time Jill Konrath, 2016-12-06 I felt like time was taunting me: 'Behind again? You'll never get it all done.' I worked harder and longer hours, sacrificing my limited personal time to stay ahead of the game. Still, it wasn't sufficient. My work just kept expanding, demanding more of me. I could never seem to call it a day. In my entire career, I'd never faced a sales problem of this magnitude. Sound familiar? If so, you're probably an overwhelmed seller. Your clients expect more, with faster turnarounds. Your quota keeps going up. You need to leverage social media, keep up-to-date on your industry, figure out how to sell new products and services, and learn all the latest technologies. The demands are never-ending. You could work nonstop around the clock and still not get it all done. It's a huge problem faced by experienced sales pros, busy entrepreneurs, and sales rookies. If you don't stay on top of your time, it's tough to make your numbers, let alone blow them away. Konrath, a globally recognized sales consultant and speaker, knew she needed help, but found that advice aimed at typical workers didn't work for her—or for others who needed to sell for a living. Salespeople need their own productivity guidelines adapted to the fast-paced, always-on sales world. So Konrath experimented relentlessly to discover the best time-savers and sales hacks in order to deliver the first productivity guide specifically for sales success. In *More Sales, Less Time*, Konrath blends cutting-edge behavioral research with her own deep knowledge of sales to teach you how to succeed in this age of distraction. You'll discover how to:

- Reclaim a minimum of one hour per day by eliminating major time sucks and changing the way you tackle e-mail and social media.
- Free up time to focus on activities that have the highest impact on your sales results, such as preparing, researching, strategizing, and connecting with customers.
- Optimize your sales processes to eliminate redundancies and wasted time.
- Transform your mind-set to effortlessly incorporate new, more productive habits; leverage your best brainpower; and stay at the top of your sales game.

Konrath helps you develop strategies specifically tailored to your life in sales, using your strengths to cut through the feeling of being overwhelmed. All salespeople have the same number of hours in a day; it's up to you to rescue your time to sell smarter.

The Collaborative Sale Keith M. Eades, Timothy T. Sullivan, 2014-03-31 Buyer behavior has changed the marketplace, and sellers must adapt to survive *The Collaborative Sale: Solution Selling in Today's Customer-Driven World* is the definitive

guide to the new reality of sales. The roles of buyers, sellers, and technology have changed, and collaboration is now the key to success on all sides. The Collaborative Sale guides sales professionals toward alignment with buyers, by helping them overcome their problems and challenges, and creating value. From building a robust opportunity pipeline and predicting future revenues to mastering the nuances of buyer conversations, the book contains the information sales professionals need to remain relevant in today's sales environment. Buyers have become more informed and more empowered. As a result, most sellers now enter the buying process at a much later stage than the traditional norm. The rise of information access has given buyers more control over their purchases than ever before, and sellers must adapt to survive. The Collaborative Sale provides a roadmap for adapting through sales collaboration, detailing the foundations, personae, and reality of the new marketplace. The book provides insight into the new buyer thought processes, the new sales personae required for dealing with the new buyers, and how to establish and implement a dynamic sales process. Topics include: Selling in times of economic uncertainty, broad information access, and new buyer behavior Why collaboration is so important to the new buyers The emergence of new sales personae – Micro-marketer, Visualizer, and Value Driver Buyer alignment, risk mitigation, and the myth of control Situational fluency, and the role of technology Focused sales enablement, and buyer-aligned learning and development Implementation and establishment of a dynamic sales process The book describes the essential competencies for collaborative selling, and provides indispensable supplemental tools for implementation. Written by recognized authorities with insights into global markets, The Collaborative Sale: Solution Selling in Today's Customer-Driven World is the essential resource for today's sales professional.

Cracking the Sales Management Code: The Secrets to Measuring and Managing Sales Performance Jason

Jordan, Michelle Vazzana, 2011-09-20 Boost sales results by zeroing in on the metrics that matter most “Sales may be an art, but sales management is a science. Cracking the Sales Management Code reveals that science and gives practical steps to identify the metrics you must measure to manage toward success.” —Arthur Dorfman, National Vice President, SAP “Cracking the Sales Management Code is a must-read for anyone who wants to bring his or her sales management team into the 21st century.” —Mike Nathe, Senior Vice President, Essilor Laboratories of America “The authors correctly assert that the proliferation of management reporting has created a false sense of control for sales executives. Real control is derived from clear direction to the field—and this book tells how to do that in an easy-to-understand, actionable manner.” —Michael R. Jenkins, Signature Client Vice President, AT&T Global Enterprise Solutions “There are things that can be managed in a sales force, and there are things that cannot. Too often sales management doesn't see the difference. This book is invaluable because it reveals the manageable activities that actually drive sales results.” —John Davis, Vice President, St. Jude Medical “Cracking the Sales Management Code is one of the most important resources available on effective sales management. . . . It should be required reading for every sales leader.” —Bob Kelly, Chairman, The Sales Management Association “A must-

read for managers who want to have a greater impact on sales force performance.” —James Lattin, Robert A. Magowan Professor of Marketing, Graduate School of Business, Stanford University “This book offers a solution to close the gap between sales processes and business results. It shows a new way to think critically about the strategies and tactics necessary to move a sales team from good to great!” —Anita Abjornson, Sales Management Effectiveness, Abbott Laboratories

