

B2B buying in a new era.

Personal and professional lines are blurring.

pg. 06

AI is a new member of the buying committee.

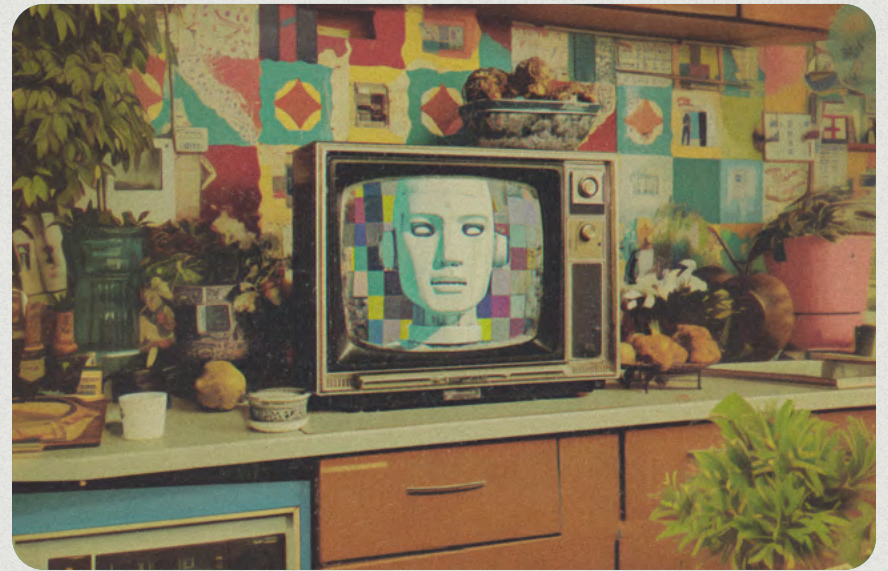
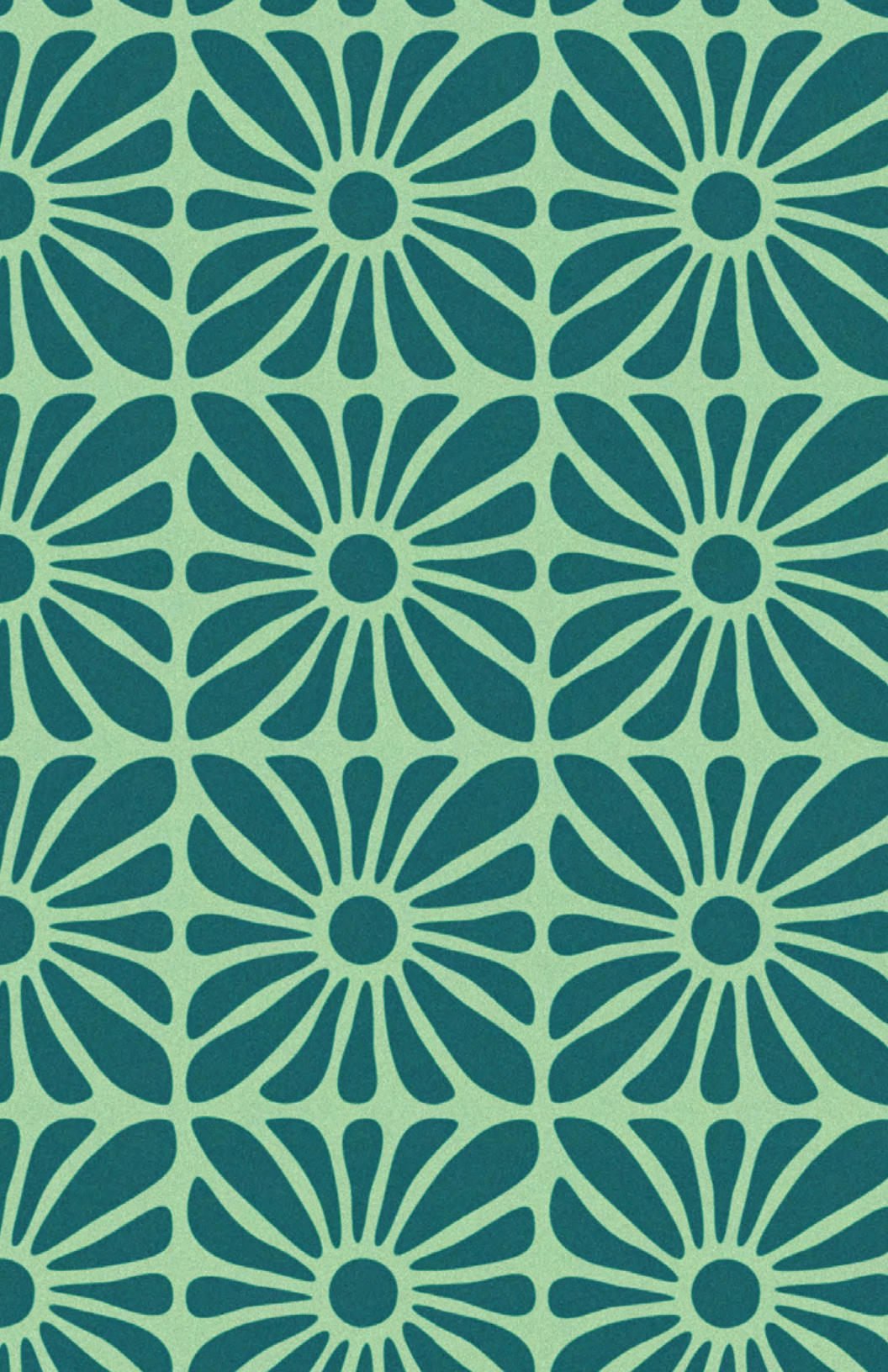
pg. 14

Shrinking attention spans are a myth.

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The perceived vs. real buyer journey don't match.

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Introduction

Where attention, AI, and influence intersect.

If there's one universal truth, it's that buyer behavior never stays the same. This year is no exception. Buyers are no longer bound by 9-to-5 schedules, and the way they make decisions is changing fast.

Our latest research with 1,500 global B2B buyers reveals four surprising truths:

- **Personal and professional lines are blurring.**

- **AI is now a gatekeeper.**
- **Snackable content isn't the answer.**
- **Relevance drives influence.**

This year's buyer report explores how B2B marketing must evolve to meet these new expectations. From content delivery and attention strategies to AI-informed targeting and role-specific messaging, it's not about working harder; it's about working smarter.

