International Journal of Creative and Open Research in Engineering and Management
ISSN: 3108-1754 (Online)
Volume 02 Issue 11 November-2026 | Impact Factor: 3.5



Adoption-Stage-Based Content Strategy for Business-to-Business Industrial Marketing: A Case Study of an Indian Industrial Manufacturer's Business Development Product Portfolio

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How to Cite this Article:

Agarwal, A. & Pathania, M. S. (2026). Adoption-Stage-Based Content Strategy for Business-to-Business Industrial Marketing: A Case Study of an Indian Industrial Manufacturer's Business Development Product Portfolio. International Journal of Creative and Open Research in Engineering and Management, 02(11), 1-9. https://doi.org/10.55041/ijcope.v2i11.063

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https://doi.org/10.55041/ijcope.v2i11.063

Abstract

Business-to-business (B2B) industrial organisations often possess strong engineering capability but limited structured marketing communication, which can leave genuinely useful products under-recognised by the very dealers and customers who already have access to them. This paper presents a case study of an applied content-strategy project carried out within the Business Development (BD) function of a large Indian industrial engine and power-generation manufacturer (referred to here as "the Company" for confidentiality), over an eight-week internship period. The study addresses three BD product portfolios – Product C (engine and genset maintenance offerings), Product B (a telematics and remote-monitoring device), and Product A (a pre-launch fuel additive) – for which no structured, stage-aware communication approach previously existed. Drawing on Rogers' Diffusion of Innovation theory, the Dynamic Staged Adoption Model, and literature on fear-of-missing-out (FOMO) driven consumer behaviour, the study develops and applies an integrated practitioner framework, termed the Who-How-What framework, which maps the customer's adoption category (Who), the product-adoption behaviour expected at each stage (How), and the communication trigger required to move the audience forward (What) across a five-gate adoption journey. Applying this framework across the three product portfolios resulted in 81 verified strategic marketing assets – 41 for Product A, 24 for Product C, and 16 for Product B – sequenced through stage-wise campaign calendars spanning 10 to 17 weeks per product, and distributed deliberately across LinkedIn, WhatsApp, Instagram, and owned channels according to the audience relevant at each stage. The findings indicate that audience segmentation by adoption category, gradual trust-building for technically complex products, and the dealer's role as a communication intermediary are each material considerations in B2B industrial content strategy, and that a single static marketing message is an inadequate approach once a product's audience is understood to span multiple adoption categories simultaneously. The study is exploratory and single-case in design, and its findings are based on verified content output and structured observation rather than quantitative engagement or conversion data, which fell outside the internship's timeframe. The paper concludes with practical recommendations for formalising the Who-How-What approach across the Company's wider BD portfolio, investing in dealer-enablement content, and introducing a basic reach-to-conversion measurement framework, alongside directions for future research that could test the framework's effect on measurable business outcomes.

Keywords: *business-to-business marketing, diffusion of innovation, customer pull-through, content strategy, adoption-stage segmentation, industrial marketing communication*



1. Introduction

1.1 Background and Context

The organisation examined in this study is a long-established, publicly listed Indian manufacturer of engines, power-generation equipment, and aftermarket products, operating multiple manufacturing plants across the country (hereafter referred to as "the Company" for confidentiality). Within its Business Development (BD) function, the Company maintains a portfolio of products that sit alongside its core engine and generator business – including spray-based maintenance products, telematics devices, and fuel additives – which are sold through an established dealer network rather than directly to end customers.

Even where such products are technically sound and commercially available, a gap can exist between what a company is capable of making and what its own dealer network and customer base actually know about and ask for. This gap, commonly described in marketing practice as a lack of "customer pull-through," was the starting point for the project described in this paper.

1.2 Problem Statement

At the time this project began, the Company's BD function had no formal, structured approach to content-based customer communication. The internal environment was engineering- and product-led rather than marketing-led, meaning there was no existing framework to guide how content should be sequenced across a customer's adoption journey, nor any established logic for which digital platform should be used to reach which audience at which stage. This was particularly consequential for three product lines under study here: Product C (engine and genset maintenance sprays), Product B (a remote-monitoring and telematics device), and Product A (a performance-based diesel fuel additive that had not yet launched at the time of the study). For a pre-launch, technically unfamiliar product such as Product A in particular, the absence of a structured communication approach represented a tangible go-to-market risk.

1.3 Purpose and Objectives of the Study

The purpose of this study is to document and analyse the design and application of a structured, theory-informed content strategy intended to drive customer pull-through for the Company's BD product portfolio. The study was guided by three objectives:

1. To develop strategic digital content for Product C, Product B, and Product A across a 6–8 month planning horizon, targeted at consumers, customers, and influencers, and to identify the distribution platforms best suited to each audience.
2. To design and operationalise a stage-wise campaign calendar that sequences this content according to the customer's position in the product adoption journey, rather than issuing content on an ad hoc basis.
3. To support the Company's participation in a major industry trade event, with attention-grabbing supporting content for eight exhibited products.

1.4 Significance of the Study

This study is significant for two reasons. Practically, it provides the Company with a documented, reusable content-planning framework and a verified record of content output (81 assets across three product portfolios) that can be extended across its wider BD portfolio. Academically, it contributes an applied example of how three distinct bodies of consumer-behaviour theory – Rogers' Diffusion of Innovation theory, the Dynamic Staged Adoption Model, and FOMO-based consumer behaviour literature – can be synthesised into a single, operational practitioner tool within a B2B industrial marketing context, an application area that receives comparatively less attention in the literature than business-to-consumer (B2C) settings.



