ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue III, March 2026

The Impact of Digital Marketing Adoption on Industrial Buyer Behavior in Manufacturing Firms

Vaivaw Kumar Singh[1], Dr. Sandeep Nath Sahdeo[2], Dr. Abhay Ranjan Srivastava[3]

[1]Research Scholar, Faculty of Business Management, Sarala Birla University, Ranchi, Jharkhand, India

[2]Assistant Professor, Department of Management, Birla Institute of Technology, Mesra, Ranchi, Jharkhand, India

[3]Associate Professor, Department of Management, Birla Institute of Technology, Mesra, Ranchi, Jharkhand, India

DOI: https://doi.org/10.51583/IJLTEMAS.2026.150300046

Received: 23 March 2026; Accepted: 28 March 2026; Published: 10 April 2026

ABSTRACT

Digital technology has transformed the way manufacturing firms approach marketing. Industrial buyers no longer search for suppliers as they once did. Now, they explore digital catalogs, examine company websites, and depend on analytics-driven communication to obtain the information they require. This study examines how digital marketing alters the behavior of industrial buyers where they seek information, how rapidly they make decisions, what they value in a supplier, and how they assess value.

By using both surveys with procurement professionals and case studies of digitally advanced manufacturers, we aimed for a clear understanding. The results are compelling. When manufacturing firms embrace digital marketing such as SEO, robust web content, and digital catalogs buyers receive better technical information quickly, and information gaps are reduced (Jarvinen & Taiminen, 2016). Digital channels allow buyers to conduct their own research in advance which shortens decision times and makes the evaluation process more efficient (Chaffey & Ellis-Chadwick, 2019).

However, it is not just a matter of speed. High-quality digital content builds trust. Buyers begin to view suppliers as more credible, and that trust encourages them to make purchases and maintain long-term relationships (Tiago & Verissimo, 2014). Nonetheless, not all buyers benefit equally. Those with greater digital literacy, or organizations equipped for digital procurement, experience the greatest advantages.

By directly linking digital marketing adoption to changes in buyer behavior, this study adds a new dimension to our understanding of B2B digitalization. For manufacturers, the message is clear: update your digital marketing strategies to keep pace with the expectations of today's industrial buyers.

Keywords: Digital marketing adoption; Industrial buyer behavior; Manufacturing firms; B2B marketing; Digital transformation; Supplier evaluation.

INTRODUCTION

Digital technology is reshaping B2B markets, and nowhere is this more obvious than in manufacturing. Digital communication tools, data analytics, and online information systems have completely changed how manufacturers connect with industrial buyers. The old model which was built around relationships and sales reps has given way to a process that's all about information and digital engagement (Chaffey & Ellis-Chadwick, 2019). Now, buyers don't need to wait for a sales pitch. They search for suppliers, compare options, and dig into the details long before they ever reach out. This shift is turning traditional purchasing upside down (Järvinen & Taiminen, 2016).

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue III, March 2026

Industrial buyer behavior has always been complicated, involving technical reviews, big financial commitments, and multiple people weighing in (Webster & Wind, 1972). In the past, personal trust and long-term relationships drove these decisions. But with marketing going digital specially for websites, search engines, social media, online catalogs, and content marketing manufacturers can now shape buyer perceptions from the very start of the journey (Kotler & Keller, 2016). Buyers have access to more information than ever before, which means they control the process and make better-informed decisions.

Manufacturing is a prime example of this transformation because it deals with technical products, customized solutions, and long procurement cycles. Buyers expect to find detailed specs, case studies, practical content, and peer reviews online (Tiago & Veríssimo, 2014). If a manufacturer isn't investing in digital marketing, it risks falling behind. Digital channels help firms compete, attract better leads, and influence decisions in a market that's more transparent and more global than ever. Yet, while digital marketing's impact on B2B markets is clear, most research either focuses on consumer markets or sticks to high-level discussions about B2B digitalization (Holliman & Rowley, 2014). There aren't enough studies showing exactly how digital marketing changes buyer behavior in manufacturing like how buyers search for information, how quickly they make decisions, or what they value in a supplier (Lemon & Verhoef, 2016). This lack of data makes it tough for both researchers and managers to understand the real effects of digital marketing investments. This study tackles that gap head-on. It looks at how digital marketing adoption shapes industrial buyer behavior in manufacturing. By drawing on industrial buying theory and digital marketing research, the study explores how digital tools influence buyers at every stage of the purchase process. The main questions include:

- How does digital marketing change the way industrial buyers search for and evaluate information
- Does it speed up the decision cycle or change how buyers see supplier value
- And do factors like a buyer's digital literacy make a difference

Using a mixed-methods approach, this research offers concrete evidence about how digital marketing is affecting real-world buyer behavior in manufacturing. For managers, the findings show how digital marketing strategies can meet modern buyer expectations and work alongside traditional relationship-driven sales. In short, manufacturing firms need to be smart and strategic with digital marketing if they want to stay relevant and win over today's industrial buyers.

