

A close-up portrait of a man with dark hair and glasses, looking intently at a screen. His eyes are reflected with a green glow, suggesting he is looking at digital content. His hand is resting under his chin in a thoughtful pose.

Gartner®

Three Buyer Behavior Myths Debunked

Three buyer behavior myths

The technology industry is placing bets and investments based on a set of flawed assumptions that risk driving up costs with inconsistent results.

Have you ever thought?



“We have to sell to the business and avoid IT.”



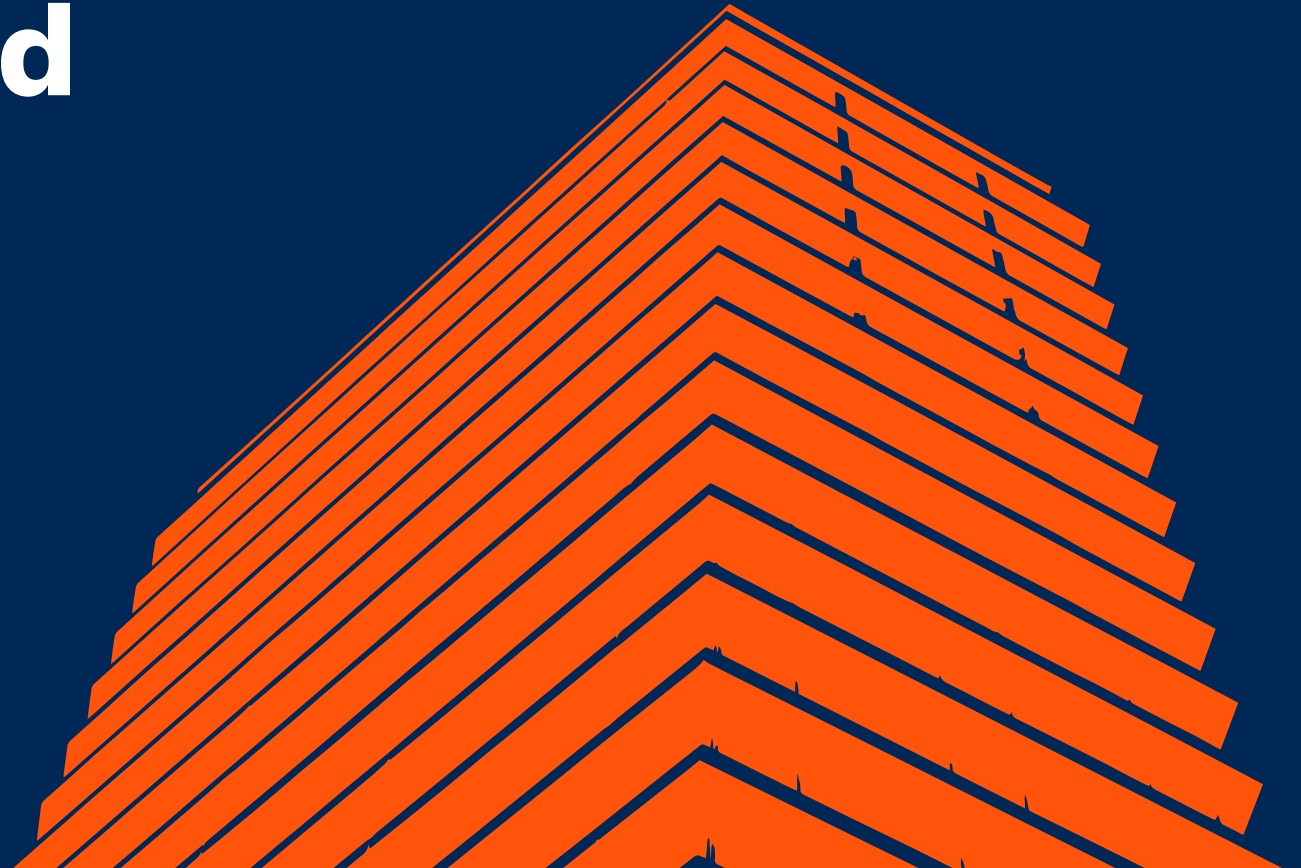
“Personas are critical to success.”



“Our customers know how to buy, we don’t need to help them with that.”