1.5 Structure of the Paper

The remainder of this paper is organised as follows. Section 2 reviews the theoretical literature underpinning the study. Section 3 provides brief industry and company context. Section 4 describes the research methodology, including the design of the Who-How-What framework. Section 5 presents the results of applying the framework across the three product portfolios. Section 6 discusses these results in relation to the literature and to the challenges encountered. Section 7 concludes with recommendations, limitations, and directions for future research.

2. Literature Review

2.1 Business-to-Business Industrial Marketing Communication

Business-to-business (B2B) marketing communication differs from business-to-consumer (B2C) marketing in several important respects. B2B buying decisions typically involve longer evaluation cycles, multiple stakeholders, and a greater reliance on credibility and evidence rather than purely emotional appeal (Kotler & Keller, 2016). In an industrial context such as the Company's, this is further complicated by the presence of an intermediary – the dealer – who sits between the manufacturer and the end customer, and who must be equipped to communicate product value on the manufacturer's behalf. This intermediary structure means that B2B content strategy must often address at least two distinct audiences with a shared set of underlying product facts: the dealer, who needs to know how to sell or explain the product, and the end customer, who needs to know why they should buy it.

2.2 Diffusion of Innovation Theory

Rogers' Diffusion of Innovation theory (Rogers, 2003) remains one of the most widely applied frameworks for understanding how new products and ideas spread through a population over time. The theory segments adopters into five categories – Innovators, Early Adopters, Early Majority, Late Majority, and Laggards – based on their relative willingness to adopt an innovation ahead of their peers, with each category representing a progressively larger and more risk-averse share of the overall population (Figure 2). Wang (2024) notes that while the theory was originally developed in the context of agricultural and consumer innovations, its core logic – that different adopter segments require different persuasion strategies – remains applicable across product categories, including industrial and technology products. This theory formed the basis for the “Who” dimension of the framework applied in this study, allowing the target audience for each piece of content to be defined by adopter category rather than treated as a single, undifferentiated group.

2.3 The Dynamic Staged Adoption Model

While Diffusion of Innovation theory explains who adopts an innovation and when, it says comparatively less about the behavioural journey an individual customer travels through between first encountering a product and using it habitually. Astrini et al. (2025) address this through a dynamic staged model of novel product adoption, theorising the consumer journey as a progression from initial trial through to habitual use. This staged logic – moving from trying a product, to trusting it, to testing it more fully, to it becoming a trend within a reference group, to it eventually becoming a routine or traditional choice – formed the basis for the “How” dimension of the framework applied in this study, representing the product-adoption behaviour expected of a customer at each stage of the journey, independent of which adopter category they belong to.



2.4 FOMO and Consumer Behaviour

A systematic literature review by Alfina, Hartini, and Mardhiyah (2023) on fear-of-missing-out (FOMO) related consumer behaviour finds that urgency and social-proof cues can meaningfully influence adoption decisions, particularly among more risk-averse or socially-reference-driven segments of a market. This literature informed the "Pressure/FOMO" communication trigger applied at the Late Majority stage of the framework used in this study, on the reasoning that audiences who have not adopted a product by the time it has already achieved wider acceptance are more likely to respond to social-proof and urgency-based messaging than to novelty-based messaging, which is more effective earlier in the adoption curve.

2.5 Integrating the Literature: A Gap in Applied B2B Frameworks

Individually, Diffusion of Innovation theory, the Dynamic Staged Adoption Model, and FOMO-based consumer behaviour literature each explain a different facet of how customers move toward adopting a new product. However, the literature consulted for this study did not surface an existing, readily applicable practitioner framework that integrates all three perspectives into a single content-planning tool for a B2B industrial setting specifically. Much of the published literature in this space concerns either B2C contexts or remains at a conceptual level rather than an operational one. This represents the applied gap that the present study addresses: rather than treating these three theoretical perspectives as independent academic references, the study synthesises them into a single, five-gate practitioner tool – the Who-How-What framework – and documents its application to a real B2B industrial product portfolio.
Porter's Five Forces framework (Porter, 1979) is additionally drawn upon in Section 3 to contextualise the competitive structure of the sector within which this communication strategy was deployed.

3. Industry and Company Context

3.1 Sector Overview

The Company operates within India's industrial engines and power generation sector, part of the broader capital goods and industrial manufacturing industry, supplying diesel and gas engines, generator sets, and allied components to power-backup, construction, agriculture, mining, and commercial-vehicle markets. Demand in this sector closely tracks the pace of industrial and infrastructure investment, as engines and gensets are predominantly capital purchases made by businesses, contractors, and institutions rather than everyday consumer purchases. The sector can be divided into original equipment manufacturing, aftermarket services (spare parts, maintenance products, and service support), and exports; the Company's business spans all three, contributing to its position as one of the more diversified players in the domestic market.