It's time to design marketing that works where buyers actually are — personally, professionally, and algorithmically.

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Key Learnings

ONE

**Personal and professional lines
are blurring.**

What we watch at work looks a lot
like what we watch at home, and
they're found in the same places.

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TWO

**AI is a new member of the buying
committee.**

AI is already a crucial component of
the buying journey, and if you aren't
showing up in those results, you're
missing out. pg. 14

THREE

**Shrinking attention spans are a
myth.**

Attention spans aren't actually
getting shorter... but content medium
preferences have shifted.. pg. 22



FOUR

**The perceived buyer journey and
the real one don't match.**

What buyers believe to be true isn't
always reality, but influence has a
way of starting from anywhere.

pg. 30

ONE

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What we watch at work looks a lot like what we watch
at home, and they're found in the same places.



Buyers stay in the same channels, *all day long.*

We're used to thinking about what we do at work or during personal time as separate entities, but here's the thing: buyers aren't active on different channels during work hours... they're using the same channels in their personal time. YouTube, Instagram, Facebook, LinkedIn, X, and TikTok rank supreme, and with personal and professional content being served on these channels side by side, **buyers expect the same level of quality, creativity, and polish as the B2C content they interact with daily** (Figure 1).

So, what's driving this shift? It's a mix that created the perfect storm: flexible work-from-home routines, an always-on social experience that keeps people scrolling across the same channels all day (every day), and a new generation of digital natives raising the bar for engaging content.

Figure 1: Personal time habits.

In your personal time, which channels do you spend the most time on?

- 1 YouTube
- 2 Instagram
- 3 facebook
- 4 LinkedIn
- 5 Streaming platforms
- 6 X
- 7 TikTok
- 8 Online news
- 9 Podcasts
- 10 Messaging apps

Expectations are evolving.

It's no longer enough to post content during work hours or rely on standard corporate formats. Buyers are active in evenings, weekends, and even holidays, engaging with business content on the same platforms they use socially. **85% of buyers interact with business content at least a few times per week, and 36% say they do so daily** (Figure 2).

This means B2B marketers need to rethink both where and *how* content is delivered. Channels may overlap, but the stakes are higher: content must compete with highly engaging B2C experiences that set the bar for creativity and polish.

It's not just frequency — buyers care about relevance. To truly resonate, your messaging needs to feel **conversational and relatable**, and you need to know your buyers so well that you can deliver what they need before they even go looking for it (Figure 3). Delivering information alone isn't enough; buyers expect content that connects with them, anticipates their questions, and genuinely feels made for them.

Figure 2: Business content engagement.

How often do you engage with business-related content on personal-time channels?

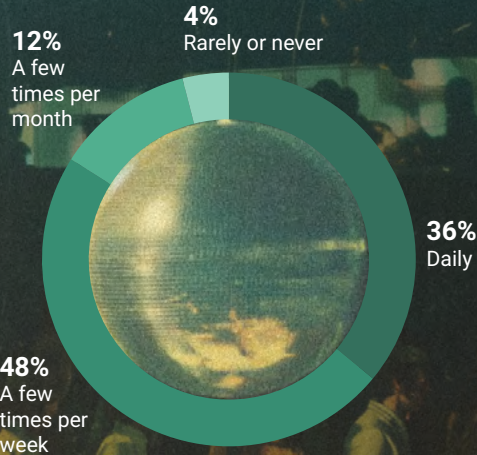
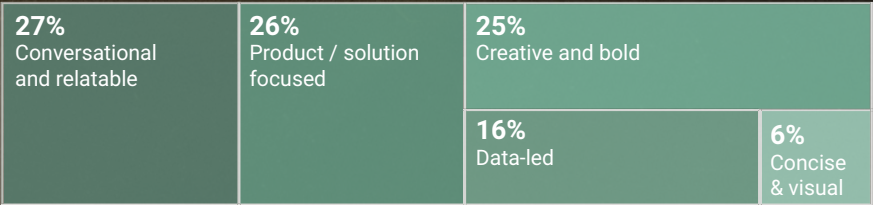


Figure 3: Communication styles.

Which communication style do you respond to most positively?





The takeaway

B2B experiences must match B2C expectations.

It's no longer enough to simply deliver content — buyers expect experiences that feel relevant, personalized, and unmistakably human. And to deliver that, you need more than guesswork.

To create experiences that truly connect, marketers need deep, accurate audience insights — grounded in real behavior, not assumptions. That comes from tapping into reliable, first-party data and using it to understand where buyers spend their time, what they care about, and how to engage them in the moments that matter.

