

LinkedIn

Deep Sales:

The B2B Sales Playbook to Boost Revenue in 2024



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The State of B2B Selling: A Look Forward



The State of B2B Selling: A Look Forward

Intro by:

Gail Moody-Byrd and Alyssa Merwin

Welcome to 2024!

We're excited to welcome you into the new year and explore the opportunities that a fresh set of ideas and new approaches can bring. We're planning for a fast start this year at LinkedIn Sales Solutions using the approaches you'll find in this report. We're hoping that you discover new tips and best practices that will make your year more successful, too.

2023 was a tough year in B2B sales globally. Economic uncertainty, declining conversion rates and deal sizes*, and “no decision” losses** caused more missed revenue targets and fewer reps who hit their quotas. We understand the challenges because we saw some of the same headwinds in our own business.

A New Year, a Proven Approach — Deep Sales

While all of these dynamics create more risk, we believe that we've codified an approach that B2B sellers can take to deeply understand their buyers' business and mindset so that they can have high-quality conversations with the people that matter, one of the hardest and most important parts of the sales process. It's called deep sales.

Deep sales is an approach that guides sellers to more successful outcomes, employing habits top performers instinctively know and do — focus your efforts where you have warm paths in, build relationships deep and wide, and deeply understand your buyer's context to win more deals.

The deep sales approach consists of 3 habits that are directly and quantifiably correlated to a higher chance of a seller being successful. In other words, we uncovered which activities help sellers dramatically increase their chances of exceeding their quotas.

In this spirit of illuminating the path to more effective interactions between B2B buyers and sellers, we commissioned Ipsos, one of the world's leading market research companies, to study the habits of top-performing sellers globally. Those habits are the backbone of the deep sales approach.

The State of B2B Selling: A Look Forward

Deep Sales Works, but Only 18% of B2B Sellers are Deep Sellers

Sellers who exhibit most, if not all, of these behaviors routinely excel within their sales organizations as top performers, or what we call deep sellers. The sellers who do the least of these behaviors are low performers, or shallow sellers. Unfortunately, there are more shallow sellers at all of our organizations than we realize, which should serve as our wake-up call.

Only 18% of B2B sellers are deep sellers, or top performers, and nearly half are shallow sellers, or low performers. And, sellers who adopt the deep sales approach are nearly 2x more likely to beat their number versus shallow sellers.

In this report, we'll share exactly what deep sellers do differently and how you can adopt these behaviors so you can incorporate them into your own sales organization.

Deep Sales Works Better with AI-Powered Sales Navigator

We also found that deep sellers are more likely to use both AI technologies (75%) and sales intelligence tools (60%), such as AI-powered [LinkedIn Sales Navigator](#), to increase sales productivity and drive more revenue.

In closing, we believe that this research makes the case that specific sales rep behaviors tie directly to revenue outcomes, and that all sellers should adopt them. We hope these findings can serve as a roadmap to help you and your organizations drive value and achieve (or exceed) your targets in 2024 and beyond.



[Gail Moody-Byrd](#)
Vice President of Marketing,
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About This Report & Top 10 Takeaways





About This Report and Top 10 Takeaways

In this report, we sought to uncover four things:

- 1 What top performers, or what we call deep sellers, are doing to succeed
- 2 How salespeople globally are using AI and sales intelligence tools to their advantage
- 3 What B2B buyers really want and need from sellers
- 4 Provide actionable insights and advice about how to become a deep seller and create a team of deep sellers

Our findings are based on survey data from 2,187 sellers and 508 buyers globally conducted by [Ipsos](#), a world-class market research firm, insights gleaned from [LinkedIn Sales Navigator](#), and advice from our customers and industry experts.

Let's Continue the Conversation

We have a treasure trove of data that we're looking forward to sharing with you throughout the entire year. We're already working on additional reports where we explore deep sales from the perspectives of SMBs and enterprises, specific industries including financial services, professional services, technology, and manufacturing, and so much more. Follow the [LinkedIn Sales Solutions](#) page to stay up-to-date.

About This Report and Top 10 Takeaways

What is deep sales?

Deep sales is a category of software within the sales intelligence space. It was established by the LinkedIn Sales Solutions team in Spring of 2022, solidifying the notion that Sales Navigator is highly differentiated from other sales tools because of its capabilities, fueled by the powerful data and signals provided by the unique LinkedIn platform.

The deep sales is also an approach consisting of 3 habits that are directly and quantifiably correlated to a higher chance of a seller beating their quota. The 3 habits are 1) prioritize high potential accounts, 2) identify and build key buyer relationships, and 3) find hidden allies and timely intel for relevant outreach.

Sellers who exhibit most, if not all, of these behaviors routinely excel within their sales organizations as top performers, or what we call deep sellers. The sellers who do the least of these behaviors are low performers, or shallow sellers.





About This Report and Top 10 Takeaways

Chapter 1: Deep Sellers Crush Their Quotas by Nearly 2x

In this chapter, we define the deep sales habits and introduce three types of sellers — deep, average, and shallow — based on how many of the deep sales behaviors that they do. Lastly, we correlate each type of seller to quota attainment.

Takeaway 1:

Sellers who adopt the deep sales approach are nearly 2X more likely to beat their number versus shallow sellers.

Deep sellers are 1.9x more likely to exceed their quota than shallow sellers. On the flip side, shallow sellers are more than 6x more likely to miss quota than deep sellers.

Deep Sales Drives Revenue

Deep sellers have nearly **2x the chance of exceeding their quota** vs. shallow sellers.

On the flip side, **shallow sellers are more than 6x more likely to miss quota** than deep sellers.

About This Report and Top 10 Takeaways

Chapter 2: Deep Sellers Embrace AI and Sales Intelligence Technologies

Technology can be a B2B sellers' competitive advantage. We found that deep sellers overwhelmingly use AI to save time, conduct research, and engage in account planning. They are also using sales intelligence tools to glean information to supercharge all 3 deep sales habits.

Takeaway 2:

Today, sellers understand that AI can help them succeed and they are eager to learn more about how to use it.

82% of sellers agree that those who use AI to research prospects and customers will excel in the future and almost all of them (84%) want training on how to best use AI technology.

Takeaway 3:

Sellers using AI are much more likely to exceed their quota.

75% of salespeople who exceeded their quota use AI. Only 25% of those who exceeded their quota didn't use AI.

Takeaway 4:

Deep sellers are more likely to use a sales intelligence platform.

Over 60% of deep sellers utilize sales intelligence tools to prioritize high potential accounts, which is significantly higher than shallow sellers (15%).





About This Report and Top 10 Takeaways

Chapter 3: Demystifying the Buyer-Seller Relationship

We asked B2B buyers what they expect — and think — about B2B sellers. We found that what B2B buyers want from their sales partners is supported by the deep sales approach.

Takeaway 5:

Meeting in-person is still important for both B2B sellers and buyers.

While sellers are a bit more keen, both sellers (87%) and buyers (67%) agree that it's critical to meet in-person before a deal is signed.

Takeaway 6:

Half of buyers maintain long-term relationships with sellers — and 54% purchase from them again.

50% of buyers report that they maintained their purchasing relationships with the same salesperson, even after a seller changed companies. 54% of buyers say that they bought from the same seller even after they moved to another company.

Takeaway 7:

Despite market uncertainty, buyers and sellers both believe that budgets will increase in the next 12 months.

While sellers are more bullish, both sellers (76%) and buyers (64%) globally expect budgets to increase in 2024, with most expecting increases from 1%-24%.

About This Report and Top 10 Takeaways

Chapter 4: The Playbook: How to Become a Deep Seller

Based on our analysis of 104 selling behaviors, we identified the 10 most impactful ways that you — and your team — should invest your time for the highest chance of payoff.

Takeaway 8:

Conducting industry research is the difference maker.

62% of deep sellers conducted industry research versus only 20% of shallow sellers. Buyers say that demonstrating a clear understanding of their industry is one of the top ways to increase the likelihood of closing a deal with them.

Takeaway 9:

Deep sellers multithread more often than their peers.

49% of deep sellers — versus only 18% of shallow sellers — have 7 or more contacts with purchase influencers within an account. And this pattern holds true for decision-makers and buying committee members as well.

Takeaway 10:

When sellers ask for feedback from buyers, it builds trust.

A majority of deep sellers (89%) seek feedback following an interaction all or most of the time, compared to just 53% of shallow sellers.



Chapter 1

Deep Sellers Crush Their Quotas by Nearly 2x



Deep Sellers Crush Their Quotas by Nearly 2x

Again, deep sales is an approach that emphasizes upfront research — and leverages actionable insights — to help sellers deeply understand buyers and their context. Ultimately, it helps them build buyer relationships in a way that is welcomed and well-timed.

The deep sales approach consists of 3 habits that are directly and quantifiably correlated to a 1.9x higher chance of a seller beating their quota.

In this chapter, we share how we identified the deep sales behaviors that really matter. And, how they impact performance.

Deep sellers consistently:

- 1 Prioritize high potential accounts
- 2 Identify and build key buyer relationships
- 3 Find hidden allies and timely intel for relevant outreach



Out of 104 Sales Behaviors, 10 Matter the Most. We Simplified Them into 3 Habits

B2B sellers do hundreds of activities throughout the entire sales cycle — from identifying a potential opportunity to closing the deal and beyond. We set out to identify the ones that separate the sellers who struggle and the ones who succeed.

We asked over 2,000 sellers globally about 104 different behaviors associated with B2B selling, correlated them with outcomes — quota attainment — to identify 10 behaviors that were most correlated to top performers, or the ones that exceeded their quotas.*

We then categorized them into three habits — all focused on intelligence gathering and relationship building.

Habit 1: Prioritize high potential accounts

3 Behaviors: Researching customers, prospects, and using sales intelligence tools to prioritize high potential accounts.

Habit 2: Identify and build key buyer relationships

4 Behaviors: Establishing and building a high number of contacts within an account, creating warm paths in through connections, identifying and researching key people using social networks, and spending more time nurturing relationships.

Habit 3: Find hidden allies and timely intel for relevant outreach

3 Behaviors: Gathering intel from hidden allies and monitoring social networks and the news, to reach out with timely and relevant information.

A Deep Sales Double Click = 3 Habits Comprised of 10 Behaviors

Habit 1:
Prioritize high potential accounts

3 Behaviors

1. Research prospects

Do significantly more research on prospects before outreach than they did 12 months ago.

2. Research customers

Use customer and industry research to inform cross-sell and upsell strategies in current customer accounts.

3. Use sales intelligence tools

Use sales intelligence software to help them prioritize accounts.

Habit 2:
Identify and build key buyer relationships

4 Behaviors

4. Create warm paths in through connections

Researching and identifying people in their network — such as current teammates, former colleagues, connections working at the target company, etc. — who are connected to potential buyers at their target account for a warm first outreach.

5. Multithread deeply into each account

Establish at least 7 relationships within an account including decision makers, members of the buying committee, and other purchase influencers.

6. Utilize social networks to identify and research key people

Use professional social networks to identify key decision makers and research on all social networks to better understand their buyers.

7. Spend more time nurturing and building trusted relationships

Spend more time building relationships with key people at both prospective and current customer accounts than they did 12 months ago.

Build a stronger, trusted relationship by asking for buyer feedback after an interaction.

Habit 3:
Find hidden allies and timely intel for relevant outreach

3 Behaviors

8. Gather intel from hidden allies

Connect with hidden allies — outside of the buying committee — to learn what is happening at the target account.

9. Monitor social networks

Identify the best time to reach out to decision makers with relevant communications by monitoring their social networks and setting up alerts.

10. Stay up to date on industry news

Scan business news regarding the target account and their industry to inform timing and relevance of outreach.

Three Types of Sellers: Shallow, Average, and Deep

Now that we've identified the 3 habits of deep sales — comprised of 10 behaviors — here's where things get really interesting.

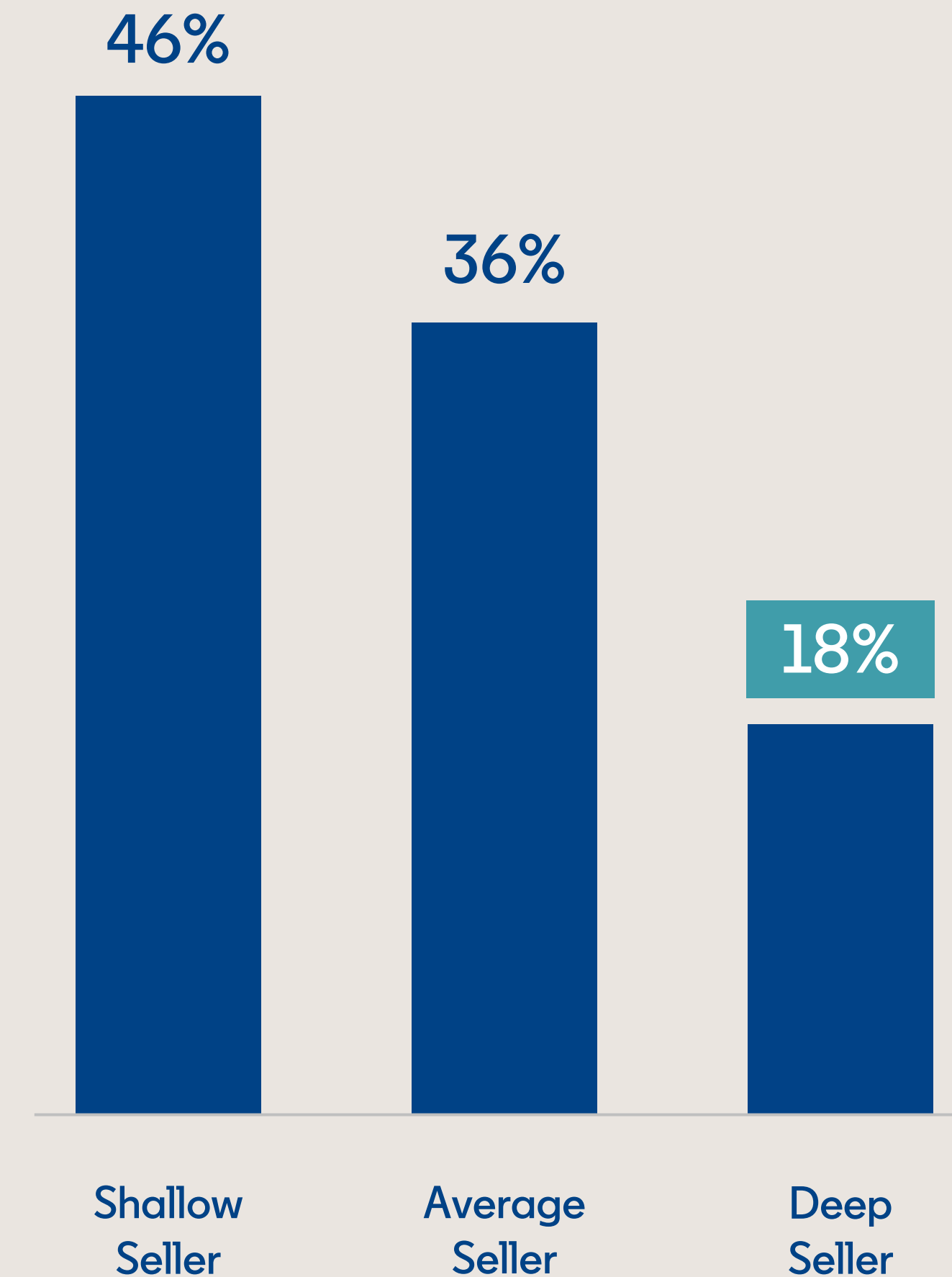
Ipsos conducted some advanced analytics work to aggregate the habits and behaviors to create a scoring system from zero to 10.* Then, we scored all 2,187 sellers based on how many of the habits they do.

From there, we categorized them into three types of sellers based on how many of the 10 behaviors they did:

- **Shallow sellers:** scored ≤ 4 and did none or only a few of the behaviors
- **Average sellers:** scored 5 or 6 and did about half
- **Deep sellers:** scored 7+ and did most, if not all, of the behaviors

Nearly half (46%) of sellers fall into the shallow category, over a third (36%) are average sellers, and only 18% are what we consider deep sellers.

Three types of sellers



Shallow, Average, and Deep Sellers and Their Quota Attainment

Once we identified the three types of sellers, we then looked at how they performed against their quota and the results were clear — the more deep sales behaviors that a seller did, the higher their likelihood of success.

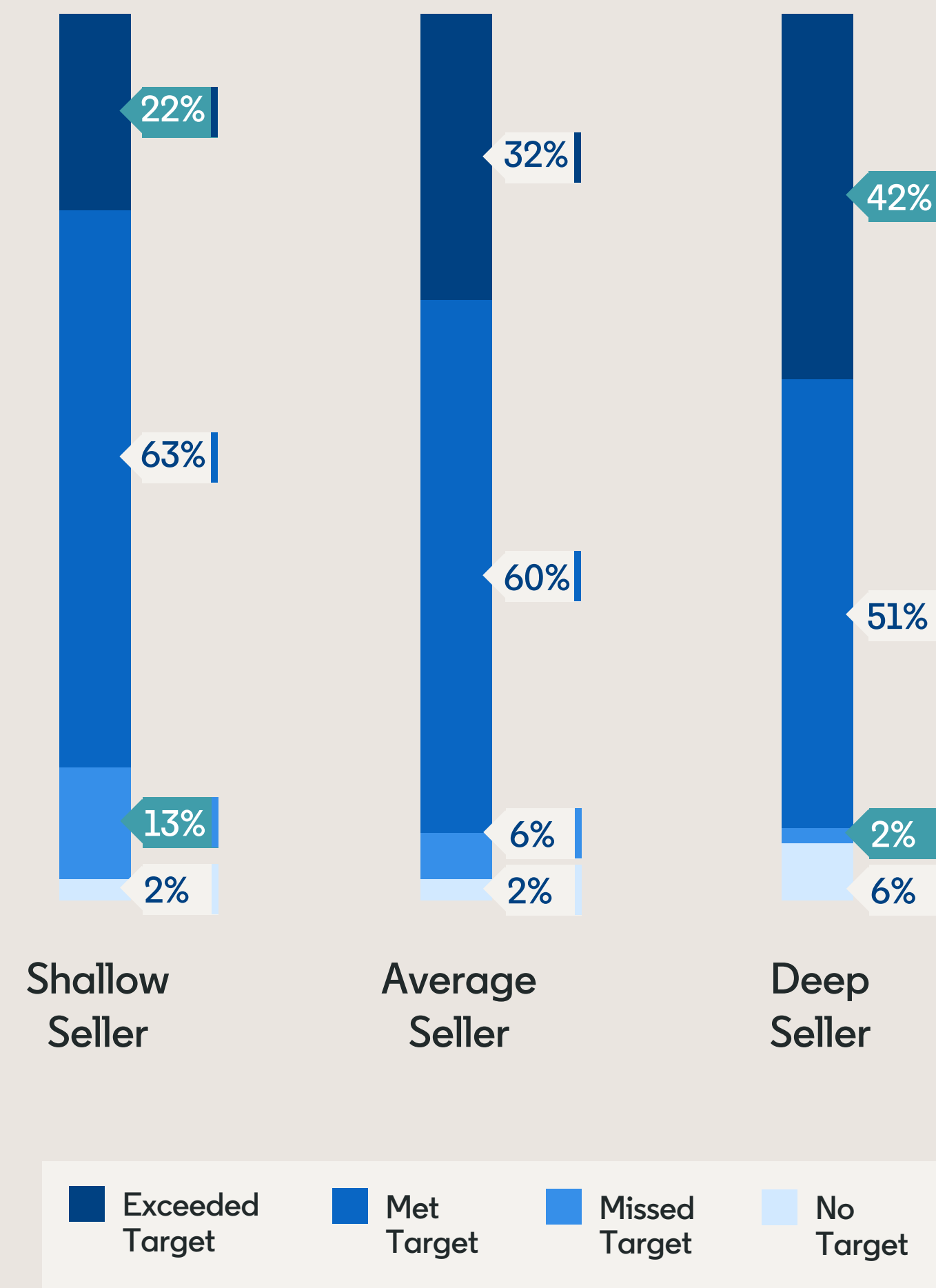
42% of deep sellers exceeded quota — the most successful group — and only 2% missed their quota. As for shallow sellers, only 22% of them exceeded quota and 13% missed it.

