

2025



# Understanding the State of the B2B Buyer

Commissioned to better navigate complexity,  
integration, and trust in the modern buying journey

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# Introduction

The B2B buyer has fundamentally changed. What once was a relatively linear process - where a single decision-maker evaluated a handful of vendors - has evolved into a far more complex journey. Today's buyers face an abundance of choices, information sources, and voices, often leading to decision fatigue rather than clarity.

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Buying groups now span multiple departments, seniority levels, and priorities, making consensus harder to achieve than vendor comparisons. And as technology stacks expand, integration and efficiency have become as important as product features. In short, buyers are navigating more noise, more complexity, and more risk than ever before. For go-to-market teams, this shift raises a critical question: how do you adapt your strategies to meet today's buyer on their terms? Winning in this environment requires more than generic outreach or product-centric pitches. It demands personalized, role-specific messaging; tools that foster collaboration across stakeholders; proof that your solution integrates seamlessly into workflows and current tech stacks; and an advisory voice that extends beyond your product. This research explores how the modern buyer thinks, decides, and experiences the vendor journey - and what leading GTM teams must do to stand out, build trust, and close deals in 2025 and beyond.

## Market challenges

The evolution of the B2B buyer has introduced a set of structural challenges that directly impact how go-to-market teams must operate. Based on the themes and concerns outlined in this research, **six core market challenges** stand out:

### **Information Overload and Decision Paralysis**

Buyers today have access to an unprecedented volume of content: vendor websites, analyst reports, peer reviews, social media, and AI-generated resources. Rather than simplifying decision-making, this abundance often results in confusion, slower purchase cycles, and reduced buyer confidence. The challenge for vendors is clear - how to deliver messaging that cuts through the noise with hyper-relevance, while maintaining the human trust buyers still crave in an AI-driven landscape.

### **Growing Complexity of Buying Groups**

Decision-making no longer rests with a single

## Market challenges cont.

executive sponsor. Most B2B purchases now involve seven to ten stakeholders spanning functions such as IT, operations, finance, and end users. Each group brings distinct priorities and, at times, conflicting objectives. Reaching consensus has become more difficult than comparing vendor capabilities. The challenge for GTM teams is to equip internal champions with the tools, narratives, and evidence they need to drive alignment across diverse stakeholders.

### Shifts in Buyer Attention and Channels

The buyer's attention is fragmented across both professional and consumer environments. From workplace research tools to consumer-oriented channels such as connected TV (CTV), buyers are exposed to vendor messaging in more contexts than ever before. Yet it remains unclear when such engagement is welcome versus intrusive. Vendors must determine where, when, and how to engage buyers in ways that respect attention, reduce fatigue, and align with stage of need.

### Personalization at Scale: AI vs. Human

Artificial intelligence offers efficiency in outreach and content creation, but over-automation risks eroding credibility. Buyers indicate that while AI can increase relevance, the human element - authenticity, empathy, and subject-matter expertise - remains essential for building trust. The challenge is finding the right balance between AI-enabled scale and human-delivered specificity to drive engagement throughout the buying journey.

### Integration Demands in Crowded Tech Stacks

As technology stacks expand, buyers face significant friction from "switching tax" - the time and productivity lost moving between multiple systems. Solutions that fail to integrate seamlessly with existing workflows are deprioritized, regardless of features or price. Vendors must now prove integration value explicitly, quantifying the ROI of recovered time and reduced complexity as part of the buying case.

### Rising Expectation of Vendors as Trusted Advisors

Beyond product capabilities, buyers increasingly look to vendors for guidance on navigating complexity. They value strategic insights, benchmarking data, and best practices that extend beyond the vendor's own solution.

#### \* Key Takeaway

The biggest barrier in B2B buying today isn't comparing vendors - it's cutting through noise, aligning 7-10 stakeholders, and proving integration value in already crowded tech stacks.

The challenge for GTM teams is to step into the role of advisor, not merely supplier, cultivating credibility and preference by providing thought leadership and actionable guidance that resonates with multiple roles within the buying group.



# Summary of Research Findings

We engaged with 100 industry experts to gather their perspectives on the following topic - how the B2B go-to-market buyer has changed.

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Through conversations with said respondents, the evidence suggests a diverse involvement in marketing leadership, extensive participation of department teams in vendor evaluations, and an evolutionary increase in the roles within buying groups. Respondents highlighted a blend of digital, AI, and traditional methodologies as essential in vendor discovery, with structured data indicating half of the groups have adapted by expanding team roles for more strategic decision-making. This report delves into these themes, offering a detailed exploration of marketing strategies and technology engagement, enabling executives to enhance vendor relationships and decision-making processes for GTM teams.

## Key Findings

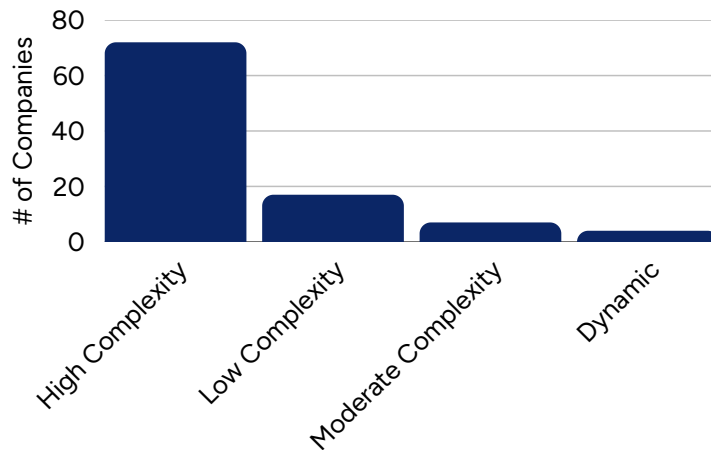
The purpose of this research is to identify how the modern B2B buyer has evolved and to provide actionable insights for go-to-market teams to connect with their buyers. Through analysis of the respondent transcripts, **six key findings** were brought to light:

- ✳️ **Multi-Stakeholder Buying Groups Are the New Normal**
  - 72% of B2B purchases involve complex multi-stakeholder buying groups
- ✳️ **The Hybrid AI-Human Preference Validates Personalization Challenges**
  - 30% of enterprise buyers prefer a hybrid approach
- ✳️ **Integration Demands Drive Vendor Selection**
  - 77% of buyers prioritize integration capabilities over standalone features
- ✳️ **Decision-Maker Role Diversity Spans Many Unique Positions**
  - Identified 10 unique decision-maker functions in the buying committees
- ✳️ **Economic Pressures Intensify Vendor Evaluation**
  - 65% of organizations report economic pressures influencing vendor selection
- ✳️ **Vendor Preparation Gap Creates Advisory Opportunity**
  - Only 25% of vendors demonstrate deep understanding of buyer needs

# Research and Data Analysis

## Multi-Stakeholder Buying Groups Are the New Normal

### Buying Group Complexity Structure



**The Evidence:** Our analysis reveals that 72% of B2B purchases involve high complexity buying groups, validating the challenge outlined above. Far from single-decision-maker scenarios, today's buying process requires navigating intricate networks of stakeholders across departments.

