



The Reframe Moment:

COLOR BRINGS MORE LIFE TO LEARNING



Xerox

INDUSTRY

Information Technology

REVENUE

\$22.39 billion (2012)

EMPLOYEES

147,600 Employees (2012)

In early 2011, Xerox began its journey to deliver a new market strategy for its largest direct selling organization, US Client Operations, to sell higher value service-based solutions to large enterprises. As part of its new services-focused go to market strategy, Xerox was facing increasing complexity in the interactions that salespeople were having with clients. After rolling out Challenger Sales methodology across the US Client Operations sales team of over 1000 sellers and 150 sales managers, the company's sales interactions started producing astonishing results.

Xerox redefined success when it challenged customers to see the benefits of color materials in student performance, not the cost of printers and ink.

MEETING THE CHALLENGE

Lack of management training, a numbers-over-skills focus, and unfamiliarity with complex enterprise deals was causing Xerox to offer customers an uninspired sales experience. But the organization embraced Challenger to address these issues by teaching managers to be better coaches, to identify and cultivate Challenger behaviors, and to innovate in order to move deals through the pipeline. This innovation revolved around challenging customers with valuable commercial insights to teach them something about their business they had never known before.

CHANGE PERSPECTIVE TO CHANGE POTENTIAL

Xerox moved away from old selling tactics and started challenging their customers with commercial insights. Previously, Xerox sold on one key product feature: generating 90% less waste than laser printing. But with Challenger's help, they identified what customers actually care about most: improving student learning by investing in interactive learning tools and scalable customization of lesson plans and materials.



BEFORE CHALLENGER

“Our leading-edge, cartridge-free technology produces 90% less waste than laser.”

AFTER CHALLENGER

“I’d like to talk to you about the impact of color on student performance.”



Going further, Xerox discovered that digital technology is resetting students’ expectations, causing a decline in attention and interest when information is delivered in black and white. This uncovered an invisible truth that transformed the way they sold to customers: color enhances learning. In fact, research showed that 77% of students agree color boosts focus, interest, and memory. From there, it was easy to show customers the importance of access to color printing in the classroom. Deploying this wisdom through the Challenger methodology resulted in a 17% increase in sales.

Additionally, in the first three months following the rollout of Challenger training to the entire field selling organization in 2013, 90% of participants cited overall performance improvement while attributing \$65 million in contract value to the application of these new skills on live accounts.

- ▶ 17% increase in sales
- ▶ 100% increase in coaching time
- ▶ 50% increase in quality of coaching effectiveness
- ▶ 90% of participants cited overall performance improvement 3 months after rollout
- ▶ \$65 million in contract value attributed to Challenger skills

“The Challenger Sale speaks to the core of how we’re engaging with our clients. We want our sales force to deliver insight and value, not sales pitches. That’s why our entire organization is being trained on the skills and behaviors that make Challengers successful.”

Kevin Warren
President, US Client Operations