B2B experiences should be as stunning, targeted, and timely as the

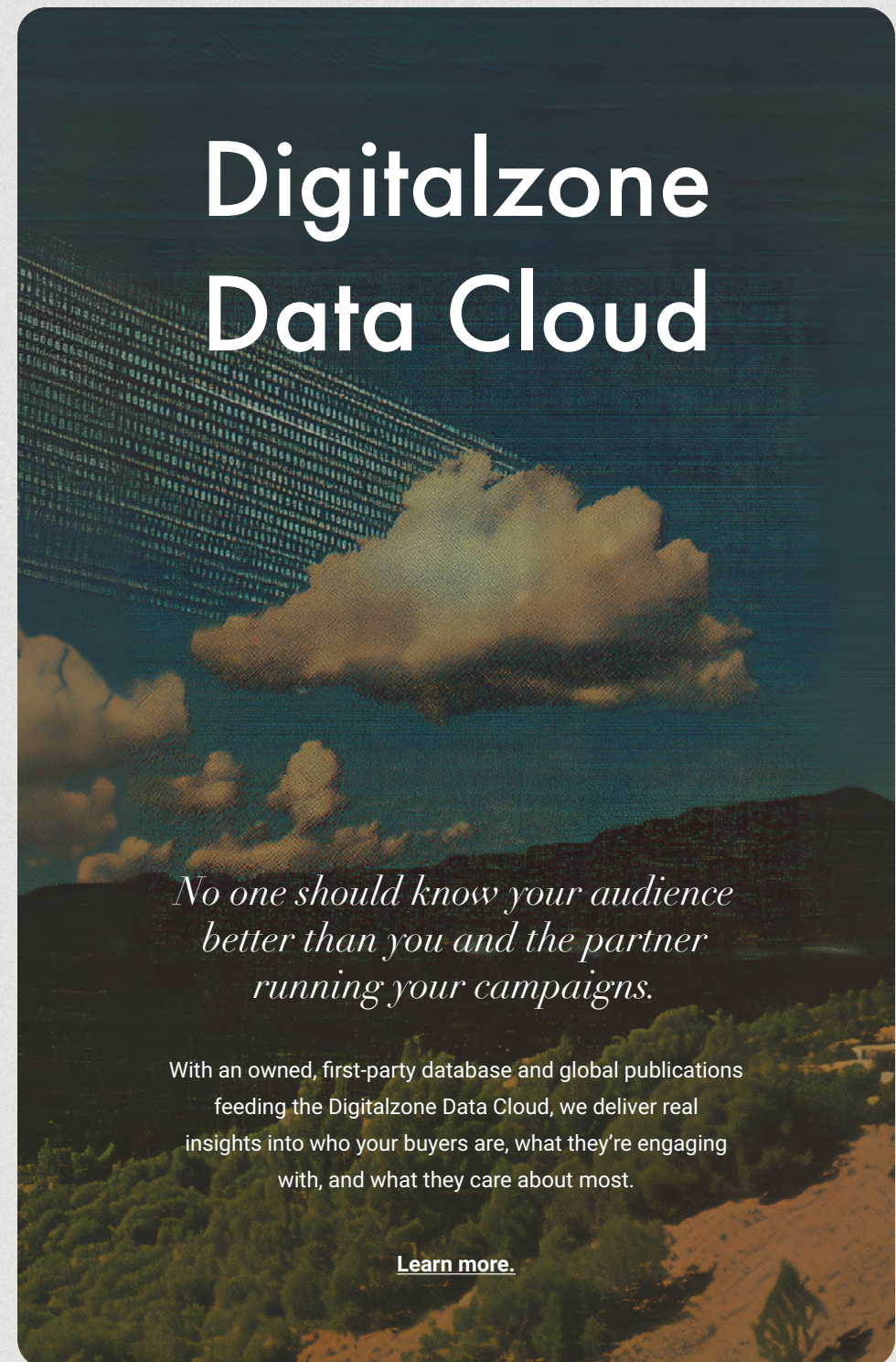
best B2C interactions. With the right data, they can be.

Ask yourself:

- Do I know my buyers well enough to deliver content that resonates with them?
- Does my content meet buyers' expectations to be equally as compelling as the B2C content they engage with daily?
- Am I reaching buyers where they actually spend time, rather than just where I assume they are?

Practical next step:

Audit your current marketing experiences across platforms and times of day. Identify one buyer touchpoint (like social engagement, email nurture, or digital content hub) and enhance it to be relevant, immersive, and resonant outside of the traditional 9-to-5 workday.

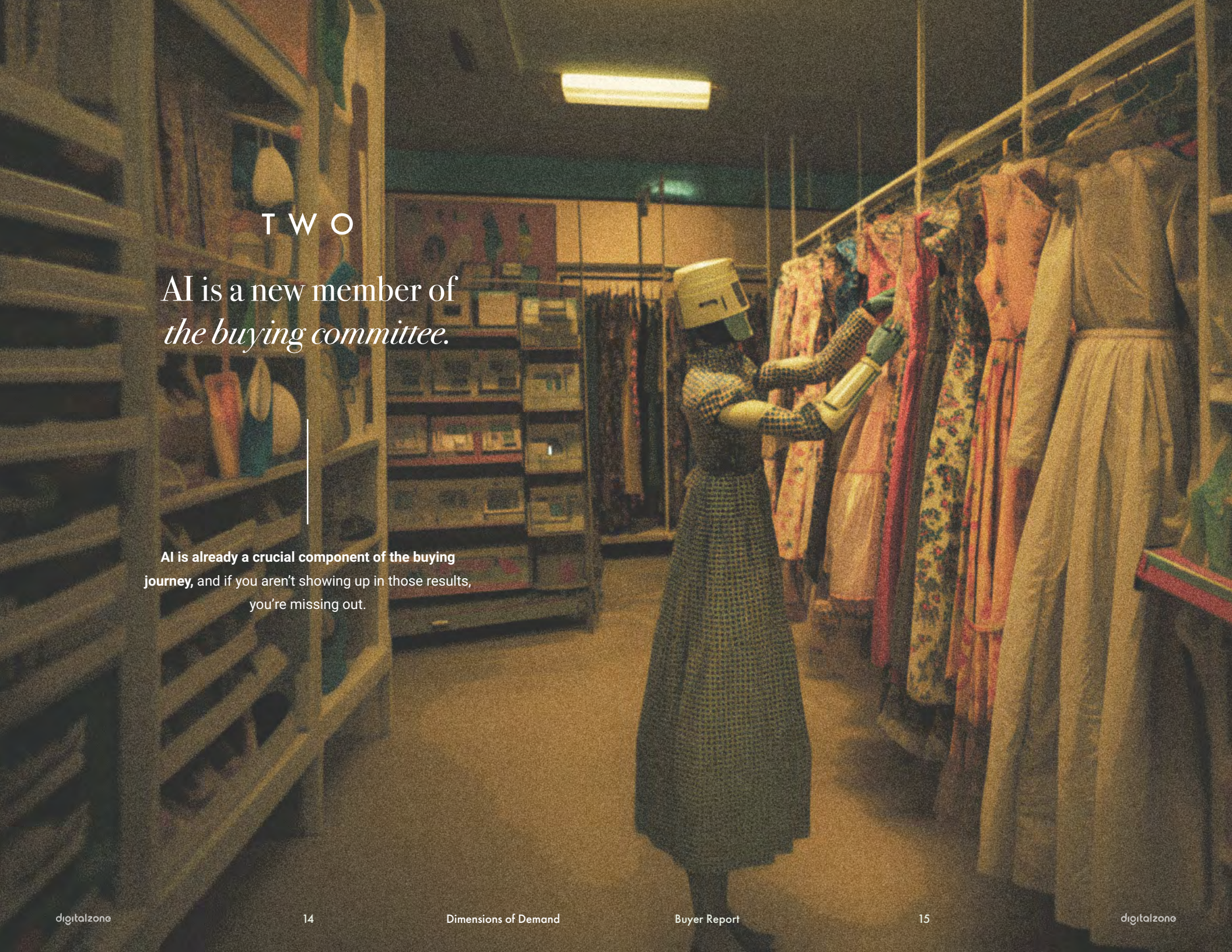


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T W O

AI is a new member of
the buying committee.

AI is already a crucial component of the buying
journey, and if you aren't showing up in those results,
you're missing out.

