What Is Team Selling?

- A Concept Everyone Talks About
- Few Actually Incorporate Into Their Sales Tool Kit In A Deliberate Fashion
- Even Fewer Consistently Use Effectively
Why Use Team Selling?

- Used Properly Team Selling Is A Powerful Tool That Can Significantly Improve The Odds Of A Successful Outcome.
Why Use Team Selling?

- Two Or More People Have More Experience And Expertise Than One
- Questions Are More Likely To Be Answered On The Spot
- Less “I’ll Get Back To You” Means More Sales
Why Use Team Selling?

- A Team Is More Likely To Ask Enough Questions To Identify Clearly The Customer’s Real Needs.
- Having More Individuals Present Increases The Likelihood Of The Customer “Connecting” With Someone On The Team.
Why Use Team Selling?

- Having Two Or More Memories With Different Points Of View Can Make The After-meeting Debriefing More Accurate And Productive.
Assembling The Team

- The Goal Is Always to Meet The Customer’s Needs
- Each Customer And Each Sales Situation Will Be Different
- The Customer’s Concern May Be Service, Parts Availability, Updates, Retro-Fits And Not Just Price Or Product Delivery.
Assembling The Team

- The Simplest Team Is An Informal Brainstorming Session
- As Few As Two Team Members
- No Fixed Structure Or Standardized Reporting
Assembling The Team

- An Organized Strategy Session Is The Basic Formal Team-building Process
- Participants Might Include
  - Vice President Of Sales
  - Marketing Manager
  - National & Regional Sales Managers
  - District Manager
  - Account Sales Representatives
Assembling The Team

- Some Different Situations Demand A More Comprehensive Team
- Additional Company Participants Might Include:
  - Customer Service
  - Distributor Sales Personnel
  - Direct Sales Personnel
  - Manufacturer's Representatives
Assembling The Team

- In Other Special Situations
  Representatives Of Different Internal Company Functions May Be Included.
  - Field Service, Retro-Fits, Parts
  - Design & Engineering
  - Manufacturing
  - Quality Control
  - Shipping
Assembling The Team

- The Largest Teams Often Include Supplier Representatives For Many Of The Same Functions.
Building The Team

- Once You Have Assembled A “Cast Of Thousands” They Should All Be Invited To Meet The Customer. After All …
  - … There’s A Wealth Of Experience In The Team
  - … All Of These People Are Focused On The Customer’s Needs
  - … That Should Lead To A Successful Outcome.

How To Make Team Selling Work For You -- John Leone, CITCO/Gardner
Building The Team

- **Put Yourself In The Customer’s Shoes Before You Send Out The Invitations**
  - How Would You Feel If A “Cast Of Thousands” Showed Up In Your Office?
    - Startled
    - Intimidated
    - Overwhelmed
  - So Will Your Customer
Building The Team

- Carefully Consider The Purpose Of The Meeting And The Desired Outcome
- Only Select Team Members Who Are Essential To Advancing The Process
- This Must Be Done DELIBERATELY
  - If You Can’t State A Clear Reason For Inviting Someone, Don’t Invite Them.
Building The Team

- For Example, The Vice President Of Sales Probably Doesn’t Need To Attend A Design Meeting
  - But You May Well Want A Representative Of A Key Component Supplier There.

- The Vice President Of Sales And Maybe Even The CFO, Are Likely To Be Key Players In A Pricing Meeting
Building The Team

- There Are Two Simple Rules To Follow
  - Everyone Who Meets With The Customer Must Be There For A Reason. Different Team Members Will Be At Different Meetings For Different Reasons.
  - If It’s Necessary To Assemble The Entire Team, The Customer Should Almost Never Be Present At That Meeting.
Building The Team

- Don’t Overlook The Human Element
  - Team Members Who Meet With Customers Must Be Compatible.
  - You Can’t Hide Bad “Chemistry” Between Team Members From The Customer
  - Trying To “Smooth Over” Or “Finesse” Such Feelings Is Counterproductive
Planning The Meeting

- Only **YOU** Can Bungle
  A Solitary Sales Call
- **EVERYONE** On The Team
  Can Bungle A Team Sales Call
- A Team Must Be Managed
  Or It Can Easily Turn Into A Mob
Planning The Meeting

- Failing To Plan Is Planning To Fail
- It’s The Team Leader’s Job To Make Sure That Everyone Present Knows
  - What The Meeting Objective Is
  - Why They Are There
  - What They Are Expected To Contribute
Planning The Meeting

- Rehearse The Presentation Portion Of The Meeting Until Everyone Is On The Same Page
  - Team Members Interrupting Or Contradicting Each Other Is The Kiss Of Death
  - Resolve Any “Issues” Between Team Members Before The Meeting
Planning The Meeting

- Assign The Answers To Specific Questions To Specific Team Members
- Rehearse The Answers AND The Answers To Anticipated Customer Responses
Planning The Meeting

- Be Succinct And To The Point
  - This Is A Sales Meeting, Not A Seminar
- Evaluate EVERYTHING From The Customer’s Point Of View And Be Considerate Of His Or Her Time
Using The Team

- Never Forget That The Customer’s Meeting Plan May Be Different Than Yours
- It’s Your Job To Keep The Team “On-message” While Responding To Customer Initiatives And Issues.
Using The Team

- STAY FLEXIBLE And Look For Common Ground That Will Let You Both Succeed
- Win-win Is Always A Worthwhile Goal
Using The Team

- Never, Never, Never Forget That You Are There To Meet The Needs Of The Customer!
- Don’t Lose Sight Of YOUR Meeting Goal In The Heat Of The Moment
Using The Team

- **Don’t Leave Without Achieving Your Goal**
  - Unless The Customer Makes It Clear That Your Goal Can’t Be Achieved In This Meeting
  - Then Your Goal Must Be To Plan Another Meeting With An Outcome That Can Be Achieved
Using The Team

- These Rules Apply To Every Team Selling Situation From The Simplest To A “Cast Of Thousands” Extravaganza.
  - Select The Team Carefully
  - Empower Each Team Member
  - Manage The Meeting Conversation With The Customer
  - Fully Utilize The Skills And Experience Of Each Team Member
Team Selling Works

- But It Only Works When The Team Is Created Deliberately And Used Effectively.
- Making That Happen Is Up To You

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