

Sales should connect the whole business



BY CHRIS C. WELCH ■ 3 OCTOBER 2026 ■ 2 MIN READ ■ CHRIS@CHRISWELCH-GTM.COM

I see sales as a two way connection between a business and its customers. It explains what the business can offer and brings back what customers need, expect and experience.

That connection is strongest when sales has the support of the whole organisation. My belief is that a better informed sales conversation gives the customer a better experience, from the first enquiry through to delivery and beyond.

01

Give each department a voice

Marketing helps explain the value. Product development knows what is possible and what is changing. Operations knows what delivery requires. Leadership sets the direction and the commitments the business can make.

Sales needs access to that knowledge. In return, those teams need to hear what customers are asking, what makes them hesitate and what happens after they buy.

Suppose a customer needs something by a particular date. Sales should understand why the date matters, check what delivery can support and come back with an answer the business can stand behind.

The customer then receives a consistent explanation, and the people doing the work understand the promise.

02

Make listening lead to a decision

Voice of Customer, often shortened to VOC, means using what customers tell you to improve how the business works. Conversations, lost opportunities, reviews and service feedback can all contribute.

I think about it as a simple loop:

- 01 Listen to the customer's question and the reason behind it.
- 02 Bring it to the people who can check the facts or make a decision.
- 03 Give the customer an answer and update the team's shared information.
- 04 Review what happened and use it to improve the next conversation.

One request may deserve attention without representing the whole market. Look for patterns, include people who did not buy and check what a change would mean for delivery.

03

Keep the experience consistent

The website, the sales conversation, the proposal and the contract should describe the same offer. Delivery should fulfil the expectations those conversations created.

A shared source of truth helps people stay connected. It should explain what is agreed, what depends on the customer's situation and what needs a fresh check before anyone makes a promise.

Start with one question that repeatedly causes confusion. Follow it through the business and see where the answer gets lost. That gives you a practical place to improve the experience for both your team and your customer.

Talk to me about how sales works across your business.