Selling to a person + *an algorithm.*

AI has quickly become a gatekeeper in the B2B buying journey, shaping what information buyers see, how they compare vendors, and even how they form their evaluation criteria. Today, **61% of buyers rely on AI to summarize or compare options**, while others use it to analyze proposals or pricing, get overviews of potential vendors or solutions, draft questions or evaluation criteria, and more (Figure 4).

But not all buyers use AI in the same way. While the overall patterns hold steady across job levels, Executives stand out: they're significantly more likely to use AI specifically for **analyzing**, signaling a shift in how senior leaders vet vendors and validate value.

Confidence in AI also varies by title: Managers tend to sit in the “moderately confident” camp. Directors, VPs, and Execs skew more heavily toward “very confident” (Figure 5).

But even with AI playing an increasing role, buyers continue to engage across multiple channels. Understanding how each segment of your committee balances AI and other platforms can help you make sure your message reaches them, because no single tool or platform tells the full story.

Figure 4: AI in the buying process.

How do you currently use AI tools (ChatGPT, Gemini, etc.) in your buying process?

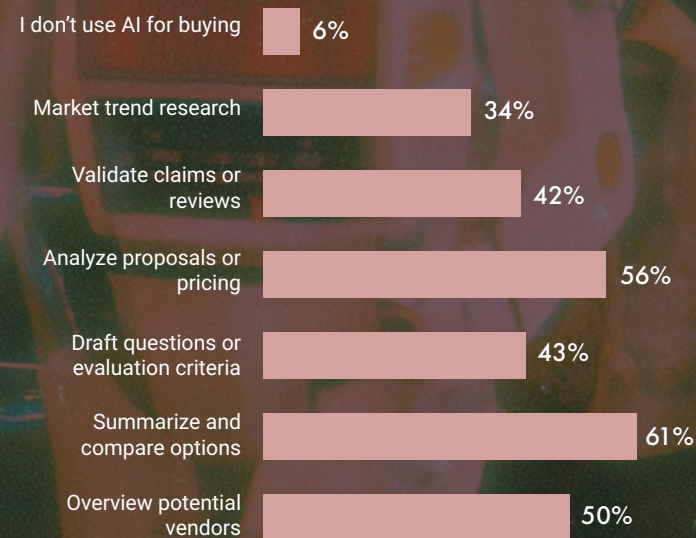
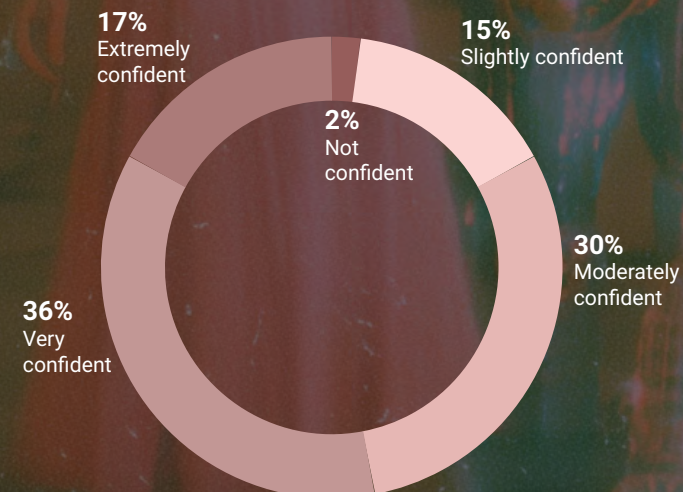


Figure 5: AI confidence.

How confident are you in AI generated recommendations?



AI changes the dynamics of *the buying committee*.

Currently when it comes to researching vendors, buyers are split evenly between starting with traditional search engines like Google, and AI-powered tools like ChatGPT (Figure 6). But these results vary by level: Executives use AI tools 12% more than traditional search, while Managers rely on traditional search 16% more than AI. This year, **65% of buyers expect AI search to play an even bigger role in decision-making** (Figure 7).

Last year, we established that the buying committee is broad: everyone needs to be influenced, but ultimately there's only one decision maker. This year, AI is a new member of that buying committee. What this reveals isn't a channel shift – it's **a channel expansion**. Buyers aren't abandoning existing platforms; they're just adding AI as another one. The modern buying committee operates everywhere at once: across social, search, email, display, recommendations, and now, AI.

Figure 6: Research starting point.

When researching vendors, where do you typically start?

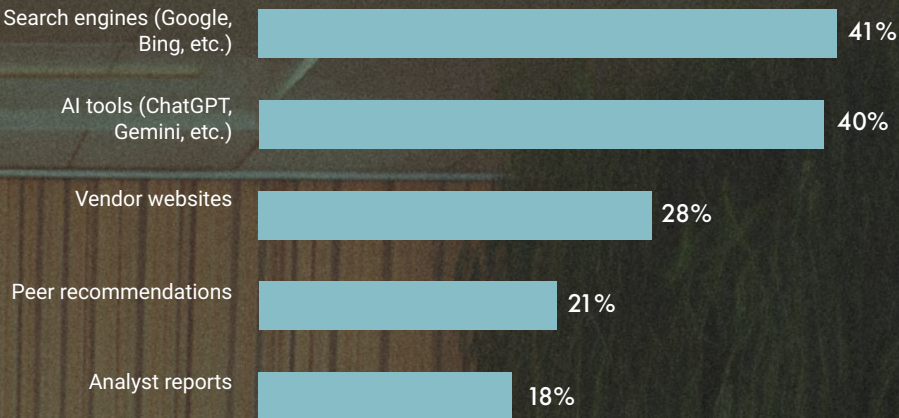
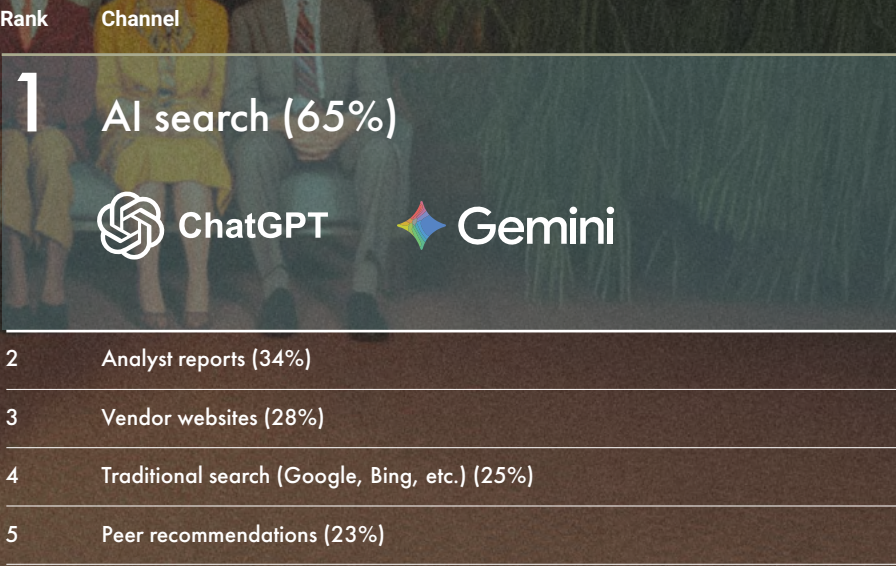
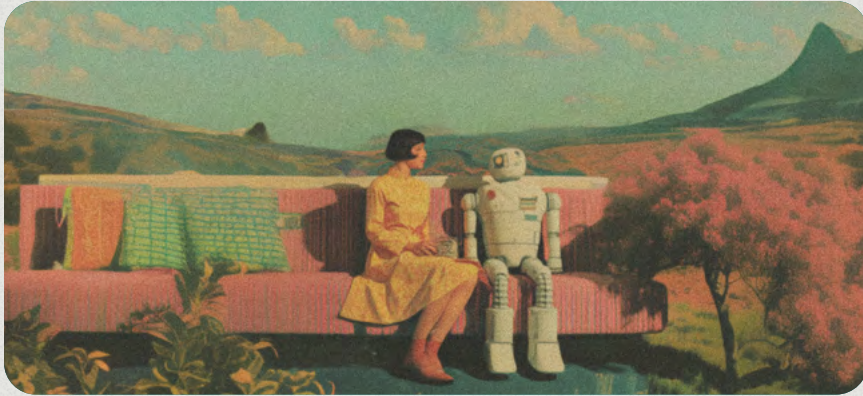


