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TAKING THE STING

This eBook is a culmination of everything we've learnt as a business since the Summer of 2020 when I launched Ethical Sales during the covid pandemic.

It hasn't always been plain sailing, after all, there is nowhere to hide when you are supporting your clients with their sales growth, but I'd like to think we've made a decent impact. You can read our case studies to judge for yourselves!

This handbook should come at the right time for many of you. As we continue to experience economic challenges, climate impact and the aftermath of covid, the ebook will support your journey towards sustainable business growth.

I want you to know that you are not alone in your concerns about how to grow your business or achieve sales in a volatile business environment. Every week I meet with business owners and sales leaders who tell me what challenges what they are grappling with. Such as:

- How can we capture and retain buyer attention in crowded, virtual marketplaces?
- How do we build an effective sales team culture in a hybrid working environment?
- How can we embrace multi-channel sales activities and retain the personal touch?



In this handbook, we address these concerns and offer some practical solutions. By sharing experiences and insights from business leaders, we widen the debate around what it means to sell effectively whilst leading with our values.

The purpose-driven business changemakers, innovators and fast-growth start-ups that I've had the total pleasure of supporting these past few years represent our collective future. These businesses are truly leading the way with their innovative solutions to the world's problems. My team and I love growing good businesses.

I hope that this eBook will be the start of your own journey towards an ethical sales approach, and I look forward to hearing your feedback. <u>My diary is always open to talk about sales</u> with you and your teams.

Corinne Thomas





Connect with me for sales chat on LinkedIn



WHAT IS ETHCAL SALES?

At Ethical Sales, we advocate a relationship-first approach to sales with targeted, strategic sales activities that generate real results.

Sales with ethics at its heart will generate long-term, sustainable revenue.

Why? Emotions drive sales. People buy from people, no matter what the product or service actually is.

When buyers feel 'seen and heard' they can then engage on an emotional level. If the sales process leaves them feeling valued, listened to and well looked after there is a much better chance they will go on to buy.



Read our 5 min blog on ethical sales practices



In addition, buyers who are made to feel like they are part of a community will become champions and brand ambassadors about those preferred suppliers or partners.

The ultimate aim of most business is to become a leading, trusted, go-to provider of what they are selling. Whether this is SaaS software, consultancy, green products or clean tech services - the sales process is ultimately the same and it must start with the buyer.



Watch the 2 min video by Compare Your Footprint





"At Future Leap, we truly believe in the products and services that we are selling, and feel that this is crucial when it comes to ethical sales. By delivering benefits to people directly, while also contributing towards a wider positive impact environmentally, we have full confidence in our sales approach.

This confidence in your own product is vital when working as an ethical salesperson."



Chloe Raynor



W W W . F U T U R E L E A P . C O . U K

HUMANISING THE SALES PROCESS

Let's be brutally honest here. Sales and business development have been turned upside down as a result of the covid-19 pandemic.

According to McKinsey: '70-80% of B2B decision makers say that they prefer remote human interactions or digital self-service (vs in person meetings). Only about 20% of B2B buyers say they hope to return to in-person sales.'

Post-covid, there appears to be little appetite from buyers to transition back to face-to-face sales when they feel that they are able to make effective decisions on a virtual basis.

How much of your sales activities are automated?

www.ethical-sales.co.uk



Depersonalised and automated sales are alienating buyers

The outcome of this shift is a significant increase in depersonalised, automated sales activities. There's been an explosion of new sales 'tools', all designed to make this transition to virtual sales easier, and shorten sales cycles.

Every day, buyer inboxes are flooded with badly thought-through pitches and irrelevant sales requests. The result? Buyers are turning 'off' at a time when their attention is needed more than ever.

For many purpose-driven businesses, this shift is a huge challenge.

There's increased competition to capture buyers' attention coupled with pressure to automate and depersonalise sales activities.



Watch the 2 min video by Big Clean Switch



Five ways to humanise the sales process

The truth is that emotions drive sales, even business-related decisions. Trust has to be earned before buyers will invest. Your customers want to feel valued and listened to before they can buy your products or services.

Some businesses are getting ahead of their competitors by differentiating themselves in the market with a humanised sales process. Here are five ways to do this in your business today:

1. Put the buyer first

Rather than getting bogged down about what it is you are selling, focus on whom you are engaging with. Get your buyer profiling nailed down before engaging in any sales activities. Lead conversations with curiosity, by discovering what goals your buyer has you can help to achieve them. Aim to be where your buyers are, online and offline and build relationships rather than pitch.