3.2 Competitive Structure: Porter's Five Forces

Applying Porter's Five Forces framework (Porter, 1979) to this sector helps explain why dealer relationships, and by extension the content strategy examined in this study, matter strategically. The threat of new entrants is low-to-moderate, given the capital investment and emission-compliance barriers (such as CPCB IV+ norms) involved in competing at scale. Supplier bargaining power is moderate, while buyer bargaining power is moderate-to-high, particularly among larger institutional buyers able to solicit quotes from multiple suppliers – a dynamic that makes brand trust and dealer relationships strategically important, and is directly relevant to why this project's content strategy placed such emphasis on trust-building communication. The threat of substitutes is a growing consideration, as battery-storage and solar-hybrid alternatives become more viable in some use cases, and competitive rivalry is high, with several established domestic and multinational manufacturers competing on technology, price, service-



network strength, and brand reputation.

Table 1. Porter's Five Forces – Industrial Engines and Power Generation Sector

Force	Assessment
Threat of new entrants	Low-to-moderate – high capital and emission-compliance barriers
Bargaining power of suppliers	Moderate
Bargaining power of buyers	Moderate-to-high – institutional buyers can compare vendors
Threat of substitutes	Growing – battery storage and hybrid alternatives to diesel
Competitive rivalry	High – several established domestic and global players

Source: Adapted from internal sector analysis conducted during the OJT project (Porter, 1979).

3.3 Company Profile

The Company is a long-established, publicly listed Indian manufacturer headquartered in western India. It operates several manufacturing plants along with assembly and distribution facilities, with a business spanning power generation, aftermarket parts and service, and exports. The Company has shown consistent revenue and profit growth in recent years, supported by steady domestic demand and a gradual recovery in export markets. The sector includes several established domestic and multinational players; the Company is generally regarded as one of the leading players in this space by scale and brand strength.

3.4 Relevance to the Study

The Company's long-established brand and extensive dealer network represent a key organisational strength that the content strategy examined in this study deliberately leveraged, particularly at the trust-building stage of the Who-How-What framework, where messaging emphasised the established company brand name rather than product novelty. At the same time, the breadth of competitive rivalry in the sector, and the increasing relevance of digitally connected products such as Product B, underline why differentiated, audience-specific communication – rather than a single generic marketing message – was treated as a strategic priority for this project, rather than a peripheral consideration.

4. Research Methodology

4.1 Research Design

This study follows a single-case, applied action-research design, embedded within an eight-week internship in the Business Development (BD) function of the Company. Action research of this kind is well suited to situations where a practical organisational problem – in this case, the absence of a structured content strategy – is addressed through the design and real-world application of an intervention, with the resulting process and output then analysed to generate both practical and theoretical insight. The unit of analysis is the BD function's content strategy across three product portfolios: Product C, Product B, and Product A. The study is exploratory and qualitative in nature; it documents verified content output and strategic reasoning rather than testing statistical hypotheses, which is consistent with the project's scope as a communication strategy exercise rather than a sales-performance study.



4.2 The Who-How-What Framework

The central methodological contribution of this study is the Who-How-What framework, developed to translate the theoretical perspectives reviewed in Section 2 into a practical, stage-wise content-planning tool. The framework answers three questions for every piece of content produced: who should be targeted (drawing on Rogers' adopter categories), how the audience's relationship with the product is expected to evolve (drawing on the Dynamic Staged Adoption Model), and what communication trigger should be used to move the audience forward (drawing on FOMO and related persuasion literature). These three dimensions are mapped against a five-gate adoption journey, summarised in Table 2 and illustrated in Figure 4.

Table 2. Who-How-What Framework – Gate-wise Summary

Gate	Who (Adoption Stage)	What (Trigger)	Content Approach Used
Gate -1/0 → 1	Innovator	Curiosity	Novelty and first-mover language (e.g., "be the first to try") to spark curiosity in exploration-driven audiences
Gate 1 → 2	Early Adopters	Trust / Influence	Content leaned on the Company's established brand name and reputation to build trust
Gate 2 → 3	Early Majority	Proof	Validation-style messaging – product demonstrations and benefit-proof points
Gate 3 → 4	Late Majority	Pressure / FOMO	Urgency and social-proof cues to encourage adoption among cautious audiences
Gate 4 → 5	Laggards	Necessity	Content framed the product as a standard, necessary choice

Source: Developed during the OJT project, drawing on Rogers (2003), Astrini et al. (2025), and Alfina et al. (2023).