Figure 7: Future predictions.

What do you expect to rely on more in 2026 compared to now?





The takeaway

Smart strategy responds to buyer behavior.

People are different, channels are different, and job levels respond differently to the levers you're pulling.

Being static won't work. On top of that, marketers need to account for both human and algorithmic influences.

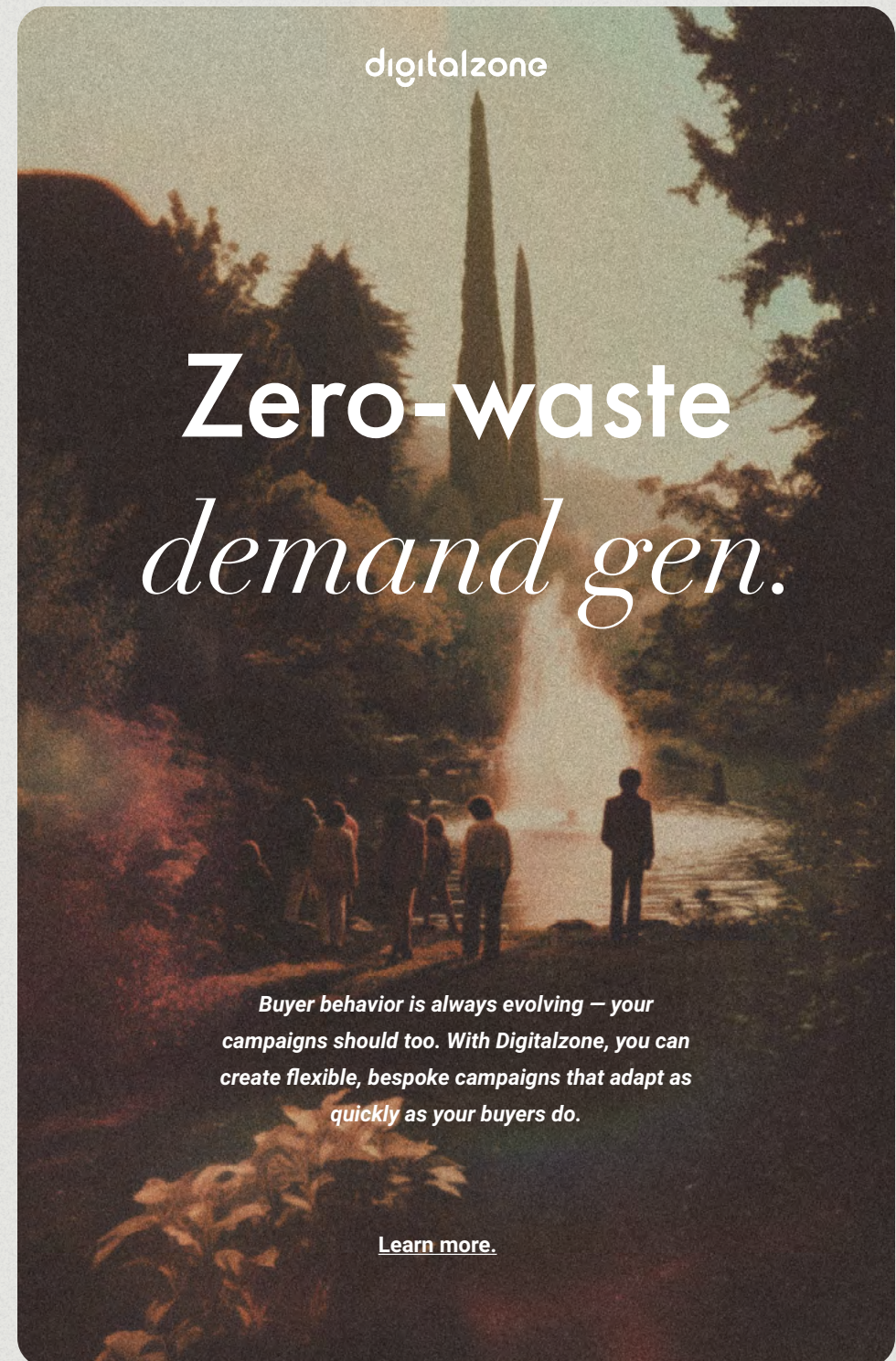
Today, AI-driven search is just the newest channel in your multichannel mix—and like any new channel, it can be unpredictable. That's why **a strong multichannel strategy is essential:** you need multiple ways to reach your audience, and contact-level tactics like display and email ensure every member of the buying committee sees your message, even if AI surfaces content inconsistently.