Here's what it means for you:

2x Deep sellers are nearly 2x more likely to exceed their quota than shallow sellers.

6x On the flip side, shallow sellers are more than 6X more likely to miss quota than deep sellers.

Revenue target achievement in the past 12 months



Chapter 2

Deep Sellers Embrace AI and Sales Intelligence Technologies



Deep Sellers Embrace AI and Sales Intelligence Technologies

At LinkedIn, we believe that technology can help make our human connections stronger and create economic opportunity for every member of the global workforce. That was true in the 1980s, when the telephone was the most powerful tool in a seller's toolbox. And it's more true today in a world where nearly every B2B seller can connect with every B2B buyer on LinkedIn.

We found that 42% of deep sellers exceeded quota — compared to only 22% of shallow sellers — by not only adopting the 3 deep sales habits, but also by using AI tools and sales intelligence software to supercharge their workflow and information gathering.

Don't make the mistake of dismissing AI as hype. It's fundamentally changing the way work gets done. The salespeople who understand how to use AI wisely — to augment some aspects of their work and automate other tasks — will win in this new era. Those that don't — won't. It's that simple.

Top-performers' other secret to their success? Using sales intelligence tools. They understand that high-quality data sources lead to high-quality sales intelligence, which leads to more informed, well-timed sales outreach

“ Some people are concerned that AI is going to reduce jobs in sales. But, imagine every seller on your team is 30% more effective. Are you going to want more sellers, or less sellers? If you have that opportunity in front of you, you’re going to want to double down.”



Dan Shapero

Chief Operating Officer, LinkedIn
LinkedIn Studio Sessions, Sept. 2023



Sellers are Excited About Using AI to Help Them Succeed and Want to Learn More

Although AI has been around since the 1950s, it exploded in November 2022, with the launch of ChatGPT. ChatGPT is a generative AI (GAI) tool, or artificial intelligence that can generate text, images, or other media using deep learning models based on data inputs.

Just 14 months after its launch, Chat GPT has 180 million users. And sellers are intrigued — the majority of sellers (81%) say they believe GAI can help them do their job better, with 84% interested in training on AI tools.

81%

of sellers agree that AI will help them do their job better

Base: Total Sellers =2187 Q. As you consider how AI will potentially change the future of selling/sales within the next 12 months, tell us if you agree or disagree with each of the following statements.

84%

of sellers want training on how to use AI technology

Base: Total Sellers =2187 Q. As you consider how AI will potentially change the future of selling/sales within the next 12 months, tell us if you agree or disagree with each of the following statements.

“AI is starting to usher in a new era for work. I believe we are in the early days of a world of work that is more human than before, giving us the chance to do more fulfilling work, and to do that work more easily and effectively with others.”



Ryan Roslansky

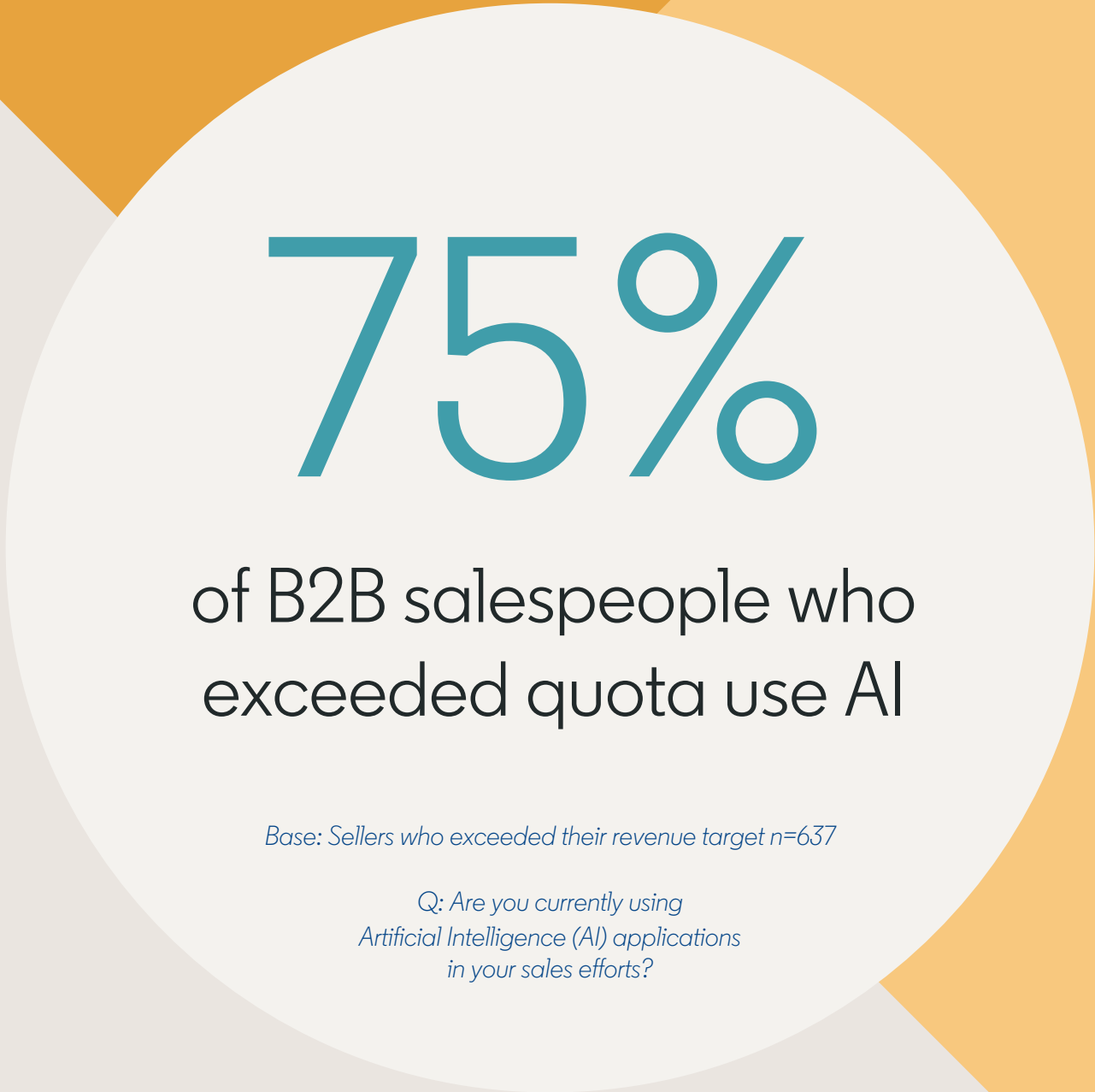
Chief Executive Officer, LinkedIn
Redefining Work, August 15, 2023

Sellers who use AI Win in this New World of Work

Spotlight:

We found that 71% of sellers globally said that they are using AI in some capacity in their sales efforts.

And they're already seeing results. 75% of sellers who exceeded quota use AI, whereas just 25% of those who didn't exceed their quota use AI..



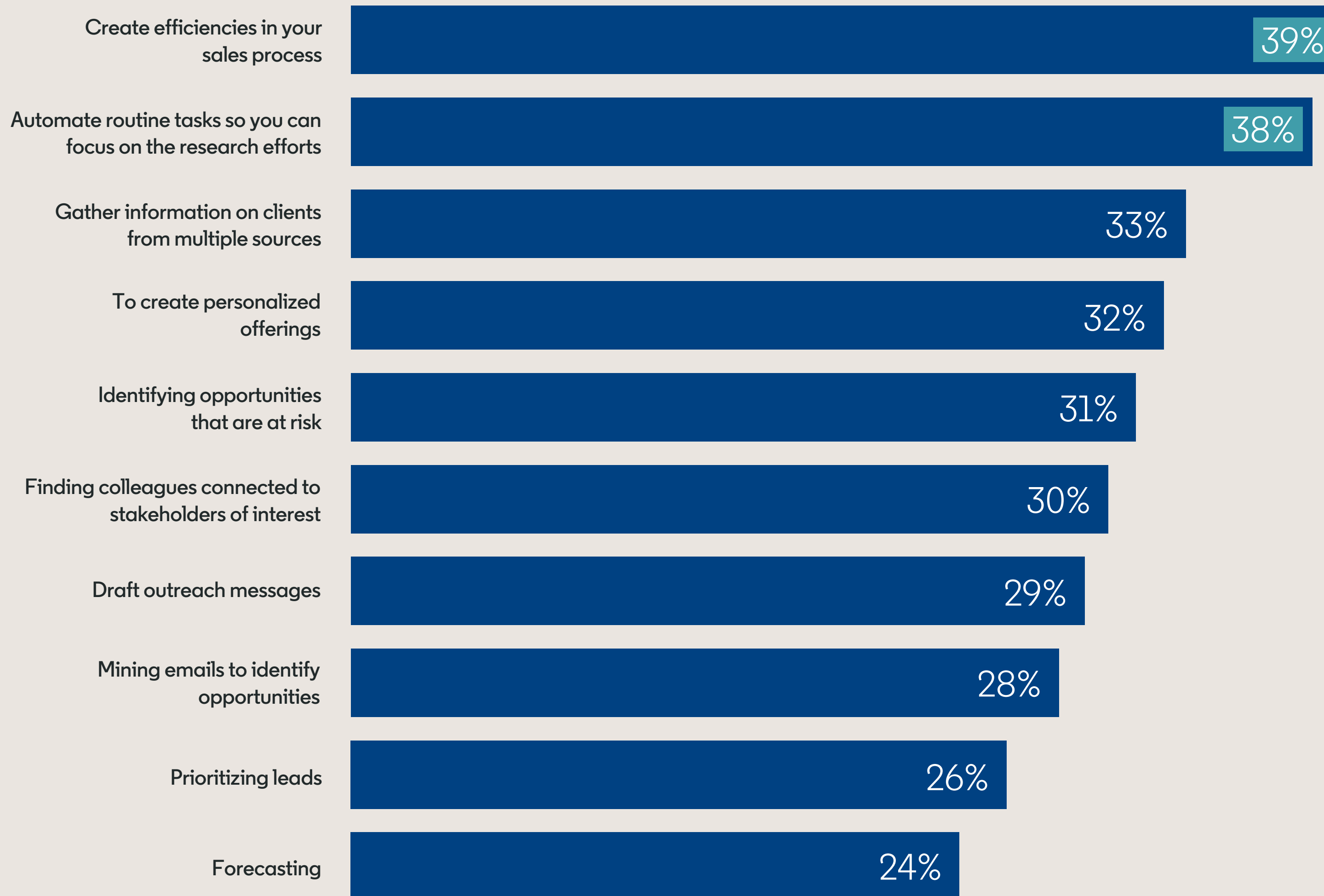
“ Outsourcing routine but important tasks to Generative AI (GAI) will enable sellers to spend more time flexing the people-centered, human skills like collaboration, problem solving, and sense-making with customers that ultimately lead to the outcomes we all want to see. And these are the things our very best sellers are already doing. GAI, when used well and built on the right kind of data, will augment the science of selling, allowing salespeople to focus on what they do best — the art of selling.

”

Alyssa Merwin

Vice President, Sales , LinkedIn

Ways sellers are using AI today



Sellers who use AI Win Using AI to Save Time, Do Research, and Account Planning

The natural next question is, “How are they using AI?” We’ve bundled the results into 3 groups — to save time, do research, and account planning.

- **Save Time:** Nearly 2 in 5 sellers using AI are creating efficiencies and automating tasks, which frees up more of their time to do more of the human parts of selling. We also saw that 29% of sellers use AI to draft their outreach.
- **Do Research:** 1 in 3 are utilizing AI tools to gather information on clients from multiple sources.
- **Account Planning:** Only around 1 in 4 are using AI for forecasting and prioritizing leads.

“ Although we use the term artificial intelligence, nothing about the buyer-seller relationship should be artificial. It should be genuine. The key question is, “How can generative AI help our account teams become more effective and productive, so they can double down on their relationship skills?”



Barney Brown

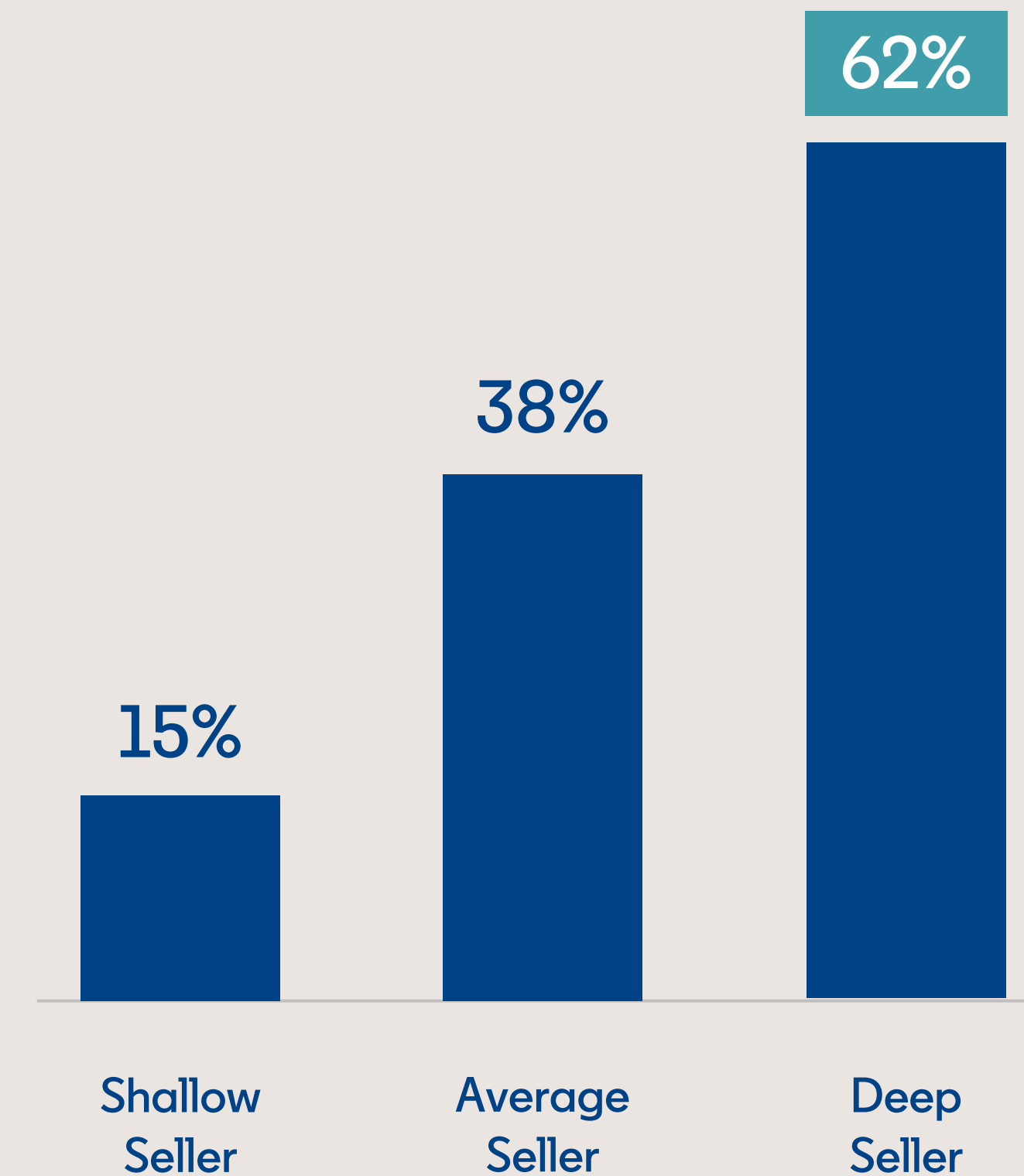
Global Head of Sales Enablement,
Amazon Web Services

Sales Intelligence Tools Supercharge a Deep Sellers' Game

It never hurts to have a superpower in your back pocket and sales intelligence technologies are just that. Deep sellers understand that.

62% of deep sellers utilize sales intelligence solutions to prioritize high potential accounts — based on signals that suggest that they have a higher likelihood of closing. That's significantly higher than average sellers (38%) or shallow sellers (15%).

Sellers utilizing sales intelligence tools to identify white space within current accounts



“ It’s no secret that top performing sellers are avid users of sales technologies and one of the best is *LinkedIn Sales Navigator* which helps sellers focus on accounts that show signals that they are in the market to buy. ”



Isabelle DeFay

Commercial Agency Manager,
Winbound

Chapter 3

Demystifying the Buyer-Seller Relationship



Demystifying the Buyer-Seller Relationship

There are universal truths about B2B buyers. We know they usually focus less on any specific vendor, and instead on fixing their business problem. We know B2B buyers typically buy in committees. And we know that they generally want to invest in multi-year solutions.

But, what's not-so-known is the risk B2B buyers take with each investment. Get it right, it's expected. Get it wrong, they might lose their job.

So, for that reason, they're risk-averse, and particularly skeptical of salespeople. In this section, we'll explore what B2B buyers want in their B2B sales partners and how to build meaningful, trusted relationships with buyers.

“ B2B buyers at all levels operate with a simple philosophy — understand how I work, what I care about, and my role in the organization. Advise me on a tailored solution that will not just solve my problem today, but also contribute to revenue in the long term. My advice to salespeople is to really take the time to dig deep because sales is never about the sale itself. Instead, it’s about the relationships you build along the way. ”



Neil Padwardhan

Senior Vice President,
Sales, Accenture

Buyers Expect Budgets to Grow in 2024

Let's start with the most important question — B2B buyers' 2024 budget.

