

Do better, not more.

THE UNCOMMON CUSTOMER EXPERIENCE: MARKETING



Challenger

WISDOM TO WIN



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Introduction

01

INTRODUCTION

CUSTOMERS HAVE CHANGED.

They've changed the way they think, decide and buy. This means they've also changed their minds about what they want from suppliers. Many organizations make the mistake of thinking more of the same is the answer to win with today's customers. More content highlighting features and benefits, more rapport building and more customer service exceeding expectations. But our research as part of CEB has shown, and our experience has validated, that more of the same with today's customers only leads to less. Less engagement, less loyalty, less movement in pipeline and less interest in discussing anything but price.

Challenger is about being different. It's about looking across your entire customer facing function - from marketing to sales to service - and together providing an uncommon customer experience. But doing this takes real effort at organizational, managerial and individual levels.

The purpose of this whitepaper is to explore the key components of a customer experience transformation (shown in the framework below). Each piece contributes to a differentiated and truly powerful experience, leading to greater customer loyalty and better financial results.



Marketing

02

MARKETING

THE RIGHT MESSAGE. THE RIGHT WAY.

Producing content that resets buying criteria and leads effectively to your solution requires both org-level strategy and individual marketer capability. It involves five critical components:

1. Designing a marketing strategy centered on Challenger
2. Creating commercial teaching messages
3. Activating commercial insight in your marketing content and campaigns
4. Developing new capability among individual marketers
5. Sustaining and measuring the results of each campaign



MARKETING MARKETING STRATEGY

Today's customers spend only 17% of their buying journey talking directly to suppliers. Engage them with content that helps them learn on their own.

Marketing organizations continue to spend more and more producing content. Most of this content falls into one of three categories: general information, accepted information, or thought leadership, none of which sufficiently disrupts a customer's buying journey and moves them in a different direction. As more marketing resource is invested, it becomes increasingly difficult to prove marketing ROI.

Engaging content must disrupt how a customer thinks about their world, but in a way that's favorable to the supplier's unique capability. In other words, content must be grounded in Commercial Insight.

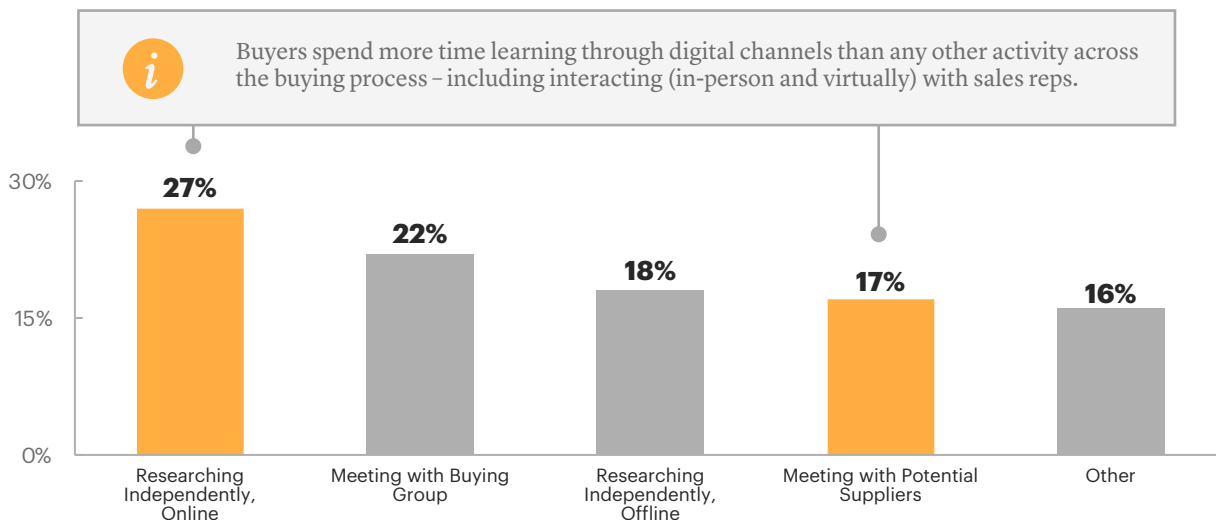
Only Commercial Insight disrupts the customers' purchase decision and motivates action. This is done by teaching the customer something new about their business or industry and providing them with a compelling reason to change their status quo.

We recommend injecting commercial Insight when and where the customer is learning. A sound marketing strategy ensures your content breaks through the noisy marketplace and is presented in a consumable way, allowing the customer to unpack more and more with each content piece. A customer who has traversed this learning path is a high quality lead, primed and ready for a Sales conversation.

Our consultants can help you develop a Challenger marketing strategy. **Contact us** for more information.