About the Book: There are literally thousands of books on selling, coaching, and leadership, but what about the particulars of managing a sales force? Where are the frameworks, metrics, and best practices to help you succeed? Based on extensive research into how world-class companies measure and manage their sales forces, *Cracking the Sales Management Code* is the first operating manual for sales management. In it you will discover:

- The five critical processes that drive sales performance
- How to choose the right processes for your own team
- The three levels of sales metrics you must collect
- Which metrics you can “manage” and which ones you can’t
- How to prioritize conflicting sales objectives
- How to align seller activities with business results
- How to use CRM to improve the impact of coaching

As Neil Rackham writes in the foreword: “There’s an acute shortage of good books on the specifics of sales management. *Cracking the Sales Management Code* is about the practical specifics of sales management in the new era, and it fills a void.” *Cracking the Sales Management Code* fills that void by providing foundational knowledge about how the sales force works. It reveals the gears and levers that actually control sales results. It adds clarity to things that you intuitively know and provides insight into things that you don’t. It will change the way you manage your sellers from day to day, as well as the results you get from year to year.

Living Shores ,2018-02-19 *Living Shores* is a pivotal work on southern Africa's shores and oceans, published originally in 1981. It reprinted 9 times but finally went out of print because it became dated. This comprehensively revised edition will now be published across two volumes. Volume 1 deals with coastal habitats - sea; rocky shores; sandy beaches; kelp beds; estuaries; open sea - and with marine management. Volume 2 will deal with the numerous animal and plants groups that inhabit these different ecosystems. Highly regarded and widely used in the academic and scientific worlds, this book, with its lively, fascinating text and multiple colour images will also appeal to lay enthusiasts.

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Blue Book of Gun Values S. P. Fjestad,2005-04-30 The bible of the firearms industry for accurate value information and descriptions of rifles, pistols, and shotguns. The industry standard for over 25 years!

The Expansion Sale: Four Must-Win Conversations to Keep and Grow Your Customers Erik Peterson,Tim Riesterer,2020-02-11 Proven customer engagement approaches for winning in the most important moments driving profitability and growth—customer retention and expansion Industry analysts report that up 70-80% of business growth comes from existing customers. So why are you still investing mainly in attracting new customers? And, leaving renewals and upsells to chance? Or, worse yet, using a one-size-fits-all approach to acquisition as you do for expansions? The Expansion Sale provides everything you need to seize the competitive edge in the customer-success space. Authors Erik Peterson and Tim Riesterer explain how the buying psychology of existing customers differs from that of new customers, and show how to adapt your commercial engagement strategies accordingly. They provide clear, easy-to-apply messaging frameworks for creating and delivering winning conversations in the four must-win commercial moments of customer success: ensuring renewals, communicating price increases, increasing upsells, and apologizing effectively for service failures.

The Ultimate Sales Machine Chet Holmes,2007 A no-nonsense book of business advice from acclaimed corporate trainer and motivational expert Chet Holmes. His advice starts with one simple concept: pigheaded focus. His book helps readers focus on 12 critical areas for improvement - one at a time - and get great results, by spending just one hour a week on an area to be improved. Holmes offers proven strategies for management, marketing and sales. One of the top 20 change experts [in the USA]' - Industry Week magazine.'

The Challenger Sale ... in 30 Minutes - the Expert Guide to Matthew Dixon and Brent Adamson's Critically Acclaimed Book The 30 Minute Expert Series,2013-07 The secret to success is not merely building relationships; it's challenging them. The Challenger Sale ...in 30 minutes is the essential guide to quickly understanding the important lessons outlined in coauthors Matthew Dixon and Brent Adamson's best-selling book, The Challenger Sale. Understand the key ideas of The Challenger Sale in a fraction of the time, using this guide's: Concise synopsis, which examines the principles of The Challenger Sale In-depth analysis of key concepts, such as Solution Sales and Challenging the Core Sales Staff Practical applications for incorporating the Challenger sales style into your business's sales strategies and marketing techniques Insightful background on coauthors and senior directors for the Corporate Executive Board Matthew Dixon and Brent Adamson Extensive recommended reading list and glossary In The Challenger Sale, best-selling authors Matthew Dixon and Brent Adamson present the findings of their worldwide investigation into why some salespeople continue to close deals on large accounts even during a global recession. Utilizing the data collected from over ninety companies, the authors discovered that most salespeople fell into one of five categories, the most effective (by far) being the Challenger sales style. More than half of all business sales are made by Challenger salespeople, whose unique strategies--confronting the beliefs of

the customer, rejecting the status quo, and pushing the customer out of his comfort zone--prove that relationship building is not as effective a sales tool as sales executives tend to think. The new gold standard in sales, according to the authors, is to help customers think differently about their needs while presenting them with new solutions. An insightful guidebook for both salespeople and their managers, *The Challenger Sale* provides effective techniques for increasing an organization's customer loyalty, growth, and success. About the 30 Minute Expert Series The 30 Minute Expert Series is designed for busy individuals interested in exploring a book's ideas, history, application, and critical reception. The series offers detailed analyses, critical presentations of key ideas and their application, extensive reading lists for additional information, and contextual understanding of the work of leading authors. Designed as companions to the original works, the 30 Minute Expert Series enables readers to develop expert knowledge of important works ...in 30 minutes. As with all books in the 30 Minute Expert Series, this book is intended to be purchased alongside the reviewed title, *The Challenger Sale: Taking Control of the Customer Conversation*.

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The Challenger Sale Taking Control Of The Customer Conversation Introduction

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