

Gartner Research

Tech Buyer Behavior Primer for 2024

Derry Finkeldey, Garrett Astler,
Manav Jain, Michelle Shapiro

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By Analyst(s): Derry Finkeldey, Garrett Astler, Manav Jain, Michelle Shapiro

Initiatives: Tech Buying Behavior

Organizations are experiencing high rates of purchase regret due to the buying inexperience of many members of the buying team. Product leaders must reimagine their go-to-market strategy through the lens of the ideal customer journey and find ways to help themselves and their buyers succeed.

Scope

This initiative covers how organizations and leaders make buying decisions, what buyers want, behaviors that align to high-value outcomes and how high-tech providers must adapt to these behaviors.

Topics in this initiative include:

- **Tech Buying Dynamics:** Gain a firm foundation in the fundamentals of technology buying behaviors today and understand how they are evolving.
- **Tech Buying Situations:** Plan your go-to-market strategy based on an in-depth comprehension of the buying situations in the technology and service markets that we cover and hear the voice of the customer from our independent primary research among buyers.
- **Technologist Buyer Personas:** Make go-to-market decisions based on a clear understanding of which technologist roles impact B2B technology buying decisions and what factors drive demand.
- **Business Buyer Personas:** Determine go-to-market choices based on an understanding of which functional business roles impact B2B technology buying decisions and what factors drive demand.

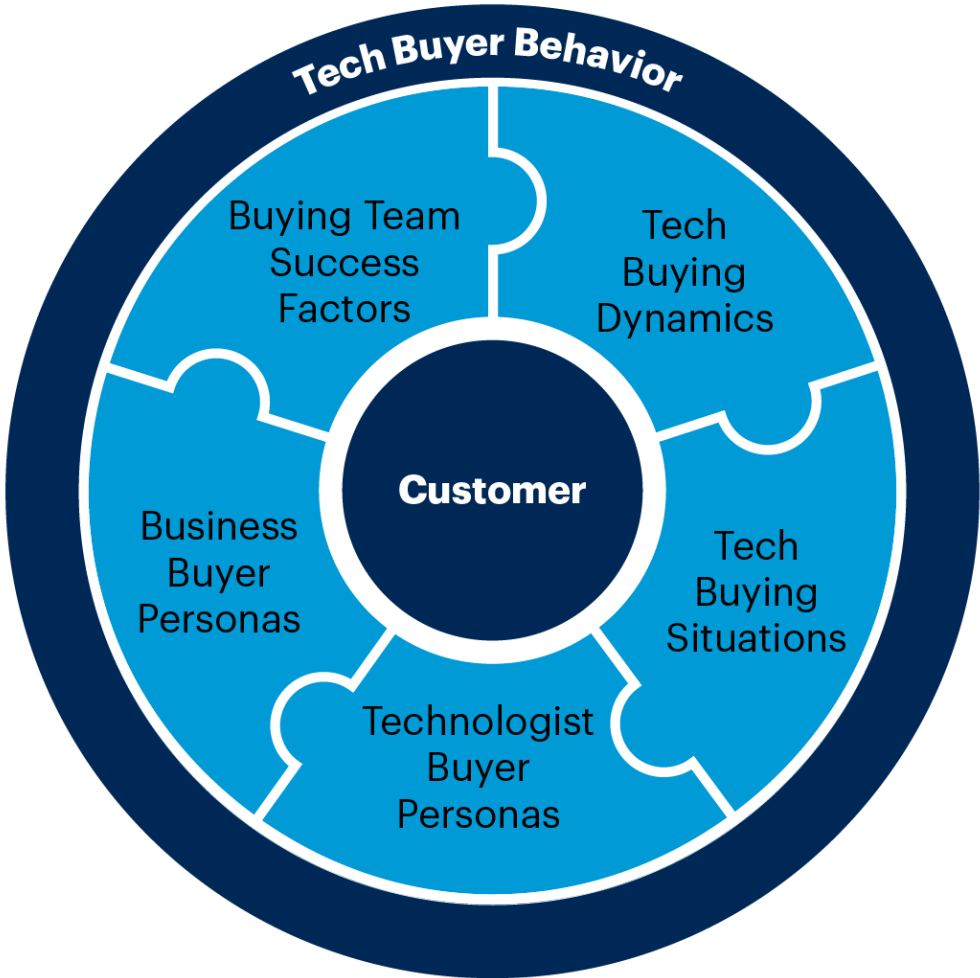
- **Buying Team Success Factors:** Explore how you should adapt your go-to-market and product strategies in response to changing business buyer expectations with our business buyer behavioral insights.