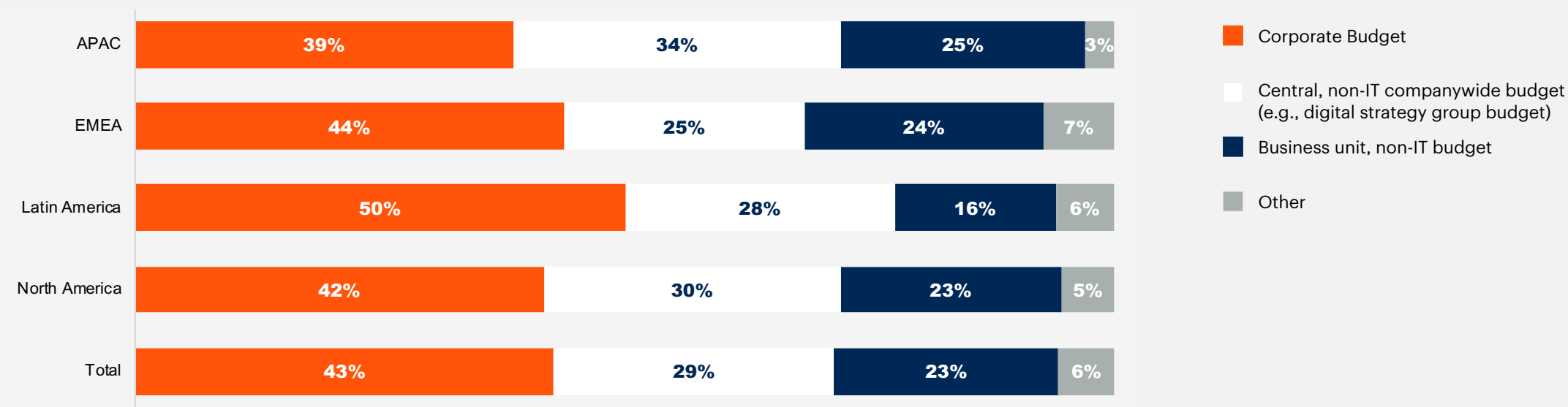
Myth No. 1

We have to sell to the business and avoid IT



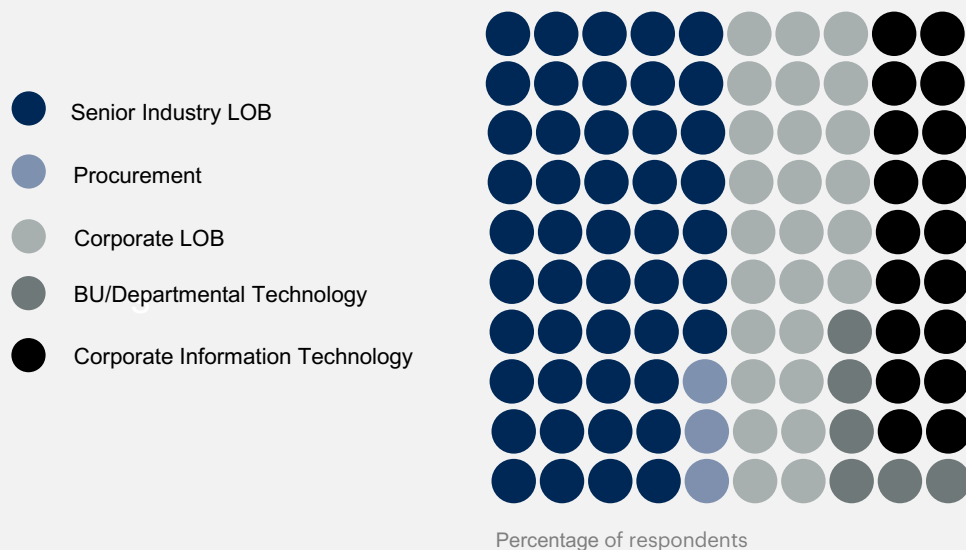
According to Gartner research, tech funding exists under different names and in multiple places

Innovation initiatives are centrally funded and involve technology investment



n = 1,033 (total), 350 (North America), 166 (Latin America) 370 (EMEA), 197 (APAC); percentages may not add up to 100% because of rounding
Q. What is the primary funding source for new business opportunities or innovation, including investment in building new business capabilities (includes test/learn) and initiatives that expand your enterprise's current line of business?
Source: CIO Agenda 2020 Survey

In fact, 75% of senior people involved in technology buying decisions are NOT in IT



- On average, 80% of buyers in industry roles are in operations or product-related roles.
- 40% of industry LOB buyers will have an operations orientation.
- The prevalence of BU or departmental technology varies by industry — it is highest in retail.

Source: Gartner Key Buyers and Influencers in Lines of Business 2019

Base, All respondents attempting the survey, manager level and above, with moderate to high involvement in need, provider selection and/or final sign off of technology purchases, excludes unsure (n = 2,123)

Q. Based on analysis of screener questions after filtering to target geographies, industries, company size, role & reporting, and involvement in tech purchase decisions for BU.