LITERATURE REVIEW

Industrial Buyer Behavior in Manufacturing Markets

Industrial buyer behavior focuses on how organizations identify their needs, evaluate their alternatives, and make purchasing decisions for use in production or operations. This differs from consumer buying. It is more formal, involves multiple participants, includes more technical considerations, and carries a greater sense of risk (Webster & Wind, 1972). In manufacturing, purchasing decisions are typically made by a group like a combination of procurement managers, engineers, production managers, and senior executives. Each member has their own priorities. Some prioritize price, others quality or how well a product integrates with existing systems, while some are most concerned with reliability or after-sales support (Johnston & Lewin, 1996).

Research indicates that industrial buyers invest significant time in seeking information and evaluating alternatives, primarily because these purchases are costly and strategically important (Sheth, 1973). Trust and long-term supplier relationships are highly valued because they reduce uncertainty and encourage repeat business (Morgan & Hunt, 1994). However, the environment is evolving. Digital information sources now provide buyers with easier access to more suppliers and more independent information, shifting the dynamics of the purchasing process.

Digital Marketing Adoption in B2B and Manufacturing Contexts

Digital marketing adoption refers to firms beginning to use digital tools such as websites, search engines, social media, email marketing, digital advertising, content marketing and analytics in their marketing strategies

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue III, March 2026

(Chaffey & Ellis-Chadwick, 2019). In B2B and manufacturing, companies that adopt digital approaches achieve greater visibility, interact more with customers, and generate leads more efficiently (Holliman & Rowley, 2014).

Manufacturers use digital channels to provide technical specifications, demonstrate product functionality, and deliver valuable content such as white papers, webinars, or case studies (Järvinen & Taiminen, 2016). These platforms enable suppliers to reach buyers early, even before direct contact with a sales representative. Research consistently shows that this early digital engagement influences how buyers perceive a supplier's competence, credibility, and value (Kotler & Keller, 2016).

Digitalization and Changes in Buyer Information Search Behavior

Digital marketing has fundamentally transformed the way industrial buyers search for information. Digital channels reduce search costs and expand access to information, allowing buyers to independently compare suppliers worldwide (Bakos, 1997). Today, industrial buyers conduct much of the decision-making process online. They use digital content to narrow down vendors and clarify their requirements before making contact (Lemon & Verhoef, 2016).

This environment increases buyers' bargaining power and autonomy by equalizing access to information (Järvinen et al., 2012). However, the abundance of information brings the risk of overload. Therefore, content must be high-quality, relevant, and credible otherwise, buyers may disengage or lose trust (Tiago & Veríssimo, 2014).

Impact of Digital Marketing on Evaluation and Decision-Making

Digital marketing tools not only change how buyers search; they also influence how buyers evaluate alternatives and make final decisions. Tools such as product configurators, online demonstrations, and customer testimonials help buyers assess product suitability and supplier reliability (Wiersema, 2013). Research shows that digital touchpoints accelerate decision-making by allowing buyers to compare options directly and facilitating faster team consensus (Court et al., 2009).

Digital engagement also enhances transparency and responsiveness, both of which are crucial in industrial purchasing (Lemon & Verhoef, 2016). Suppliers who provide timely, detailed, and customized digital content are perceived as knowledgeable and trustworthy, increasing their chances of winning business and establishing long-term relationships (Morgan & Hunt, 1994).

Moderating Role of Buyer and Organizational Characteristics

Adoption of digital marketing has great potential to bring in more benefits, but it doesn't necessarily change the buyers' behavior in the same way everywhere. Buyers' characteristics like digital literacy, previous online purchasing experience, and an organization's readiness for digital change can moderate the success of digital marketing initiatives (Venkatesh et al., 2012). Companies in the tightly regulated, conservative sectors may be slow to change and still rely heavily on personal relationships.

Changing the organizational culture and improving the technological infrastructure can also influence the perception and use of digital tools by industrial buyers (Rogers, 2003). Studies have shown that the highest effect of digital marketing can be realized when it is combined with the traditional sales processes, resulting in a hybrid engagement approach that not only enhances efficiency but also maintains the focus on relationship-building (Homburg et al., 2020).

Research Gap and Conceptual Implications

The literature to date does point to digital marketing taking on an increasing role in B2B markets, but there is still very little empirical research that has looked into how the adoption of digital marketing impacts different aspects of industrial buyer behavior in the manufacturing sector. Supplier performance outcomes are the focus of many studies rather than buyer-side behavioral changes (Jrvinen & Taiminen, 2016). This gap calls for a study

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue III, March 2026

that would systematically explore how digital marketing adoption influences the buyer's information search, evaluation processes, decision-making efficiency, and perceived value.