Proportion of Time Spent in Key Buying Activities

n = 750 B2B buyers. Source: CEB Research



MARKETING MARKETER CAPABILITY

As many as 70% of marketing professionals report having no formal marketing background. Train and develop them to take a customer-centric approach to their work.

Marketers with no formal background on foundational marketing principles struggle to adjust to the new customer environment. In fact, 54% of marketers know content is important, but self-assess as unprepared to drive effective content marketing.

If marketing organizations continue on the current course and same speed related to their talent, they risk:

1. A missed opportunity to establish **Marketing's credibility** in the business
2. Continued **low conversation rates** of passed leads to sales
3. Continued **low utilization** of sales enablement materials (i.e. wasted effort)
4. An **inability to engage** customers where they are learning on their own.

We recommend, in addition to a focus on building commercial insight, that marketing organizations focus on ensuring their team members are developing and certifying on the foundational skills necessary to engage today's customers.

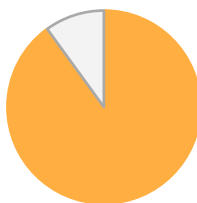
Our Challenger Messaging Certification Program can help. **Contact us** for more information.

Marketers and Leaders Alike Lack Confidence



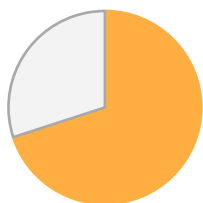
47% of functions

Increased investment in marketing analytics, but most marketers don't feel capable of delivering insight on that data.



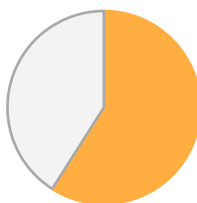
90% of marketers

Still believe an expert opinion is the most effective way to drive customer purchase. (Hint: it's not.)



70% of CMOs

Feel their marketing team is weaker or no better than other organizations



59% of marketing leaders

Indicate that their teams have missed "many to most" major opportunities to drive growth in the past two years.

Source: CEB Research.



MARKETING INSIGHT DESIGN

Marketers currently capture, at best, 12% of a customer's mindshare across the buying journey. Use commercial insight to cut through the clutter and drive change.

Customers learning more on their own across the buying journey have typically defined their problem, spoken with peers, researched online and compared multiple vendors by the time they engage a seller. This late stage conversation is often focused solely on price. In other words, the customer views the sales person as someone to help them get discounts and fulfill a transaction.

With so much independent learning and consensus building happening away from sellers, marketing content that captures only 12% of a customer's mindshare provides little support for the seller in doing a very difficult job. As a result, the working relationship between sales and marketing suffers and marketing lacks critical advocacy from sales in proving the ROI of content budgets.

We recommend focusing on one tool used by Sales and Marketing to best influence customer learning, drive action and close deals. That tool is “Commercial Insight.” Only Commercial Insight disrupts the customer’s purchase decision by teaching them something new about their business and motivating them to take action.

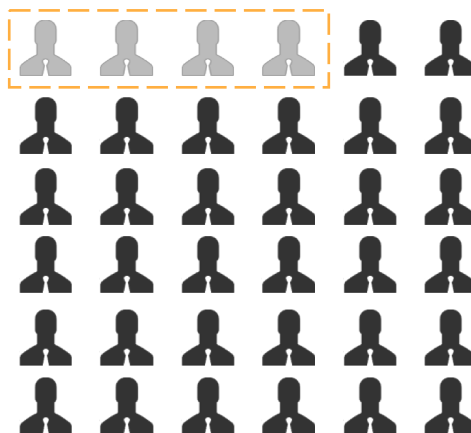
Creating commercial insights is hard work and takes skill and resource investment. Otherwise, everyone would be doing it. But it's necessary in every marketing touch point and every sales conversation if you want to truly engage the customer, differentiate yourself and win in today's noisy and complex marketplace.

Producing commercial insight that is scalable is a critical role of the marketing function. When done right, it can have tremendous benefit across the sales organization and demonstrate significant ROI from marketing efforts.

Our Challenger Messaging Engagement can help. **Contact us** for more information.



Suppliers currently capture, at best, only 12% of customer mindshare across the buying journey.



Source: CEB Research.



MARKETING INSIGHT DEPLOYMENT

Customers tune out the majority of content marketing and demand generation activities. Weave Commercial Insight into all touchpoints of your marketing ecosystem.

With an abundance of noise and available information, today's marketers must find new ways to influence and engage customers in the places and times sales cannot. Failing to do so results in significant content investment with little return.

It's critical to recognize that customer attention is not earned by producing more content, but by producing better content. This is why activating Commercial Insight in the form of a powerful content ecosystem is so critical, particularly when Inbound and Account Based Marketing strategies are increasingly used to engage customers.

We recommend a specific framework for embedding commercial insight in your marketing ecosystem called Spark, Introduce, Confront (SIC). This framework embeds well in Inbound and ABM strategies.