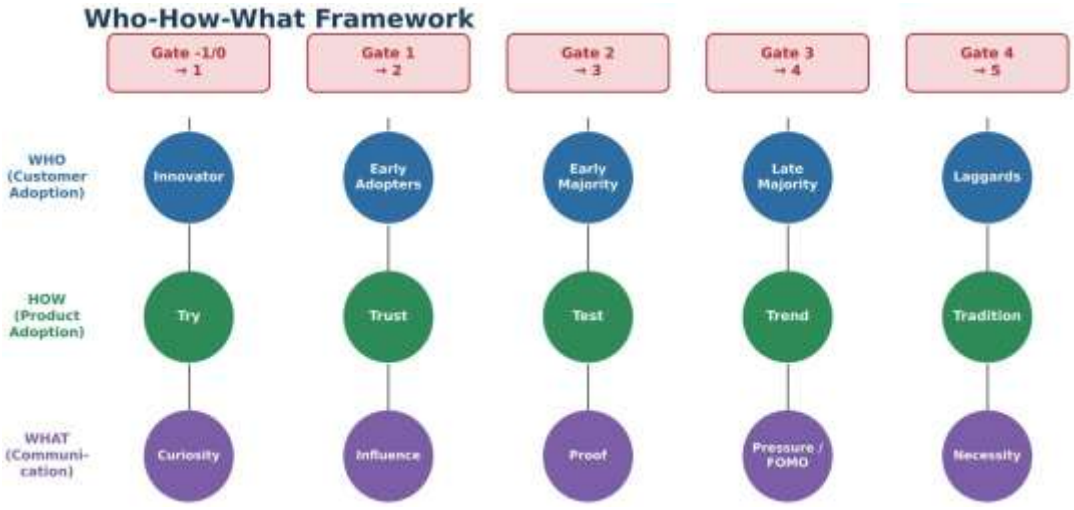


Figure 4. The Who-How-What Framework, Mapped Across Five Adoption Gates.

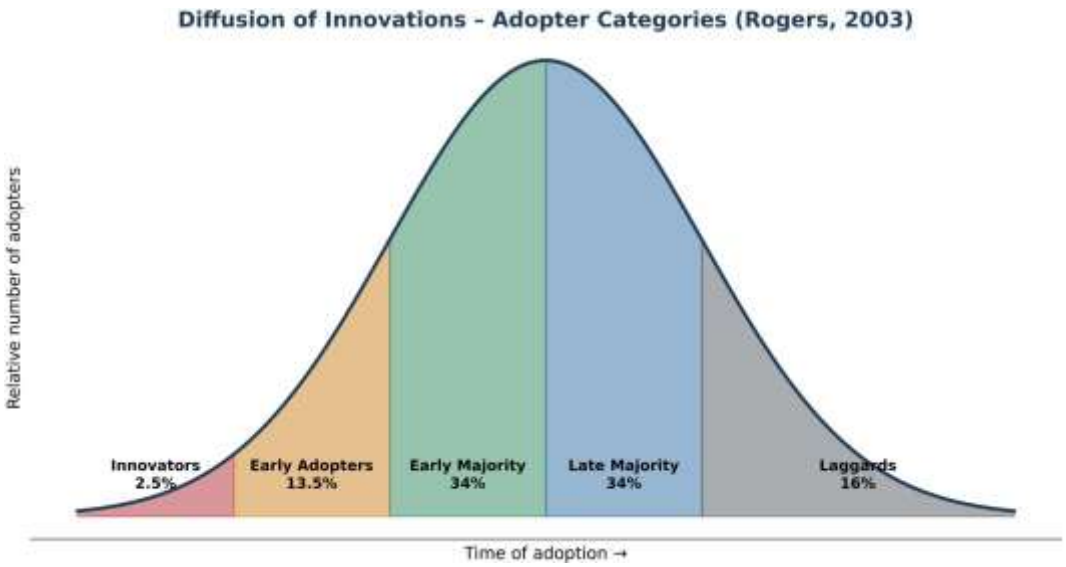


Figure 5. Diffusion of Innovation Adopter Categories (Rogers, 2003), Used to Define the "Who" Dimension of the Framework.

4.3 Data Sources and Process

Data for this study comes from three sources generated during the internship: (i) the actual content calendars maintained for each of the three product portfolios, from which asset counts and timelines were drawn directly rather than estimated; (ii) internal stakeholder input from the engineering, sales, and marketing-communications (marcom) teams, used to verify product understanding, particularly for the more technical Product B and Product A portfolios; and (iii) competitor and industry benchmarking, including a review of how several well-known consumer and industrial brands communicate product value to their respective audiences. The process followed to generate this data proceeded through eight broad steps:

4. Understanding the BD function – the people involved across engineering, marketing/sales, and marcom teams, and how product ownership was structured, with Product A specifically identified as a pre-launch product.
5. Building product understanding – studying Product C, Product B, and Product A in depth, including their features and use cases.
6. Identifying the target audience across consumers, customers, and influencers, and defining what each group needed to know.
7. Conducting competitor and industry-benchmark research.
8. Researching relevant marketing and consumer-behaviour theory and synthesising it into the Who-How-What framework.
9. Developing content aligned to the framework, including campaign calendarisation and platform identification, with particular attention to sequencing pre-launch content for Product A.
10. Iterating through trial and error across the three product portfolios.
11. Applying the same structured process to the trade-event workstream deliverables.

4.4 Scope and Boundaries

The study's scope was bounded to three BD product portfolios – Product C, Product B, and Product A – over a 6–8 month content-planning horizon, of which the 8-week internship period formed the active design and execution phase. The study did not extend to measuring sales conversion or long-term customer response, as this fell outside the internship timeframe; this boundary is revisited as a limitation in Section 6.6 and as a direction for future research in Section 7.4.



5. Results

This section presents the verified output of applying the Who-How-What framework across the three product portfolios. As this was a content-strategy and communication project rather than a sales-data project, the results presented here are drawn from actual content produced and calendarised during the internship, rather than from estimated or invented performance figures.

5.1 Overall Content Output

Across the three product portfolios, the project produced 81 verified strategic marketing assets: 41 for Product A (approximately 51% of total output), 24 for Product C (approximately 30%), and 16 for Product B (approximately 19%). This distribution, shown in Figure 6, reflects the differing scope of each product's campaign: Product A, being a pre-launch product, required an additional pre-launch anticipation-building stage (Gate -1 to Gate 0) not needed for the other two, already-launched products, which accounts for a meaningful share of its higher asset count.