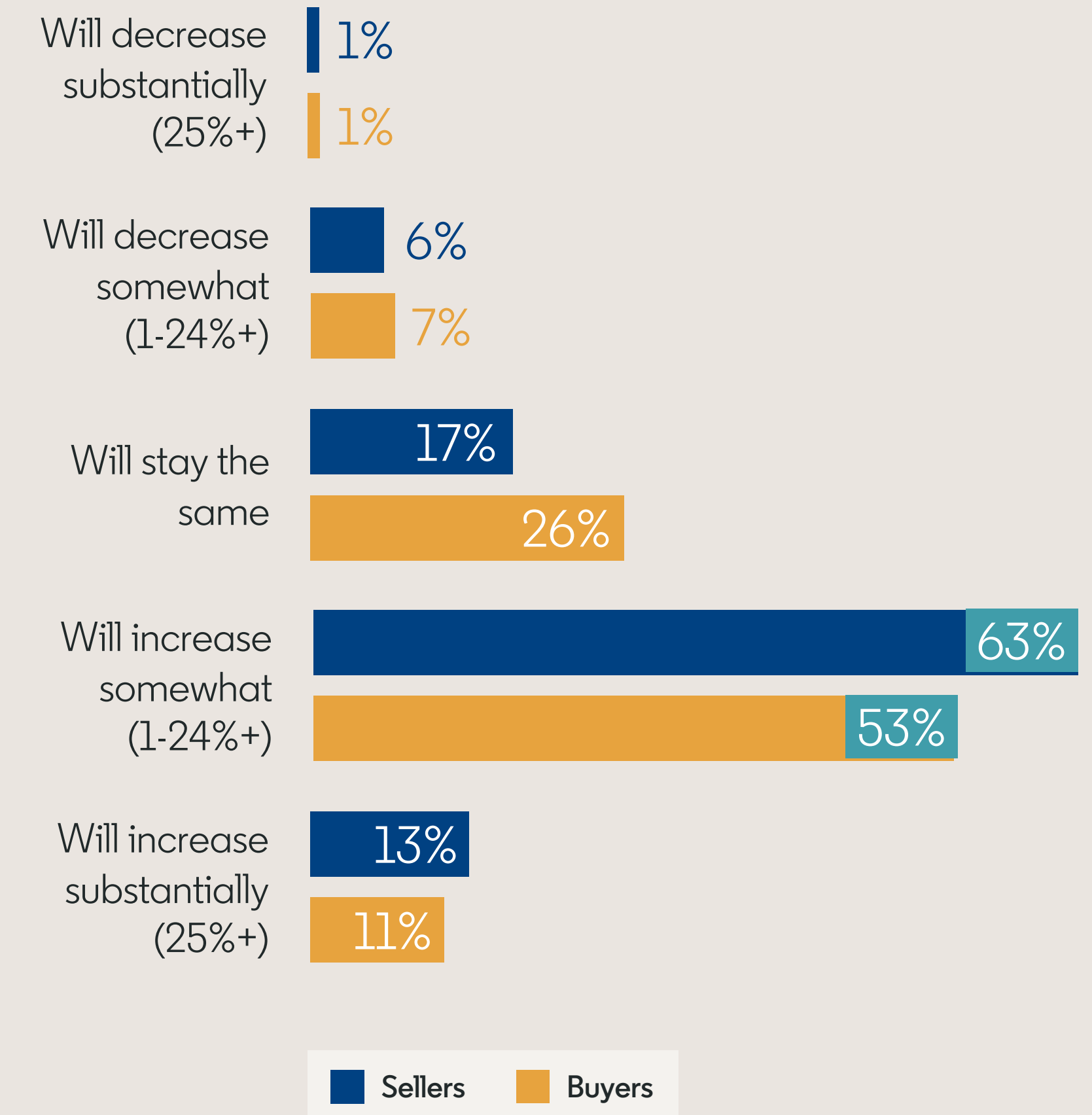
We asked both buyers and sellers what direction they expected their budgets to go over the next 12 months — and by how much. Given continued economic uncertainty, we see positive signals on both sides of the market. 76% of sellers expect budgets to increase in the next 12 months, while 64% of buyers say the same.

Here's some welcome news. 13% of sellers and 11% of buyers expect their budgets to increase substantially (25%+) and only 1% of buyers and sellers expect their budgets to decrease substantially (by 25%+).

Industry Spotlight: Manufacturing

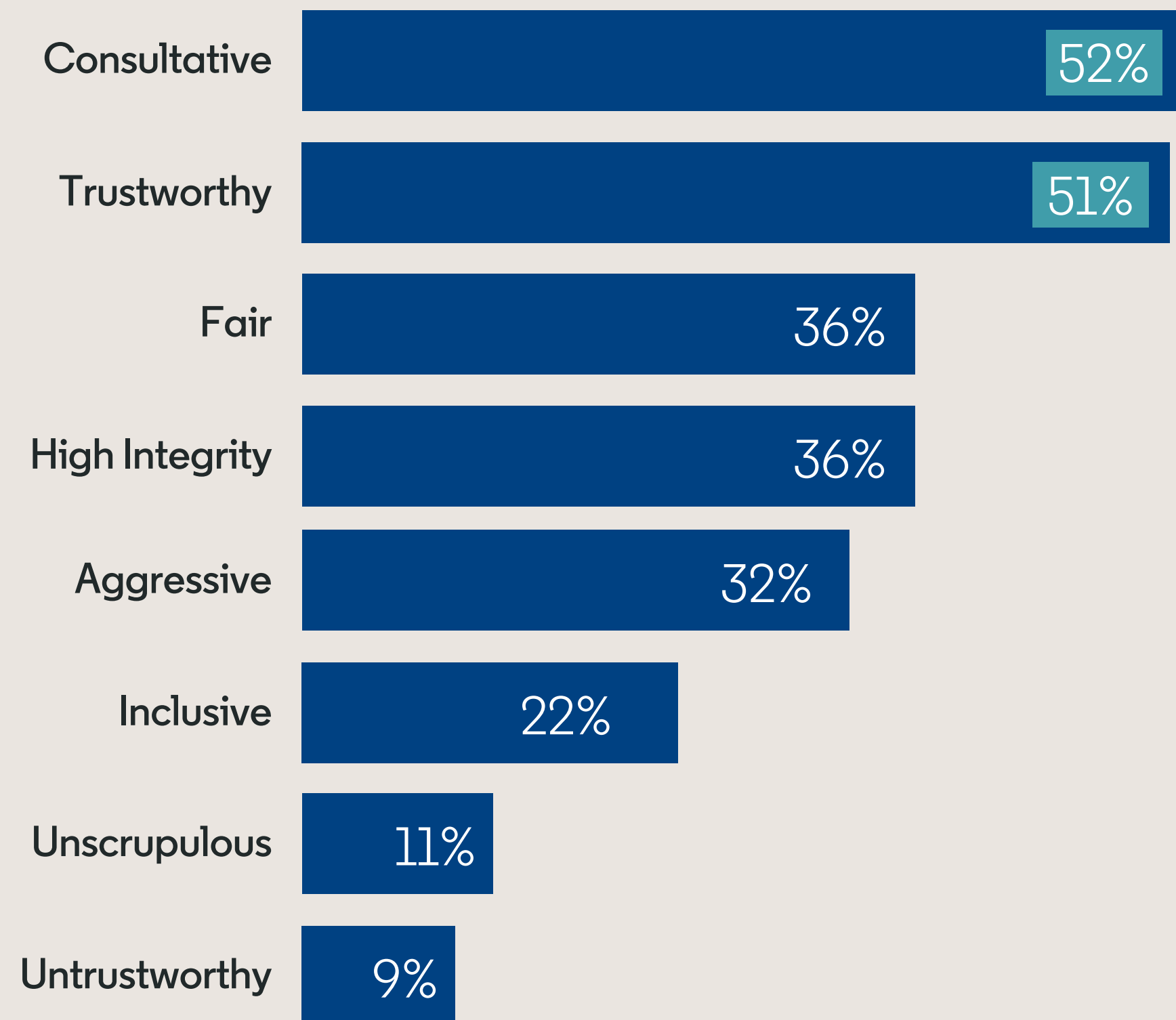
23% of B2B sellers in manufacturing are expecting that their budgets will increase substantially—by 25% or more—in the next 12 months. The optimism in manufacturing is significantly higher than in other verticals including financial services, technology, and professional services.

Expected change in purchasing budgets in next 12 months



Base: Total Sellers n=2187; Buyers n= 508
 Q. Thinking ahead, how do you anticipate the purchasing budget for the majority of your customers to change in the next 12 months?
 Q. Thinking ahead, how do you think your budget will change in the next 12 months?

Words used by buyers to describe sales professionals



Buyers Really Do Like and Trust Sellers as Business Partners

We gave over 500 B2B buyers around the world a series of positive to negative words and asked them to choose the ones that would best describe B2B salespeople.

We are happy to report that the positive characteristics such as consultative and trustworthy topped the list, while negative ones such as unscrupulous and untrustworthy fell to the bottom.

Bravo, sellers. You've already made a great impression.

Showing Up In-Person Greatly Impacts the Buying Decision

Although technology has evolved — and always will — it will never be human and can't replicate a true human-to-human interaction.

Coming out of the pandemic when everything was over the computer, we now know how meeting in-person can foster a sense of trust and connection.

While sellers are a bit more enthusiastic, both B2B sellers (87%) and B2B buyers (67%) globally agree that it's critical to meet each other in-person before a deal is signed.

87%

of sellers say it is important to meet decision makers in-person prior to closing a deal.

Base: Total Sellers n=2187. Q. How important is it for you to meet with each of the following contacts, in person to accelerate the deal and/or close the deal?

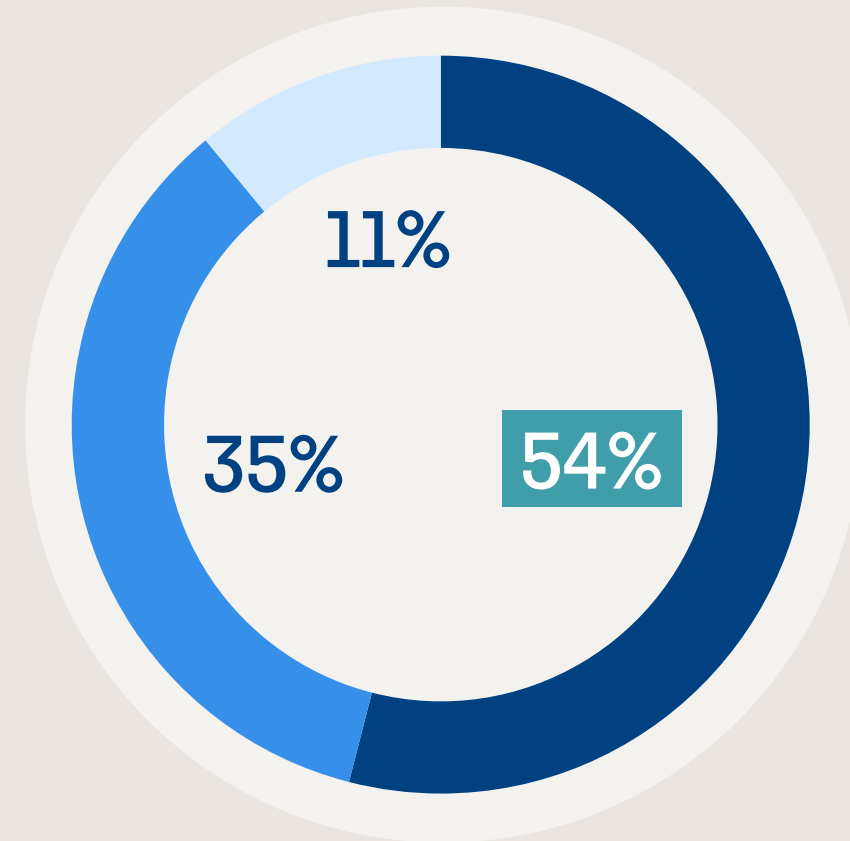
67%

of buyers say it is important to meet in-person prior to closing a deal.

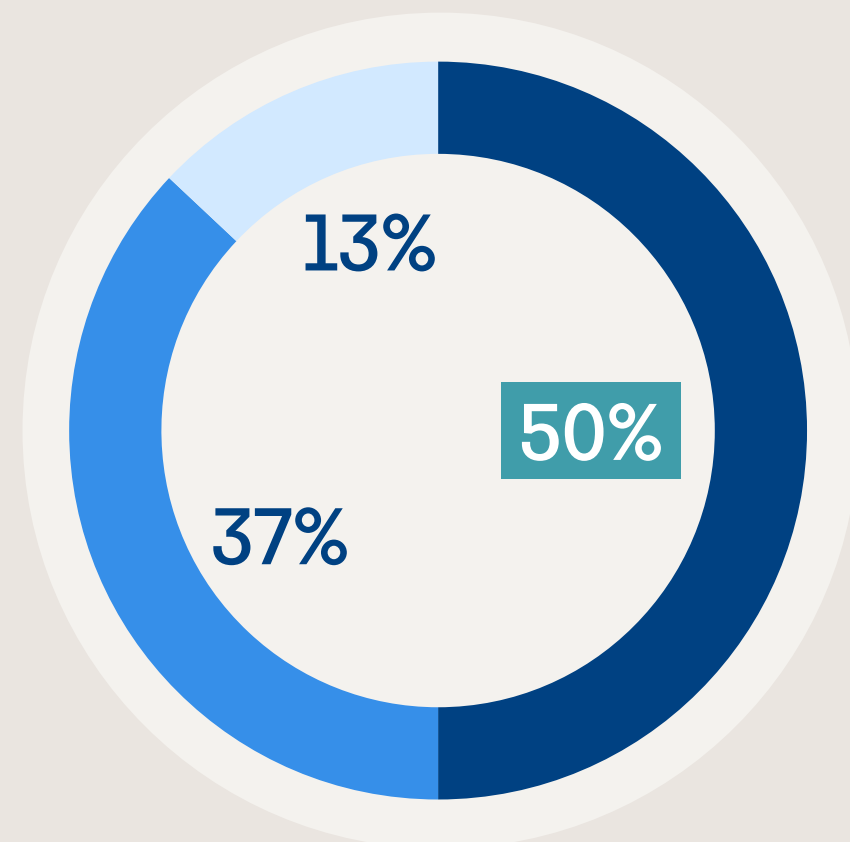
Base: Total Buyers n= 508. Q. How important is it for you to meet with a sales professional in person before making a purchase decision?

Percentage of continuous sales when...

The buyer switched companies



The seller switched companies



Yes
 No
 Was approached, but have not been a repeat customer

Base: Total Buyers n= 508
 Q. Have you ever bought a product or service for your current company based on the following?

Long-Term Relationships with Buyers Lead to Revenue, Over and Over Again

At LinkedIn, we believe that #RelationshipsMatter and for B2B buyers and sellers, that is most definitely the case — particularly when B2B sellers build and maintain long term relationships with buyers. In fact, that trusted relationship is a more important decision-making factor than the companies they each work for.

Almost 3 in 5 buyers say they have purchased from the same salesperson at least twice and nearly 2 in 3 sellers say that they have sold to the same decision maker at least twice.

Moreover, more than half of buyers say that they bought from the same seller even after they moved to another company (54%). Similarly, 50% of buyers report that they maintained their purchasing relationships with the same salesperson, even after they changed companies.

For sellers who invest in buyer relationships, it pays off in spades.

“ It's a cliché, but it holds true today—people buy from people. Time and time again, we work with a champion who buys our solution because of the way we nurture long-term relationships. Then, when that champion moves to another company, they either reach out directly to us or we proactively re-establish contact and pick up where we left off. ”



Geraldine McCarthy

Chief Revenue Officer,
Personio

Buyers Expect Sellers to Understand Their Business

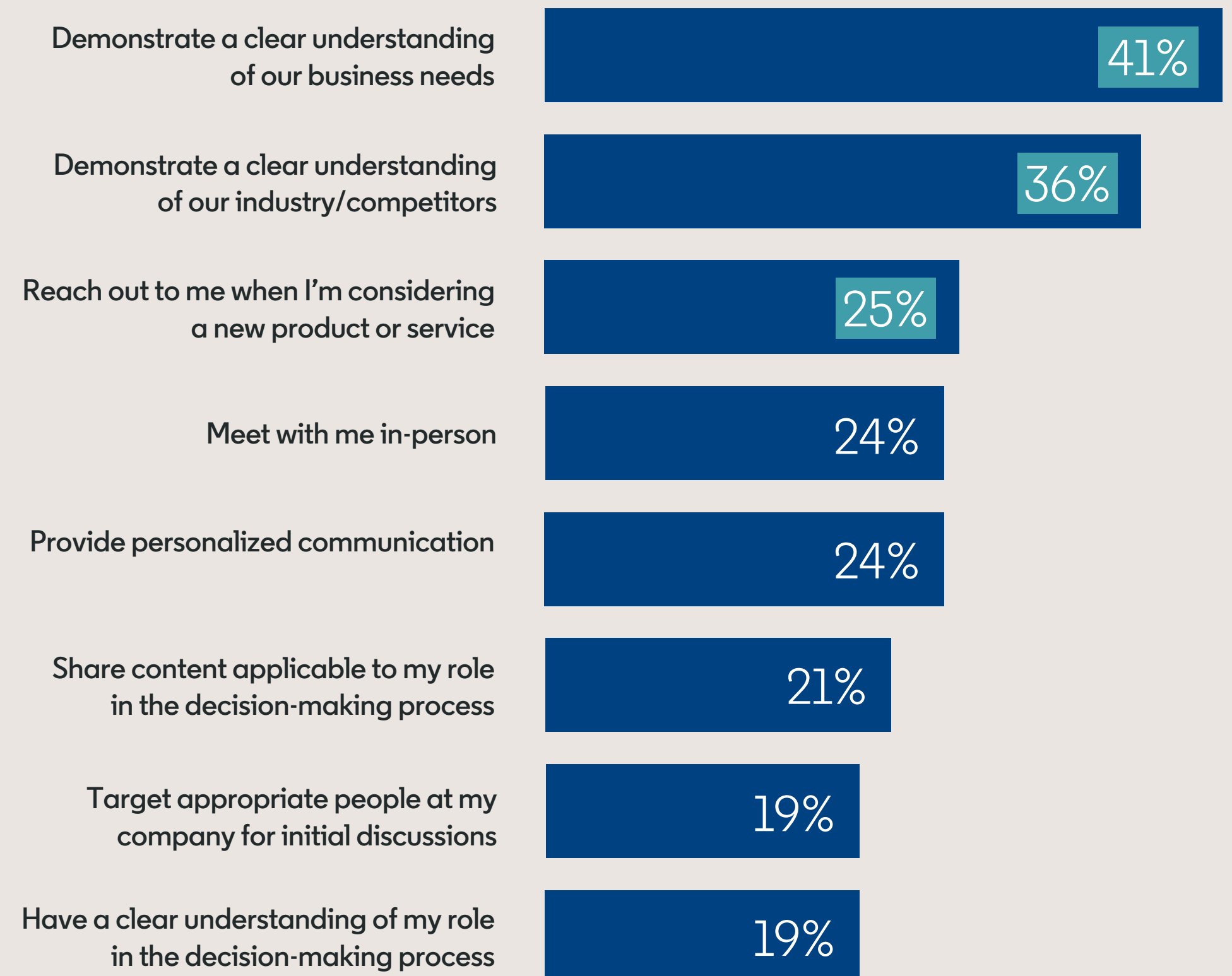
In the last section, we showed that sellers who do more research win more business. And here's why – buyers said what matters most to them is understanding their business and industry.