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Analysis

Figure 1. Tech Buying Behavior Overview

Tech Buying Behavior



Source: Gartner
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The involvement of nontechnical business people in technology decisions has become “business as usual.” This is not surprising when you consider that the majority of CEOs advocate for more technology work done directly within business functions, closer to the point of impact (see 2023 CIO and Technology Executive Agenda: 4 Actions to Deliver ‘Digital Dividends’).

Gartner's Forecast Analysis: Democratization of Technology shows that the shift of technology buying decisions to the business side influenced 30% of business technology spending in 2022. That rate is expected to rise to 38% by 2026. However, a new "business as usual" approach to the buying process has not yet taken shape within organizations.

Gartner's technology buying research studies indicate that every organization has a different buying process. At the same time, underlying governance and procurement processes have not kept pace with the demands of changing technologies and buying teams, meaning that they are no longer fit for purpose.

These disparate processes and approaches are proving to be ineffective and are not resulting in value for the buying organizations. Eighty-one percent of respondents to Gartner's 2022 Functional Business Buyers survey experienced either moderate or high purchase regret while purchasing software for their specific department or business function. ² Furthermore, only 17% of buyers experienced a high-quality deal, a similar rate to the 20% of buyers who achieved a high-quality deal purchasing technology for the enterprise in Gartner's 2022 Technology Buying Behavior survey. ^{1,2} The implications for providers are stark — buyers with ineffective buying processes take longer to buy. They are also less likely to expand even when they do make purchases.

The good news is that our buying research highlights certain behaviors that align to no-regret purchases and high-quality deals.

At this time, providers that understand what their ideal target customers need to know and do in order to make a high-value and low-regret tech purchase decision stand to increase both conversion and deal velocity. The key to good technology investments, both for buyers and the providers who serve them, is to:

1. Gain alignment on goals early in the process; and
2. Build confidence in the decision approach as well as the path to value achievement.

With that framing, an ideal journey can be created that minimizes extra work or omissions and ultimately is more likely to lead to high-quality deals.

Winning will require a more nuanced understanding of buying behaviors and behavioral gaps across the buying and owning journey. It will also require a deep understanding of the new stakeholders in the buying process — functional leaders, business technologists and users as influencers. Our 2024 initiative will explore all these angles of buying, with stakeholders across the organization.

Topics

Our tech buying behavioral insights will equip product leaders with the needed insights to match your offerings and go-to-market execution with what your customers need and want. You can acquire, retain and expand your relationships with customers – and increase revenue as well.

Our research addresses the following topics:

Tech Buying Dynamics

To meet rapidly evolving customer needs and remain competitive, you need to look at buying dynamics across the customer's journey across their whole experience of being a customer – not just during an initial sale. You must also show how you can help existing customers achieve and maximize value. Our insights will explore the behaviors that indicate readiness and fit with your solutions and which solution(s) and go-to-market approaches are likely to engage customers, improving overall impact for both you and your customers.

Questions Your Peers Are Asking

- What are the considerations when assessing the buying situation?
- What is impacting technology buying behaviors in 2024?
- What must change in go-to-market motions to accommodate new buying behaviors?

Recommended Content

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- B2B Tech Buying Teams Are Struggling: Here's How to Guide Them
- How to Promote Partner Solutions With an Ecosystem Community Site
- Top Strategies to Ensure Renewals in a B2B Subscription Model
- What Accelerates New Investments by Existing Customers?
- Quick Answer: What Actions Can Help Accelerate Purchase Decisions Facing Increased Financial Scrutiny?

Planned Research

- The ideal customer journey playbook
- How the conflict score highlights the biggest buying challenge
- Why increased effort by buyers leads to more high-quality deals
- A deeper look at buying team size and regret
- Value realization tactics and technology

Tech Buying Situations

To retain and grow customer relationships – especially in times of uncertainty – you must deliver value to your customers. Buyers indicate that value articulation and business case development are especially important to being able to move ahead with technology investments. Our research delves into key customer behaviors by different market segments, industry and enterprise psychographics, and highlights what value looks like by tech purchase type and by buyer. New insights in 2024 will dive into the factors driving meaningful business case development.

Questions Your Peers Are Asking

- What are the leading buying triggers and drivers by industry, geography, functional role and behavioral type?
- What are the leading use cases for technologies, especially emerging technologies?
- Who are the buying team participants, and what are their roles and preferences?
- Do replacement purchases follow a different path?
- How can I use psychographics to better understand customers?