Ask yourself:

- How are different job levels in our target buying committee using AI tools and other channels?
- How does AI search complement our multi-channel strategy?
- Do we have a plan to pivot our approach if AI search results shift over time?

Practical next step:

Audit your current targeting strategy and map it to both human and AI touchpoints across job levels. Identify gaps where your content or channels may not reach critical decision-makers and implement **contact-level strategies** to cover those gaps. Monitor AI adoption trends for your industry to adjust your approach in real time.



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THREE

Shrinking attention spans
are a myth.

Attention spans aren't actually getting shorter... but
content medium preferences have shifted.

We thought attention spans were getting shorter... *but are they really?*

The narrative has been consistent: the rise of TikTok, Reels, and short-form videos must mean **people can't focus anymore**. Marketers accepted this as fact and adjusted their strategies around it. But the data tells a more nuanced story.

When buyers consume business content in their personal time, they engage with short-form and long-form video at **nearly the same rate** (Figure 8). And what they choose to watch depends far more on substance than length: 44% prefer content about market trends, 38% gravitate toward news or current events, and 29% look for success stories (Figure 9).

In other words: **the type of content matters more than the time commitment** — and those preferences shift depending on the context.

But on the clock, **long-form video becomes the top choice** for 34% of buyers, followed by infographics (32%) and then short videos (28%) (Figure 8). So, it's not that attention spans are shrinking — it's that the medium has changed.

Buyers want meaningful substance delivered in visually engaging, dynamic ways... regardless of length.

Figure 8: Personal vs. work preferences.

When you engage in business content, what formats do you find most engaging in your personal time vs. at work?

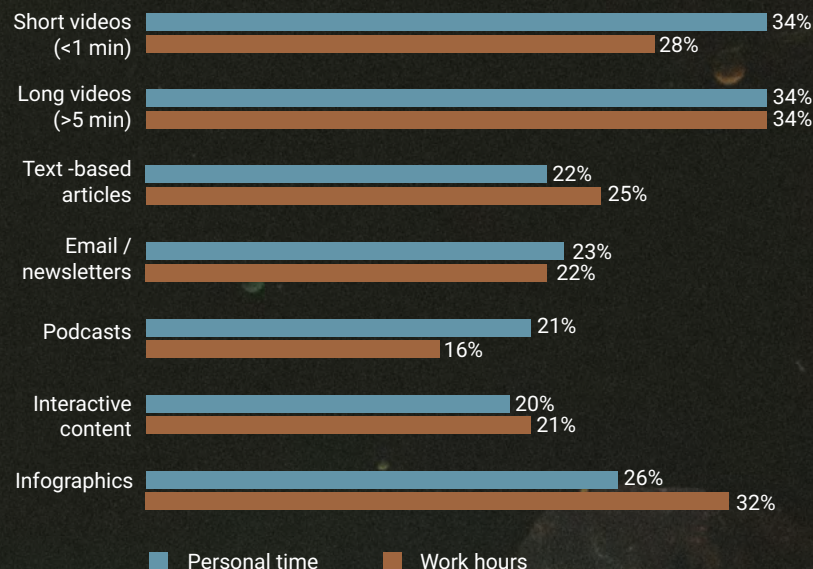
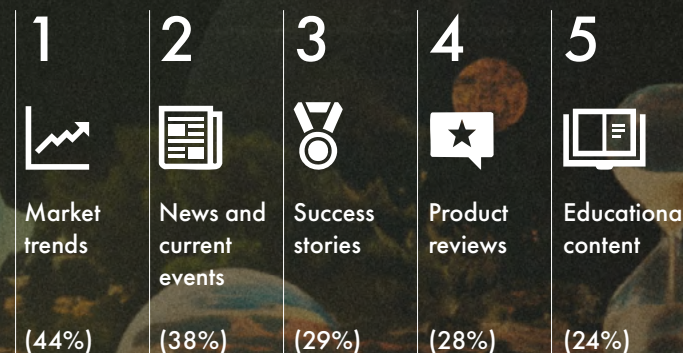


Figure 9: Business content in personal time.

When you engage with business content during your personal time, which types of content hold your attention the longest?



The buying committee *at work*.

The differences in behavior during business hours don't stop there. When you look at the data by job level, another pattern appears: the more senior the buyer, the stronger their preference for long-form video content (Figure 10). It may seem counterintuitive in a world where everyone feels time-poor, but the takeaway is clear: **leaders will make time for content that gives them depth, clarity, and value.**

This trend doesn't just hold across job levels — **it holds across regions too.** Buyers in both AMER and EMEA overwhelmingly prefer long-form video content. The only exception is APAC, where buyers lean slightly toward infographics — but only by a 1% margin over long-form video (Figure 11).

So, what does that mean for marketers? Immersive, long-form content isn't just a regional preference — it's a global expectation.

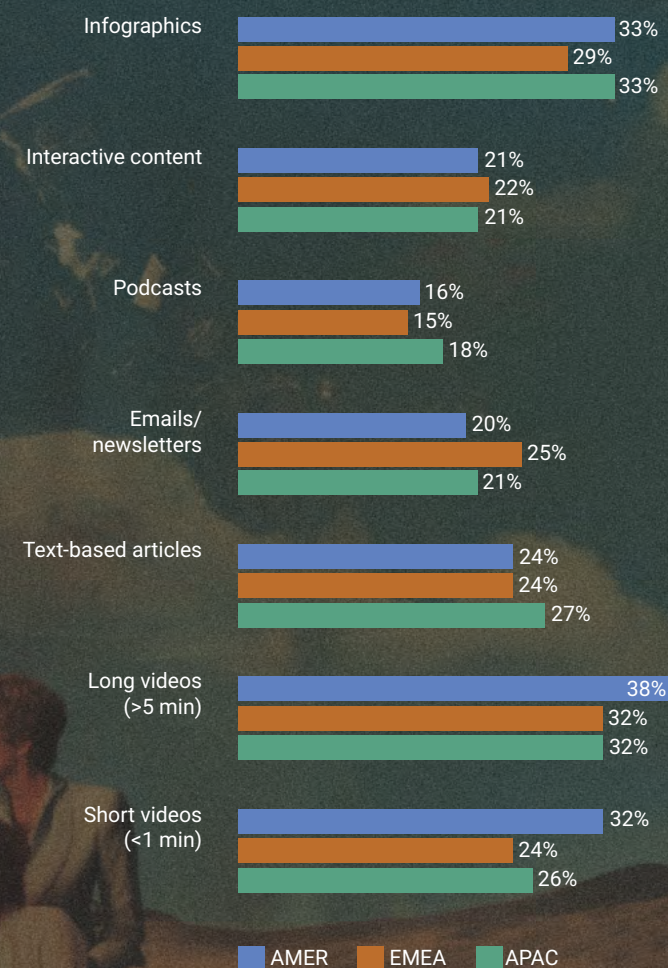
Figure 10: Leadership preference in content formats.