When we asked them, the top two most important things that sellers need to do is to take the time to truly understand a buyer's business needs (41%) and their industry (36%).

Of course, we would be remiss if we didn't mention that reaching out when they are considering a new product or service when they are thinking about it (25%) was second runner up.

Bottom line, the deep sales habits are directly correlated with buyer needs and expectations.

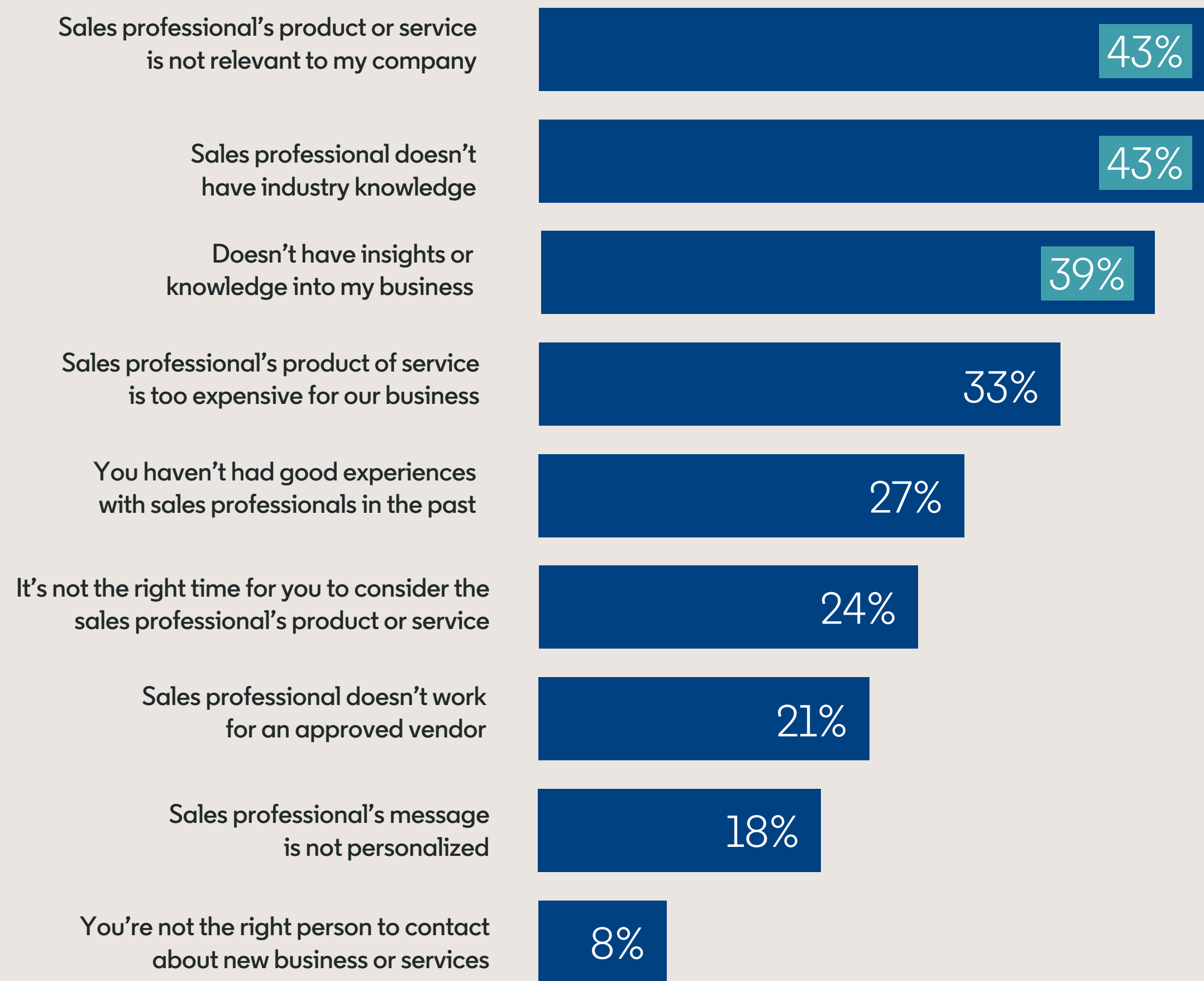
What sellers need to do to increase purchase likelihood, according to buyers



Base: Total Buyers n= 508

Q. What are the most effective approaches a sales professional could use to increase your likelihood to consider their product/service for your company? Select up to 3.

Reasons why buyers do not engage with sellers



Reasons Why Buyers Disengage

So, what turns buyers off?

Well, you can probably guess by now, but we had to include this chart to underscore the point. It makes sense that the #1 reason that buyers won't engage with sellers is because of a fundamental mismatch between a solution and a company. But, take a look at #2 and #3 and you'll start to see the trend in technicolor.

That's where the deep sales habit #1—understanding and clearly demonstrating an understanding of a target company and their industry—is what separates the winners from the losers. Interestingly, lack of this kind of knowledge is even more damaging to a sellers' credibility than a high price.

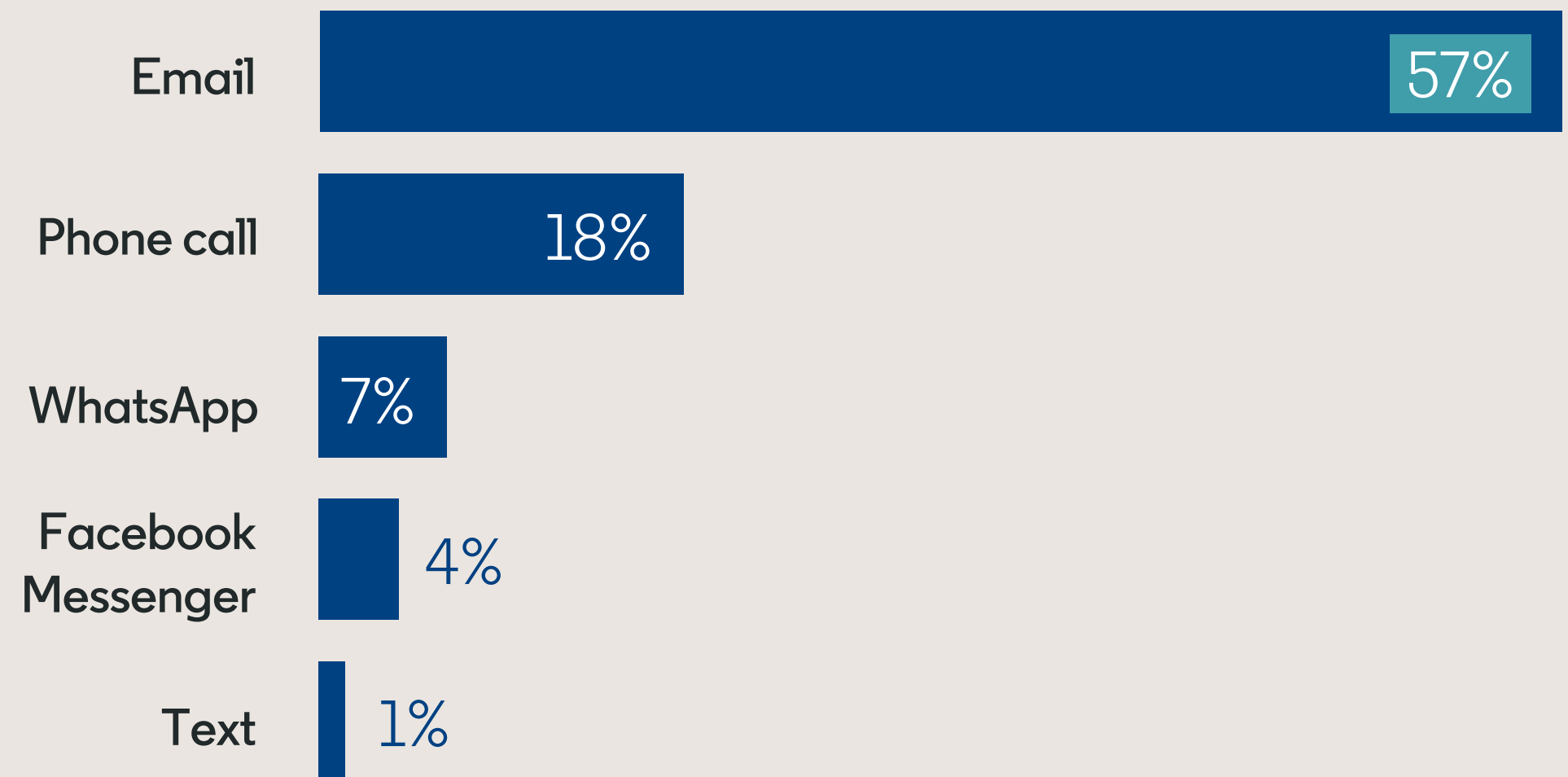
Let's Crack the Email Outreach Code and Increase Response Rates

First impressions matter, so make the first touch with a B2B buyer count. As a B2B salesperson, if you are focused on email communication, then you're in luck because over half of buyers (57%) said that email is their preferred mode for the first touch. But, there's a catch. They also overwhelmingly agree (78%) that introductions should be personalized to them and their business.

So, they prefer email communications, but it has to be relevant and personalized to have a higher chance of a buyer responding.

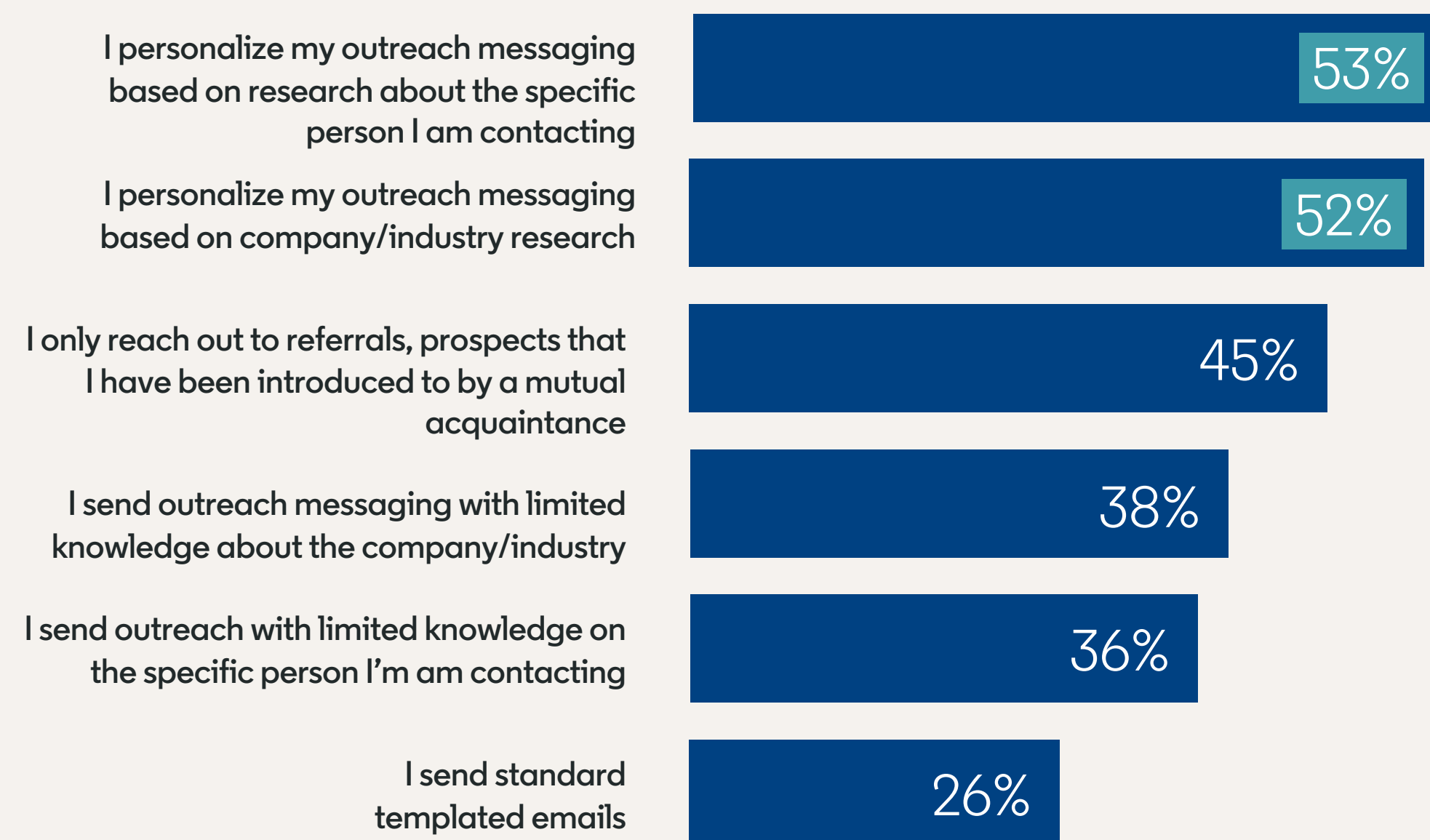
However, we are sorry to report that cold emails are still alive in B2B sales. We found that 1 in 4 B2B sellers are still sending standard, templated emails to buyers and over 1 in 3 sellers send outreach with little to no knowledge of the industry, company, or person they are contacting.

Buyers' preferred first outreach method is overwhelmingly email



Base: Total Buyers n= 508
Q. What is your preferred contact method when a sales professional reaches out to you for the first time?

Which, if any, outreach practices do you engage in?



Total Sellers n= 2187

Q. Which, if any, outreach practices do you engage in? Select all that apply.

250%

Sellers using LinkedIn Sales Navigator who personalize their outreach* see a 250% higher InMail response rate.

*Personalized outreach means an outbound engagement, or a profile view followed by an InMail / message to a saved lead / account, 60+ times over a 90-day period, compared with those who did less than 60.

Trust and Transparency are Relationship Gold

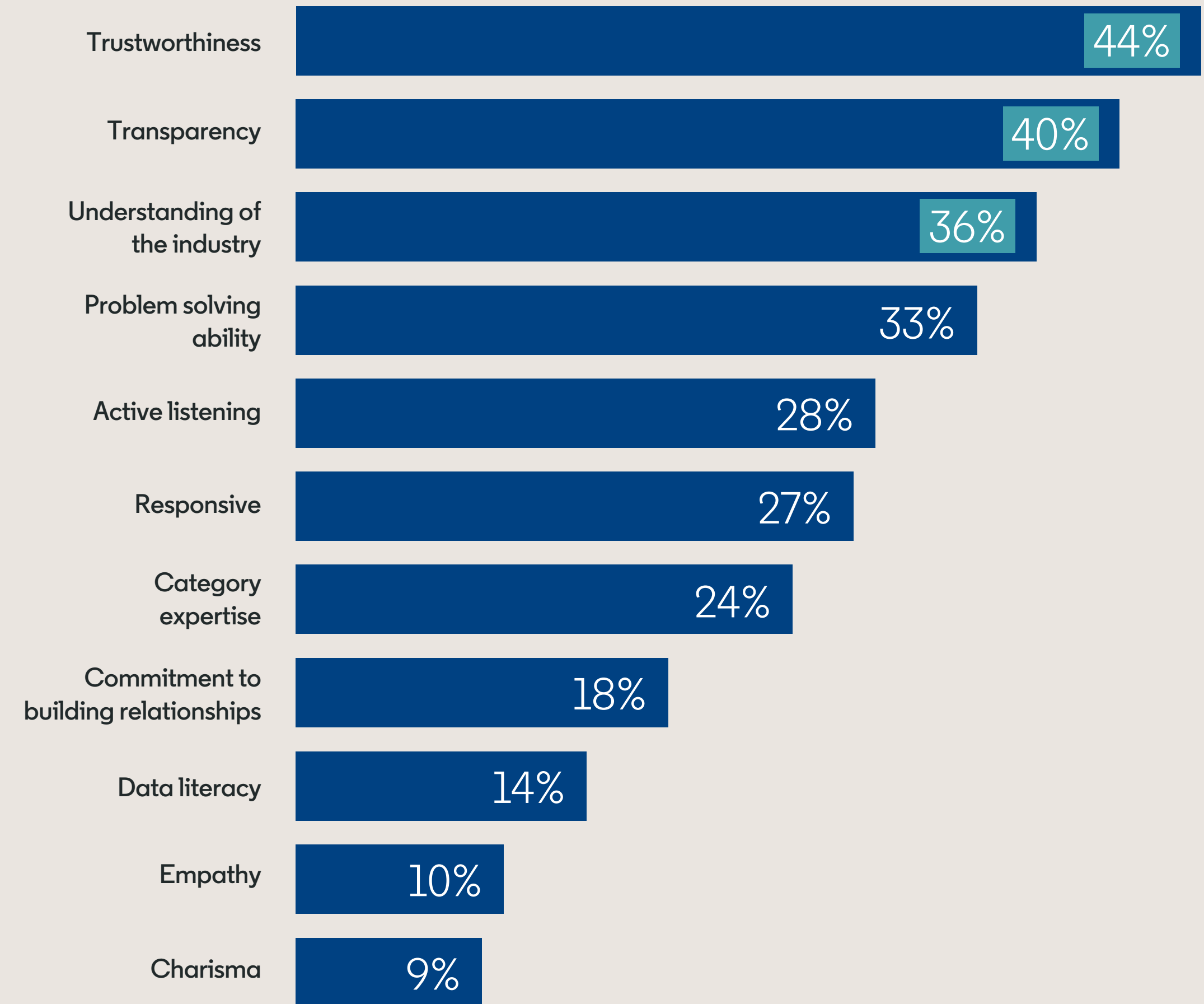
One of LinkedIn’s founders, Reid Hoffman, is famously quoted as saying, “Trust is consistency over time.” Trust isn’t something that just happens. It has to be proven and earned between buyers and sellers with every interaction throughout the entire sales process and beyond.

When we asked buyers what they value most in sellers, trustworthiness (44%) and transparency (40%) topped the list, even above understanding of the industry (36%) (which we already know is incredibly important to them.)

Although we certainly appreciate a sellers’ innate charm and charisma, it isn’t going to help them win a deal as it’s ranked as the least-valued quality that buyers appreciate in sellers.

As it turns out, most buyers do have some level of trust in B2B sellers — with 93% reporting that they trust sellers.

The most valuable qualities in a seller, according to buyers



Base: Total Buyers n= 508
 Q. What qualities do you value most in a sales professional? Select up to 3.

Approaches to inspire buyer engagement, rated important or very important by buyers



Base: Total Buyers n= 508

Q. How important are the following approaches in terms of inspiring you to engage with a sales professional at the beginning of the sales process?