### Breakdown of Stakeholder Complexity:

- **High Complexity Buying Groups (72%):** Multiple stakeholders across functions with intricate decision dynamics
- **Low Complexity Buying Groups (17%):** Limited stakeholders with clearer decision authority
- **Moderate Complexity Buying Groups (7%):** Several stakeholders with manageable decision processes
- **Dynamic Buying Groups (4%):** Dynamic groups actively changing composition and processes

### *Voice of the Buyer: Discussing Stakeholders*

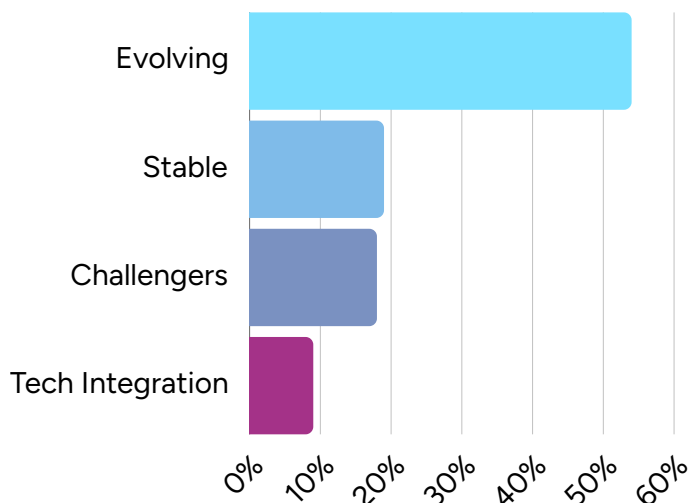
"We have to get buy-in from multiple departments - marketing wants to see lead gen, impact, IT cares about security and integration, and finance wants clear ROI metrics before anyone signs off"  
- **CMO**

"Legal and compliance are now at the table from day one, especially with data privacy regulations. What used to be a simple marketing tool evaluation now involves privacy officers and data protection teams"  
- **Brand Manager**

**Strategic Implication:** The research confirms that consensus-building has indeed become more challenging than vendor comparison, with buyers explicitly mentioning the difficulty of aligning diverse stakeholder priorities across increasingly complex organizational structures.

# Multi-Stakeholder Buying Groups Are the New Normal *cont.*

## Buying Group Complexity & Evolution



**The Evidence:** B2B buying groups are both large and shifting. 72% operate in high-complexity structures, and over half (54%) are actively evolving their decision-making models.

## Breakdown of Stakeholder Complexity and Evolution:

- **Evolving Group Dynamics (54%):** Active changes in stakeholder roles and processes
- **Stable / Minimal Group Changes (18%):** Stakeholders are set with firm processes
- **Challenges & Constraints (19%):** There are challengers in the org not directly in the buying group
- **Tech Integration & Influence (9%):** There are technical influencers not directly in the buying group

## *Voice of the Buyer: Discussing Stakeholders Variation*

"The buying group has continued to grow as we grow as a company, with more people and systems getting involved in the decision process. Even at my level there are numerous hoops to jump through."

- **Vice President of Enterprise Sales**

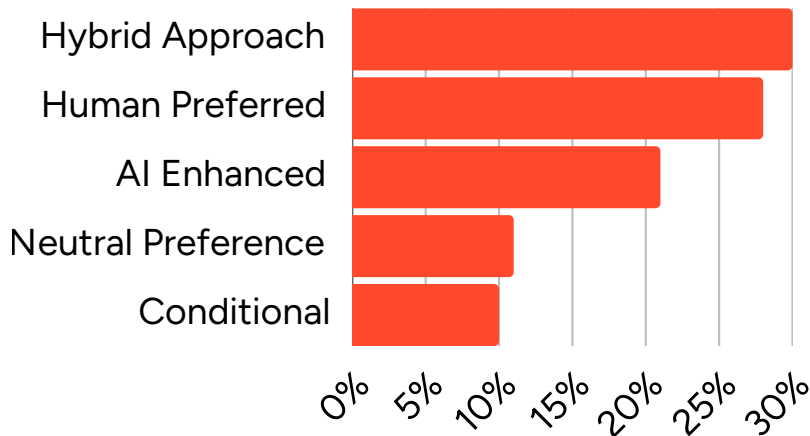
"It's a combination of different stakeholders. From business [units], from [IT], procurement, legal, compliance, etc. "

- **Marketing Technology Manager**

**Strategic Implication:** Buying groups are not only multi-threaded and high in complexity but also constantly evolving. Vendors must develop role-specific engagement strategies that span marketing, IT, finance, and compliance, while maintaining the agility to adapt messaging and outreach as structures shift over time.

# The Hybrid AI-Human Preference Validates Personalization Challenges

## Human vs. AI Purchasing Preferences



**The Evidence:** 30% of enterprise buyers prefer hybrid approaches that combine AI efficiency with human expertise, while 28% prefer human-focused solutions and 21% favor AI-enhanced approaches, revealing a balanced yet fragmented preference landscape.

## Preference Breakdown:

- **Hybrid Approaches (30%):** AI for research + Human for final decisions
- **Human-Preferred Solutions (28%):** Traditional relationship-based buying with minimal AI
- **AI-Enhanced Solutions (21%):** Data-driven, efficiency-focused approaches with AI integration
- **Conditional Preferences (10%):** Situational decision-making based on purchase complexity
- **Neutral or Low Preference (11%):** No strong preference or undefined approaches

## Voice of the Buyer: Discussing Human vs AI Purchasing

"I want AI to handle the tedious research and comparison work, but I need humans for the strategic conversations about how this fits into our broader technology roadmap"

- **Chief Technology Officer**

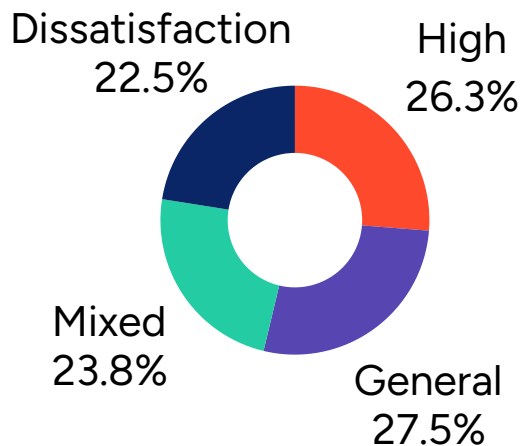
"AI is great for the initial research phase - it can quickly surface vendors and compare features. But when it comes to understanding our specific use case and negotiating terms, I need that human touch"

- **Director of Marketing**

**Strategic Implication:** This validates that over-automation risks credibility loss, while pure human approaches sacrifice efficiency. The winning formula combines AI-powered discovery with human relationship building, acknowledging buyers' need for both efficiency and trust.