The reality: Most decisions will be made by a mix of business and technical resources working together

Stakeholders	Buying task	Determining the need at the outset of the process	Researching the options	Development of the business case to release funding	Review of technical and business capabilities of potential providers	Selection of providers	Final sign-off
Central IT		38%	47%	44%	53%	39%	31%
BU technology employees		42%	46%	45%	50%	40%	27%
BU function employees		39%	45%	41%	39%	34%	23%
Business analysts		39%	41%	45%	46%	34%	19%
Current provider(s)		34%	41%	40%	46%	33%	17%
Potential provider(s)		37%	44%	45%	47%	-	-
External advisors		35%	43%	39%	40%	26%	13%
Procurement		33%	36%	42%	39%	38%	23%

■ Most selected
 ■ Others in top 3 most selected

Percentage of respondents; multiple responses allowed

Source: Gartner Key Buyers and Influencers in Lines of Business 2019

Q. Select all decision process stages, where below is involved?

Base: Excludes unsure: n = 764

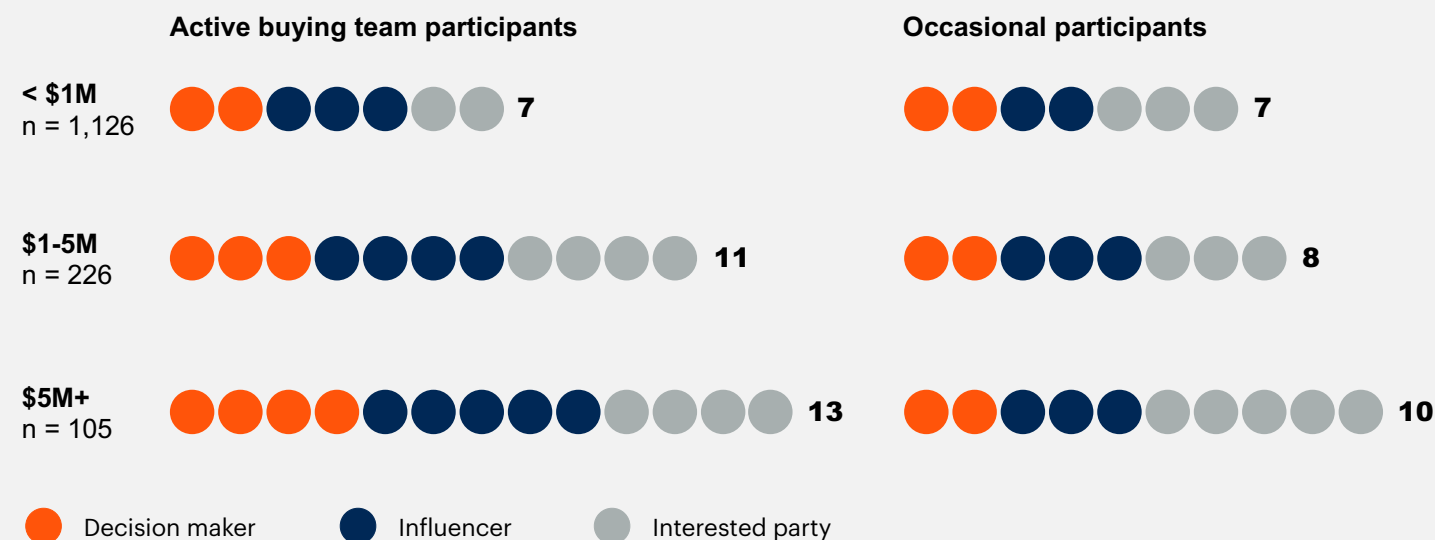
- Note that IT still remains as an important role in decision making.
- **These are averages — the real story is that every journey is different.**