Table 3. Product-wise Asset Distribution (Verified Count)

Product	Assets Created	% of Total
Product A	41	~51%
Product C	24	~30%
Product B	16	~19%
Total	81	100%

Source: Counted directly from the gate-wise content calendars maintained for each product.

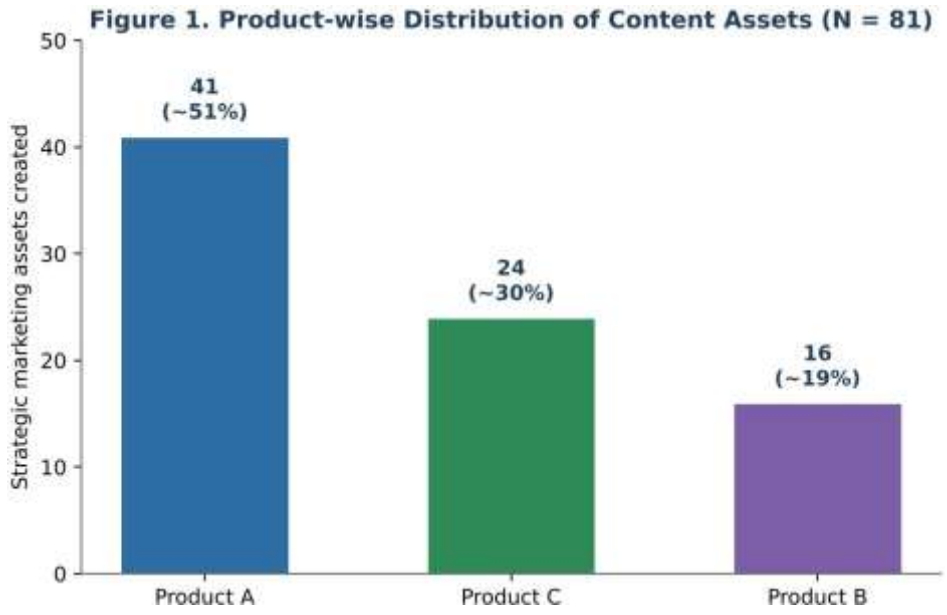


Figure 6. Product-wise Distribution of Content Assets (N = 81).

5.2 Content Formats and Platform Strategy

Rather than relying on a single content type, eight distinct content formats were used across the campaign: static digital posts, carousel-style posts, product videos, festival and occasion-based posts, LinkedIn polls, quizzes, event-invitation designs, and testimonial-style creatives. Platform selection was similarly deliberate rather than uniform, with each platform chosen for the specific audience it was best suited to reach, as summarised in Table 4.



Table 4. Platform Selection Rationale

Platform	Primary Audience	Rationale
LinkedIn	B2B decision-makers	Professional audience relevant to industrial/B2B buying decisions
WhatsApp	Dealer network	Direct, high-engagement channel suited to the Company's dealer communication chain
Instagram	Influencers and broader consumer reach	Visual, engagement-friendly platform suited to influencer-style content and wider brand visibility

Source: OJT project documentation, Chapter 6.4.

This platform logic is visible directly in the campaign calendars: LinkedIn dominated the early, brand-building gates aimed at professional and dealer audiences, while Instagram was introduced later, once the strategy shifted toward influencer-driven, trust- and proof-stage content. Toward the later gates, owned channels such as the company website and personal LinkedIn accounts were also introduced, to reinforce credibility and social proof.

5.3 Gate-wise Content Strategy Across Products

Figure 7 presents the consolidated gate-wise post count across all three product portfolios. The data shows that Product A is the only product with content at the earliest gates (-1→0 and 0→1), consistent with its pre-launch status and the additional anticipation-building stage built into its calendar. From Gate 1→2 onward, all three products show a broadly similar pattern of higher content volume in the earlier trust- and proof-building gates, tapering toward the Necessity stage (Gate 4→5) as the audience is assumed to require progressively less persuasion.