# Integration Demands Drive Vendor Selection

## Current MarTech Stack Satisfaction



**The Evidence:** 77% of buyers prioritize integration capabilities (64% High Integration Priority + 13% AI Integration Focus, see Theme 3), creating a potential correlation from integration priority to vendor satisfaction, further validating the "switching tax" challenge described in the market analysis.

## Integration Priority Distribution:

- **High Integration Priority (64%):** Organizations prioritizing seamless connectivity with existing systems
- **Low Integration Priority (18%):** Companies with simpler tech stacks or standalone tool preferences
- **AI Integration Focus (13%):** Organizations specifically seeking AI-powered integration capabilities
- **Moderate Integration Priority (5%):** Balanced approach between integration needs and other factors

## *Voice of the Buyer: Discussing Integration Capabilities*

"We've learned the hard way that standalone tools, no matter how good they are, create data silos and workflow friction that kills productivity"

- **Digital Marketing Manager**

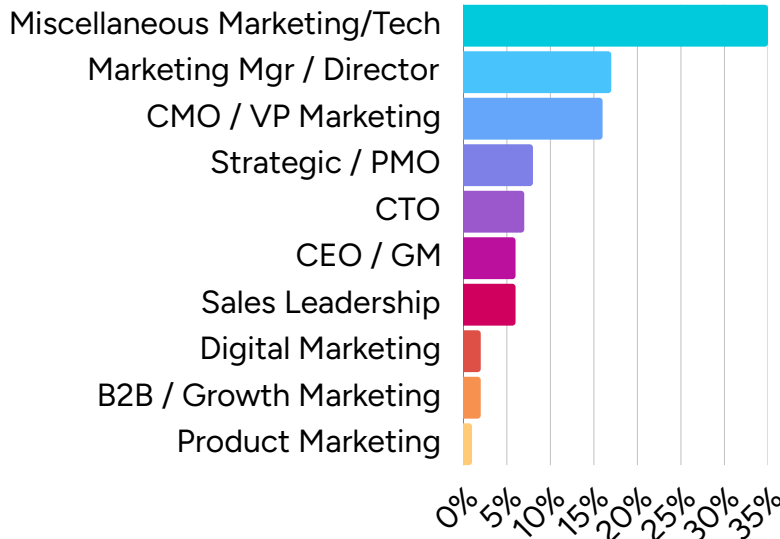
"Integration isn't a nice-to-have anymore - it's table stakes. If your tool doesn't play well with our existing stack, we won't even consider it"

- **Marketing Technology Manager**

**Strategic Implication:** Solutions that fail to integrate seamlessly are indeed deprioritized regardless of features or price, confirming that integration value must be proven explicitly with technical demonstrations and clear connectivity roadmaps.

# Decision-Maker Role Diversity Spans 10 Unique Functions

## Role Variation and Breakdown of Decision Makers



**The Evidence:** Our research involved 100 decision-makers across 10 consolidated role categories, demonstrating the unprecedented complexity of modern buying committees. This diversity spans from traditional C-suite executives to highly specialized technical and operational roles.

## Detailed Role Breakdown:

- **Marketing Leadership (38%):** Chief Marketing Officer, Marketing Manager, Head of Marketing, Director of Marketing, Performance Marketing Manager, Brand Manager
- **Technology Leadership (22%):** Chief Technology Officer, IT Director, Lead Automation Engineer, Product Manager, Manager of Solutions Engineering
- **C-Suite & Executive (20%):** Chief Executive Officer, Vice President Enterprise Sales, VP of Marketing, Global Head of Product
- **Specialized Functions (20%):** Data Strategist, Ecommerce Strategist, Demand Generation Specialist, Digital Marketing Lead, Account Executive

***Voice of the Buyer: High variance in roles means high variance in needs***

As a Marketing Manager...

As a CEO...

As a IT Director...

As a Data Strategist...

As a VP of Sales...

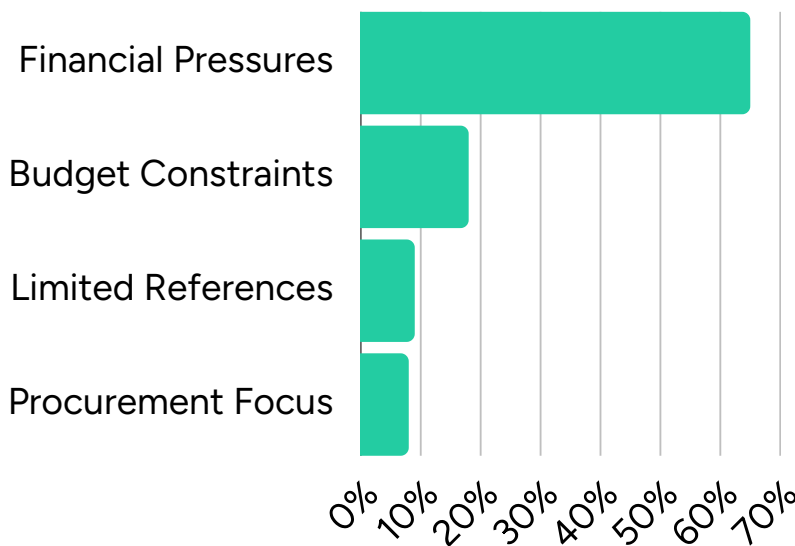
As an Ecommerce Strategist...

As an Global Content Manager...

**Strategic Implication:** This role diversity validates the need for role-specific messaging and content, as each stakeholder brings distinct priorities and evaluation criteria to the buying process. Success requires understanding not just who is involved, but what specific outcomes each role values most.

# Economic Pressures Intensify Vendor Evaluation

## Economic Pressure Indicators



**The Evidence:** 65% of organizations report economic pressures and financial considerations actively influencing vendor selection, with an additional 18% showing cost sensitivity and budget constraints, totaling 83% experiencing some form of economic influence.

## Types of Economic Pressure:

- **Economic Pressures and Financial Considerations (65%):** Active focus on cost- efficiency and financial impact
- **Cost Sensitivity and Budget Constraints (18%):** Direct budget limitations affecting purchase decisions
- **Limited Economic References (9%):** Organizations not explicitly discussing financial constraints
- **Vendor Evaluation and Procurement Focus (8%):** Process-driven cost optimization approaches

## Voice of the Buyer: Discussing Decision-Making Friction

"Finance now requires detailed business cases for any technology purchase over \$10K. We need to show specific metrics and attribution models"

- **Marketing Manager**

"Cost isn't just about the license fee anymore - it's total cost of ownership including implementation, training, and ongoing management"

- **Enterprise Account Executive**

**Strategic Implication:** Economic pressures add urgency to the need for clear ROI demonstration and value-based selling approaches, with buyers requiring concrete proof of value rather than aspirational benefits.