Trust and Transparency are Relationship Gold

What's the best way to encourage buyer engagement and build that trust? According to B2B buyers, complete transparency around pricing at the beginning of the engagement (86%) and staying actively engaged after the sale to ensure that they receive the full value of your solution (82%) are the two best ways. Coming in a close third — and possibly the most crucial elements— are aligning with sellers on success metrics and personalized intros.

Although sharing thought leadership about industry trends came in at the bottom of the stack, a healthy 70% of B2B buyers said that inspires them to engage with B2B sellers.

On a related note, that's a good reminder to share this report with your colleagues in sales and marketing.

Chapter 4

The Playbook: How to Become a Deep Seller



The Playbook: How to Become a Deep Seller

How many times have you read an industry report and thought, “That’s nice. Now what?” This chapter is the “Now What” for B2B sellers globally — a road map of the skills you need to continue to build and the habits that are true difference makers.

In this chapter, we share 10 behaviors — some of which span multiple deep sales habits — that most differentiate deep sellers. Just like diet and exercise, do these things consistently and you will see a meaningful and quantifiable difference.

The Playbook: 10 Behaviors to Become a Deep Seller

- 1 Prioritize **industry research** to give you a real edge
- 2 **Research before a reach out** is appreciated by buyers
- 3 **Leverage sales intelligence tools** to identify high potential opportunities and key contacts
- 4 **Utilize a warm outreach** to increase your chances of engagement
- 5 Spend **more time nurturing** key relationships
- 6 Develop **7 or more key contacts** within an account
- 7 Ask for **buyer feedback** after every interaction
- 8 Use **social networks** to identify decision makers and influencers
- 9 **Identify the best time** to reach out to a decision maker **based on alerts**
- 10 Tap into **hidden allies** to increase your chance of closing a deal

1 Prioritize Industry Research to Give You a Real Edge

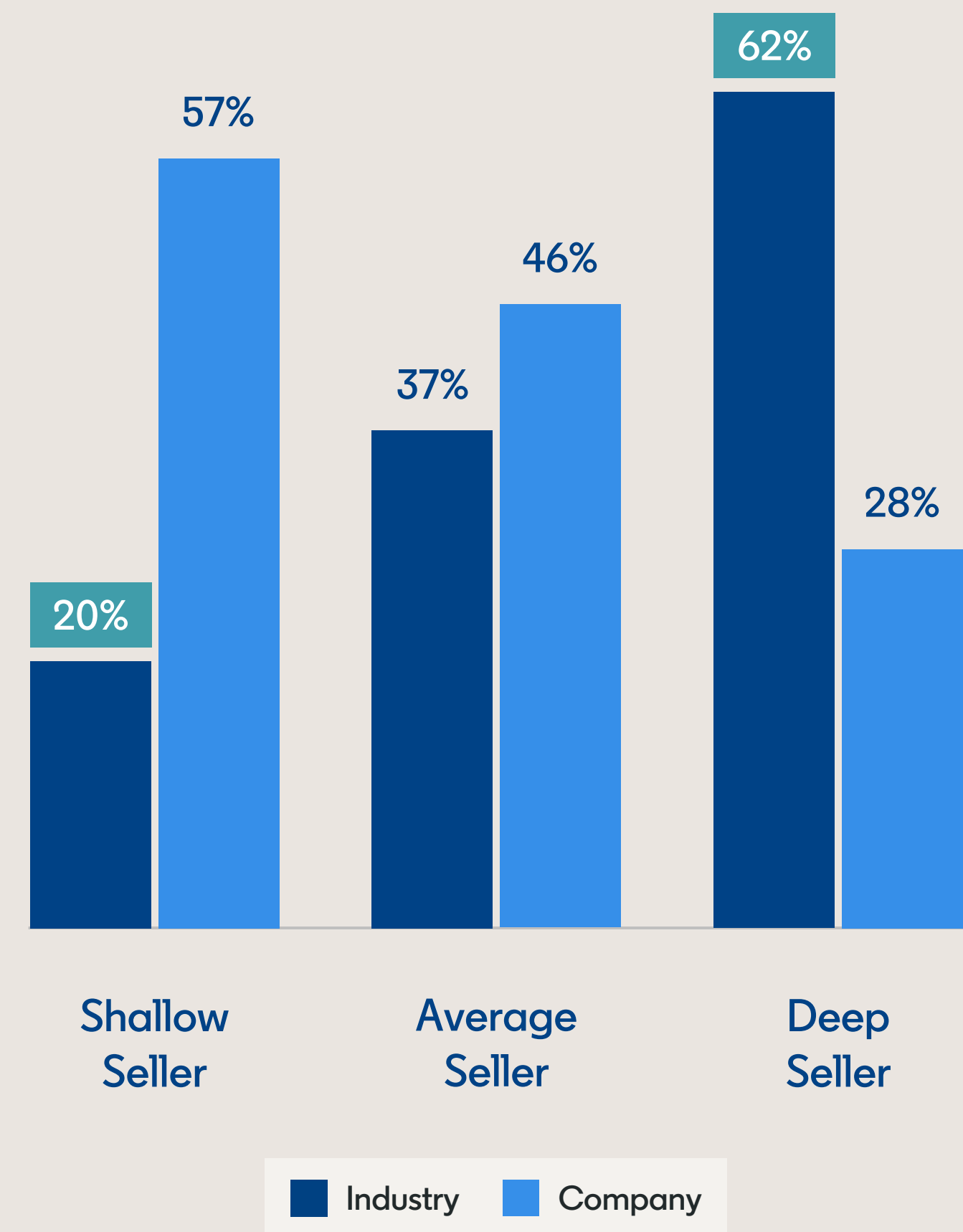
After you've prioritized an account as one that has high revenue potential, then you probably go to the company's website, check out their LinkedIn profiles, take a look at recent news, etc., and all of that is important. In fact, sellers are expected to research the company they are targeting. It's table stakes.

When we looked at the three types of sellers and how many of them conducted company and industry research, we had a eureka moment.

A whopping 62% of deep sellers spent their time learning more about an account's industry — trends, competitive landscape, and so on. Conversely, shallow sellers only spend 20% of their time on industry research.

Deep sellers understand that this is what buyers expect. In fact, buyers say that demonstrating a clear understanding of their industry is one of the top ways to increase the likelihood of making a deal.

Shallow sellers focus more on company research. Deep sellers focus on industry research



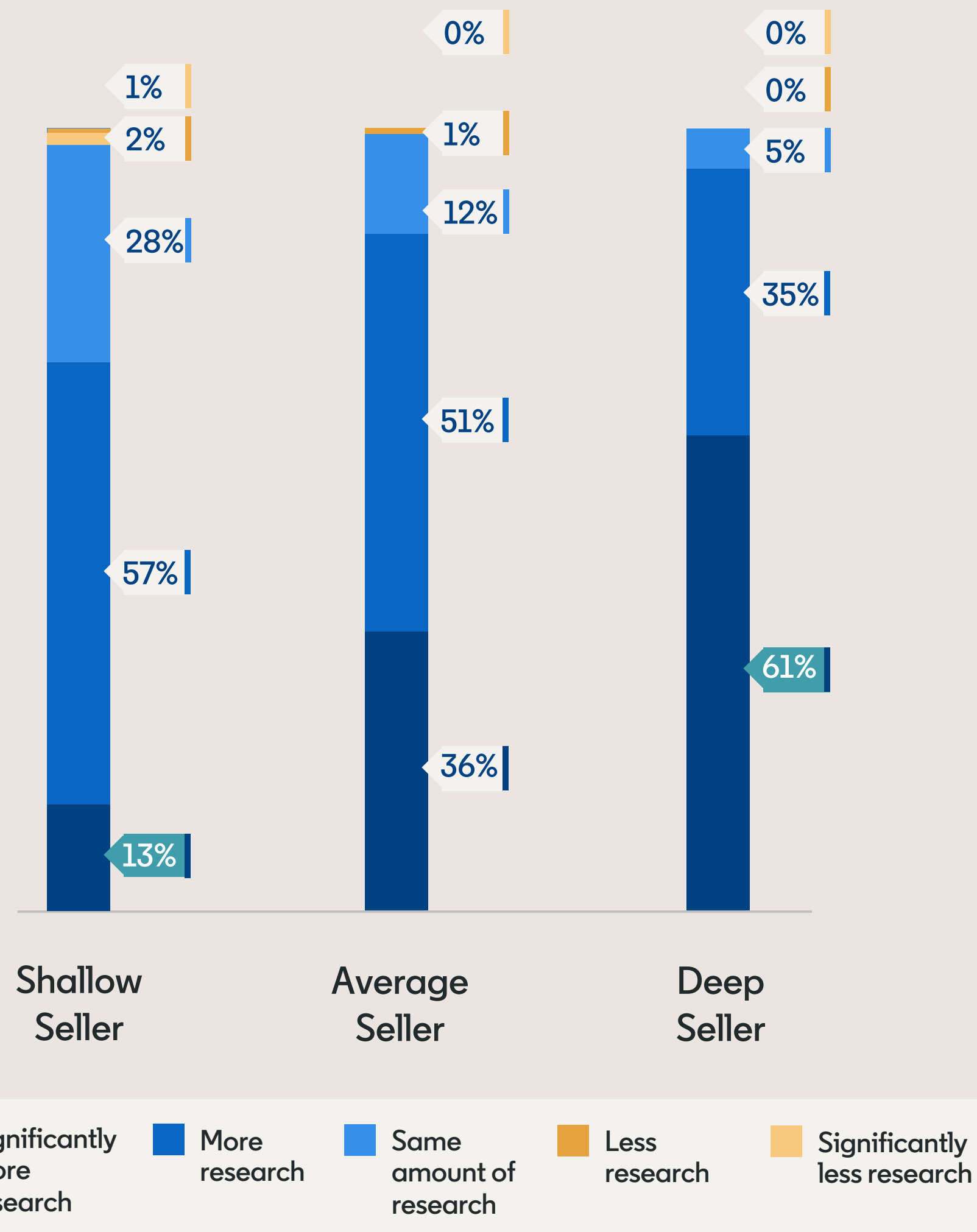
Base: Sellers who conduct ongoing research with current customers, n=1884
Q. Of the research you, or others on your sales team, conduct on current customers, where do you spend most of your efforts?

“ In today’s sales environment, it’s no longer enough to just be good at diagnosing the client’s problem and coming up with a solution. If you’re not doing your research and bringing insights to the table that get the client to think differently, then you’re not getting asked to the table anymore. ”



John Barrows
CEO, JB Sales

Amount of research before outreach sellers do now versus 12 months ago



Base: Total Sellers n=2187
 Q. Compared to 12 months ago, which best describes your current approach to research before reaching out to a prospect?

The Playbook: 10 Behaviors to Become a Deep Seller

2 Research Before a Reach Out is Appreciated by Buyers

When you invest more time researching their customers, prospects, buyers, and influencers — and then use that information to prioritize accounts, create buyer connections, and nurture relationships — it pays off.

According to our survey data, over 9 in 10 (95%) deep sellers indicate they are doing more research on prospects before outreach compared to 12 months ago; that is significantly more than average (87%) and shallow (70%) sellers.

Deep sellers (61%) are also more likely to say they do significantly more research now than average (36%) and shallow (13%) sellers.

The Playbook: 10 Behaviors to Become a Deep Seller

2 Research Before a Reach Out is Appreciated by Buyers

Buyers expect sellers to have already done their homework with 88% saying they are more likely to consider a product or service if a seller understands their business challenge. And, 41% even say that it even increases their likelihood of making a purchase.

88%

of buyers agree that they are more likely to consider a product if a seller demonstrates a strong understanding of their business challenges.

Base: Total Buyers n=508 Q. How much do you agree or disagree with each of the following statements?

41%

of buyers agree that it increases the likelihood of purchase when a seller demonstrates an understanding of their business needs.

Base: Total Buyers n=508 Q. What are the most effective approaches a sales professional could use to increase your likelihood to consider their product/service for your company? Select up to 3.

“ *High performers succeed by spending more time and attention doing their homework early in the sales cycle to understand the buyers’ business. When sellers convey that deep understanding in their outreach, they are far more likely to break through and generate interest from a customer.* ”



Matt Dixon

Founder, DCM Insights

4.1X

Deep sellers are just over 4X more likely to use sales intelligence tools to identify opportunities.

Base: Total Sellers n= 2187 Q. How do you identify white space, or lucrative areas of opportunity including cross sell and upsell, within current customer accounts?

1.8

Deep sellers are 1.8x more likely to use them for identifying contacts.

Base: Total Sellers n = 2187 Q. How do you, or others at your company, identify each of the following types of contacts at a prospect account?
Select all that apply.

The Playbook: 10 Behaviors to Become a Deep Seller

3 Leverage Sales Intelligence Tools to Identify High Potential Opportunities and Key Contacts

Sales intelligence tools, such as [Sales Navigator](#), are used by deep sellers more often and in many ways.

In fact, deep sellers are 4.1x more likely than shallow sellers to utilize intelligence tools to identify areas of opportunities across accounts. Deep sellers also utilize sales intelligence technologies to identify contacts, with deep sellers 1.8x more likely to use them to identify members of the buying committee when compared to shallow sellers.

The Playbook: 10 Behaviors to Become a Deep Seller

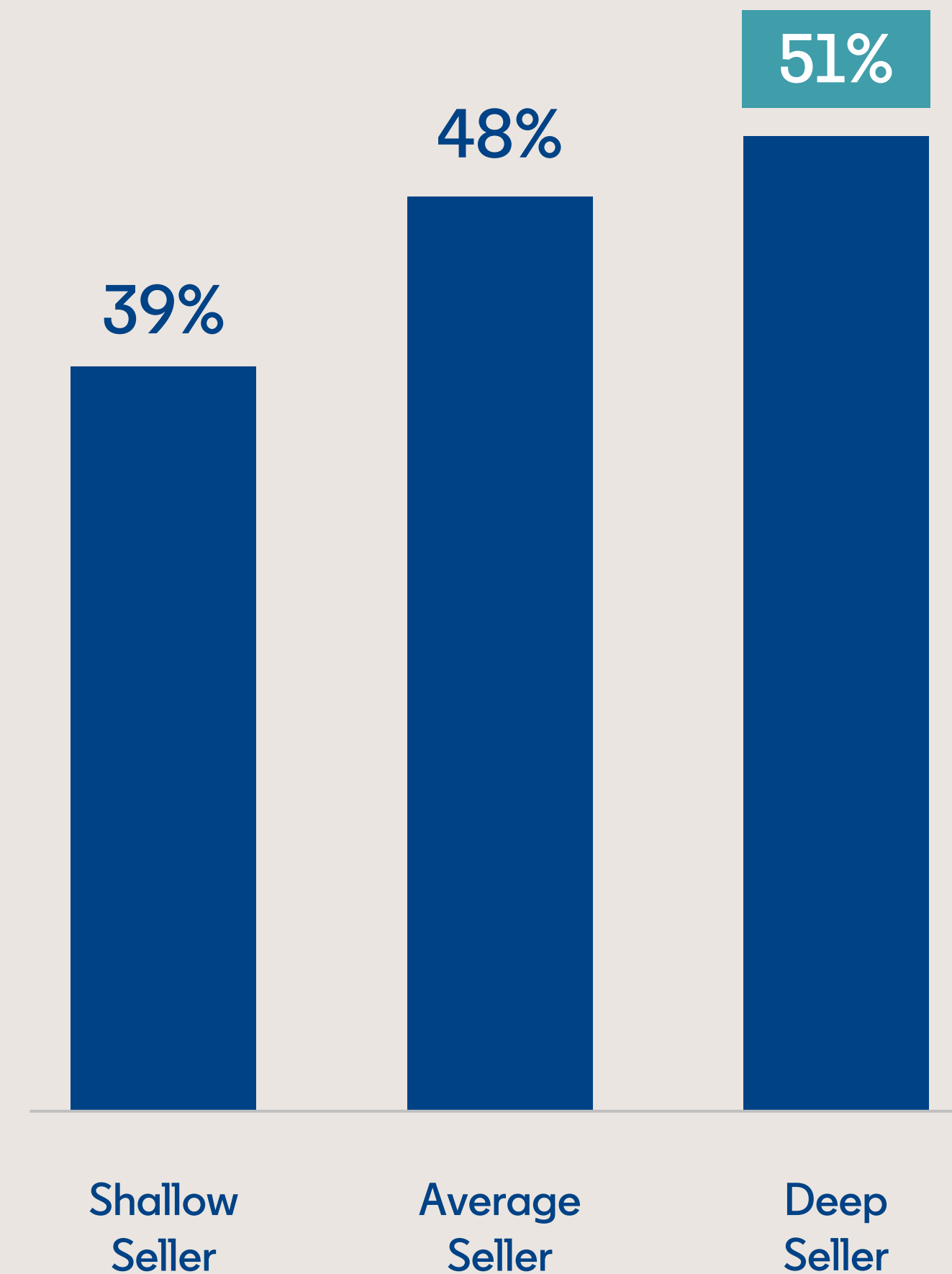
4 Utilize a Warm Outreach to Increase Your Chances of Engagement

By now you shouldn't be surprised that deep sellers utilize warm outreach significantly more than shallow sellers. Over half of deep sellers (51%) connect to referrals and prospects through a mutual acquaintance or a current customer.

Simply put, warm outreach works. One in 5 deep sellers (19%) report that more than 50% of warm outreach results in a reply, which is significantly more than only 8% of shallow sellers who say they hit the same 50% response rate metric.

What about when a mutual connection isn't used for a first touch? The contrast is stark. Only 1% of deep sellers say cold outreach resulted in a 50% response rate.