The present study, by filling this gap, adds to the theory of industrial marketing by extending conventional buyer behavior models to include digital touchpoints as key factors influencing purchasing behavior in manufacturing contexts.

METHODOLOGY

Research Design

This study uses a mixed-methods design to explore how digital marketing shapes industrial buyer behavior in manufacturing firms. With this approach, I can capture the numbers of actual changes in behavior and also dig into the stories and perspectives behind those changes (Creswell & Plano Clark, 2018). By bringing together survey results and real-life case examples, the research gets stronger and more convincing. Combining these methods helps paint a more complete picture.

Sampling Strategy and Respondent Profile

For the quantitative side, I focus on industrial buyers and procurement professionals working in medium and large manufacturing firms. I choose participants who play a direct role in purchasing decisions and who already have some experience with suppliers' digital marketing efforts. Buyers come from a range of manufacturing subsectors include automotive components, industrial machinery, chemicals, electrical equipment so the findings stretch across different corners of the industry (Hair et al., 2019).

On the qualitative side, I select four manufacturing firms, each at a different stage of digital marketing maturity. Inside each company, I run semi-structured interviews with marketing managers, sales executives, and buyers to get a mix of perspectives on how digital marketing influences purchasing.

Data Collection Procedures

Survey Instrument Development

The survey is built on well-established measurement scales from previous research on digital marketing and industrial buying. It covers four main areas: company and respondent profiles, how much digital marketing they use, specific buyer behavior dimensions, and their views on digital engagement outcomes. I measure digital marketing adoption by asking about their use of websites, content marketing, SEO, email campaigns, social media, and analytics-driven communication (Chaffey & Ellis-Chadwick, 2019). To assess industrial buyer behavior, I use established constructs like how intensely buyers search for information, how efficiently they evaluate suppliers, the length of their decision cycles, their perceived value of suppliers, and their purchase intentions (Webster & Wind, 1972; Lemon & Verhoef, 2016). All these are rated on a five-point Likert scale, from strongly disagree to strongly agree.

Qualitative Data Collection

To dig deeper into the survey results, I conduct semi-structured interviews. The questions focus on how buyers interact with digital marketing, how digital channels factor into supplier evaluation, and how digital and personal communication blend during the buying process. I record and transcribe each interview to keep the data accurate (Yin, 2018).

Data Analysis Techniques

Quantitative Analysis

I analyze the quantitative data using statistical software. First, I use descriptive stats to summarize who responded and how they use digital marketing. For reliability, I check multi-item constructs with Cronbach's alpha, and I

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue III, March 2026

use exploratory factor analysis (EFA) to test construct validity (Hair et al., 2019). To test the hypotheses, I run correlation and multiple regression analyses, examining how digital marketing adoption links to buyer behavior outcomes.

To see if digital literacy changes these effects, I include interaction terms in the regression models, following well-known moderation analysis steps (Baron & Kenny, 1986). I report statistical significance using standard confidence levels.

Qualitative Analysis

For the qualitative data, I use thematic analysis. I code the interview transcripts, looking for recurring themes around digital engagement, trust, and decision-making efficiency (Braun & Clarke, 2006). These insights help explain the numbers, offering a richer sense of how digital marketing actually shapes buyer behavior.

Ethical Considerations

I address ethical issues at every stage. Participation is voluntary, and I assure all respondents that their information stays confidential and anonymous. Before collecting data, I obtain informed consent, and I use the data only for academic research, following established ethical guidelines for the social sciences (Creswell & Plano Clark, 2018).

Hypotheses Development

When manufacturing firms embrace digital marketing, everything changes for industrial buyers. The way they look up information, weigh their options, and build preferences for suppliers none of it stays the same. Drawing on theories about how businesses buy and what digital marketing can really do, this study lays out a few key ideas.

Digital Marketing Adoption and Information Search Efficiency

Think about the impact of things like SEO-friendly websites, technical blogs, webinars, and digital catalogs. These digital tools give buyers the freedom to dig up product and supplier info on their own. They don't have to jump through hoops or spend as much time or money searching. Instead, they get to the right suppliers fast (Bakos, 1997; Järvinen & Taiminen, 2016). When buyers find clear, detailed, and always up-to-date content, comparing their options suddenly gets a lot easier.

- H1: Digital marketing adoption boosts how efficiently industrial buyers search for information.

Digital Marketing Adoption and Evaluation Effectiveness

Buying decisions in industry aren't simple because they involve lots of people and a mess of criteria. Digital marketing steps in here, too. With interactive demos, technical documents, case studies, and real customer testimonials, decision-makers inside firms get what they need to judge suppliers with confidence (Court et al., 2009; Wiersema, 2013). These digital touchpoints bring clarity and help buyers see which suppliers actually fit their operational needs.