# Vendor Preparation Gap Creates Advisory Opportunity


**The Evidence:** Only 26% of vendors demonstrate high understanding and customization, revealing nearly balanced preparation levels across the vendor landscape. This preparation gap represents one of the largest competitive differentiators in modern B2B sales.


## Vendor Performance Spectrum:

- **High Understanding & Customization (26%):** Deep research, tailored presentations, industry expertise
- **Moderate Understanding with Gaps (25%):** Basic understanding with limited customization
- **Variable Preparation and Understanding (25%):** Inconsistent preparation across different touchpoints
- **Low Understanding and Generic Approaches (24%):** Generic pitches with minimal buyer research


## *Voice of the Buyer: Discussing Vendor Experiences*


### Exceptional Experiences:

 "The vendor that won our business had clearly studied our existing tech stack and came with specific integration recommendations and a detailed implementation plan" - **IT Director**

 "One vendor impressed us by creating a custom ROI model using our actual business metrics before the first meeting. That's preparation" - **Director of Marketing**

### Poor Experiences:

 "Too many vendors show up with the same slide deck they've used for everyone else. It's insulting and shows they don't value our business" - **Head of Marketing**

 "Generic pitches waste everyone's time. If you haven't researched our company, our challenges, and our goals, don't bother scheduling the meeting" - **Chief Executive Officer**

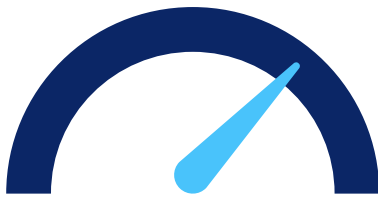
### Strategic Implication:

This gap validates the rising expectation for vendors to act as trusted advisors, providing strategic guidance that extends beyond product capabilities. The vendors who invest in comprehensive buyer intelligence and advisory positioning capture disproportionate market share and command premium pricing.

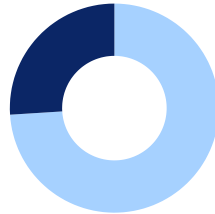
# Conclusion and Solutions

The modern B2B buyer is more complex, cautious, and demanding than ever. With nearly all purchases involving multi-stakeholder committees, rising expectations for vendor preparation, and integration as a top priority, GTM teams face mounting pressure to prove value quickly and credibly. At the same time, buyers are wary of overpromises and are extending evaluation cycles under tighter economic scrutiny.

## What the data reveals:



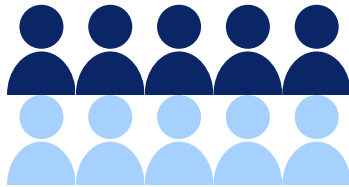
72% report highly complex buying groups



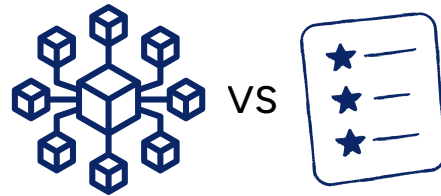
26% underperforming vendor delivery



65% report economic pressures



51% of buyers prefer having AI in the process



77% of buyers prioritize integration capabilities over standalone features

## What GTM teams need:

These findings reinforce the critical need for solutions that help GTM teams:

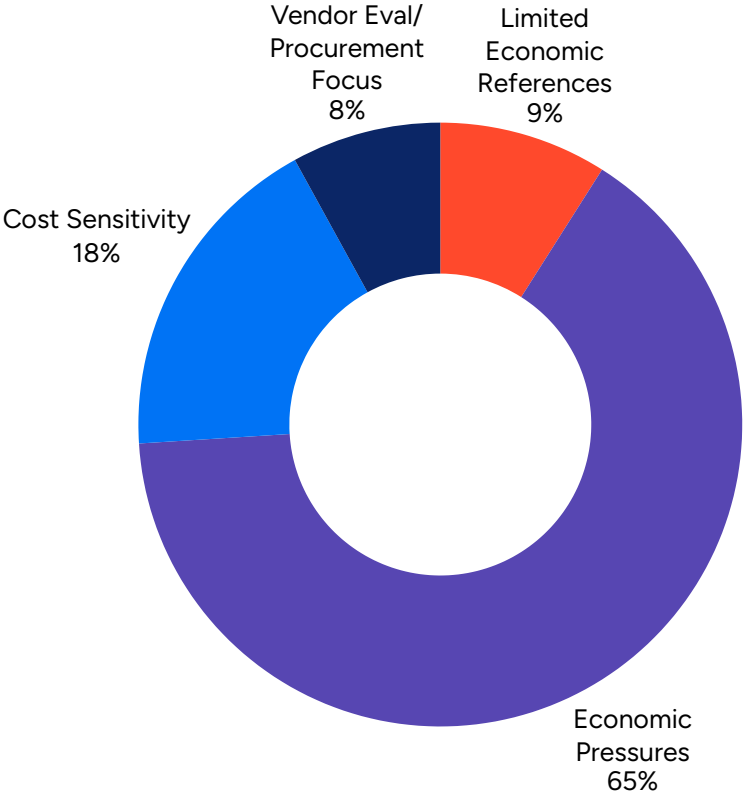
- ✦ **Detect** who's in-market with precision intent data → essential to navigate 75% multi-stakeholder complexity
- ✦ **Decide** with confidence by leveraging deep buyer intelligence and preparation → addressing the 76% vendor preparation gap
- ✦ **Execute** integrated, personalized campaigns across every channel (serving 64% integration priority plus 13% AI-integration focus)
- ✦ **Deliver** with credibility by setting realistic expectations and demonstrating measurable ROI → counteracting the 34% performance/mixed gap and 83% cost scrutiny

# Appendix

Beyond the six core findings, our comprehensive analysis identified **10 critical themes** that illuminate the nuances of modern B2B buying behavior. Each theme provides actionable insights for go-to-market teams seeking to optimize their approach.

