

## Factors that Contribute to the Complexity of a Customer's Buying Decision

1. Do your customers typically use a formal decision process to buy your offerings?
2. Do your customers usually issue a Request for Information (RFI) or Request for Proposal (RFP) when buying your offerings?
3. Does your customer's company usually have extensive experience in buying offerings like yours?
4. How many people in your customer's company typically make the buying decision?
5. In your customer's company, are the ultimate decision makers likely to be members of the "C-suite"?
6. Does the buying decision typically require board-level review?
7. In addition to the people who make the decision, how many people in your customer's company typically *influence* the buying decision?
8. How many departments or business functions typically influence the buying decision? (For example, you might count Finance, Information Technology, Operations, Supply Chain, Manufacturing, Engineering, Accounts Payable, Sales, Marketing, Compliance, Procurement, Compliance, and others as separate business functions.)
9. Do your customers normally buy and use your offering in a standard "off-the-shelf" form (as opposed to having it customized or configured)?
10. If your offering requires implementation, integration, customization, configuration, or training services, does the customer normally buy them from your company?
11. Do your customers typically expect to negotiate the price of your offerings?
12. Does the customer typically require a detailed explanation or demonstration of your offering?
13. Does the customer typically expect a sales proposal of more than six pages?
14. Does your sale normally involve a contract or other written agreement?
15. If your sale normally involves a contract, does your customer expect to negotiate its terms or language?
16. Does the customer normally expect a trial period or proof of concept for your offerings?
17. Will the customer record this purchase as a capital expense or an operating expense?
18. How much internal change must your customer undergo to achieve the value they expect from your offerings?
19. How long does it typically take for a customer to implement your offerings to the point where they can start measuring improvements to their business?
20. Does the customer's decision process require a formal economic analysis, including projected Return on Investment (ROI), payback analysis, Internal Rate of Return (IRR), or the like?
21. Do your customers normally require more than one day of training to get the value they expect from your offerings?
22. Do your customers normally need extensive service or support after the sale to get the value they expect from your offerings?