Percentage of warm outreach utilized by each type of seller



Base: Total Sellers who selected ... n= 973
Q. Which, if any, outreach practices do you engage in? Select all that apply. [I only reach out to referrals, prospects that I have been introduced to by a mutual acquaintance or by a current customer]

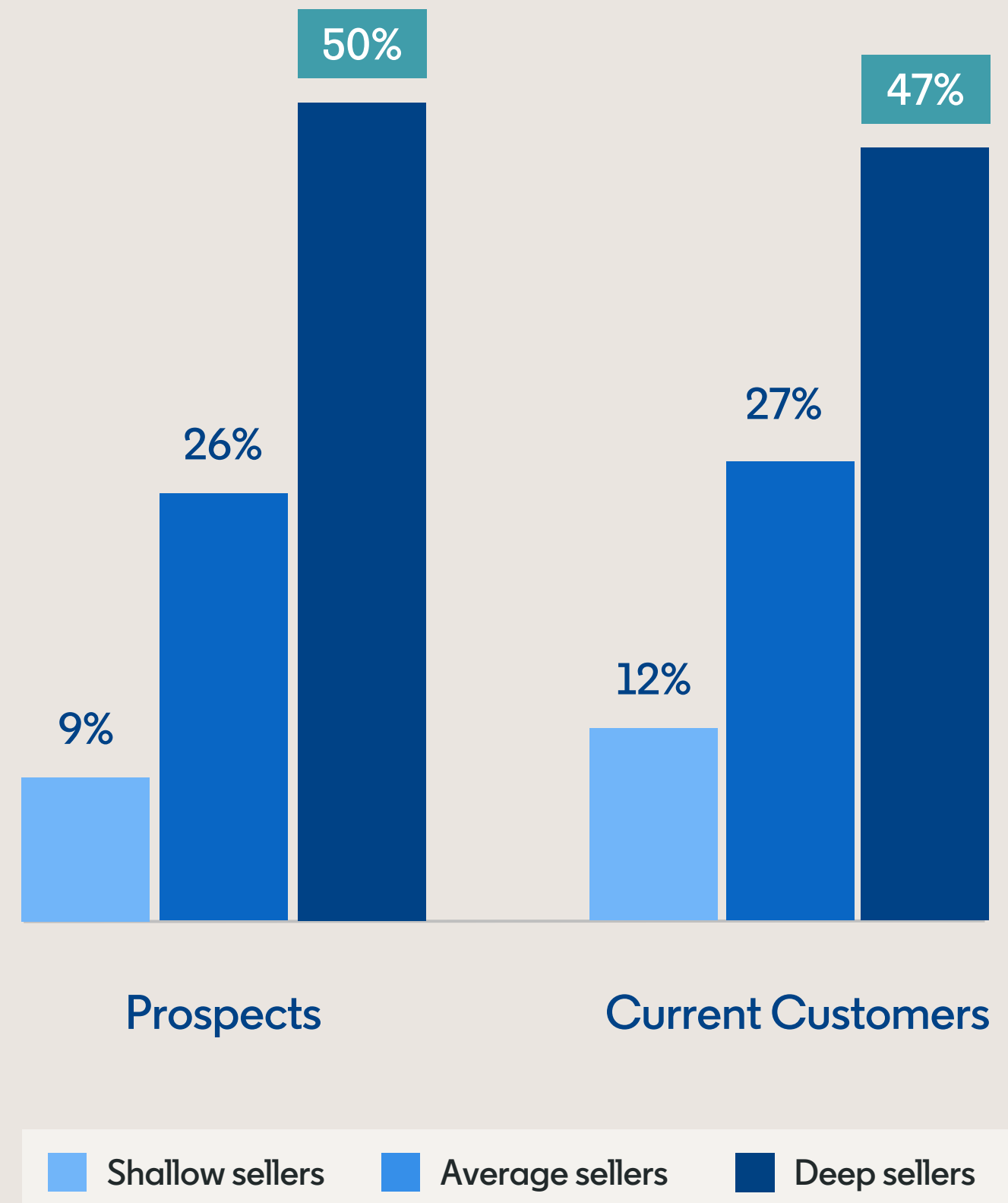
“ Warm outreach is a powerful way of leveraging social connections to establish credibility, and it helps forge strong and long-lasting relationships with our customers. That’s why it’s essential to help our financial consultants build their presence on platforms like LinkedIn, as well as equip them with the relevant tools and insights to better understand their audience. This helps them to proactively engage potential customers and **provide a more personalized experience for each customer.**”



Theng Kiat Goh

Chief Customer Officer,
Prudential Assurance Company
Singapore

Time spent on building relationship increased significantly in the past 12 months



Base: Total Sellers n=2187

Q. How has the amount of time you have spent building relationships with influencers at each of the following changed in the past 12 months?

The Playbook: 10 Behaviors to Become a Deep Seller

5 Spend More Time Nurturing Key Relationships

We already know that the strength of the relationship between a buyer and a seller is a huge difference maker and deep sellers already understand that spending more time nurturing key relationships is a wise investment.

47% of deep sellers have significantly increased the time spent on building those relationships with current customers — and 50% with prospects — than they did last year compared to shallow sellers (12% and 9%).

6 Develop 7 or More Key Contacts Within an Account

The more of a relationship builder you are, the better your odds of success.

According to our survey data, 46% of deep sellers have relationships with 7 or more decision makers in an account. That's significantly higher than the number of average sellers (24%) or shallow sellers (13%) who have the same number of contacts at their target company.

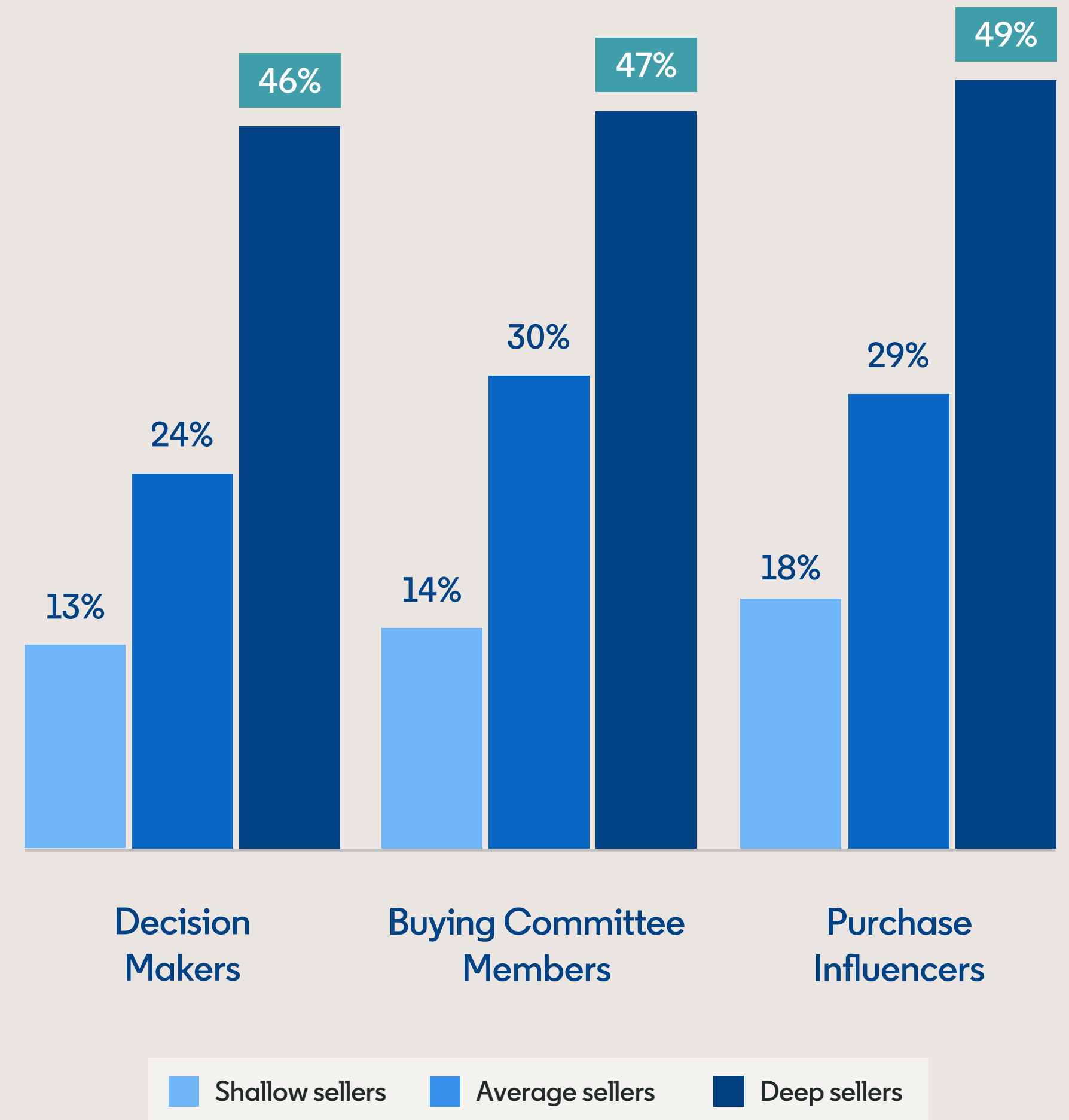
We see a similar pattern regarding the number of contacts in the buying committee and purchase influencers. Deep sellers are committed to building as many relationships as possible and that — as we've already shared — is highly correlated to sellers who exceed quota.

Sales Navigator Users:

Sales Navigator users who stay up-to-date with company and buyer profiles* have 289% more accepted connection requests compared to those who don't.

*Stay up-to-date means 50+ account profile views on LinkedIn.com or lead profile views on LinkedIn.com or Sales Navigator (SN) within 3 days of an SN alert over a 90-day period.

Distribution of sellers with seven or more contacts with decision makers, buying committee members, and influencers



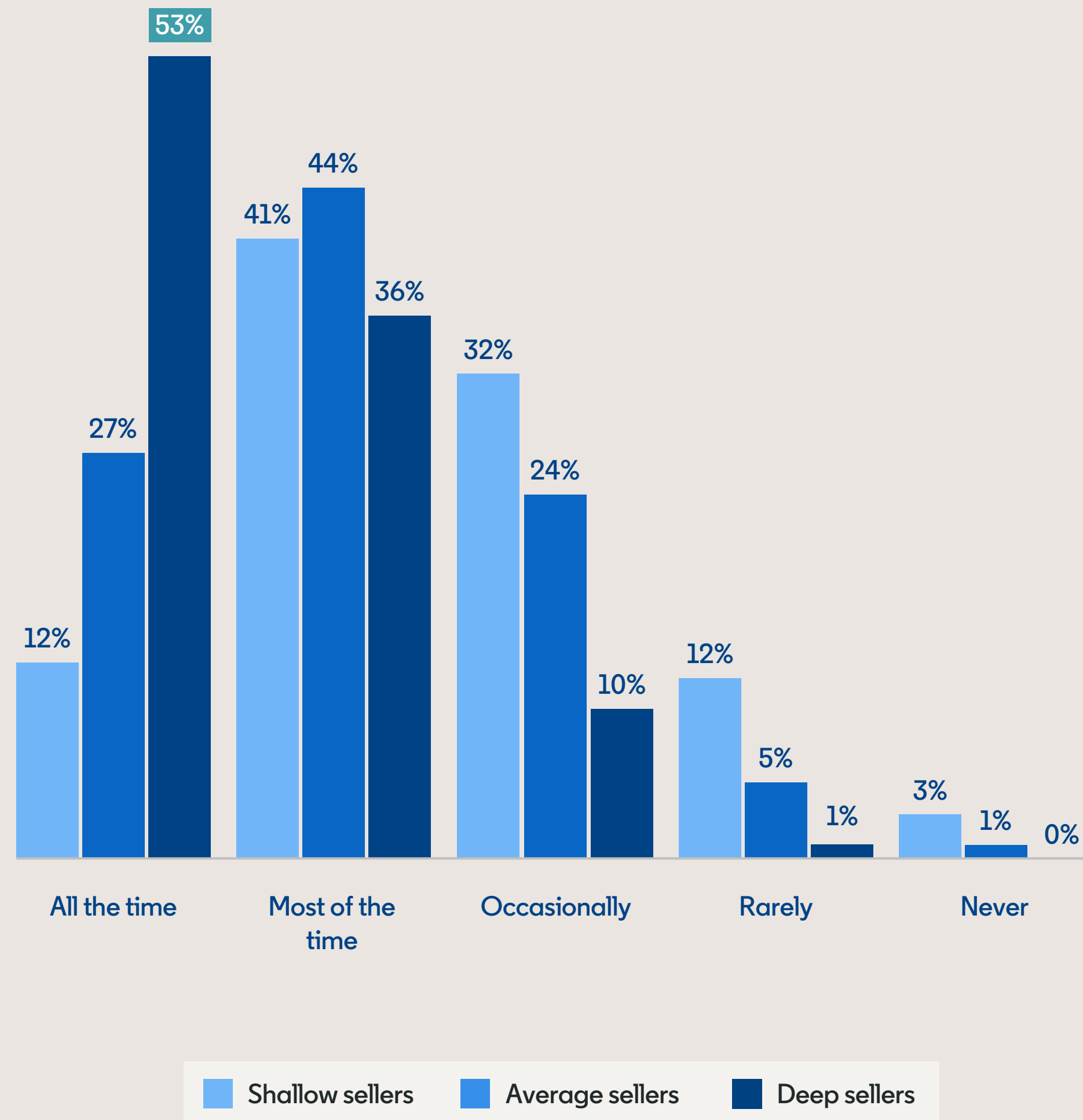
Base: Total Sellers n= 2,187
Q. On average, how many of your contacts at your prospect's company are in the following roles?

“ True multithreading is the ability to identify key stakeholders inside an organization who will be influenced, impacted, responsible, or accountable for a decision to buy your products or services. As the size of buying committees continues to grow, effectively multi-threading your opportunities will not only help you close bigger deals, but also prevent you from losing deals when your champion changes companies. ”



Hannah Ajikawo
Chief Executive Officer,
Revenue Funnel

Sellers asking feedback after interaction



The Playbook: 10 Behaviors to Become a Deep Seller

7 Ask for Buyer Feedback After Every Interaction

You know the adage. Asking for feedback—and receiving it—is a gift that literally pays dividends.

Our advice is to not just ask yes or no questions. Instead, pose more probing questions that will give you substantive information about how to approach the next interaction. Open ended questions that start with how, what, and why are a great place to start.

Here's why asking for buyer feedback made this list. Almost 9 in 10 deep sellers seek feedback following an interaction (53% all of the time, 36% most of the time), significantly higher than average sellers (27% all of the time, 44% most of the time) and shallow sellers (12% all of the time, 41% most of the time).

“ *Customer feedback is the compass that guides salespeople towards new sales. Asking open-ended questions, practicing active listening, and promoting rich dialogues through questions that demonstrate interest in the account can reveal our customers’ true needs while building trust and loyalty.* ”



Fernanda Nascimento

Chief Executive Officer, Stratlab Digital

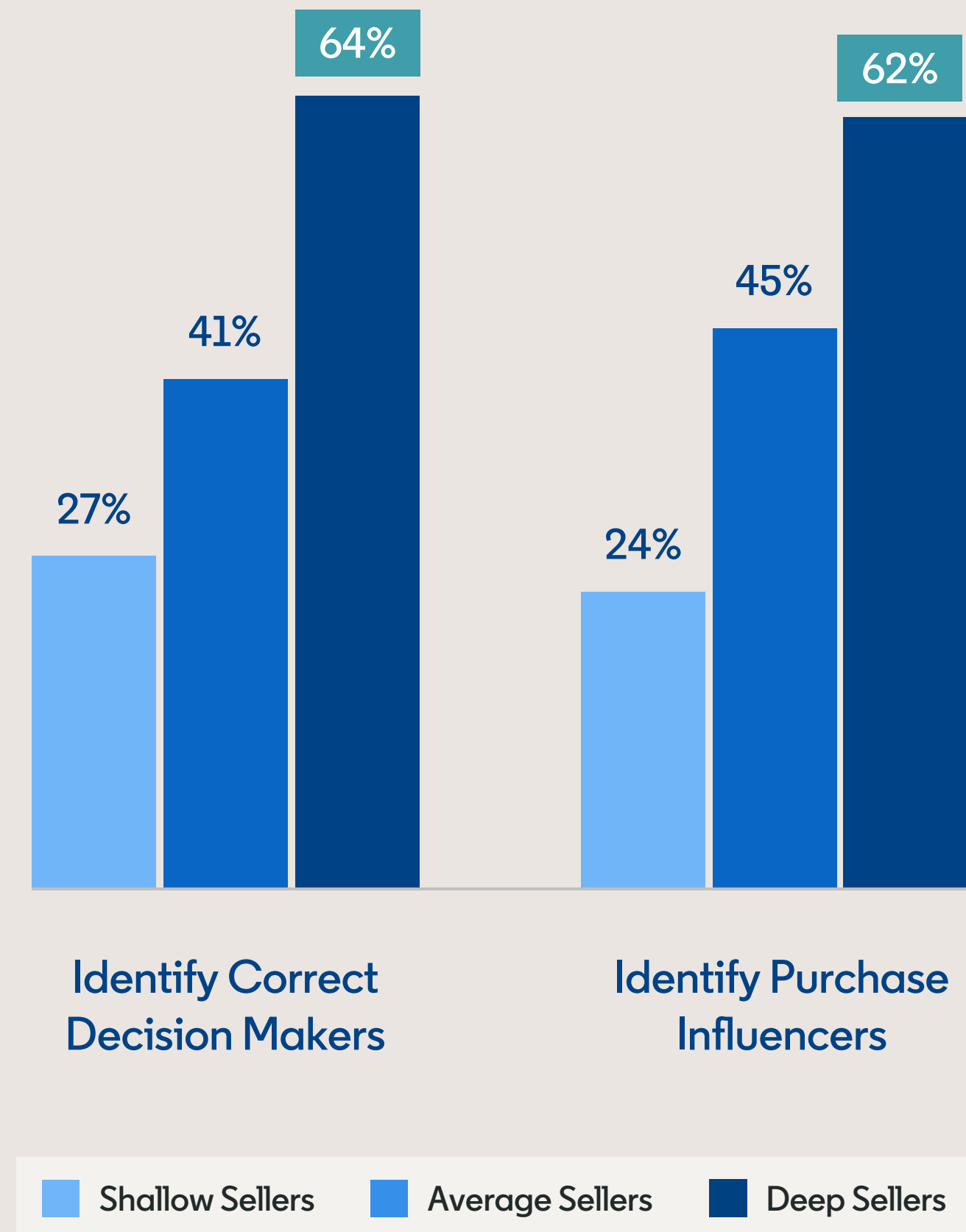
The Playbook: 10 Behaviors to Become a Deep Seller

8 Use Social Networks to Identify Decision Makers and Influencers

Social networks — both professional and personal — are your best friend throughout the sales process.

Nearly two-thirds of deep sellers utilize social networks to identify both decision makers (64%) and influencers (62%). Compare that to shallow sellers who have the least chance of exceeding quota, based on their behaviors. Only 27% of shallow sellers use social networks to find decision makers and 24% to identify influencers.