- ✳ Theme 1: Economic Pressures
- ✳ Theme 2: Human vs. AI Preferences
- ✳ Theme 3: Integration Priorities
- ✳ Theme 4: Promise vs Performance Gap
- ✳ Theme 5: Vendor Preparation Quality
- ✳ Theme 6: Decision Making Friction
- ✳ Theme 7: MarTech Stack Satisfaction
- ✳ Theme 8: Vendor Discovery Methods
- ✳ Theme 9: Vendor Engagement Preferences
- ✳ Theme 10: Implementation Complexity Concerns

# Theme 1: Economic Pressures



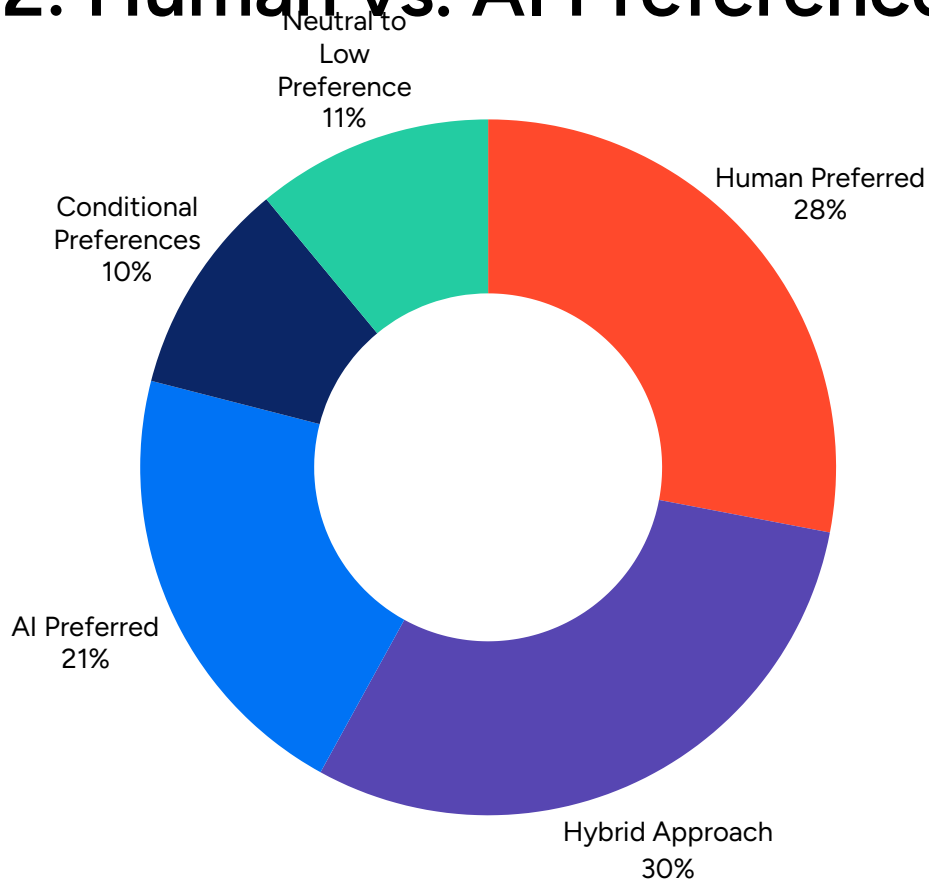
**The Pattern:** Economic pressures manifest in diverse ways, with only 9% of buyers showing limited economic concerns while others face significant cost constraints and ROI requirements.

**Economic Pressure Distribution:**

- **Economic Pressures & Financial Considerations (65%):** External financial factors impacting decisions
- **Cost Sensitivity & Budget Constraints (18%):** Direct budget limitations and price sensitivity
- **Limited Economic References (9%):** Minimal mention of budget or cost concerns
- **Vendor Evaluation & Procurement Focus (8%):** Economic rigor in vendor assessment

**Strategic Implication:** The vast majority of respondents indicate they face varying degrees of financial pressure, requiring vendors to offer flexible pricing models, transparent cost structures, and clear ROI validation to succeed across different economic sensitivity levels.

# Theme 2: Human vs. AI Preferences



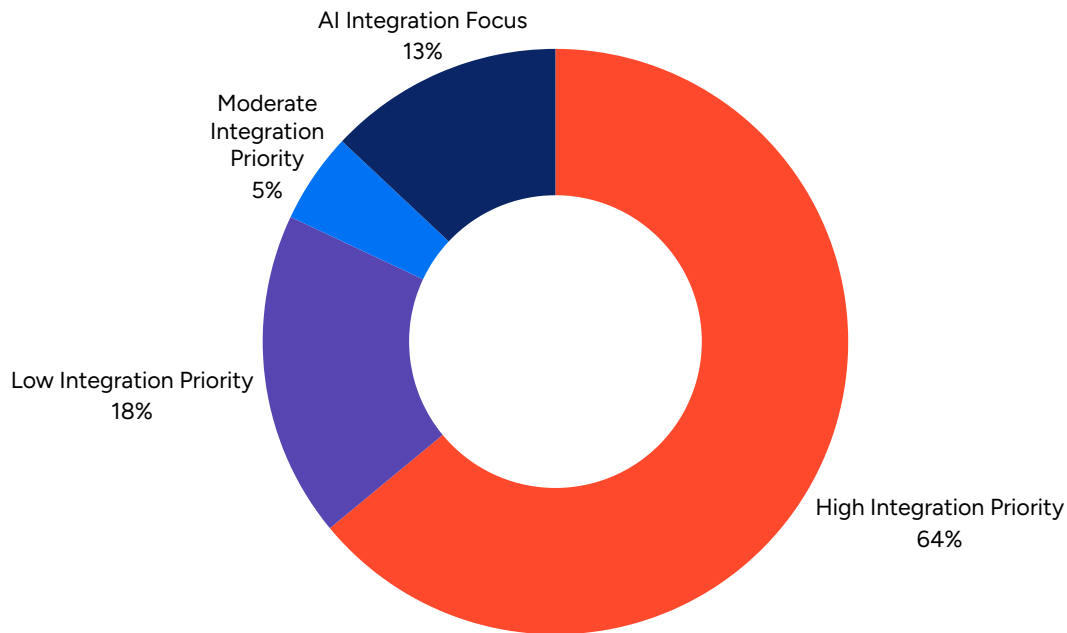
**The Pattern:** Buyer preferences span a spectrum from human-preferred to AI-enhanced solutions, with 30% favoring human-assisted approaches while others embrace varying degrees of AI integration.

## Preference Distribution:

- **Human-Preferred Solutions (28%):** Strong preference for human interaction and relationship building
- **AI-Enhanced Solutions (21%):** Emphasis on AI-driven capabilities with human oversight
- **Hybrid Approaches (30%):** Strategic combination of AI efficiency with human expertise
- **Conditional Preferences (10%):** Context-dependent choice between human and AI solutions
- **Neutral or Low Preference (11%):** No strong preference or mixed signals

**Strategic Insight:** The market shows clear segmentation in AI preferences, with almost equal split between human-only, AI-enhanced or Hybrid approaches. Vendors must offer flexible engagement models to serve different preference segments effectively.