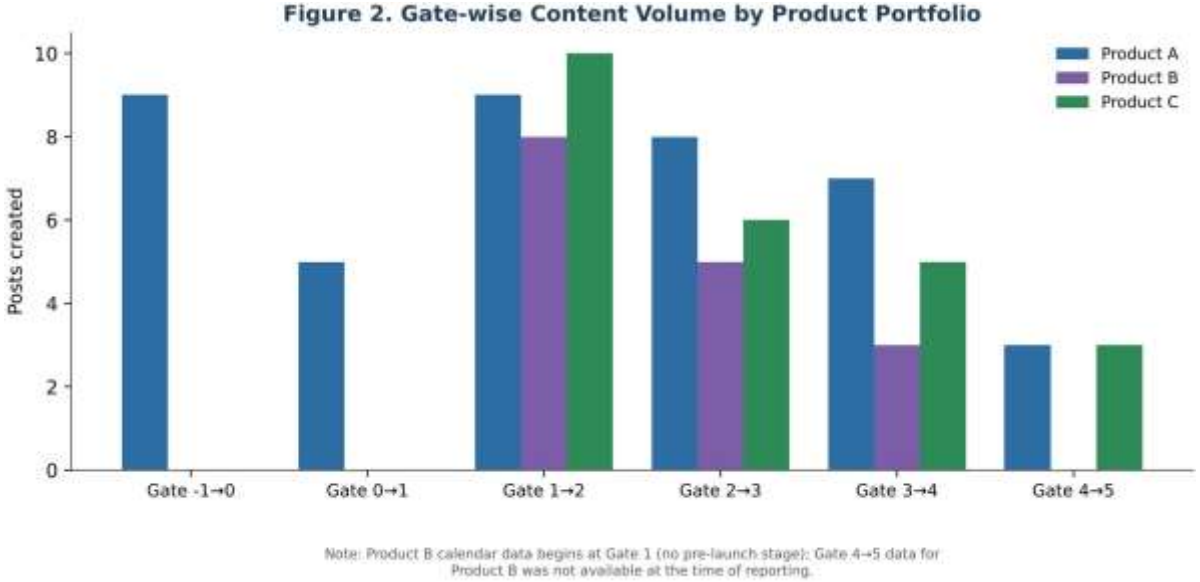
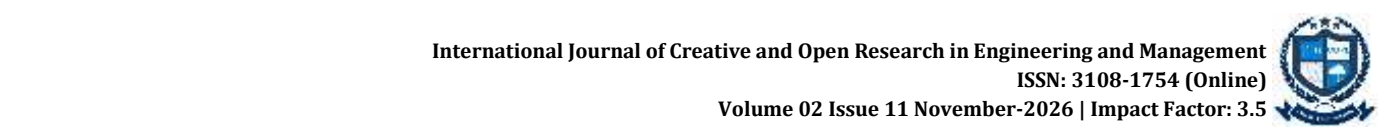


Figure 7. Gate-wise Content Volume by Product Portfolio.

5.4 Campaign Calendar Duration

The three products' campaign calendars differ in total duration, reflecting their differing launch status and campaign complexity. The Product A calendar spans 17 weeks across six gate transitions (Gate -1 through Gate 5), the longest of the three, owing to its additional pre-launch phase. The Product B calendar spans 10 weeks across three gate transitions (Gate 1 through Gate 4); calendar data for its Gate 4→5 transition was not available at the time of reporting. The Product C calendar spans at least 13 weeks across Gate 1 through Gate 4, with Gate 4→5 activity continuing on an ongoing basis through the company website and personal LinkedIn channels – a channel pairing not



used for the other two products, likely reflecting Product C's more mature, already-launched market status. These durations are illustrated in Figure 8.

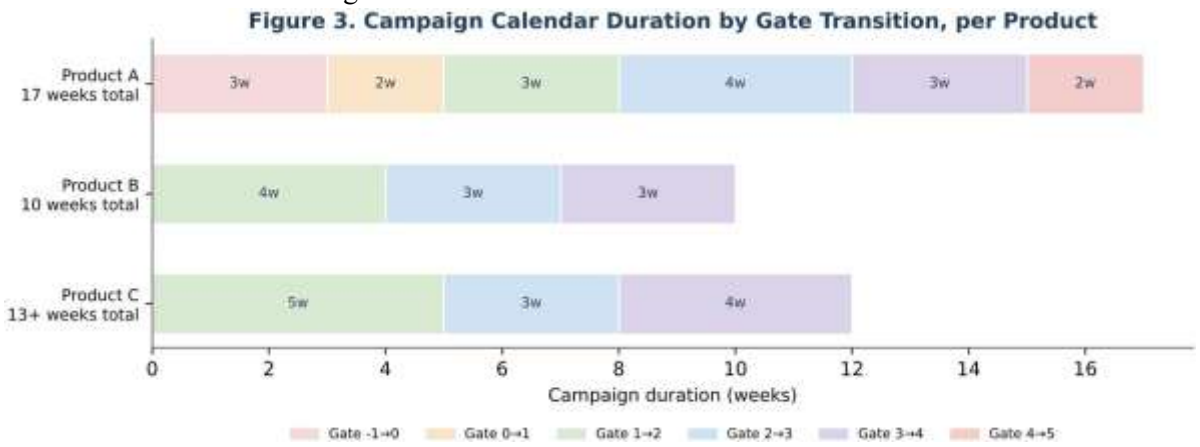


Figure 8. Campaign Calendar Duration by Gate Transition, per Product.

5.5 Supporting Workstream: Major Industry Trade Event

As a smaller, supporting workstream (approximately 10% of total project effort), content was created for the Company's participation in a major industry trade event held in India in 2026, covering eight exhibited products drawn from the Company's broader hardware and consumables portfolio. Deliverables for this workstream included product videos, three event-invitation designs, a countdown/promotional creative, and a customer-testimonial-style creative, created to build booth visibility and pre-event attention.

5.6 Summary of Key Project Metrics

Table 5. Key Project Metrics

Metric	Value
Total strategic marketing assets created	81
Product portfolios covered	3 (Product C, Product B, Product A)
Framework applied	Who-How-What (5-stage adoption model)
Audience categories addressed	Consumers, Customers, Influencers, Dealers
Planning horizon for content	6–8 months
Content formats used	8 (static, carousel, video, festival posts, polls, quizzes, invitations, testimonials)

Source: OJT project documentation, Chapter 7.1.