When you engage in business content during work hours, which content formats do you find most engaging? (VPs and above)



Figure 11: Regional preferences in content formats.

When you engage in business content during work hours, which content formats do you find most engaging?





The takeaway

“Snackable” content isn’t (necessarily) the answer.

Marketers have spent years chopping everything down, assuming buyers won’t engage with anything longer than a few seconds. But the data proves the opposite: buyers don’t just tolerate long-form content — they *prefer it*.

The real issue isn’t attention span; it’s relevance. Buyers will absolutely spend time with longer videos *when the content speaks to them*. Snackable formats have taken center stage not because buyers demand brevity, but because most long-form content isn’t resonant enough to earn their time. The shift now is clear: **prioritize long-form video**, but make it relevant. When depth meets resonance, and is delivered in a dynamic, visual format, buyers stay with you.

Ask yourself:

- Am I simplifying content because it’s strategic — or because my long-form isn’t relevant enough to hold attention?
- Are my longer assets truly immersive and meaningful — or just longer PDFs in disguise?
- Do we have a way of measuring what’s working and what’s not?

Practical next step: Audit your content library. Identify one core narrative — a product story, a buyer challenge, a POV — and rebuild it as a relevant, resonant long-form video or multimedia experience that mirrors that depth. Keep the substance, but elevate the format and the relevance. That’s how you move from snackable to substantial, and how you earn more than 15 seconds of your buyer’s attention. And if transitioning to video isn’t in the cards, be sure to have a clear measurement plan to refine the formats you have for better buyer resonance.

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F O U R

The perceived buyer journey
and the real one don't match.

What buyers believe to be true isn't always reality, but
influence has a way of starting from anywhere.

Whose journey is it, anyway?

On paper, the buying committee looks unified. In reality, every role inside it is operating with its own expectations, motivations, and evaluation standards. And the biggest twist? **Every single job level believes they are the ones who usually initiate vendor research — and that they carry the most influence over the final decision.** Influence, it turns out, can begin anywhere, not just at the top (Figure 12).

But across these differences, one specific theme emerges: **relevance is the universal currency.** ROI, social proof, pricing transparency — these matter, but none of them land if the message doesn't feel tailored to the person receiving it (Figure 13).

Figure 12: Vendor research initiator.

Which role typically initiates research for new vendors or solutions?

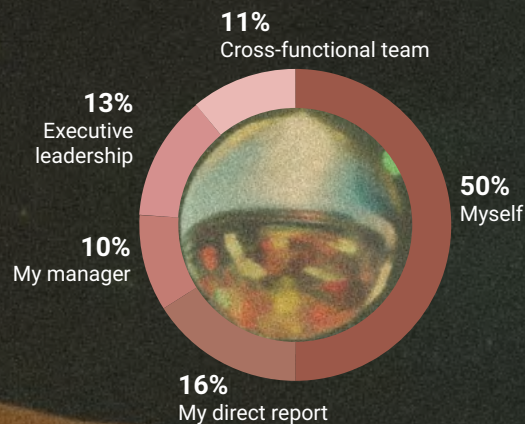


Figure 13: Confidence in vendors.

When you're evaluating vendors, what gives you the most confidence in your decision?

Rank	Channel
1	Proof of concept (45%)
2	Transparent pricing (44%)
3	Responsive communication (39%)
4	Personalized proposal (36%)
5	Understanding of business (32%)
6	Peer recommendations (27%)
7	Case studies (25%)
8	Independent validation (14%)
9	Vendor reputation (6%)

What does relevance actually look like?

When buyers were asked what makes them feel understood by a vendor, **preferences split sharply by job level:** Executives and Directors value personalized follow-up after events above everything else, VPs respond most strongly to outreach that connects directly to market trends, and Managers are the most evenly distributed group — they care about personalized outreach tied to their role or team activity, personalized follow-up, and trend-based messaging in almost equal measure (Figure 14).

Just as relevance draws buyers in, irrelevance pushes them away. Executives, VPs, and Directors are most turned off when content has no relevance to their business or challenges, with VP's being the most scathing — 40% saying they would stop engaging immediately. Managers, however, break the mold. Their biggest turn-offs are overly corporate or salesy tones and content that feels generic or mass-produced. Relevance still matters — but the threshold for what “bad” looks like is much broader (Figure 15).

Figure 14: Vendor understanding.

Which of these actions from a vendor make you feel like they understand your needs?

	Executives	VPs	Directors	Managers
Referencing a new company initiative	5	4	5	5
Following my content engagement	2	3	4	2
Tying outreach to market trends	3	1	3	3
Personalized post-event follow up	1	2	1	1
Following my content Role based personalized outreach	4	5	3	2

Figure 15: Stop in engagement.

Which of these actions from a vendor make you feel like they understand your needs?

	Executives	VPs	Directors	Managers
Content feels too generic	23%	21%	22%	26%
Overly corporate tone	21%	25%	26%	26%
Vendor has no relevance to my business	30%	40%	32%	24%
Lack of actionable insights	27%	27%	23%	23%
Poor quality content	26%	30%	24%	24%



The takeaway

A unified buyer's journey is a myth.

Even with disparate opinions, marketers can still design their strategy for clarity and influence. Every job level evaluates vendors differently, believes they drive the process, and responds to distinct value signals. The marketers who win are the ones who **balance personalized relevance with universal proof points like ROI, credibility, and transparency.**

To do this effectively — and capture buyers who are truly in-market — you need visibility into **contact-level intent**. This shows who is signaling interest, which messages will resonate, and how each role will engage across channels. Without contact-level insights, even role-specific strategies can miss critical stakeholders.

Ask yourself:

- Are we mapping our messaging to the specific expectations of each role, or just the final decision maker?
- Does our content speak to what each level cares about most, or are we delivering one-size-fits-all narratives?
- Where in the journey are we assuming alignment that may not actually exist?
- Are we tracking perceived vs. actual buyer behavior to adjust our strategy in real time?