# Theme 3: Integration Priorities



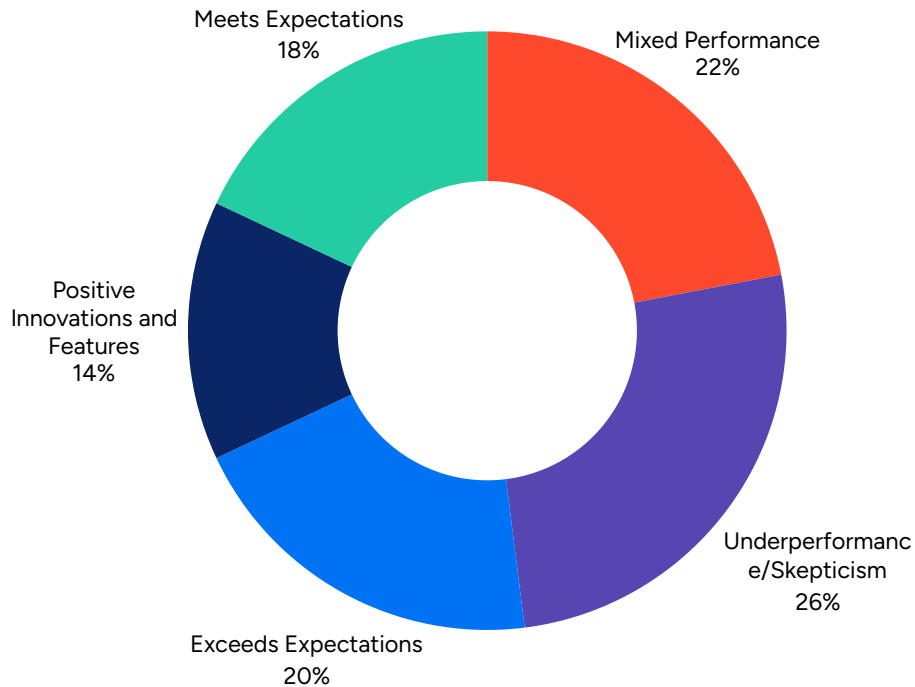
**The Pattern:** Integration priorities show dramatic variation across buyers, with 64% placing high emphasis on integration capabilities while others show moderate to low prioritization.

## Integration Priority Distribution:

- **High Integration Priority (64%):** Integration capabilities are critical evaluation factors
- **Moderate Integration Priority (5%):** Important but not the primary concern
- **AI Integration Focus (13%):** Specific emphasis on AI-related integration capabilities
- **Low Integration Priority (18%):** Minimal focus on integration requirements

**Strategic Insight:** Integration priorities create clear buyer segmentation, with almost two-thirds placing high emphasis on seamless connectivity. Vendors must identify each buyer's integration priority level early and tailor their technical positioning accordingly, with high-priority buyers requiring detailed integration roadmaps and proof points.

# Theme 4: Promise vs Performance Gap



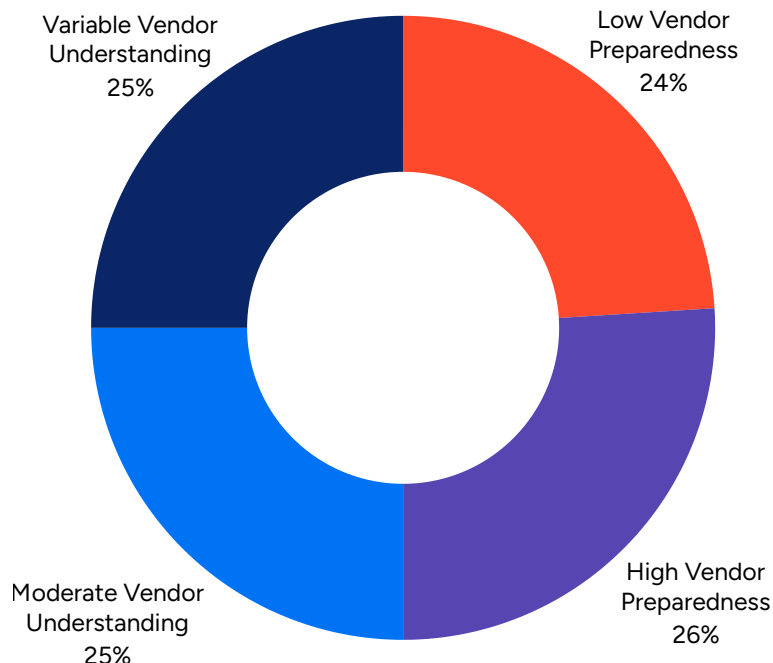
**The Pattern:** Vendor performance against promises varies significantly, with buyers split between positive and negative experiences creating a 20% exceeds expectations group alongside concerning underperformance.

## Promise vs Performance Distribution:

- **Underperformance/Skepticism (26%):** Gaps between promises and delivery
- **Mixed Performance (22%):** Variable results with some successes and gaps
- **Exceeds Expectations (20%):** Vendors deliver beyond initial promises
- **Meets Expectations (18%):** Performance aligns with initial promises
- **Positive Innovations/Features (14%):** Strong innovation and feature delivery

**Strategic Insight:** The market shows dramatic performance variation, with 20% of buyers experiencing exceptional vendor performance while 48% face underperformance or mixed results. This creates a significant competitive opportunity for vendors who consistently deliver on promises and maintain realistic expectation-setting practices.

# Theme 5: Vendor Preparation Quality



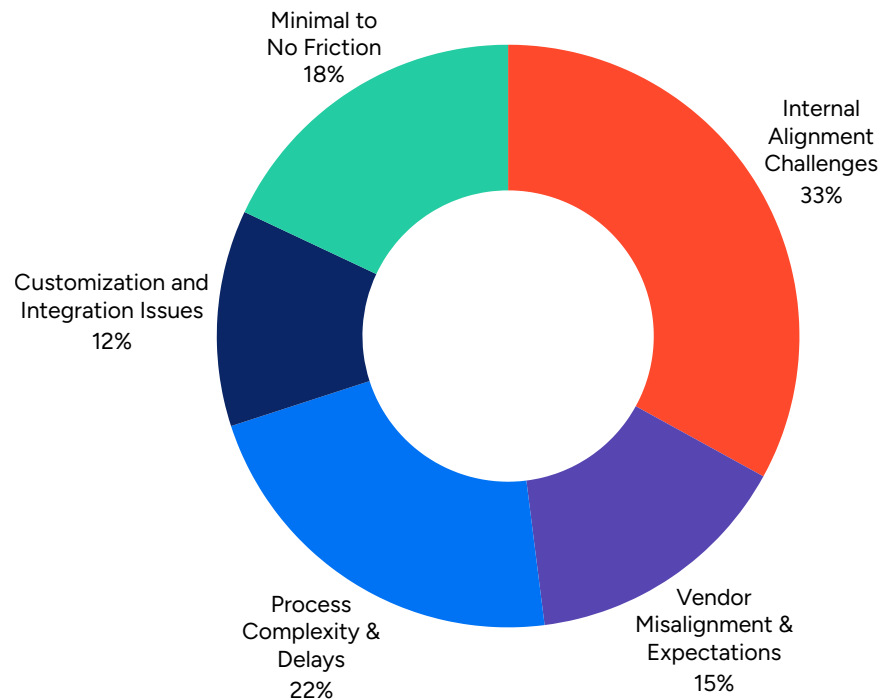
**The Pattern:** Vendor preparation shows concerning variability, with only 24% demonstrating high understanding while preparation gaps create significant competitive differentiation opportunities.