2. Use the phone

Despite covid, the telephone is still a key sales channel for many businesses. It is a powerful tool which enables you to shorten the sales cycle and qualify leads more quickly. Focus on having useful warm conversations rather than positioning them as 'sales calls'.





3. Ask questions first, sell second

Customer surveys and market research are incredibly important to uncover what differentiates your business from your competitors. It also has better success rates, enabling sales teams to generate warm leads and referrals for future business growth.

4. Nurture high-value relationships

Every business must have a key account strategy, particularly those selling enterprise-level services. There are no shortcuts to sales success here, as it requires deep online research and highly personalised approaches at all times in order to generate trust and interest in the business.

5. Be smart with 'smarketing'

Sales are more successful when marketing is aligned. Set up weekly meetings to share intelligence and feedback on campaigns. Cocreate campaigns where possible to ensure everyone is aligned on the outcomes.







'Our experience with purpose-led organisations has taught us the importance of connecting with audiences on a human level.

To achieve this your 'why' should take centre stage across marketing, sales and internal culture; this will help to ensure that your brand and communications go to the heart of what you stand for, engage customers to journey with you and align everyone with your goals for people, planet and profit.'



Ed Garrett

GARREITCREATIVE

W W W . G A R R E T T C R E A T I V E . C O . U K

Case Study PCYCC

Payaca is a SaaS start-up based in Bristol. They are on a mission to make it simple for service business owners to convert more leads, automate workflows and grow their businesses.

After a set-up phase, two Ethical Sales sales consultants worked on an initial four-month pilot outbound prospecting campaign in order to book product demos for their internal sales executives.

Payaca were not able to grow their internal sales team as fast as they anticipated, and asked for a further three months of support which included being part of the trade show team, lead follow ups and sales team skills development sessions.





Results:

- The Sales Consultants averaged 1-2 demo bookings per day of outbound sales activity.
- The conversion rate from data capture to demo booking posttrade show was 30%.
- The Head of Operations and Sales Executive improved their outbound sales skills, knowledge, and mindset.

Learnings:

- Greater clarity on Payaca's ideal customers and how to target them effectively.
- Data collection and validation are key to the success of achieving demo targets.
- Some market sectors are not appropriate, yet, for Payaca's services but will be in the future as the software continues to develop.
- With the right sales skills, outbound sales activities can yield around a 10% conversion rate and trade shows around a 30% conversion rate to warm lead/demo booking.



We originally reached out to Corinne and Ethical Sales to help us test outbound sales in our industry, and run some experiments on the viability of taking our product to different markets. We were very impressed with the depth they went for setting up the project.

This taught us a lot about how we talk about the problems our product solves, and helped us build sales materials we use for our internal sales process. We would definitely work with Ethical Sales again."



Payaca Payaca

W W W . P A Y A C A . C O M

GROWING A HIGH PERFORMANCE SALES TEAM

The employment market has never been more volatile or unpredictable. Since the Covid pandemic we've had a 'great resignation', reports of 'quiet quitting' and an increased movement towards remote, 'work from anywhere jobs.

In today's remote world, it is unlikely that sales teams are sitting next to each other every day. So, how do purpose-driven businesses build an effective sales team culture that is high-performance?

For businesses with an existing team, here are four ways to nurture and develop high-performing sales culture:

1. Create an open and supportive team culture

Rather than a relentless, single-minded focus on individual KPIs, aim to build a team culture so that everyone is on the same page and able to support one another to succeed. Empower team members to be solution-focused and explore challenges together.

2. Set an example as a sales leader

The behaviour of the team leaders and managers is of utmost importance to the success of building a culture. Leading by doing is super-helpful as is spending time to mentor, coach and guide new starters rather than throwing them in the deep end and just hoping they swim!



3. 'Everyone as a salesperson'

Fostering an entrepreneurial mindset is important in today's fast-moving sales environment. Do you have an organisational-wide strategy to ensure that everyone is behind the mission of the company? From customer success to increasing sales leads and visibility, everyone in the business has a part to play in this

4. Always learning and growing

What ongoing CDP opportunities are on offer? How does the team share successes and failures? As the focus shifts away from aptitude to more attitude and behaviour-based recruitment, it's important to consider how this will continue when the new hires start.