6. Discussion

6.1 Interpreting the Findings Against the Literature

The results support the applied relevance of the three theoretical perspectives reviewed in Section 2 to a B2B industrial setting. Consistent with Rogers' (2003) Diffusion of Innovation theory, applying an adopter-category lens allowed communication to be tailored by audience readiness rather than issued as a single message to all audiences at once. Consistent with the Dynamic Staged Adoption Model (Astrini et al., 2025), the gate-wise content strategy shows a deliberate progression – from curiosity-driven to trust-building to proof-based to urgency-based to necessity-framed messaging – for technically complex products such as Product B and Product A, where communication needed to



build gradually before adoption could reasonably be expected. And consistent with FOMO literature (Alfina et al., 2023), urgency and social-proof cues were deliberately reserved for the Late Majority stage (Gate 3→4) rather than used throughout the campaign, on the reasoning that such cues are more persuasive once a product has already gained some visible traction.

6.2 The Dealer as a Communication Touchpoint

A recurring observation across all three product calendars is the consistent use of WhatsApp for dealer-facing content, reflecting the dealer's role as a critical intermediary in the company-to-customer distribution chain. This finding aligns with the broader B2B marketing literature's emphasis on channel intermediaries (Kotler & Keller, 2016) and suggests that any future extension of this content strategy should treat dealer-enablement – equipping dealers with simple, ready-to-use communication material – as a distinct content requirement, rather than assuming that customer-facing content alone is sufficient to drive pull-through.

6.3 Channel Strategy Evolution Across the Adoption Journey

The platform mix used across the campaign was not static. LinkedIn dominated the earlier, trust-building gates aimed at professional and dealer audiences; Instagram was introduced at the Trust/Influence stage, once the strategy shifted toward influencer-driven, proof-stage content; and owned channels – the company website and personal LinkedIn accounts – were introduced only toward the later gates, to reinforce credibility once a degree of familiarity had already been established. This broadening and later narrowing of channel mix is consistent with the Who-How-What framework's underlying logic, and suggests that platform selection in B2B content strategy may be more effectively treated as a stage-dependent variable than as a fixed decision made once at the start of a campaign.

6.4 Managing a Pre-Launch Product Alongside Established Products

Product A's pre-launch status required a materially different content approach from the already-launched Product C and Product B portfolios. The addition of a dedicated pre-launch stage (Gate -1 to Gate 0), focused specifically on anticipation-building, represents a practical extension of the standard five-gate framework, and accounts for both Product A's longer 17-week campaign duration and its higher share of total content output (51%). This suggests that the Who-How-What framework, while developed as a five-gate model, can be extended with an additional pre-launch stage where a product has not yet reached the market – a modification that may be useful for the Company in future pre-launch scenarios beyond Product A.

6.5 Challenges Encountered

The internship presented several genuine challenges, summarised in Table 6, particularly given the transition from an academic marketing background to a highly technical, engineering-led business environment.

Table 6. Challenges Encountered and Approaches Taken

Challenge	Approach Taken
Limited familiarity with technical products (Product B, Product A)	Dedicated product research, review of internal material, competitor benchmarking, and stakeholder interaction to translate technical features into customer-oriented benefits
No existing structured content framework within an engineering-led organisation	Built the Who-How-What framework from scratch to provide a systematic approach



Communicating technical information simply, without losing accuracy	Applied a Technical Feature → Functional Benefit → Customer Relevance → Communication Message conversion chain to each product feature
Balancing different stakeholder information needs (customer, dealer, influencer)	Developed three parallel messaging tracks per product rather than one undifferentiated message
Maintaining consistency across 81 assets while tone shifted across five gates	Developed structured content themes and the gate-wise framework before execution began
Planning content for a pre-launch product (Product A)	Extended the campaign calendar with an additional pre-launch stage (Gate -1 to Gate 0) focused on anticipation-building

6.6 Limitations of the Study

Several limitations should be considered when interpreting the findings of this study. First, quantitative customer-response data – views, engagement rates, click-throughs, or conversions – was not available within the internship period, so the analysis presented here is based on verified content output and strategic reasoning rather than measured audience response. Second, the study was scoped as a communication-strategy exercise rather than a sales-tracking exercise, and no claims are made linking the 81 assets produced to any specific sales outcome. Third, the eight-week internship period was considerably shorter than the 6–8 month campaign horizon the content was actually planned for, meaning the later stages of each campaign – particularly for Product A, which had not yet launched by the end of the internship – could not be directly observed. Fourth, as a marketing intern without a formal engineering background, technical product understanding for Product B and Product A relied on information provided by internal stakeholders rather than independent technical verification. Fifth, individual creatives were not validated through structured testing methods such as A/B testing, so it is not possible to state with certainty which specific creative choices were more or less effective. Sixth, the complete Try-to-Tradition adoption journey described in the Who-How-What framework could not be directly observed end-to-end within the project timeframe. Finally, the study's scope was limited to three selected product portfolios rather than the Company's full product range, so its findings should be read as specific to these three product lines rather than generalised across the company as a whole.