Practical next step:

Conduct a role-by-role audit of your buyer journey. Compare what each job level thinks they do (initiate research, influence decisions) to what the data actually shows. Then build your messaging framework to balance two things: **role-specific relevance** and **universal value signals**. This ensures every stakeholder sees themselves in your story, and no one falls out of the journey before the deal even starts.

Buyer influence is subjective. *The journey isn't.*

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Final thoughts

**Everything,
everywhere,
all at once.**

Like the movie's title, your buyers are everywhere. Attention, influence, and engagement no longer follow a simple path, but that doesn't mean marketers are powerless.

Success comes from meeting buyers where they are, understanding the signals that actually matter, and tailoring every interaction to both the person and the algorithm. When

content is relevant, immersive, and delivered with strategy, it resonates, builds trust, and drives decisions across the entire buying committee.

This isn't just a story about technology, channels, or formats. It's about clarity, relevance, and human connection — because at the end of the day, buyers still want what they've always wanted: to feel understood.

The path to getting there is more complex than ever, but the marketers who can balance insight, strategy, and personalization will set the standard in 2026 and beyond.

A woman in a blue suit is captured in mid-air, jumping joyfully on a wide staircase. She has her arms outstretched and a look of pure happiness. The staircase is made of light-colored wood or stone. In the background, other people are visible, some standing and some walking, in a modern, brightly lit interior space with large windows and glass railings. The overall atmosphere is one of optimism and achievement.

This is the
moment to

*connect,
create, and
inspire.*



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About the Study

To understand how B2B purchasing decisions are really made today, we surveyed 1,500 B2B buyers worldwide. The respondents span roles, industries, company sizes, and regions — reflecting the people directly involved in evaluating, influencing, and making buying decisions. From SMBs to enterprise organizations, this research captures the perspectives shaping how modern B2B purchases happen.

This is a snapshot of who these buyers are: their roles, company sizes, industries, and the generational shifts redefining B2B decision-making.

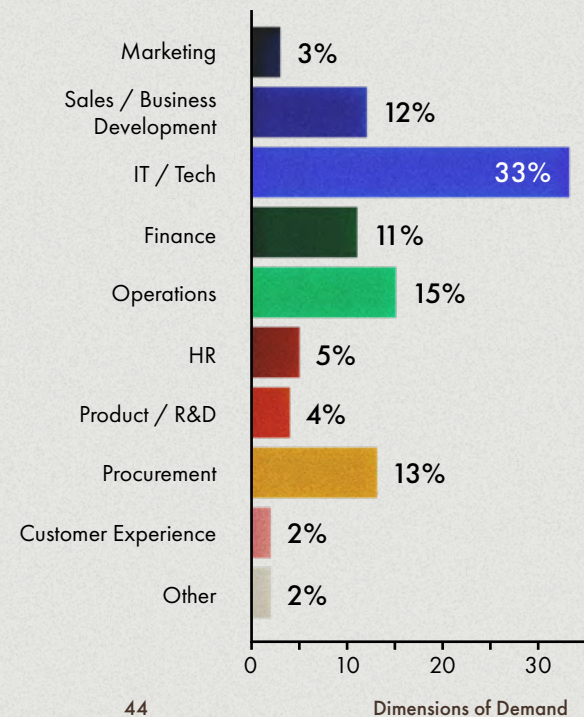
Markets surveyed: US, EMEA, and APAC

Fielding Dates: November 2025

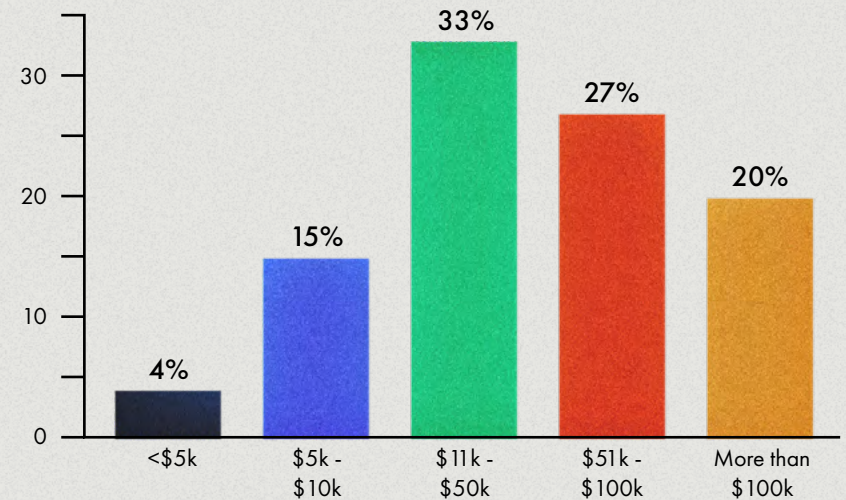
Survey Length: 10 minutes

Margin of Error: 3%

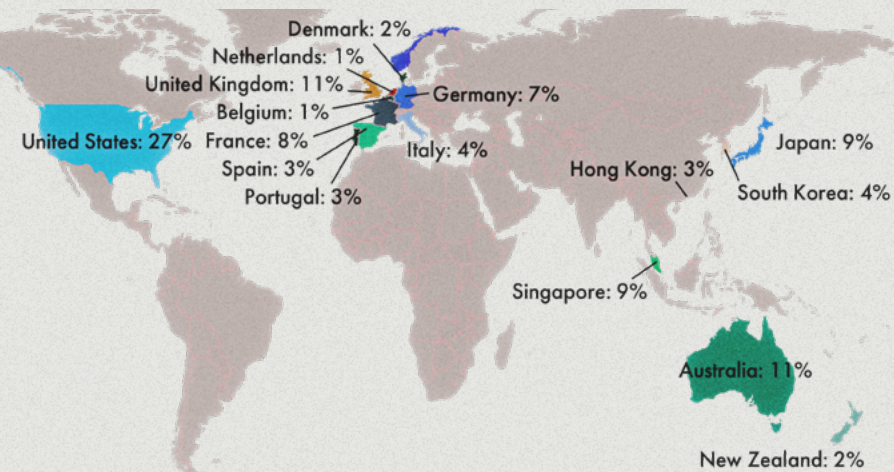
Department



Purchase Size



Country





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A large, pixelated sphere, resembling a digital globe or a data sphere, floats in the upper left portion of the frame. It is composed of many small, square tiles in various shades of blue, orange, and white. Below the sphere, the Earth's surface is visible, showing a vast expanse of blue oceans and white, fluffy clouds. The horizon line is visible in the lower right, showing a dark, rocky landscape. The overall scene is set against a black background, suggesting outer space.

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