Watch the 2 min video by Arenko Group



When and how to grow your sales team

Building out a team quickly is a huge challenge for many start-up and scale-up businesses as they look to meet investor expectations and growth goals. And with salaries for top salespeople rising faster than ever before, for some this investment is just too much of a risk to take on for many companies. So, what are the options?

Recruit for attitude and aptitude rather than industry experience

By being less focused on the 'little black book' of contacts and more interested in the ability of the new recruit to integrate with the business, the pool of potential candidates is significantly widened. If industry experience is considered essential for the role, then a specialist recruiter will be the best option here.

Set up a more junior sales team for sales success

Senior hires are the most expensive and some businesses choose to bring in an external consultancy or contract Sales Director to set up a young team with the right systems and processes. Sales coaching should form a key part of this role as well.





Read our blog on how to grow your sales team

Integrate with a business development service provider

Many established businesses have sales managers in role but they lack the time to fill their pipelines and they are focused on account management. It is a very common issue and by working in partnership with either a freelance expert or an agency, the sales team can enjoy fuller pipelines and more qualified sales meetings.

Upskill in house

For very early-stage businesses it can work to assign the sales role to an existing team member initially and give them the support and training they need to succeed. Beware that this is only a temporary fix however, as the business grows, so must the team.



Watch the 2 min video by Zedify





Building a local and national sales resource.

On a mission to deliver better cities, fit for the future, Zedify offers a sustainable delivery service from their 12 hubs across the UK with their e-cargo trucks and vans.

The project:

With significant growth plans, Zedify initially contacted Ethical Sales for help with lead generation in the healthcare sector.

After a short pilot, the support was expanded to include managing existing warm prospects at a national level and the rollout of local sales plans. Outbound sales activities included virtual approaches and in-person doorstep engagement with local business owners.

During this time the internal sales team experienced many changes, including the recruitment of a new Chief Commercial Officer and Partnerships Manager.



Results:

- Over 40 national-level sales meetings secured for the team from new business prospecting and existing warm lead list worth over £500k in contract values.
- Successful launch of Tower Hamlets Chrisp Street campaign with a 90% engagement rate of local businesses delivered with doorstep sales activities.
- Increased sales resources to support the re-launch of Bristol and launch of Plymouth hubs.

Learnings:

- In a highly competitive and complex sales environment, it is essential to generate a steady stream of new business opportunities in order to hit growth targets.
- Leveraging national partnerships to benefit local sales hubs was the most cost-effective strategy in terms of sales team time and activities.
- Doorstep sales activities were a highly effective way to connect with small or micro businesses to raise awareness of the new zero-emissions delivery service available to them.



"We're relatively unique in prioritising local growth alongside national account development, Ethical Sales were able to actively contribute at every level.

The team integrated well and were able to engage with internal stakeholders across the organisation, which meant we were able to avoid communication bottlenecks to build an efficient sales engine.

Ethical Sales proved an invaluable resource. Corinne and the team are accommodating and happy to adapt to the changing requirements we had over our year working together."



Jon Williams



W W W . Z E D I F Y . C O . U K

BENEFITS & IMPACT OF OUTBOUND SALES

This may be a controversial opinion but we do not always recommend outbound sales as a first-line solution to the business growth challenges many businesses face.

For outbound sales to work properly, there must be a plan and a strategy behind why it is taking place. The fundamental elements of a business such as brand identity, a coherent set of products or services and a consistent marketing communications output must be in place before outbound sales is considered as an effective sales tool.

Assuming those fundamentals are in place, the impact of a strategic and consistent outbound sales strategy can be transformational to businesses, no matter what life-cycle stage they are in.







Top three benefits of outbound sales

1. Increased sales pipeline

Relying on inbound leads alone is a risky strategy when building a long-term sales pipeline. Outbound sales activities are a really effective way of building this pipeline and nurturing it for future sales success.

2. A better understanding of and connection with your ideal customer

Purposeful, meaningful conversations with ideal customers lead to a much better understanding of their problems and how to help them. It is also a very useful way of testing a new product or service with a new market to identify a potential need.

3. Visibility and brand awareness

In today's crowded online world, it is hard to capture buyers' attention. Stay front of mind with an outbound sales plan that includes personalised, 1:1 approaches that complement existing mass-marketing activities.





Impact of outbound sales on your business

We recommend a minimum commitment of six to twelve months of outbound sales activity for established businesses and three months for a pilot, market-testing campaign for start-ups.