7. Conclusion and Recommendations

7.1 Summary of Contribution

This study set out to document and analyse a structured, theory-informed approach to customer pull-through content strategy within the Business Development function of an industrial B2B organisation, the Company. By synthesising Rogers' Diffusion of Innovation theory, the Dynamic Staged Adoption Model, and FOMO-based consumer behaviour literature into a single practitioner tool – the Who-How-What framework – and applying it across three product portfolios, the study produced 81 verified strategic marketing assets sequenced through stage-wise campaign calendars spanning 10 to 17 weeks per product. The findings indicate that audience segmentation by adoption stage, progressively evolving communication triggers, and deliberate platform selection are each material to B2B industrial content strategy, and that the dealer functions as a critical, and sometimes under-served, communication touchpoint between manufacturer and end customer.



7.2 Practical Recommendations for the Company

The following recommendations follow directly from the findings of this study:

12. Formalise a structured content calendar built around the dimensions of Product × Audience × Adoption Stage × Channel, extending the gate-wise approach used in this project across the full BD product portfolio, rather than limiting it to the three products covered here.
13. Develop customer-centric communication that moves from Feature to Benefit to Problem Solved to Customer Outcome, rather than remaining purely technical – particularly relevant for products such as Product B and Product A, where the underlying technology is not immediately intuitive to a general audience.
14. Create dedicated dealer-enablement content – explainers, quick-reference sheets, and WhatsApp-ready communication kits – given the dealer's demonstrated role as a key communication touchpoint, observed consistently across all three product calendars in this study.
15. Continue using adoption-stage-based segmentation (Innovator through Laggard) to tailor messaging, rather than applying one message to all audiences simultaneously.
16. Build a lightweight feedback loop – Create, Publish, Measure, Learn, Optimise – instead of a one-way content pipeline, so future campaigns can be adjusted based on actual audience response rather than assumptions alone.

Structured, stage-aware content of this kind is likely to improve customer trust-building and reduce the perceived risk associated with adopting newer or more technical products, based on the adoption-behaviour theory applied throughout this study. Dealer-enablement content, in particular, could help close the gap between what the Company intends to communicate and what its dealers are actually equipped to communicate to end customers on the ground.

7.3 Theoretical Contribution

Beyond its practical recommendations, this study contributes an applied example of integrating Diffusion of Innovation theory, the Dynamic Staged Adoption Model, and FOMO-based consumer behaviour literature into a single operational framework within a B2B industrial marketing context – an application area that receives comparatively limited attention in the existing literature relative to B2C settings. The Who-How-What framework, and its pre-launch extension developed for Product A, may offer a template adaptable to other technically complex, dealer-distributed product categories beyond the specific case examined here.

7.4 Scope for Future Research

Future research building on this study could introduce basic measurement – reach, engagement, and enquiry tracking – to move from measuring content output, as this study did, to measuring actual business impact, which this study's timeframe did not allow for. A natural next step would be to track Product A's actual post-launch performance against the pre-launch content strategy developed in this study, to empirically validate whether the gate-wise approach achieves its intended effect on customer adoption.

More broadly, applying the Who-How-What framework across a larger sample of B2B industrial product launches, ideally with controlled testing of individual creative variations, would help establish the generalisability of the findings presented here beyond the single-case context of this study.

Acknowledgements

The author thanks Mr. Maheshwar Singh Pathania, Business Development Leader, for his guidance and mentorship as industry supervisor throughout this project, and Dr. Purva Agarwal, School of Business, Indira University, for her guidance and support as faculty mentor. The author also thanks School of Business, Indira University, and the Company for the opportunity to undertake this applied study.



Declarations

Conflict of Interest: The author declares no conflict of interest.

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Ethical Approval: This study did not involve human-subject research, primary data collection from customers, or sensitive organisational data; it is based on content-strategy work and internally available product and process information generated during an academic internship, and is reported with the organisation's knowledge.

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Appendices

Appendix A: Consolidated Gate-wise Post Count – All Three Products

Table A1. Consolidated Gate-wise Post Count – All Three Products

Gate Transition	Product A	Product B	Product C
Gate -1 → 0	9	—	—
Gate 0 → 1	5	—	—
Gate 1 → 2	9	8	10
Gate 2 → 3	8	5	6
Gate 3 → 4	7	3	5
Gate 4 → 5	3	No data	3
Total	41	16	24

Source: OJT project documentation, Chapter 6.5.4.



Appendix B: Gate-wise Duration by Product (Weeks)

Table B1. Gate-wise Campaign Duration and Post Count, by Product

Product	Gate Transition	Duration (weeks)	Posts
Product A	Gate -1 → 0	3	9
Product A	Gate 0 → 1	2	5
Product A	Gate 1 → 2	3	9
Product A	Gate 2 → 3	4	8
Product A	Gate 3 → 4	3	7
Product A	Gate 4 → 5	2 (ongoing)	3
Product B	Gate 1 → 2	4	8
Product B	Gate 2 → 3	3	5
Product B	Gate 3 → 4	3	3
Product C	Gate 1 → 2	5	10
Product C	Gate 2 → 3	3	6
Product C	Gate 3 → 4	4	5
Product C	Gate 4 → 5	Ongoing (Website + Personal LinkedIn)	3

Source: OJT project documentation, Chapter 6.5.1–6.5.3.

Appendix C: Abbreviations

Table C1. Abbreviations Used in This Paper

Abbreviation	Description
OJT	On the Job Training
BD	Business Development
FBA	Fuel Based Additive
MBA	Master of Business Administration
B2B	Business-to-Business
B2C	Business-to-Consumer
FOMO	Fear of Missing Out
CPCB	Central Pollution Control Board