## Vendor Preparation Distribution:

- **High Understanding & Customization (24%):** Exceptional preparation with tailored approaches
- **Moderate Understanding with Gaps (28%):** Some customization but room for improvement
- **Variable Preparation & Understanding (24%):** Inconsistent preparation quality across vendors
- **Low Understanding & Generic Approaches (24%):** Poor preparation with generic presentations

**Strategic Insight:** Vendor preparation creates the single largest controllable competitive advantage, yet only 24% achieve high preparation standards. The 76% preparation gap represents a massive opportunity for vendors willing to invest in buyer research, customized presentations, and deep industry understanding.

# Theme 6: Decision Making Friction



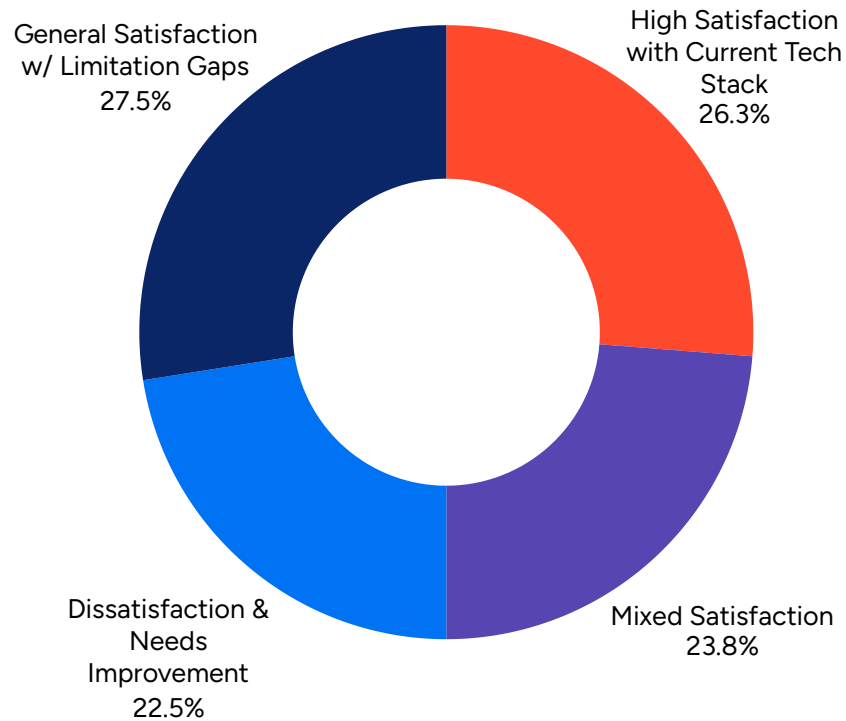
**The Pattern:** Internal obstacles and conflicts that slow or complicate technology purchase decisions. Analysis of 100 buyer responses reveals distinct patterns in how decision making friction manifests across organizations.

## Distribution Breakdown:

- **Internal Alignment Challenges (33%):** Difficulty achieving consensus across multiple decision-makers
- **Process Complexity and Delays (22%):** Lengthy legal, compliance, and bureaucratic approval cycles
- **Minimal or No Friction (18%):** Smooth decision-making processes with minimal obstacles
- **Vendor Misalignment and Expectations (15%):** Gaps between vendor promises and actual buyer needs
- **Customization and Integration Issues (12%):** Compatibility and implementation complexity issues

**Strategic Insight:** The dominance of internal alignment challenges (33%) over technical issues reveals that consensus-building has become more complex than vendor comparison. Success requires multi-threaded engagement strategies that address diverse stakeholder priorities and facilitate internal alignment.

# Theme 7: MarTech Stack Satisfaction



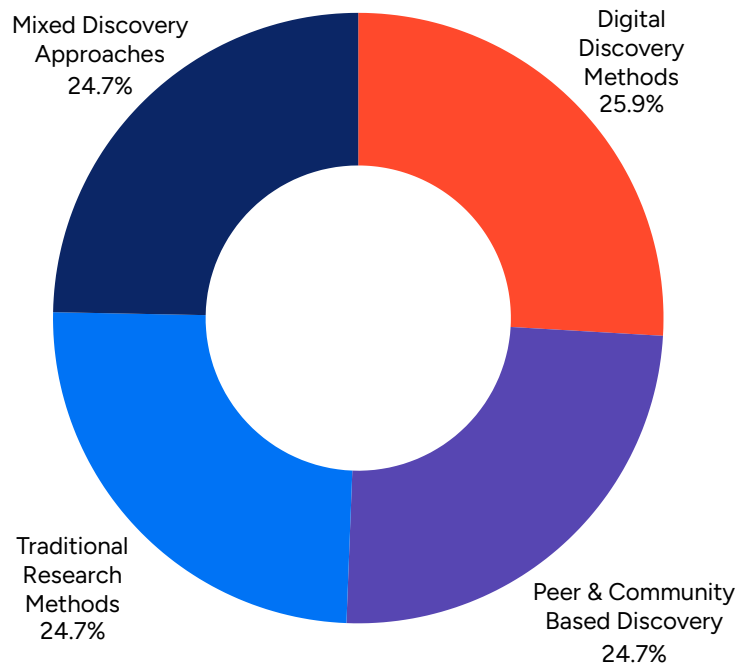
**The Pattern:** Current satisfaction levels with existing marketing and sales technology investments. Analysis of 80 buyer responses reveals distinct patterns in how martech stack satisfaction manifests across organizations.

## Distribution Breakdown:

- **High Satisfaction with Current Tech Stacks (26%):** Tools meeting or exceeding performance expectations
- **Mixed Satisfaction (24%):** Some tools performing well while others underdeliver
- **Dissatisfaction and Need for Improvement (22%):** Active evaluation of alternatives due to dissatisfaction
- **General Satisfaction with Gaps and Limitations (28%):** Functional tools with some limitations

**Strategic Insight:** The mixed satisfaction landscape creates significant replacement opportunities, with 46% of buyers showing varying degrees of dissatisfaction or mixed performance. Vendors entering established environments must demonstrate clear advantages over incumbent solutions while addressing integration and adoption challenges.