Recommended Content

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- Encourage Cross-Functional Buying Teams for Faster, Better Departmental Tech Deals
- 3 Product Challenges to Engaging New Buying Centers in Existing Customers
- Data Interactive: Why Buyers Evaluate Alternatives Before Renewal

- Sustainability Value Scenario: Enable Transformation in Supply Chain
- Local Enterprises' Increased Focus on Sustainability Creates Challenges for Product Leaders in India

Planned Research

- The ideal customer journey playbook for the advanced buyer
- Results from the multicloud survey
- How different enterprise technology adoption profiles present different risks
- Results from the 2024 buyer survey
- How to use value drivers radar to assess what buyers deem important

Technologist Buyer Personas

In today's environment, anyone in the organization could be a technology buyer. While more than two-thirds of substantial tech purchases involve tech experts, these technologists could be embedded across business functions. ¹ In 2024, product leaders must explore the technologist roles with the greatest impact on buying processes.

Questions Your Peers Are Asking

- What are the top priorities for technologists that influence technology purchases?
- What factors create demand for tech solutions among technologists?
- What influences how technologists make technology buying decisions?

Recommended Content

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- Chief Information Officer Persona and Priorities
- Chief Information Security Officer Persona Priorities
- Chief Procurement Officer Persona & Priorities
- Technology Solutions Map for the Procurement Function

- Understanding the Buying Behavior and Priorities of Technology Buyers in Risk and Compliance Roles

Planned Research

- The DevOps roles driving decisions; DevSecOps
- Who is involved in AI decisions?
- The AI ideal customer journey playbook
- Common concerns of procurement stakeholders in tech purchases

Business Buyer Personas

Many product leaders do not feel sufficiently informed about the needs and buying journeys of business buyers, especially non-C-suite buyers. Developing value propositions that resonate with buyer personas is a top priority for providers, especially as market tumult places a premium on the ability to engage with buyers and decision makers on matters of urgency. In 2024, our research will introduce new buyer data and insights on buyers in six key functional areas: customer service and support, sales, marketing, finance, human resources and supply chain management.

Questions Your Peers Are Asking

- What are the top priorities for business leaders that influence technology purchases?
- What factors create demand for tech solutions among functional groups?
- What influences how functional groups make technology buying decisions?

Recommended Content

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- HR Value Scenario: Reimagining Recruiting Amid Changing Talent Needs
- Product Leader Insight: Top Storylines to Engage Customer Service and Support Buyers in 2023
- Data Interactive: Find Decision Leaders for Martech Purchases
- 2023 Business Buying Basics: Sales

- [Product Leader Insight: Top Storylines to Engage Tech Buyers in the Supply Chain in 2023](#)

Planned Research

- [Updated leader priorities by function](#)
- [Influencers on buying decisions by function](#)
- [Top use cases for AI by function](#)
- [Top storylines in 2024 by function](#)

Buying Team Success Factors

Business stakeholders do not make technology buying decisions in a vacuum but in the context of their organization. Our insights will take a 360-degree view of the influences and dynamics of high-demand technology buying use cases in the key functional business areas of customer service and support, sales, marketing, finance, human resources and supply chain management.

Questions Your Peers Are Asking

- [How do business buyers interact with their teams and other groups to make buying decisions?](#)
- [What are the most important criteria for business buying groups making final selections?](#)
- [What information do business buyers need to make good purchase decisions that lead to positive outcomes?](#)

Recommended Content

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- [Make Industry and Line-of-Business Executive Buyers Your Advocates](#)
- [Improve Supply Chain Software Decisions by Addressing Root Causes of Regret](#)
- [Quick Answer: What Differentiators Appeal to Finance Tech Buyers?](#)
- [Data Interactive Tool: Information Sources Used by Departmental Software Buyers](#)

Planned Research

- The ideal customer journey playbook by function
- The top three supply chain use cases for technology in 2023
- Sources of regret and dissatisfaction in functional purchases
- Challenges to technology investment in functional purchases

Suggested First Steps

- The Big Book of Technology Buyer Behavior
- Crossing the New Chasm: The Dynamics of Cross-functional B2B Buying Decisions
- Quick Answer: What Are the Most Critical Elements of an Effective Enterprise Persona?
- Quick Answer: What Are Value Scenarios, and Why Do They Matter?
- Gartner's Tech Growth and Innovation Conference

Essential Reading

- Use Gartner's Storytelling Framework to Attract Attention From Line-of-Business Buyers
- Webinar: Keep Your Messaging Clean Without AI Washing
- Webinar: B2B Tech Buying Teams Are Struggling, Here's How to Guide Them
- Webinar: From No to Yes: Getting Finance to Greenlight Tech Purchases

