



# CHALLENGER™ AND THE SALES PROCESS

*Executing Sales Activities  
With a Challenger Mindset*

**Challenger**

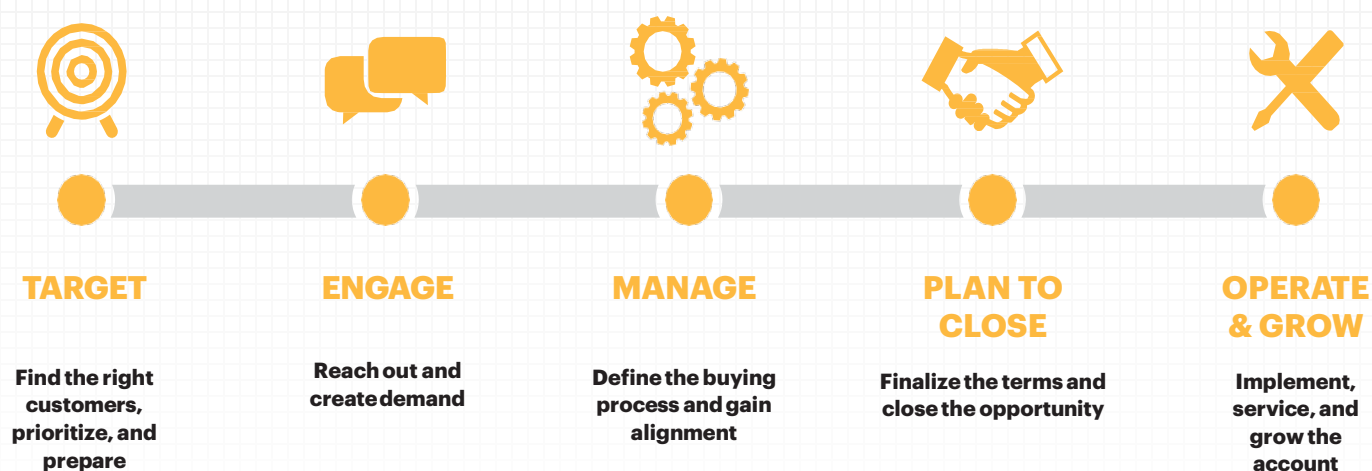


# INTRODUCING TEMPO

When it comes to a sales process, it's all about execution. This is why thousands of organizations have chosen the Challenger approach to ensure their front-line teams leverage the skills and behaviors proven to elevate performance and increase customer loyalty.

**But how can sales professionals be sure they're using the right tactics, at the right time, in the right sequence?**

The answer is TEMPO, a purpose-built framework to help sales and other customer-facing professionals navigate complex opportunities and accounts. TEMPO (Target – Engage – Manage – Plan to Close and Operate & Grow) outlines the activities and objectives typically found across each stage of a sales cycle - everything from prospecting and discovery, to commercial teaching and managing stakeholders, to negotiations and closing, to growing relationships over time.



TEMPO provides a framework for organizations to embed the Challenger approach into their sales process and support teams as they practice the behaviors day-to-day.

It draws on over a decade of Challenger implementation work done in over 600 companies spanning every major industry and category. Each letter of the acronym represents a common stage in a sequential sales process. Depending on their role and remit, a given customer-facing professional may spend more or less time in any given stage. For instance, SDRs, or perhaps even marketing professionals supporting an ABM strategy, will tend to focus almost exclusively on 'Target' and 'Engage', whereas quota-carrying individual contributors will need to execute across 'Engage', 'Manage' and 'Plan to Close'. A key account manager, for instance, selling into a small number of companies, will spend most of their time managing the complexities of the purchase process, identifying different stakeholders and tailoring the offer to these stakeholder's needs.

Conversely, sales professionals with a portfolio of less complex products will focus on momentum, rapidly qualifying prospects and opportunities, and moving quickly through the other stages of the transaction. For the Customer Success rep or Account Manager, 'Operate & Grow' represents the roadmap for effective onboarding, value creation and, ultimately, account growth.

## **TEMPO is designed to be sales process agnostic.**

Think of the Challenger approach as the 'sales motion' high-performers deliver daily, and TEMPO as their guide for what to do, and when.

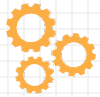
Organizations actively leveraging the Challenger approach can use TEMPO to refine and amplify existing sales processes by helping their teams employ, in context, the skills that we have found to be universal across all sales models. The key to successful execution is the identification of *where* and *how* high performers emphasize each skill at various points in the sales cycle.



**Target** is about prioritizing, prospecting, and planning. The focus is on finding the *right* customers – those who are most likely to react to insight-led messages. In this stage, sales professionals spend their time wisely by segmenting their territory, understanding customer profiles, and determining how their own products and services fit within the competitive landscape. They orchestrate a plan for outreach.



**Engage** is the beginning of an active pursuit. It's all about sparking customer attention with a compelling initial outreach, securing the first meeting, and in that first meeting, sharing a unique perspective that makes the customer want to continue the conversation. Commercial Insight is the heart of Engage – sellers must determine the insight that works best for the customer and Tailor it to their current situation.



**Manage** emphasizes the exploration of different stakeholder needs and the importance of finding objectives that will bring them to consensus on the way forward. In this stage, sales professionals must coach customer *Mobilizers* to have the internal consensus-building conversations that they cannot always have directly, effectively Tailoring conversations and providing support – even at arm's length – to maintain momentum in the deal.



**Plan to Close** represents the stage of a given sales process that begins after the customer has indicated they plan to move forward...but before they've signed an agreement. It's all about having productive closing conversations and negotiating terms and conditions that deliver value to everyone. This is where the core Challenger skill '*Taking Control*' shines; sellers manage concessions, avoid discounts, and maintain appropriate levels of '*Constructive Tension*' to close the deal.

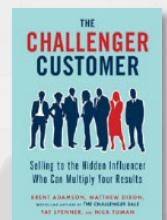


**Operate & Grow** represents the hand-off to customer success and account management. It could be a literal hand-off from one team to another, or simply the pivot from acquiring a new customer to serving said customer, in the event one person, role or function manages the relationship end-to-end. This stage emphasizes onboarding, implementation, and value demonstration as sales professionals forge partnerships customer beyond the sale itself, continuing to challenge, Teach, and prescribe best practices to deliver measurable customer improvement.

## WHO IS CHALLENGER?

We are a global leader in training, technology, and consulting to win today's complex sale. Our live, virtual and digital solutions support sales and marketing, and customer service professionals, leading to significant performance improvements and financial results.

Each sales and marketing program we provide is supported by ongoing research and backed by our best-selling books, *The Challenger Sale* and *The Challenger Customer*.



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