Spark pieces start by introducing the Commercial Insight to customers in a short, attention grabbing manner - like a blog or infographic.

Introduce content unpacks the Commercial Insight in greater detail - like an eBook or whitepaper.

Confront pieces personalize the customer's problem and highlight the cost and risk of status quo thinking and action - like a pain calculator or benchmarking tool.

By bringing Commercial Insight to life in a bite-sized manner where customers learn on their own, suppliers can influence and shape buying criteria, even without the presence of a sales person.

Our Challenger Messaging Foundations Program can help. **Contact us** for more information.

Customers Follow A Learning Path That Uniquely Favors You



Source: CEB Research.



MARKETING

CAMPAIGN MEASUREMENT

Only 33% of organizations are confident in the connection between their marketing activities and business metrics. Adopt a ruthless dedication to review and measurement.

Not every commercial insight is a winner and not every insight-based marketing campaign engages customers equally well. A successful marketing strategy must involve building a host of commercial insights and activating those insights across different and evolving campaigns.

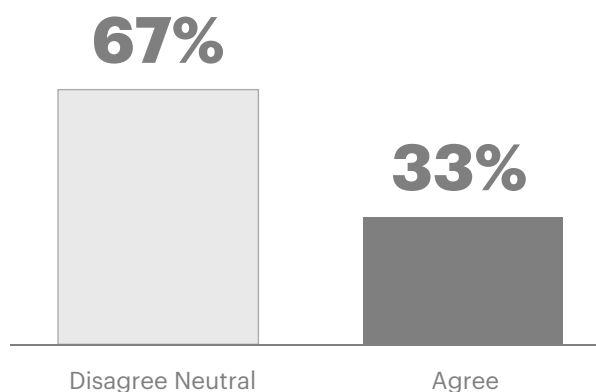
Waiting to measure insight and campaign effectiveness with typical outcome metrics (e.g. number of leads, revenue achieved, etc.) could have the adverse effect of investing too heavily in one area for too long or missing a time-sensitive opportunity.

We recommend measuring success in the near, medium, and long term by establishing a basket of leading and lagging metrics and closely watching comparative performance among various marketing assets.

Our consultants can help you think about your campaign measurement strategy.

Contact us for more information.

Q: "We are confident in the connection between content metrics^a and business metrics^b"



n = 49.

Source: CEB 2016 Content Strategy Diagnostic.

^A Such as clicks and shares.

^B Such as revenue, profit, or ROI.



Closing

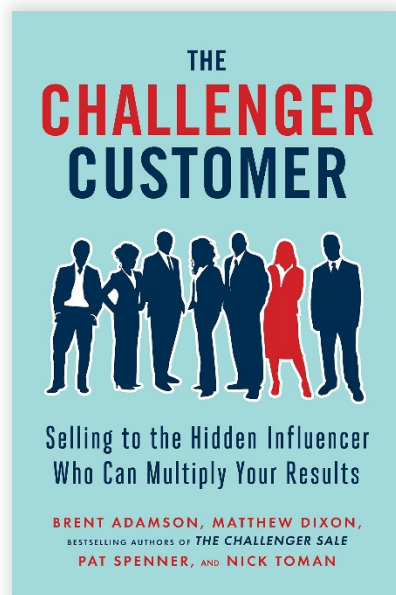
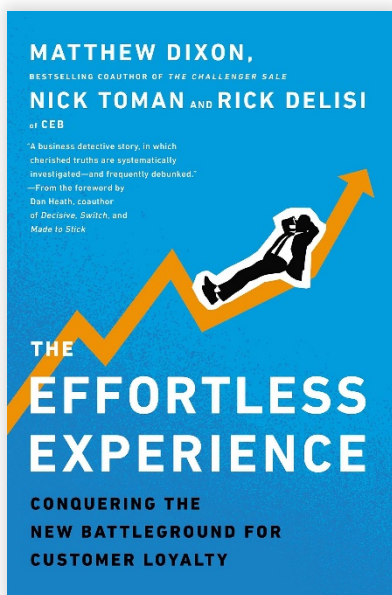
03

CLOSING

CREATE AN UNCOMMON CUSTOMER EXPERIENCE.

The powerful ideas captured in *The Challenger Sale*, *The Challenger Customer* and *The Effortless Experience* laid the groundwork for our Challenger suite of products and services. If you're not familiar with the ideas in these books we'd like to help you become so. Contact our team at challengerinc.com so one of our representatives can help you receive a copy.

Our Challenger portfolio of performance improvement solutions also includes (i) in-person classroom and workshop development modules; (ii) eLearning, workflow tools, and on-demand content; (iii) diagnostics and assessment tools; and (iv) go-to-market messaging and sales acceleration solutions. Offerings are typically bundled and can be flexibly deployed, either as fully digital or a combination of in person and digital.



Learn more at challengerinc.com.



WISDOM TO WIN



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