

Challenger Marketing Series



# Roadmap to Building a Challenger Commercial Organization





For a chosen pilot business/  
target audience:

Within the pilot business:

Across the enterprise:

**Positioning**

Most commercial organizations pursuing Challenger follow a predictable path, starting with a pilot and ending in building an organizational capability.

**Demand Generation**

**Sales Messaging**

Marketing and Sales teams pursuing Challenger must make changes across six key areas.

**Talent Management**

**Sales Enablement**

**Change Management**

## Pilot Challenger for Proof Points

For a chosen pilot business/  
target audience:

## Broaden Challenger Adoption

Within the pilot business:

## Embed Challenger as a Capability

Across the enterprise:

### Positioning

Identify unique strengths

Generate a commercial  
insight (CI)

### Demand Generation

Create supporting  
disruptive content

### Sales Messaging

Craft Challenger  
pitch deck

### Talent Management

Train reps to deliver  
Challenger pitch

### Sales Enablement

Launch a Challenger  
pilot adoption plan

### Change Management

Socialize Challenger across  
senior leadership

Market test, refine  
for proof point

#### Learn More:

[E-Mail for More Information or to Take the Diagnostic](#)

Marketing-Led  
Activities

Sales-Led  
Activities

Jointly Owned  
Activities

**Pilot Challenger for Proof Points**

For a chosen pilot business/  
target audience:

**Broaden Challenger Adoption**

Within the pilot business:

**Embed Challenger as a Capability**

Across the enterprise:

**Positioning**

Create CI variations for 2-3  
personas/verticals

**Demand Generation**

Reorient lead scoring/  
nurturing to disrupt

**Sales Messaging**

Equip reps to engage  
where customers learn

**Talent Management**

Enhance managers' ability  
to coach on Challenger

**Sales Enablement**

Build Challenger into  
sales methodology

**Change Management**

Socialize Challenger  
across org

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Marketing-Led  
Activities

Sales-Led  
Activities

Jointly Owned  
Activities

**Pilot Challenger for Proof Points**

For a chosen pilot business/  
target audience:

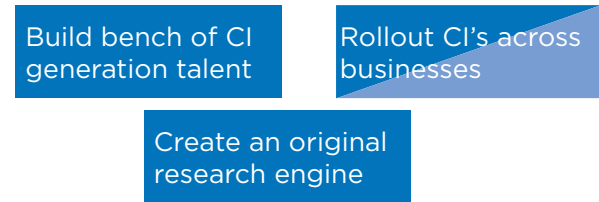
**Broaden Challenger Adoption**

Within the pilot business:

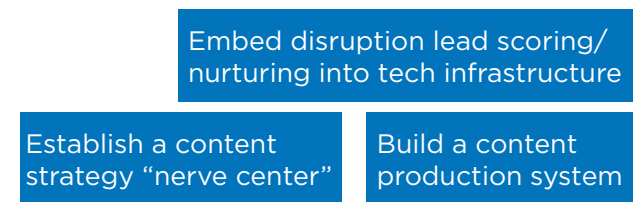
**Embed Challenger as a Capability**

Across the enterprise:

**Positioning**



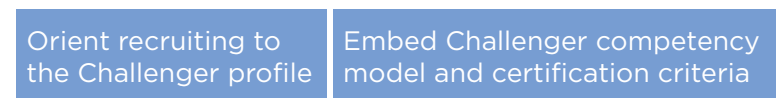
**Demand Generation**



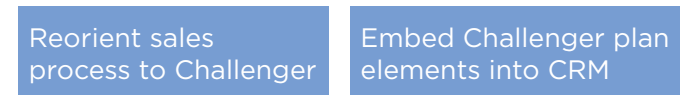
**Sales Messaging**



**Talent Management**



**Sales Enablement**



**Change Management**



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■ Marketing-Led Activities   ■ Sales-Led Activities   ■ Jointly Owned Activities

## Pilot Challenger for Proof Points

For a chosen pilot business/  
target audience:

## Broaden Challenger Adoption

Within the pilot business:

## Embed Challenger as a Capability

Across the enterprise:

### Positioning

Identify unique strengths

Generate a commercial insight (CI)

Create CI variations for 2-3 personas/verticals

Build bench of CI generation talent

Rollout CI's across businesses

Create an original research engine

### Demand Generation

Create supporting disruptive content

Reorient lead scoring/nurturing to disrupt

Embed disruption lead scoring/nurturing into tech infrastructure

Establish a content strategy "nerve center"

Build a content production system

### Sales Messaging

Craft Challenger pitch deck

Equip reps to engage where customers learn

Establish tools to support Challengers

Plan Challenger playbook or message calendar

### Talent Management

Train reps to deliver Challenger pitch

Enhance managers' ability to coach on Challenger

Orient recruiting to the Challenger profile

Embed Challenger competency model and certification criteria

### Sales Enablement

Launch a Challenger pilot adoption plan

Build Challenger into sales methodology

Reorient sales process to Challenger

Embed Challenger plan elements into CRM

### Change Management

Socialize Challenger across senior leadership

Market test, refine for proof point

Socialize Challenger across org

Capture sales and marketing results for hard ROI business case

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Marketing-Led Activities

Sales-Led Activities

Jointly Owned Activities