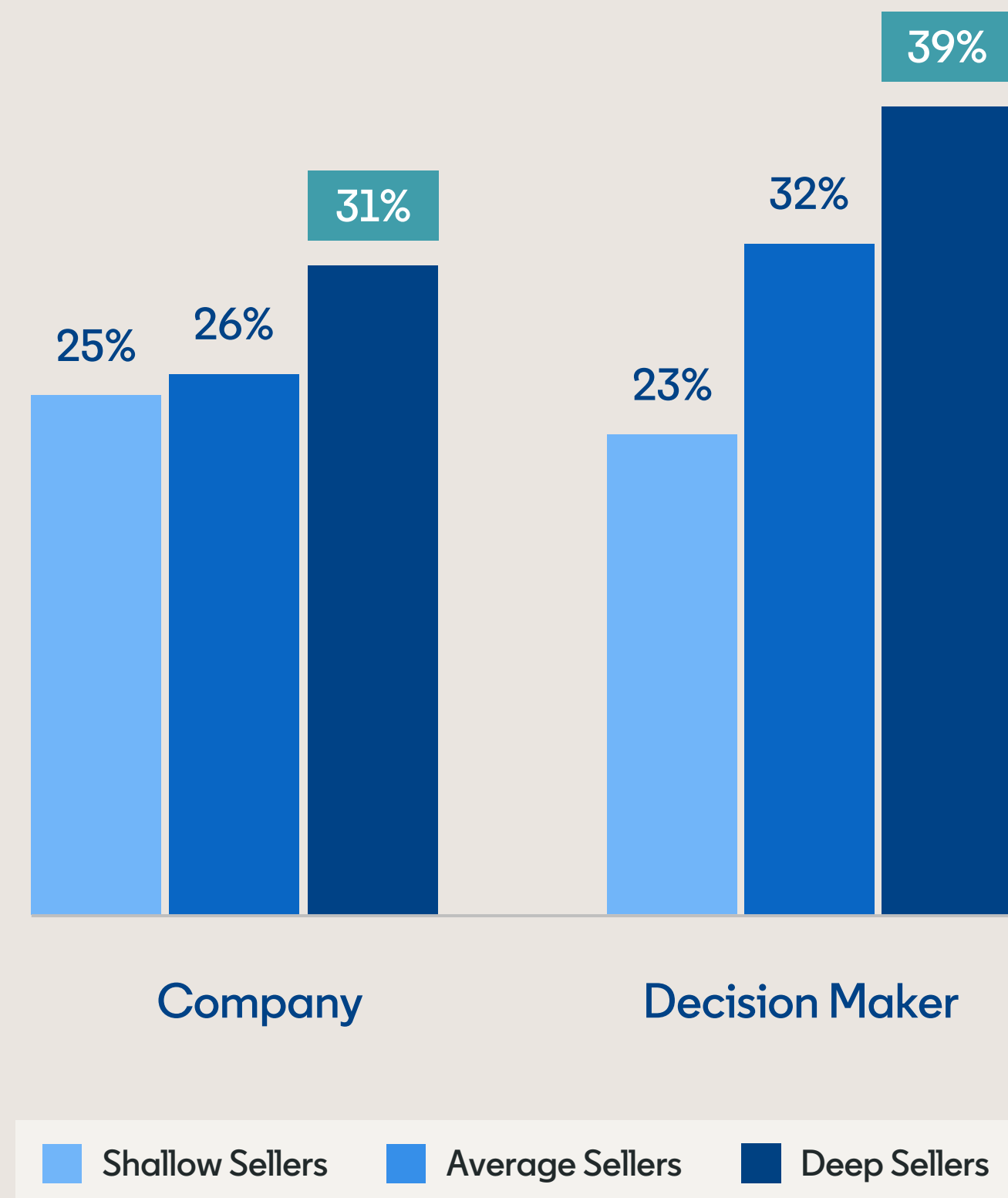
How sellers use social networks



DM .Base: Sellers who chose answer option n= 848
Q. How do you, or others at your company, identify the correct decision maker at a prospect's account? Select all that apply. [Search social media sites (Facebook, Twitter, etc.)]

Purchase Influencer. Base: Sellers who chose answer option n= 839
Q. How do you, or others at your company, identify each of the following types of contacts at a prospect account? Select all that apply. [Search social media sites (Facebook, Twitter, etc.)]

Identify the best time to reach out to a company and decision maker based on the search alert setup on...



Base: Sellers who chose alerts set up on a decision maker n= 632
Sellers who chose alerts set up on a company n = 577

Q. How do you identify the best time to reach out to a decision maker at a prospect account? Select all that apply.

The Playbook: 10 Behaviors to Become a Deep Seller

9 Identify the Best Time to Reach out to a Decision Maker Based on Alerts

Deep sellers are more likely to use search alerts to identify the best time for outreach. Almost 4 in 10 deep sellers utilize search alerts on decision makers to inform the best time for outreach, compared to just 23% of shallow sellers. While just over 3 in 10 deep sellers utilize company search alerts to inform outreach compared to 25% of shallow sellers.

PRO TIP: Buyer job changes signal receptivity to outreach

Did you know that buyers who change jobs are 62% more receptive to outreach? In the LinkedIn State of Sales report, 86% of reps reported that they've either lost or had a deal delayed because of a buyer's job change. LinkedIn is a great tool when staying up-to-date with buyer movements, and identifying when they are ready to buy.

The Playbook: 10 Behaviors to Become a Deep Seller

10 Tap Into Hidden Allies to Increase Your Chance of Closing the Deal

Have you heard of a hidden ally?

According to a recent LinkedIn Sales Solution blog post, “A hidden ally is someone you don’t yet know. But, they have some connection to you or your solution, making them much more likely to take a call with you or champion your latest proposal. Put another way, hidden allies are the “diamonds in the rough” of the sales world. They lead to referrals, and referrals are diamonds in terms of closing deals.”

Deep sellers understand how valuable these people are and that it’s worth the time to find hidden allies to give them the inside scoop on the deal, the buyers, the procurement process, etc.

Deep sellers (68%) strongly agree that connecting with people outside of the buying committee to learn what is happening at a company helps them move a deal forward. That’s significantly higher than average (38%) or shallow (10%) sellers.

68%

of deep sellers strongly agree that connecting with people outside of the buying committee to learn what is happening at a company helps them move a deal forward.

Base: Deep Sellers = 397, Q. Please rate your level of agreement with the following statements.

Platform insight:

Sellers who interact with hidden allies* see an average of 17% faster deal cycles.

“ The people in your network — who now work for the company you're working to close — can help you navigate the internal landscape of their organization. These allies can give you a window into use cases, decision making circles, and challenges among cross functional teams, to arm you with even better insights and allow you to be more consultative with your buyers. ”



Samantha McKenna

CEO + Founder, #samsales

Regional and Country Snapshots



United States

Deep Sellers Crush Their Quotas and Highlights from the Deep Sales Playbook

- **16% of sellers in the US are classified as deep sellers, while 45% are shallow sellers.** Deep sellers in the US are 3x more likely to exceed their quota compared to shallow sellers, which is higher than the global data of 1.9x.
- **64% of deep sellers in the US spend their time learning more about a customer's industry** compared to shallow sellers who only spend 11% of their time focused on industry research. Globally, 62% of deep sellers and 20% of shallow sellers conduct industry research.
- **Deep sellers in the US are more likely than shallow sellers to have seven or more contacts across key personnel within accounts** (purchase influencer 22% vs. 10%, buying committee members 38% vs. 13% and decision makers 28% vs. 9%).*
- **1 in 2 deep sellers in the US seek buyer feedback following an interaction all the time** compared to just 8% shallow sellers.

Deep Sellers Use AI and Sales Intelligence Technologies

- **79% of sellers in the US agree that those who use AI to research prospects and customers will excel in the future,** while 84% say they want training on how to best use AI technology.*
- **In the US, 73% of salespeople who exceeded their quota use AI,** while only 27% of those who exceeded quota do not use AI. Globally, 75% of sellers who exceeded quota use AI.
- **2 in 3 deep sellers (66%) utilize sales intelligence tools to identify high potential accounts,** which is significantly higher than shallow sellers (15%).*

Demystifying the Buyer-Seller Relationship

- **90% of sellers in North America place more importance than buyers (50%) on in-person meetings prior to closing a deal.** US sellers value the importance of an in-person meeting more than sellers globally (87%) while buyers view the importance less than buyers globally (67%).
- **Over 1 in 2 (52%) North America buyers say they have bought from the same sales professional, even after they switched companies.** Additionally, 59% of buyers who have moved companies have bought from the same sales professional, highlighting the importance of relationships.*
- **In North America, sellers are more optimistic than buyers regarding budgets.** 77% of sellers expect purchasing budgets to increase (10% substantially 25%+ and 67% somewhat <25%).* However, only 52% of buyers expect purchasing budgets to increase (7% substantially 25%+ and 44% somewhat <25%).

What is deep sales?

Deep sales is a category of software within the sales intelligence space. It was established by the LinkedIn Sales Solutions team in Spring of 2022, solidifying the notion that Sales Navigator is highly differentiated from other sales tools because of its capabilities, fueled by the powerful data and signals provided by the unique LinkedIn platform.

The deep sales is also an approach consisting of 3 habits that are directly and quantifiably correlated to a higher chance of a seller beating their quota. The 3 habits are 1) prioritize high potential accounts, 2) identify and build key buyer relationships, and 3) find hidden allies and timely intel for relevant outreach.

Sellers who exhibit most, if not all, of these behaviors routinely excel within their sales organizations as top performers, or what we call deep sellers. The sellers who do the least of these behaviors are low performers, or shallow sellers.

Note: These are small base sizes and should be used with caution.

** Regional and country-level data is on par (with 1%-3%) with global data.*

EMEA Region

Deep Sellers Crush Their Quotas and Highlights from the Deep Sales Playbook

- **17% of sellers in EMEA are classified as deep sellers**, while 48% are shallow sellers. Deep sellers in EMEA are 2.1x more likely to exceed their quota compared to shallow sellers, which is slightly above the global data of 1.9x.
- **62% of deep sellers in EMEA spend their time learning more about a customer's industry** compared to shallow sellers who only spend 19% of their time focused on industry research. Globally, 62% of deep sellers and 20% of shallow sellers conduct industry research.
- **Deep sellers in EMEA are more likely than shallow sellers to have seven or more contacts across key personnel within accounts** (purchase influencer 49% vs. 16%, buying committee members 43% vs. 11% and decision makers 48% vs 10%).
- **Over 1 in 2 deep sellers in EMEA (55%) seek feedback following an interaction all the time** compared to just 13% shallow sellers.

Deep Sellers Use AI and Sales Intelligence Technologies

- **78% of sellers in EMEA agree that those who use AI to research prospects and customers will excel in the future**, while 80% say they want training on how to best use AI technology.*
- **80% of salespeople who exceeded quota use AI**, while only 21% of those who exceeded their quota do not use AI.
- **Over 6 in 10 deep sellers utilize sales intelligence tools to identify high potential accounts**, which is significantly higher than shallow sellers (16%).

Demystifying the Buyer-Seller Relationship

- **Sellers (87%) and buyers (65%) agree it is important to meet in-person meetings prior to closing a deal.***
- **51% of buyers in EMEA say they have bought from the same sales professional**, even after they switched companies. Additionally, 51% of buyers who have moved companies have bought from the same sales professional, highlighting the importance of relationships.*
- **EMEA sellers are more optimistic than buyers regarding budgets.** 76% of sellers expect purchasing budgets to increase (13% substantially 25%+ and 63% somewhat <25%) in the next 12 months compared to 54% of buyers (8% substantially 25%+ and 46% somewhat <25%). Buyer data in the EMEA is lower than budget perceptions globally (64% increase).

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* Regional and country-level data is on par (with 1%-3%) with global data.

United Kingdom

Deep Sellers Crush Their Quotas and Highlights from the Deep Sales Playbook

- **22% of sellers in the UK are classified as deep sellers**, while 49% are shallow sellers. Deep sellers in the UK are 1.5x more likely to exceed their quota compared to shallow sellers, which is lower than the global data of 1.9x.
- **54% of deep sellers in the UK spend their time learning more about a customer's industry** compared to shallow sellers who spend 15% of their time focused on industry research. Globally, 62% of deep sellers and 20% of shallow sellers conduct industry research.
- **Deep sellers in the UK are more likely than shallow sellers to have seven or more contacts across key personnel within accounts** (purchase influencer 69% vs. 17%, buying committee members 65% vs. 13% and decision makers 69% vs 8%).
- **Over 9 in 10 deep sellers in the UK seek buyer feedback following an interaction** (57% all the time; 41% most of the time) compared to just under half of shallow sellers (10% all the time; 36% most of the time).

Note: These are small base sizes and should be used with caution.

** Regional and country-level data is on par (with 1%-3%) with global data.*

Deep Sellers Use AI and Sales Intelligence Technologies

- **78% of sellers in the UK agree that those who use AI to research prospects/customers will excel in the future**, while 84% say they want training on how to best use AI technology.*
- **In the UK, 62% of salespeople who exceeded quota use AI**, while only 39% of those who exceeded their quota do not use AI. Impact of AI on quotas lower than the global average.
- **In the U.K, over 6 in 10 deep sellers utilize sales intelligence tools to identify high potential accounts**, which is significantly higher than shallow sellers (12%).*

Demystifying the Buyer-Seller Relationship

- **Sellers (94%) in the UK place more importance than buyers (58%) on in-person meetings prior to closing a deal.** UK sellers value the importance of an in-person meeting more than sellers globally (87%) while buyers view the importance less than buyers globally (67%).
- **44% of UK buyers say they have bought from the same sales professional**, even after they switched companies. Additionally, 46% of buyers who have moved companies have bought from the same sales professional, highlighting the importance of relationships.
- **In the UK, sellers are more optimistic than buyers regarding budgets.** 73% of sellers expect purchasing budgets to increase (16% substantially 25%+ and 58% somewhat <25%) in the next 12 months compared to 54% of buyers (6% substantially 25%+ and 38% somewhat <25%). Buyer data in the UK is lower than perceptions globally.

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Sellers who exhibit most, if not all, of these behaviors routinely excel within their sales organizations as top performers, or what we call deep sellers. The sellers who do the least of these behaviors are low performers, or shallow sellers.

France

Deep Sellers Crush Their Quotas and Highlights from the Deep Sales Playbook

- **15% of sellers in France are classified as deep sellers**, while 54% are shallow sellers. Deep sellers in France are 3.7x more likely to exceed their quota compared to shallow sellers, which is above the global data of 1.9x.
- **66% of deep sellers in France spend their time learning more about a customer's industry** compared to shallow sellers who spend 21% of their time focused on industry research. Globally, 62% of deep sellers and 20% of shallow sellers conduct industry research.
- **Deep sellers in France are more likely than shallow sellers to have seven or more contacts across key personnel within accounts** (purchase influencer 38% vs. 9%, buying committee members 22% vs. 10% and decision makers 28% vs. 6%).
- **Over 1 in 2 deep sellers in France (56%) seek buyer feedback following an interaction all the time** compared to just 16% shallow sellers.

Deep Sellers Use AI and Sales Intelligence Technologies

- **78% of sellers in France agree that those who use AI to research prospects/customers will excel in the future**, while 79% say they want training on how to best use AI technology. The data is slightly below the global data for both items (82% research; 84% training).
- **84% of salespeople in France who exceeded their quota use AI**, while 16% of those who exceeded their quota do not use AI. Impact of AI is higher than the global data for those who exceeded (75% of salespeople who exceeded quota use AI).
- **Over 6 in 10 deep sellers utilize sales intelligence tools to identify high potential accounts**, which is significantly higher than shallow sellers (23%).*

Demystifying the Buyer-Seller Relationship

- **Sellers (88%) and buyers (56%) agree it is important to meet in-person meetings prior to closing a deal.** Data for France is on par* with sellers, but lower for buyers with global data (87% sellers; 67% buyers)
- **52% of buyers in France say they have bought from the same sales professional**, even after they switched companies. Additionally, 50% of buyers who have moved companies have bought from the same sales professional, highlighting the importance of relationships.*
- **France sellers are more optimistic than buyers regarding budgets.** 78% of sellers expect purchasing budgets to increase (12% substantially 25%+ and 66% somewhat <25%) in the next 12 months compared to 46% of buyers (8% substantially 25%+ and 38% somewhat <25%). Buyer data in France is lower than budget perceptions globally (64% increase).

What is deep sales?

Deep sales is a category of software within the sales intelligence space. It was established by the LinkedIn Sales Solutions team in Spring of 2022, solidifying the notion that Sales Navigator is highly differentiated from other sales tools because of its capabilities, fueled by the powerful data and signals provided by the unique LinkedIn platform.

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Note: These are small base sizes and should be used with caution.

** Regional and country-level data is on par (with 1%-3%) with global data.*

DACH (Germany/Austria/Switzerland)

Deep Sellers Crush Their Quotas and Highlights from the Deep Sales Playbook

- **14% of sellers in DACH are classified as deep sellers**, while 53% are shallow sellers. Deep sellers in DACH are 2.5x more likely to exceed their quota compared to shallow sellers, which is above the global data of 1.9x.
- **65% of deep sellers in DACH spend their time learning more about a customer's industry** compared to shallow sellers who spend 16% of their time focused on industry research. Globally, 62% of deep sellers and 20% of shallow sellers conduct industry research.
- **Deep sellers in DACH are more likely than shallow sellers to have seven or more contacts across key personnel within accounts** (purchase influencer 39% vs. 15%, buying committee members 21% vs. 8% and decision makers 39% vs. 9%).
- **Over 1 in 2 deep sellers in DACH (54%) seek buyer feedback following an interaction all the time** compared to just 10% shallow sellers.

Deep Sellers Use AI and Sales Intelligence Technologies

- **81% of sellers in DACH agree that those who use AI to research prospects/customers will excel in the future**, while 76% say they want training on how to best use AI technology. The data is on par* with research, but below for training compared to the global data (82% research; 84% training).
- **85% of salespeople in DACH who exceeded their quota use AI**, while only 16% of those exceeded their quotas do not use AI. Impact of AI on quotas is higher than the global data (75% of salespeople who exceeded quota use AI).
- **Over 5 in 10 (54%) of deep sellers utilize sales intelligence tools to identify high potential accounts**, which is higher than shallow sellers (13%).

Demystifying the Buyer-Seller Relationship

- **Sellers (83%) and buyers (62%) in DACH agree it is important to meet in-person meetings prior to closing a deal.** Data for DACH is slightly lower than the global data (87% sellers; 67% buyers)
- **40% of buyers in DACH say they have bought from the same sales professional**, even after they switched companies. Additionally, 45% of buyers who have moved companies have bought from the same sales professional, highlighting the importance of relationships. The DACH data is lower than the global data (50% and 54%).
- **Sellers in DACH are more optimistic than buyers regarding budgets.** 76% of sellers expect purchasing budgets to increase (13% substantially 25%+ and 62% somewhat <25%) in the next 12 months compared to 49% of buyers (9% substantially 25%+ and 40% somewhat <25%). Buyer data in DACH is lower than budget perceptions globally (64% of Buyers in DACH anticipate a purchasing budget increase).

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The deep sales is also an approach consisting of 3 habits that are directly and quantifiably correlated to a higher chance of a seller beating their quota. The 3 habits are 1) prioritize high potential accounts, 2) identify and build key buyer relationships, and 3) find hidden allies and timely intel for relevant outreach.

Sellers who exhibit most, if not all, of these behaviors routinely excel within their sales organizations as top performers, or what we call deep sellers. The sellers who do the least of these behaviors are low performers, or shallow sellers.

Note: These are small base sizes and should be used with caution.