Myth No. 2

**Personas are
critical to success**



According to Gartner research, organizations buy in teams



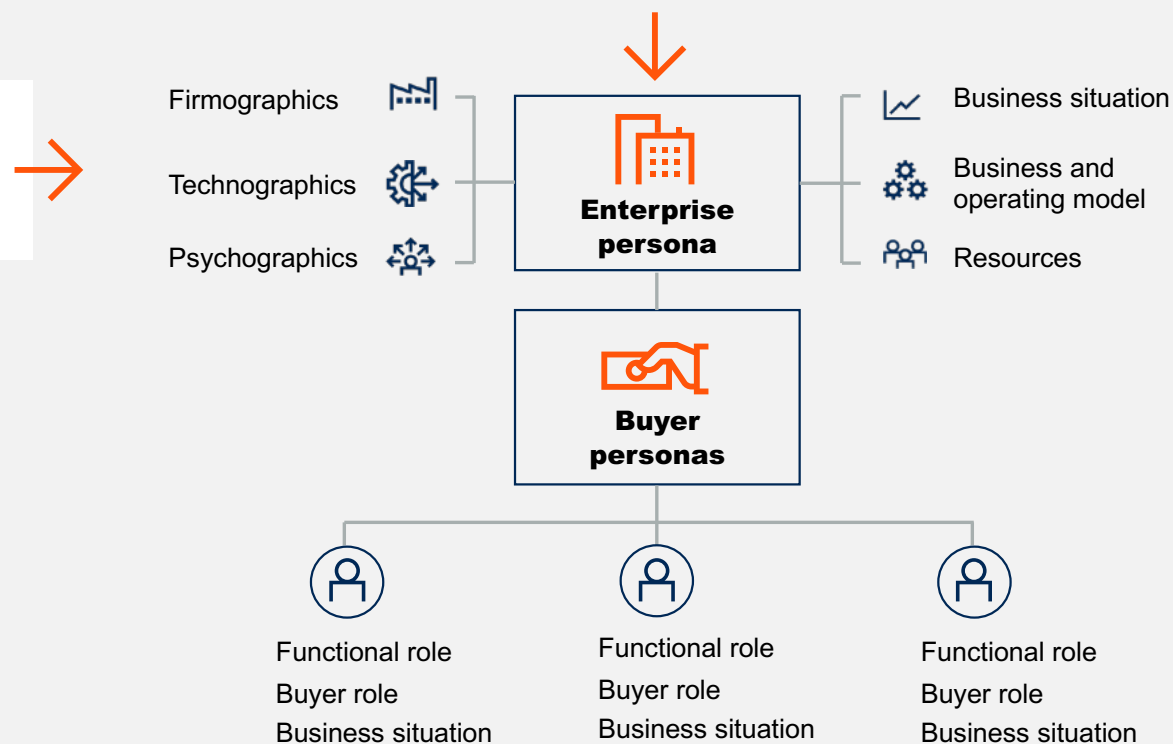
Source: Total Respondents from Gartner 2019 End User Buying Survey (n = 1468)

Q. How many of the active and occasional participants are decision makers, decision influencers, or interested parties with no decision influence?

- The average complex technology purchase involves **between 14 and 23 people**.
- **Team size grows** with the value of the purchase.
- There is a **smaller, “active” core buying team** — occasional participation is logical, but occasional decision makers are a problem.

The reality: Personas can be helpful but must be applied effectively as to not waste time and effort

Sell to the enterprise, not an individual. Know your ideal customer profile (ICP).

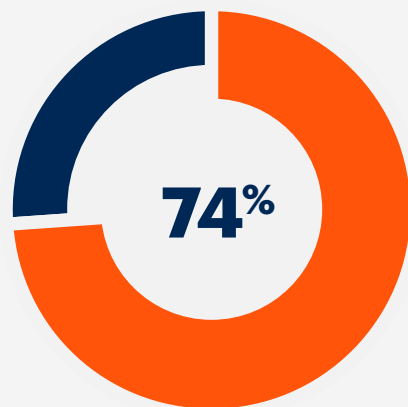


Myth No. 3

**Our customers
know how to buy**

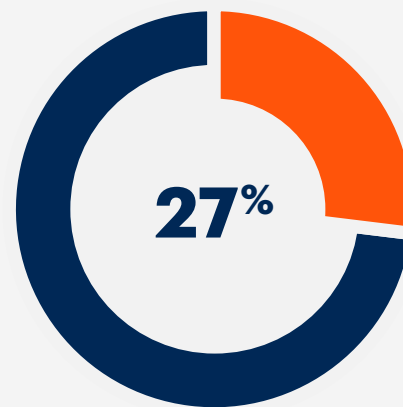


Buying is hard, and most organizations are bad at it



Buyers rated buying efforts as **"complex"**

And only



Buyers achieved a **high-quality deal**

Source: Gartner 2019 End User Buying Survey (n = 1,464)