# Theme 8: Vendor Discovery Methods



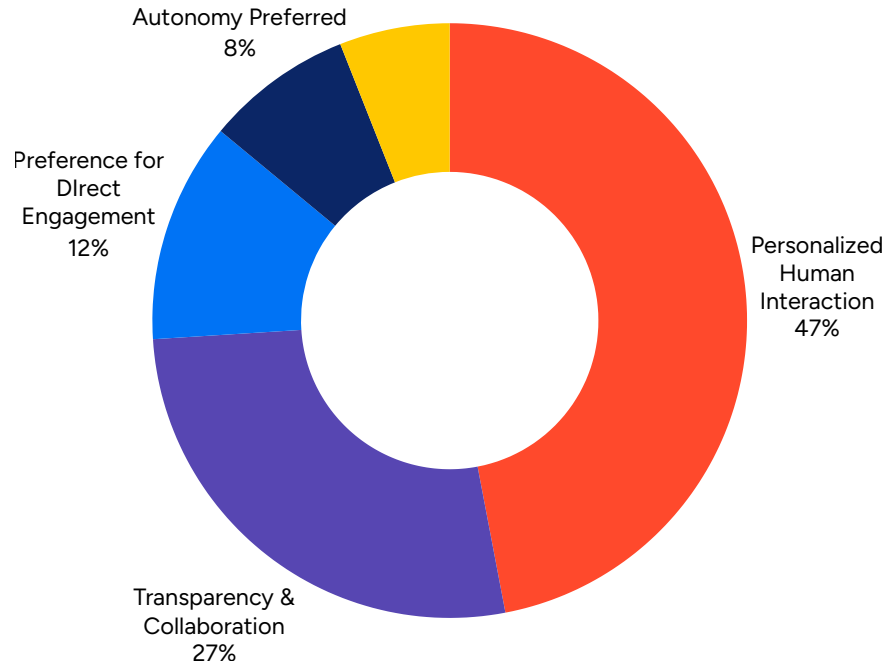
**The Pattern:** How buyers identify and research potential technology vendors. Analysis of 81 buyer responses reveals distinct patterns in how vendor discovery methods manifests across organizations.

## Distribution Breakdown:

- **Digital Discovery Methods (26%):** Online search, review sites, and AI-powered discovery
- **Peer and Community-Based Discovery (24%):** Industry connections and word-of-mouth recommendations
- **Traditional Research Methods (25%):** Formal research processes and established channels
- **Mixed Discovery Approaches (25%):** Combination of digital and traditional discovery methods

**Strategic Insight:** Vendor discovery methods are evenly distributed across multiple channels (~25% each), indicating buyers use diverse approaches. Vendors must maintain strong presence across digital platforms, industry networks, and traditional channels to capture opportunities from all discovery methods.

# Theme 9: Vendor Engagement Preferences



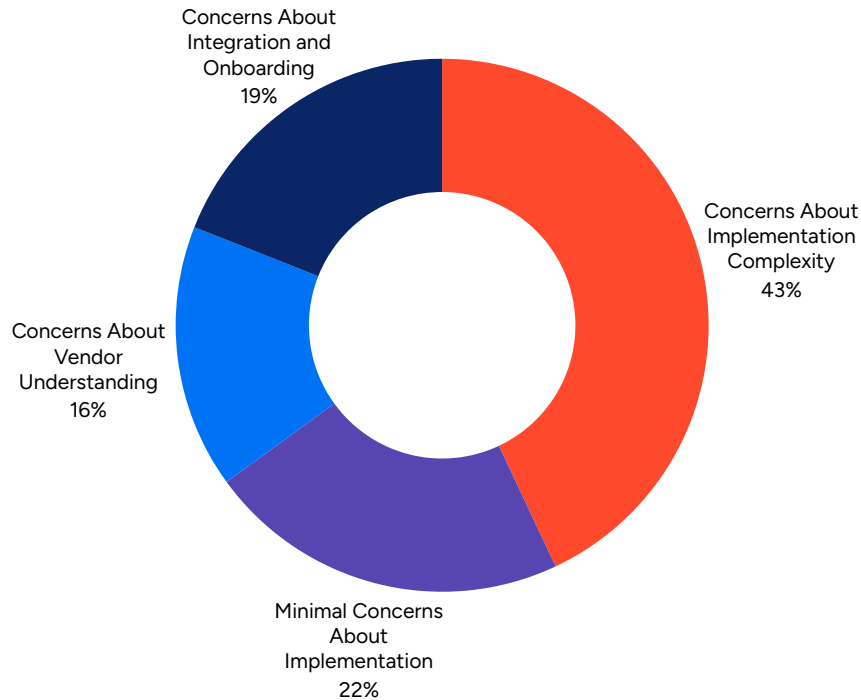
**The Pattern:** How buyers prefer vendors to interact and communicate throughout the sales process. Analysis of 100 buyer responses reveals distinct patterns in how vendor engagement preferences manifests across organizations.

## Distribution Breakdown:

- **Personalized Human Interaction (47%):** Tailored communication and customized presentations with human touch
- **Transparency and Collaboration (27%):** Open, honest communication and collaborative approach
- **Preference for Direct Engagement (12%):** Straightforward, efficient communication without complexity
- **Desire for Autonomy and Minimal Hand-Holding (8%):** Self-service preferences with minimal vendor involvement
- **Neutral or Undefined Preferences (6%):** Unclear or non-specific engagement preferences

**Strategic Insight:** The strong preference for personalized human interaction (47%) combined with transparency and collaboration (27%) shows that 74% of buyers value authentic, customized engagement. Vendors who invest in buyer research and tailored, transparent engagement approaches significantly outperform those using standardized sales processes.

# Theme 10: Implementation Complexity Concerns



**The Pattern:** Buyer anxiety about deployment difficulty and operational disruption. Analysis of 100 buyer responses reveals distinct patterns in how implementation complexity concerns manifests across organizations.

## Distribution Breakdown:

- **Concerns About Implementation Complexity (43%):** Worries about deployment difficulty and operational disruption
- **Minimal Concerns About Implementation (22%):** Buyers comfortable with straightforward deployments
- **Concerns About Integration and Onboarding (19%):** Anxiety about connecting new tools and user adoption
- **Concerns About Vendor Understanding and Experience (16%):** Doubts about vendor capability and expertise

**Strategic Insight:** Implementation concerns create a significant barrier to adoption, with 62% of buyers expressing complexity worries (43% + 19%). Vendors who proactively address deployment anxiety through detailed planning, integration support, and change management resources remove a major obstacle to purchase decisions.

# Methodology

This research draws on structured interviews with 100 B2B go-to-market professionals representing a diverse mix of roles, industries, and company sizes. Participants included executives, directors, managers, and senior individual contributors spanning marketing, sales, and revenue operations functions - 38% Marketing/Sales, 22% Technology, 20% C-Suite, 20% Specialists

The sample reflects a balanced view of the GTM ecosystem, with organizations ranging from mid-sized firms (50 - 249 employees) to large enterprises (1,000+ employees).

Industry coverage included technology, healthcare, financial services, manufacturing, retail, and professional services, with a geographic distribution primarily in the United States (85%) and supplemented by participants in the United Kingdom (15%).

This blend of perspectives ensures that findings reflect both strategic leadership priorities and on-the-ground buyer engagement practices across a broad cross-section of the B2B landscape.

The analysis of 100 interview transcripts were analyzed using AI for semantic understanding, with a 97.0% analysis success rate and confidence scoring. Once collected transcripts were formatted by a member of G2's AI Solutions team to inform narrative, context, and clarity.