Top three ways outbound sales will impact your business:

1. More sales conversations and conversions

Your salespeople can enjoy having more productive conversations that lead to conversions with increased outbound sales activity to secure qualified sales meetings.

2. Securing more ideal customers at the right deal value

The problem with relying solely on inbound leads is that they do not always represent your ideal customer. By targeting specific customer profiles through outbound sales, this can be drastically reduced and in turn increase deal values.

3. Long-term security and sustainability of the business

What every sales leader wants is a solid, reliable forecasting model. Once outbound sales is mastered within the business, the team will know what activities yield best results and be able to match activities with required outcomes.







Many companies can and do grow their sales through channels such as referrals and introductions, various types of events, and then all manner of different marketing tactics.

But if you're a B2B company, and looking to drive scalable growth in your sales activity, then outbound sales has to be part of the mix.

It remains one of the best ways to get relatively immediate access to your end customers, to be able to have direct 121 conversations with prospects, and to start building relationships.



Jack Thompson BeKindred

W W W . B E K I N D R E D . C O . U K

Case Study Service Robotics Limited

Assistive technologies to meet public health priorities.

At the forefront of the social care crisis, Service Robotics are enabling adults to live safely and independently with their GenieConnect digital companion for local authorities and care providers.

The project

The start-up with ambitious growth goals contacted Ethical Sales for support with building relationships in the hard-to-access public sector in order to secure product demos with budget holders.

Outbound sales activities took place mostly over the telephone, using a targeted database of contacts from a recent technology conference.



Case Study Service Robotics Limited

Results:

- Identification and qualification of multi-authority commissioning opportunities and key stakeholders involved in this process.
- Securing product demos with local authorities, including one involving 11 key budget holders and decision-makers, putting Service Robotics in the preferred provider position.
- Positioning Service Robotics as the solution for a key problem in the re-enablement programme generating interest from a range of budget holders actively seeking solutions to this issue.

Learnings:

- Decision-making in the public sector is slow and complex, with many stakeholders involved.
- Spending a lot of time on the telephone is key to having useful conversations, email did not yield the same response.
- Getting early buy-in from a decision maker who can act as an internal champion is absolutely key to successful commissioning and ensuring the right people are in the room at the demo meeting stage.
- Keeping on top of live developments in a fast-moving and pressurised social care crisis is essential in order to position solutions in the right way that meets budget holder problems.



"Starting with an agreed target list of customers, Ethical Sales have delivered on taking the public sector from being unaware of our solution to creating excitement and booking a demonstration with one of our team.

The professionalism and friendliness of Ethical Sales have been welcomed by our customers, building relationships that are reflected in our CRM system to ensure transparency with all activity completed.

We are very happy with our partnership with Ethical Sales and the success they are helping to drive for Service Robotics Ltd."



Imogen Keane



WWW.GENIECONNECT.CO.UK

Your Ethical Sales Outbound calling checklist

It can be daunting to get on the phone for the first time, many salespeople avoid this method of sales because they feel they don't have the skills or confidence for it. However, we know from experience that it is a highly effective sales tool when approached in the right way.

This checklist is a useful starting point for businesses or sales teams new to outbound calling.

Face fears and release the pressure

Many people feel under extreme pressure when making a sales call, but it's important to remember that deals are not done on the first phone call and that it's not personal. Factors such as time, budget, mood, other decision-makers and societal issues play a big part in the outcome of sales calls.







Recommendation: Make a list of all your fears of the phone, for example:

| Fear | Rational Fear |
|--|---|
| "I'm worried they're going to put the phone down on me." | "If they're that rude then I wouldn't want to do business with them anyway." (BTW that hardly ever happens!) |
| "I don't want to catch them at a bad time and appear annoying." | "I can be polite, friendly and ask if this is a good time to talk, if they say no then I can end the call by asking when would be a better time." |
| "I don't want to get all flustered and mess up the call by forgetting what I'm supposed to say." | "I'll be very well prepared and have my notes in front of me which I can read if necessary." (see Get Prepared) |

Consider starting with lower-pressure calls, such as existing customers or clients, to get into the habit of talking on the phone and feeling confident.

If you have a sales team, role-playing together is a very effective way of practising sales techniques and getting comfortable on the phone. An external sales coach or trainer can support the team to improve their telephone sales skills.



Outcomes-focused calling

Before making any calls it's very important to work out what's the ideal outcome from the conversation and why the call is being made in the first place.