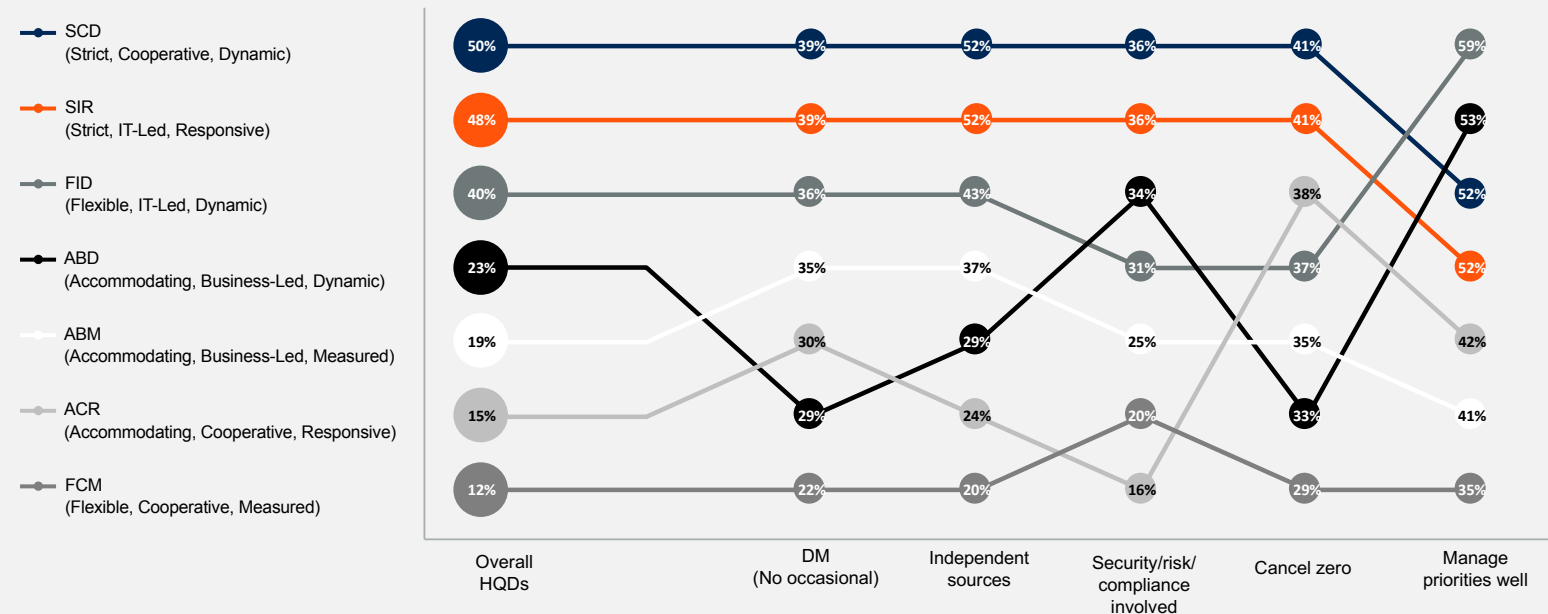
Q. Thinking about the PROJECT, to what extent do you agree or disagree with each of the following?

Agree (5, 6, 7) with statement: "The project was/is complex."

High-quality deal = (Customer feels strongly that projects are not failing) AND (they did not compromise ambitions OR they purchased a premium offering from the vendor).

But some organizations are much better than others, especially those that plan ahead

Occurrence of HQDs and buying best practices by enterprise technology adoption profile



Source: Total respondents from Gartner 2019 End User Buying Survey (n = 1,464)

High-Quality Deal = (Customer feels strongly that projects are not failing) AND (they did not compromise ambitions OR they purchased a premium offering from the vendor)

% reflect respondents in each profile that indicated they had no occasional decision makers, used independent sources after engaging with sales teams, involved representatives from their security, risk or compliance teams in the buying effort canceled no other buying efforts, and managing competing priorities did not cause delays.

The reality: Your customers need help and guidance on how to make a good technology decision, not just how to choose you



Act like a member of the buying team

(and coach on best practices)



Encourage premortems

(exploring success and failure)



Share lessons learned on buying

(from other customers)



Provide “how we got here” guidance

(for occasional decision makers)

Understanding buyer behavior is critical to building a successful marketing strategy

Here's where Gartner can help:



Dive deeper into Gartner's body of work on buyer behavior to expand knowledge and identify areas for further discussion.



Share your current marketing approach — who you are targeting, how and why — to collaborate on improvement opportunities.



Explore sales enablement and engagement tactics for opportunities to adjust to address key buying challenges.



Review product portfolio plans and strategies to identify “whole product” opportunities to accelerate success.

Learn more. Dig deep. Stay ahead.

Helping Tech and Service Provider Leaders Accelerate Growth
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