** Regional and country-level data is on par (with 1%-3%) with global data.*

BENELUX (Belgium/Netherlands/Luxembourg)

Deep Sellers Crush Their Quotas and Highlights from the Deep Sales Playbook

- **18% of sellers in BENELUX are classified as deep sellers**, while 39% are shallow sellers. Deep sellers in BENELUX are 1.5x more likely to exceed their quota compared to shallow sellers, which is lower than the global data of 1.9x.
- **66% of deep sellers in BENELUX spend their time learning more about a customer's industry** compared to shallow sellers who spend 26% of their time focused on industry research. Globally, 62% of deep sellers and 20% of shallow sellers conduct industry research.
- **Deep sellers in BENELUX are more likely than shallow sellers to have seven or more contacts across key personnel within accounts** (purchase influencer 40% vs. 24%, buying committee members 47% vs. 11% and decision makers 45% vs. 18%).
- **Over 9 in 10 deep sellers in BENELUX seek buyer feedback following an interaction** (53% all the time; 40% most of the time) compared to 6 in 10 shallow sellers (15% all the time; 45% most of the time).

Deep Sellers Use AI and Sales Intelligence Technologies

- **76% of sellers agree that those who use AI to research prospects/customers will excel in the future**, while 82% say they want training on how to best use AI technology.*
- **86% of salespeople who exceeded their quota use AI**, while only 14% of salespeople who exceeded quota did not use AI. Impact of AI on quotas is higher than the global data (75% of salespeople who exceeded quota use AI).
- **Over 6 in 10 deep sellers utilize sales intelligence tools to identify high potential accounts**, which is significantly higher than shallow sellers (12%).*

Demystifying the Buyer-Seller Relationship

- **Sellers (82%) and buyers (84%) agree it is important to meet in-person meetings prior to closing a deal.** Data for BENELUX is on par* with sellers, and higher for buyers than global data (87% sellers; 67% buyers)
- **66% of BENELUX buyers say they have bought from the same sales professional**, even after they switched companies. Additionally, 60% of buyers who have moved companies have bought from the same sales professional, highlighting the importance of relationships.
- **In the BENELUX sellers and buyers are optimistic regarding budgets.** 76% of sellers expect purchasing budgets to increase (11% substantially 25%+ and 65% somewhat <25%) in the next 12 months compared to 75% of buyers (9% substantially 25%+ and 66% somewhat <25%). Buyer data in the Benelux is higher than budget perceptions globally (64%).

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Mexico

Deep Sellers Crush Their Quotas and Highlights from the Deep Sales Playbook

- **19% of sellers in Mexico are classified as deep sellers**, while 43% are shallow sellers. Deep sellers in Mexico are 1.6x more likely to exceed their quota compared to shallow sellers, which is lower than the global data of 1.9x.
- **67% of deep sellers in Mexico spend their time learning more about a customer's industry** compared to shallow sellers who spend 25% of their time focused on industry research. Globally, 62% of deep sellers and 20% of shallow sellers conduct industry research.
- **Deep sellers in Mexico are more likely than shallow sellers to have seven or more contacts across key personnel within accounts** (purchase influencer 46% vs. 21%, buying committee members 38% vs. 17% and decision makers 46% vs. 11%).
- **Over 1 in 2 deep sellers in Mexico (51%) seek buyer feedback following an interaction all the time** compared to just 20% shallow sellers.

Deep Sellers Use AI and Sales Intelligence Technologies

- **90% of sellers in Mexico agree that those who use AI to research prospects/customers will excel in the future**, while 90% say they want training on how to best use AI technology. The data is higher than the global data for both items (82% research; 84% training).
- **70% of salespeople in Mexico who exceeded their quota use AI**, while only 30% of those exceeded their quota do not use AI. Impact of AI is lower than the global data for those who exceeded (75% of AI users exceeded their quotas).
- **65% of deep sellers utilize sales intelligence tools to identify high potential accounts**, which is significantly higher than shallow sellers (13%).*

Demystifying the Buyer-Seller Relationship

- **Sellers (92%) and buyers (92%) agree it is important to meet in-person meetings prior to closing a deal.** Data for Mexico is on par* with sellers, but much higher for buyers with global data (87% sellers; 67% buyers)
- **56% of buyers in Mexico say they have bought from the same sales professional**, even after they switched companies. Additionally, 60% of buyers who have moved companies have bought from the same sales professional, highlighting the importance of relationships. Mexico data is higher than global data (50%; 54%).
- **Mexico buyers are more optimistic than sellers regarding budgets.** 76% of sellers expect purchasing budgets to increase (16% substantially 25%+ and 60% somewhat <25%) in the next 12 months compared to 92% of buyers (17% substantially 25%+ and 75% somewhat <25%). Buyer data in Mexico is much higher than globally (64% increase).

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Brazil

Deep Sellers Crush Their Quotas and Highlights from the Deep Sales Playbook

- **17% of sellers in Brazil are classified as deep sellers**, while 40% are shallow sellers. Deep sellers in Brazil are 1.7x more likely to exceed their quota compared to shallow sellers, which is lower than the global data of 1.9x.
- **59% of deep sellers in Brazil spend their time learning more about a customer's industry** compared to shallow sellers who spend 21% of their time focused on industry research. Globally, 62% of deep sellers and 20% of shallow sellers conduct industry research.
- **Deep sellers in Brazil are more likely than shallow sellers to have seven or more contacts across key personnel within accounts** (purchase influencer 38% vs. 29%, buying committee members 41% vs. 26% and decision makers 29% vs. 28%).
- **Over 1 in 2 deep sellers in Brazil (56%) seek buyer feedback following an interaction all the time** compared to just 10% shallow sellers.

Deep Sellers Use AI and Sales Intelligence Technologies

- **81% of sellers in Brazil agree that those who use AI to research prospects/customers will excel in the future**, while 82% say they want training on how to best use AI technology.*
- **83% of salespeople in Brazil who exceeded their quota use AI**, while only 17% of those who exceeded their quota do not use AI. Impact of AI is higher than the global data for those who exceeded (75% of salespeople who exceeded quota use AI).
- **47% of deep sellers utilize sales intelligence tools to identify high potential accounts**, which is significantly higher than shallow sellers (10%). Brazil data is lower for both deep (62%) and shallow sellers (15%) globally.

Demystifying the Buyer-Seller Relationship

- **Sellers (77%) and buyers (60%) agree it is important to meet in-person meetings prior to closing a deal.** Data for Brazil is lower than global data (87% sellers; 67% buyers)
- **48% of buyers in Brazil say they have bought from the same sales professional, even after they switched companies.** Additionally, 58% of buyers who have moved companies have bought from the same sales professional, highlighting the importance of relationships. Brazil data is on par with the global data (50%; 54%).
- **Brazil sellers are more optimistic than buyers regarding budgets.** 83% of sellers expect purchasing budgets to increase (10% substantially 25%+ and 73% somewhat <25%) in the next 12 months compared to 68% of buyers (18% substantially 25%+ and 50% somewhat <25%). Seller data in Brazil is higher than globally (76% increase).

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Asia Pacific Region (APAC)

Deep Sellers Crush Their Quotas and Highlights from the Deep Sales Playbook

- **19% of sellers in APAC are classified as deep sellers**, while 47% are shallow sellers. Deep sellers in APAC are 1.3x more likely to exceed their quota compared to shallow sellers, which is below the global data of 1.9x.
- **59% of deep sellers in APAC spend their time learning more about a customer's industry** compared to shallow sellers who spend 21% of their time focused on industry research. Globally, 62% of deep sellers and 20% of shallow sellers conduct industry research.
- **Deep sellers in APAC are more likely than shallow sellers to have seven or more contacts across key personnel within accounts** (purchase influencer 63% vs. 19%, buying committee members 63% vs. 15% and decision makers 57% vs. 15%).
- **Over 1 in 2 deep sellers in APAC (51%) seek buyer feedback following an interaction all the time** compared to just 12% shallow sellers.

Deep Sellers Use AI and Sales Intelligence Technologies

- **84% of sellers in APAC agree that those who use AI to research prospects/customers will excel in the future**, while 87% say they want training on how to best use AI technology.*
- **68% of salespeople in APAC who exceeded their quota use AI**, while only 32% of those who exceeded quota did not use AI. Impact of AI on quotas is lower than the global data (75% of salespeople who exceeded quota use AI).
- **2 in 3 (67%) of deep sellers utilize sales intelligence tools to identify high potential accounts**, which is significantly higher than shallow sellers (16%). APAC data for deep sellers is higher than global data (62%).

Demystifying the Buyer-Seller Relationship

- **Sellers (88%) and buyers (69%) in APAC agree it is important to meet in-person meetings prior to closing a deal.***
- **47% of buyers in APAC say they have bought from the same sales professional**, even after they switched companies. Additionally, 53% of buyers who have moved companies have bought from the same sales professional, highlighting the importance of relationships. The APAC data is slightly lower than the global data (50% and 54%).
- **Sellers in APAC are more optimistic than buyers regarding budgets.** 74% of sellers expect purchasing budgets to increase (14% substantially 25%+ and 60% somewhat <25%) in the next 12 months compared to 71% of buyers (11% substantially 25%+ and 60% somewhat <25%). Buyer data in APAC is higher than budget perceptions globally (64% increase).

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Sellers who exhibit most, if not all, of these behaviors routinely excel within their sales organizations as top performers, or what we call deep sellers. The sellers who do the least of these behaviors are low performers, or shallow sellers.

* Regional and country-level data is on par (with 1%-3%) with global data.

Australia

Deep Sellers Crush Their Quotas and Highlights from the Deep Sales Playbook

- Sales professionals are **2.8X more likely to exceed quota** if they prioritize **industry research on current customers**. 73% of deep sellers prioritize industry research, compared to only 26% of shallow sellers.
- **Deep sellers in Australia are more likely than shallow sellers to have seven or more contacts across key personnel within accounts** (purchase influencer 54% vs. 17%, buying committee members 57% vs. 15% and decision makers 54% vs. 10%).
- Sales professionals are **7.3X more likely to exceed quota** if they significantly **increased time building relationships with current customers**. 68% of deep sellers say they have significantly increased the time spent building relationships with current customers compared to just 7% of shallow sellers.
- **Deep sellers are 2.2X more likely than shallow sellers to have average deal size over 1 million dollars.**
- **12% of sellers in Australia are classified as deep sellers**, while 54% are shallow sellers.

*Note: These are small base sizes and should be used with caution.
* Regional and country-level data is on par (with 1%-3%) with global data.*

Deep Sellers Use AI and Sales Intelligence Technologies

- **79% of sellers in Australia agree that those who use AI to research prospects/customers will excel in the future**, while 79% say they want training on how to best use AI technology.*
- **75% of deep sellers utilize sales intelligence tools to identify high potential accounts**, which is significantly higher than shallow sellers (19%). Australia data is higher for both deep (62%) and shallow sellers (15%) globally.
- **Deep sellers are 1.6X more likely than shallow sellers to use AI to gather information on clients from multiple sources.**

Demystifying the Buyer-Seller Relationship

- **Sellers (84%) and buyers (72%) agree it is important to meet in-person meetings prior to closing a deal.** Data for Australia is on par* with sellers and higher for buyers globally (87% sellers; 67% buyers).
- **50% of buyers in Australia say they have bought from the same sales professional**, even after they switched companies. Additionally, 66% of buyers who have moved companies have bought from the same sales professional, highlighting the importance of relationships. Australia data is on par* with global sellers who switched their company (50%) and higher than global buyers (54%).
- **Australian sellers and buyers are optimistic regarding budgets.** 72% of sellers (9% substantially 25%+ and 63% somewhat <25%) in the next 12 months and 72% of buyers (6% substantially 25%+ and 66% somewhat <25%) expect purchasing budgets to increase. Buyer data in Australia is higher than buyer data globally (64% increase).

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India

Deep Sellers Crush Their Quotas and Highlights from the Deep Sales Playbook

- 32% of sellers in India are classified as deep sellers, while 36% are shallow sellers. Deep sellers in India are 1.8x more likely to exceed their quota compared to shallow sellers, which is slightly lower than the global data of 1.9x.
- Sales professionals in India are 2.5X more likely to exceed quota if they do significantly more research before outreach. 59% of deep sellers say they do significantly more research on prospects than they did 12 months ago compared to 24% of shallow sellers.
- Deep sellers in India are more likely than shallow sellers to have seven or more contacts across key personnel within accounts (purchase influencer 66% vs. 27%, buying committee members 70% vs. 20% and decision makers 60% vs. 20%).
- Over 1 in 2 deep sellers in India (52%) seek buyer feedback following an interaction all the time compared to just 13% shallow sellers.
- Sales professionals in India are 2.3X more likely to exceed quota if they utilize social networks to identify members of the buying committee. 44% of deep seller leverage social networks to identify members of the buying committee compared to 19% of shallow sellers

Note: These are small base sizes and should be used with caution.

** Regional and country-level data is on par (with 1%-3%) with global data.*

Deep Sellers Use AI and Sales Intelligence Technologies

- 90% of sellers in India agree that those who use AI to research prospects/customers will excel in the future, while 93% say they want training on how to best use AI technology. The data is higher than the global data for both items (82% research; 84% training).
- 73% of salespeople in India who exceeded their quota use AI, while only 27% of those who exceeded their quota did not use AI. Impact of AI is lower than the global data for those who exceeded (75% of salespeople who exceeded quota use AI).
- Deep sellers are 2.4X more likely than shallow sellers to use AI to find colleagues connected to stakeholders of interest.
- Sales professionals in India are 2.2X more likely to exceed quota when they utilize sales intelligence tools to identify white space. 41% of deep sellers utilize sales intelligence tools to identify white space or lucrative areas of opportunities with current customers compared to 19% of shallow sellers.

Demystifying the Buyer-Seller Relationship

- Sellers (93%) and buyers (64%) agree it is important to meet in-person meetings prior to closing a deal. Data for India is higher than sellers and on par with buyers globally (87% sellers; 67% buyers).
- 52% of buyers in India say they have bought from the same sales professional, even after they switched companies. Additionally, 46% of buyers who have moved companies have bought from the same sales professional, highlighting the importance of relationships. India data is on par* for the sellers who left the company and lower for buyers compared to the global data.(50% and 54%).
- Sellers in India are as optimistic as buyers are regarding budgets. 78% of sellers (23% substantially 25%+ and 55% somewhat <25%) in the next 12 months and 82% of buyers (16% substantially 25%+ and 66% somewhat <25%) expect purchasing budgets to increase. India data for buyers is higher than global buyers (64% increase).

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Singapore

Deep Sellers Crush Their Quotas and Highlights from the Deep Sales Playbook

- 14% of sellers in Singapore are classified as deep sellers, while 52% are shallow sellers.
- Sales professionals are **27X more likely to exceed quota if they prioritize industry research**. 67% of deep sellers prioritize industry research on current customers, compared to only 16% of shallow sellers.
- Sales professionals are **26X more likely to exceed quota if they have 7 or more contacts who are decision makers**. 55% of deep sellers say that they have 7 or more contacts at a clients account who are decision makers compared to just 16% of shallow sellers.
- Almost **1 in 2** deep sellers in Singapore (**48%**) seek buyer feedback following an interaction all the time compared to 11% shallow sellers.
- Deep sellers are **2.1X more likely than shallow sellers** to have average deal size over **1 million dollars**.

Deep Sellers Use AI and Sales Intelligence Technologies

- **84% of sellers in Singapore agree that those who use AI to research prospects/customers will excel in the future**, while 87% say they want training on how to best use AI technology.*
- Deep sellers in Singapore are **1.7X more likely than shallow sellers** to use AI to identify opportunities that are at risk.
- **71% of deep sellers utilize sales intelligence tools to identify high potential accounts**, which is significantly higher than shallow sellers (14%). Singapore data is higher than deep sellers (62%) and on par* with shallow sellers (15%) globally.

Demystifying the Buyer-Seller Relationship

- **Sellers (88%) and buyers (72%) agree it is important to meet in-person meetings prior to closing a deal**. Data for Singapore is on par* with sellers and higher for buyers globally (87% sellers; 67% buyers).
- **38% of buyers in Singapore say they have bought from the same sales professional**, even after they switched companies. Additionally, 46% of buyers who have moved companies have bought from the same sales professional, highlighting the importance of relationships. Singapore data is lower than global data for both (50% and 54%).
- **Singapore sellers are more optimistic than buyers regarding budgets**. 73% of sellers expect purchasing budgets to increase (12% substantially 25%+ and 61% somewhat <25%) in the next 12 months compared to 58% of buyers (10% substantially 25%+ and 48% somewhat <25%). Singapore data for buyers is lower than global buyers (64% increase).

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Acknowledgements



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EMEAL Field Marketing

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Stratlab Digital

[Samantha McKenna](#),

#samsales

[Theng Kiat Goh](#),

Prudential Financial

Ipsos Research Methodology and Survey Coverage



Ipsos Research Methodology and Survey Coverage

Ipsos Research Methodology

Primary quantitative research was conducted by Ipsos via a device-agnostic online survey, designed with each market in mind. Ipsos recruited a sample of 2,187 B2B sellers and 508 buyers from various industries. Participants took a 15-minute device-agnostic survey on mobile or desktop devices. Survey development drew from existing Ipsos expertise as well as findings from LinkedIn research. The focus of the survey was to define the “deep sales” concept, understand the current state of sales relationships, and explore challenges faced by revenue-generating professionals globally.

Deep sales comprises 3 habits and 10 behaviors related to sales. In the classification model, each behavior was scored on a 0 to 1 scale and an aggregate score was created for each habit. Each behavior was weighted equally. The 3 habits were aggregated, and a final score was calculated ranging from 0 to 10. The final scores were analyzed against quota attainment and classified into 3 categories. Scores of 0 to 4 were assigned as shallow sellers, scores of 5 to 6 were assigned as average sellers and scores from 7 to 10 were assigned as deep sellers. If you are interested in learning more about the deep sales classification methodology, then click [here](#).

Qualifying Criteria

- B2B revenue-generating professional working in finance, tech, professional services, manufacturing, and other industries
- Buying decision-makers working in finance, tech, professional services, manufacturing, and other industries

Respondent Profile

- Regions: North America (n=309), LATAM (n=502), EMEA (n=1,057), APAC (n=827)
- Job title: C-suite (n=510), Manager/Senior Manager/Director/VP/President/SVP (n=2,185)
- Industries: Financial Services (n=624), Tech (n=596), Professional Services (n=607), Manufacturing (n=455), others (n=413)

Global Survey Covered 15 Countries

To better understand the evolving B2B selling and buying landscape, we surveyed sales and procurement professionals in 15 countries:

- United States
- Canada
- United Kingdom
- France
- Germany
- Austria
- Switzerland
- Netherlands
- Belgium
- Belgium
- Luxembourg
- Australia
- India
- Singapore
- Mexico
- Brazil

Data Collection Timeline

August 11 to September 29, 2023

Learn More About Sales Navigator



About Sales Navigator

Sales Navigator gets you high-quality conversations with the people that matter. Go beyond just connecting with decision-makers to extend your reach to all the hidden influencers that move a deal forward. With unparalleled access to LinkedIn's dynamic data set of over one billion members, we help you leverage warm introductions to build the right relationships in your target growth areas.

And while AI has always been foundational to the platform, with recent advancements in Gen AI we're able to make these signals easier to access, more insightful, and delivered instantly, fueling sales productivity so reps can focus on the art of selling and what's uniquely human.

To learn more, and receive a free demo, visit <https://bit.ly/3QZfQvH> or scan this QR code.