Follow these steps to making the first calls:

- Get data organised so it is easily accessible and phone numbers are available
- Decide on the purpose and best outcome of the call.
- Prepare some qualifying questions. This is simply a list of information that you need to know in order to progress the relationship to the next stage in the form of a series of questions.
- Prepare a loose telephone script. Robotic calls are not successful, however, having some prompts to hand when making the calls can be very useful.



Read our 5 min blog on how to lead sales conversations with mission and purpose



Get prepared before picking up the phone.

Feeling prepared and ready to make sales calls is an important part of the process. Find a quiet room, block out the diary and settle down to make some calls.

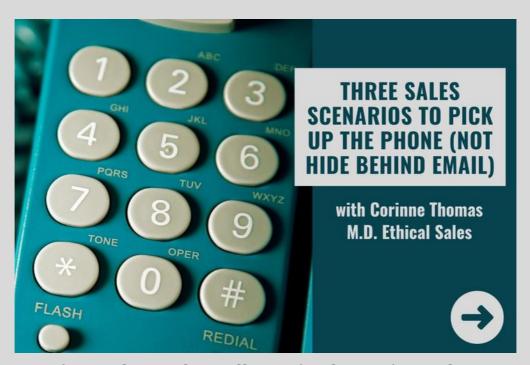
| Item / document | Why you need it |
|---------------------------------------|--|
| Datasheet or CRM of all contacts | To keep track of all sales activities. |
| Headset | To type hands-free. |
| Skype or other VOIP platform | Save time punching in numbers! |
| Phone Script and Qualifying Questions | To feel prepared with questions to keep the conversation flowing. |
| Drinks | Talking is thirsty work! |
| Time | We recommend at least 3 hours per session, a couple of times a week to stay practiced at it. |
| Follow up marketing materials | To keep up the momentum you must follow up straightaway. |

Show up for sales success

Showing up regularly to make sales calls will offer the best chance of success. Practice makes perfect!

A few hours a week of dedicated sales call time – from following up emails to making new calls – will soon add up and the results will start to flow in. Keep a record of activities in your CRM and real sales opportunities will start to emerge.

It takes time to learn the important skill of how to talk comfortably and confidently on the phone. The rewards, however, are potentially transformational as new business opportunities can be spotted and meaningful relationships built based on the simple but effective trust and authenticity of a two-way phone call.



<u>1 min read on sales call top tips by Corinne Thomas,</u> <u>our MD.</u>



Your Ethical Sales Sales Campaign Planner

Before starting a new outbound sales campaign or activity it's important to set some clear objectives and expected outcomes. This strategic planning process can dictate the success or the failure of a campaign and is highly recommended for all businesses.

Here's a list of questions we ask all our clients prior to setting up a sales campaign. This can be used to form the basis of your sales activity and monitor progress against your objectives.

Any questions that cannot be easily answered mean that the business is probably not ready for its first outbound sales campaign.

1. Campaign goals

- Campaign objective:
- KPI's/Targets:
- How this campaign supports overall business strategy and growth targets:

2. Key Business Information / Background

- Top three goals for the business in the next 12 months:
- Business mission and vision



3. Products and services

- Core services and prices
- 'Gateway product' information (early stage sale which leads to future business)
- Key selling points of products and services

4. Market and client profiling

- What problems is the business solving for its customers?
- Identify three main competitors and what differentiates them
- Describe two current clients in detail, and explain why they represent an ideal customer (or not)
- What is the businesses 'ideal client' for this sales activity outline some key characteristics or criteria (the more detailed the better)
- What key questions need to be answered by the ideal client to turn them into a warm lead or opportunity for the business?
- What red flags might be uncovered that deem them not at all an ideal customer?

5. Sales activity and process

How will the campaign data be gathered or created? Who is responsible for this?

What data is required? Such as company name, type, key decision maker job title, email and telephone number.

What are the expected sales process and campaign activity?

- Location of database and/or CRM
- What sales activities will take place, such as telemarketing or virtual sales approaches?
- Who in the team is responsible for a) lead generation b) sales meetings/demos and c) ongoing account management?