Tools and Toolkits

- Tool: Value Scenario Template

Evidence

2022 Gartner Technology Buying Behavior Survey. The 2022 Gartner Technology Buying Behavior Survey was conducted to understand how organizations approach large-scale buying efforts for enterprise technology. The research was conducted online from November through December 2021 among 1,120 respondents in organizations with at least 20 employees and \$1 million in annual revenue, and residing in either North America, Western Europe or Asia/Pacific regions. The North American countries represented in the survey were the U.S. (36%) and Canada (7%). The European countries were France (12%), Germany (13%) and the U.K. (20%), and Asia/Pacific countries were Australia (6%) and Singapore (5%). Industries surveyed included education, financial services, government, insurance, healthcare, manufacturing, natural resources and energy, media, retail, services, telecommunications, transportation, utilities, and wholesale. Respondents representing information technology organizations were excluded from the survey. Respondents were required to be at a manager level or higher, aware of large-scale buying efforts for technology occurring during the past two years, and directly involved in the evaluation or selection of products or services for technology projects. Qualifying technology purchases included new, replacement or expansion purchases of software, services, hardware, managed services or integrated solutions. At least 70% of the purchases reported by respondents had contract values of at least \$250,000. Approximately 87% of expansion purchases resulted in at least a doubling of the original contract value. Disclaimer: Results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

2022 Gartner Functional Business Buyers Survey. The 2022 Gartner Functional Business Buyer Survey was conducted to understand how functional business units within organizations approach large-scale software purchases to support their business function. The research was conducted online from September through mid-December 2022 among 3,048 respondents representing six different business functions: customer service and support (n = 508), finance (n = 518), human resources (n = 509), marketing (n = 513), sales (n = 499), and supply chain management (n = 501). All surveyed organizations had at least 250 employees and at least \$50 million in annual revenue in fiscal 2021. All respondents resided in either North America (42%), Western Europe (37%) or Asia/Pacific (21%). The North American countries represented in the survey were the U.S. (30%) and Canada (12%). The European countries were France (11%), Germany (12%) and the U.K. (14%), and the Asia/Pacific countries were Australia (9%), Singapore (7%), India (3%) and New Zealand (2%). Respondents represented more than 15 Industries, including banking and investments, communication service providers, education, healthcare providers, insurance, manufacturing, media, natural resources, public sector, retail, services, technology service providers, transportation, utilities and energy, and wholesale. All but a handful of respondents were at the manager level or higher within their organizations and participated in the purchasing process for software specifically for their respective business function during the previous two years. Software purchases were either new, replacement or expansion purchases. At least 96% of the functional business unit software purchases reported by respondents had contract values of at least \$50,000, and 43% were in excess of \$1 million. Disclaimer: The results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and organizations surveyed.

Note: Gartner defines a high-quality deal (HQD) as a situation where customers strongly feel they are achieving the value they expected when they made a technology purchase. They either: (1) did not compromise their ambitions for the project that the purchase was associated with, or (2) purchased what they consider to be a premium solution from a technology service provider.

Document Revision History

Tech Buying Behavior Primer for 2023 - 11 August 2023

Tech Buying Behavioral Insights Primer for 2022 - 4 February 2022

Tech Buying Behavioral Insights Primer for 2021 - 22 July 2021

Related Priorities

Initiative Name	Description
Technology Market Essentials	This initiative helps organizations harness growth opportunities by providing a quantitative fact base with market analysis and insights on market dynamics and technology trends.
Emerg. Tech & Trends Impact on Products & Services	Use this initiative to discover, strategically assess, monetize and integrate emerging technologies and trends (ETTs) in products and solutions.
Business of High Tech	This initiative covers high-tech industry commercial dynamics, such as strategies for revenue growth, tech and business model innovation, disruption response and sustaining competitive advantage.
Business Buyer Insights	This initiative covers how business buyers in core corporate functions make technology buying decisions – what these buyers want, and how high-tech providers must adapt to that behavior.
Customer-Led Growth Strategies	This initiative covers synchronization of commercial functions to reach revenue and retention goals using shared operational processes and a programmatic approach to customer experience and success.

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Emerg. Tech & Trends Impact on Products & Services

Use this initiative to discover, strategically assess, monetize and integrate emerging technologies and trends (ETTs) in products and solutions.

Business of High Tech

This initiative covers high-tech industry commercial dynamics, such as strategies for revenue growth, tech and business model innovation, disruption response and sustaining competitive advantage.

Business Buyer Insights

This initiative covers how business buyers in core corporate functions make technology buying decisions – what these buyers want, and how high-tech providers must adapt to that behavior.

Customer-Led Growth Strategies

This initiative covers synchronization of commercial functions to reach revenue and retention goals using shared operational processes and a programmatic approach to customer experience and success.

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Actionable, objective insight

Explore these additional complimentary resources and tools for high tech leaders:

Guide



Technology Buying Behavior: Who, Why and How

Address buying challenges to accelerate tech sales growth.

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Report



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Webinar



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