6. Sales materials and collateral

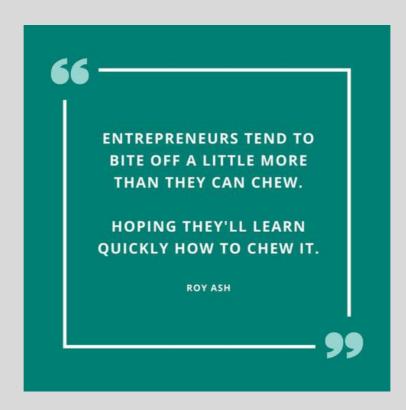
- What sales materials will be available for the campaign activity?
- What platforms will be used, such as landing pages, website, personalised sales templates (such as Trumpet) or presentation decks?

7. Marketing communications

- What marketing activities will take place during the campaign if any?
- Who is responsible for the coordination of these marketing activities?

8. Campaign review activities

- When will the campaign activities be reviewed?
- How often will the sales and marketing team meet to discuss progress?





Your Ethical Sales Resources

With thousands of options, finding the best sales training resources for your budget, team size, focus, and needs isn't always easy. This reading list will help you make sense of the options available and an informed decision about your learning strategy.

Sales Training



The Institute of Sales Professionals is a government-backed professional body representing sales in the UK and around the world. On a mission to bring sales into parity with other professions with a lettered accreditation and lifelong learning opportunities.

Explore the high-quality, free sales training webinars delivered by sales experts (including Ethical Sales) plus their list of accredited training providers in the UK.

Find out more: https://www.the-isp.org

Blogs

Ethical Sales

We may be blowing our own trumpet here, but our sales blogs are packed full of useful sales insights, trends and expert voices.

Read the blog here: https://ethical-sales.co.uk/ethical-sales-blog/



Sales Insight Lab



Weekly actionable sales tips and techniques from Mark Wayshak's blog plus video training.

Read the blog here:

https://salesinsightslab.com/category/blog/

The Sales Leader

Colleen Francis is the author of the book "Nonstop Sales Boom" and she also gives you insights on big sales topics like productivity, pipeline management or gives you best practices on her own blog about twice a week.

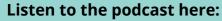


Read the blog here: https://www.engageselling.com/blog/

Podcasts

Founded & Grounded Podcast

UK's No.2 ranked startup podcast. Founded & Grounded provides you with reality, reassurance & inspiration, from relatable entrepreneurs who are only a couple of steps ahead. Essential listening for startups.



https://www.enterpriseorchard.co.uk/podcast





Women in Sales Podcast

Dedicated to the unique stories of women in sales, exploring the most important topics for success as a seller or sales leader.

Listen to the podcast here:

https://womensalespros.com/podcast/

Books

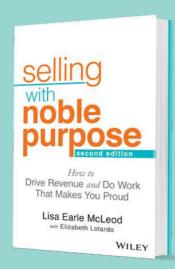
The Mom Test

How to talk to your customers and learn if your business is a good idea when everyone is lying to you.

Essential reading for early-stage start-up founders and sales leaders who want to get more sales out of their customer conversations.

Get the book here: https://www.momtestbook.com





Selling with Noble Purpose

Selling with Noble Purpose is both a philosophy and a system for moving beyond transactional sales.

From customer interactions to internal sales meetings and pipeline reports, McLeod provides easy-to-use frameworks for elevating every sales conversation.

Get the book here: https://www.mcleodandmore.com/selling-with-noble-purpose

Watertight Marketing

This is a book that all business owners or entrepreneurs that feel 'stuck' with their sales and marketing should read.

Provides a birds-eye view on how marketing, sales and service fit

Provides a birds-eye view on how marketing, sales and service fit together to underpin sustainable and profitable growth.

Get the book here: https://watertight-thinking.com/about-the-book/





WE'D LIKE TO thank our community



We would like to thank everyone on the Ethical Sales team who contributed to the development and success of our very first eBook.

Special thanks to Ed Garrett, of Garrett Creative, Jack Thompson from BeKindred and Chloe Raynor at Future Leap for sharing their expertise.

We would also like to show appreciation to Zedify, Payaca and Service Robotics for their useful feedback and for being such a great bunch of people to work with.













FOR SALES HELP get in touch



You can reach us on the phone: **01309 679620** or via email:

hello@ethical-sales.co.uk

Our mission is to take the sting out of sales so your business can change the world, one customer at a time.

We serve a thriving community of business changemakers, innovators and fast-growth startups.

Our services include: sales coaching and training; outbound business development campaigns and sales strategy.

If you would like to talk about your sales challenges with us, please book a meeting:

https://calendly.com/corinne-ethicalsales/intromeeting