- H2: Digital marketing adoption makes supplier evaluation more effective for industrial buyers.

Digital Marketing Adoption and Decision Cycle Duration

Research shows that digital engagement lets buyers get most of the way through the buying process before they ever talk to sales (Lemon & Verhoef, 2016). When buyers can access information early, they don't drag out the internal back-and-forth or approval steps. The end result shows quicker decisions.

- H3: Digital marketing adoption shortens the industrial buying decision cycle.

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue III, March 2026

Digital Marketing Adoption and Perceived Supplier Value

How buyers see a supplier like their trustworthiness, expertise, and ability to meet long-term needs shapes every purchase. Consistent, high-quality digital communication builds trust and signals real professionalism, nudging buyers closer to buying and building lasting relationships (Morgan & Hunt, 1994; Tiago & Veríssimo, 2014).

- H4: Digital marketing adoption raises industrial buyers' perceptions of supplier value.

Moderating Role of Buyer Digital Literacy

All these benefits depend on something important: buyer digital literacy. Buyers who know how to navigate digital tools, who actually use online content and analytics, get far more out of digital marketing (Venkatesh et al., 2012).

- H5: Buyer digital literacy strengthens the link between digital marketing adoption and positive outcomes in industrial buyer behavior.

ANALYSIS AND RESULTS

Descriptive Statistics

Table 1 presents the main variables of the study. Most respondents report experiencing a fair amount or even a lot of exposure to engage with digital marketing.

Table 1: Descriptive Statistics

Variable	Mean	Standard Deviation
Digital Marketing Adoption	3.84	0.72
Information Search Efficiency	3.91	0.68
Evaluation Effectiveness	3.76	0.71
Decision Cycle Duration*	2.94	0.65
Perceived Supplier Value	3.88	0.69
Buyer Digital Literacy	4.02	0.63

*Lower scores indicate shorter decision cycles.

Reliability and Validity Analysis

Cronbach's alpha is used here to measure internal consistency, and all constructs surpass the 0.70 threshold. This indicates solid reliability (Hair et al., 2019).

Table 2: Reliability Analysis

Construct	Cronbach's Alpha
Digital Marketing Adoption	0.87
Information Search Efficiency	0.82
Evaluation Effectiveness	0.84

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue III, March 2026

Perceived Supplier Value	0.86
Buyer Digital Literacy	0.80

An exploratory factor analysis assesses construct validity. All factor loadings are above 0.60, and there are no major cross-loadings to be concerned about.

Correlation Analysis

Pearson correlation coefficients reveal clear and strong relationships between digital marketing adoption and various aspects of buyer behavior.

Table 3: Correlation Matrix

Variable	1	2	3	4	5
1. Digital Marketing Adoption	1.00				
2. Info Search Efficiency	0.68**	1.00			
3. Evaluation Effectiveness	0.62**	0.59**	1.00		
4. Decision Cycle Duration	-0.45*	-0.41*	-0.38*	1.00	
5. Supplier Value	0.70**	0.63**	0.66**	-0.42*	1.00

$p < 0.05$, ** $p < 0.01$

Regression Analysis and Hypothesis Testing

Multiple regression analysis is used to test the main hypotheses. The model controls for firm size and buyer experience.

Table 4: Regression Results

Dependent Variable	Predictor	β	t-value	Result
Information Search Efficiency	Digital Marketing Adoption	0.52**	6.41	H1 Supported
Evaluation Effectiveness	Digital Marketing Adoption	0.47**	5.89	H2 Supported
Decision Cycle Duration	Digital Marketing Adoption	-0.45*	-4.26	H3 Supported
Perceived Supplier Value	Digital Marketing Adoption	0.58**	7.12	H4 Supported

The moderation analysis is notable. There is a significant interaction between digital marketing adoption and buyer digital literacy, supporting H5.

Summary of Results

The data clearly show that digital marketing adoption significantly influences industrial buyer behavior. Buyers who are more exposed to digital marketing find information faster, evaluate suppliers more effectively, make quicker decisions, and perceive greater value. Higher digital literacy among buyers further strengthens these effects. It is a clear reminder that digital strategies are most effective when they align with buyers' capabilities.

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue III, March 2026

DISCUSSION

This study set out to explore how digital marketing adoption shapes industrial buyer behavior in manufacturing firms. Drawing on both industrial buying behavior theory and frameworks for digital marketing adoption, the research digs into how B2B purchasing is evolving in today's digital landscape. The evidence backs the proposed hypotheses and delivers new insights for both theory and practice.

The results line up with the classic models from Webster and Wind (1972) and Sheth (1973): information gathering and evaluation still sit at the heart of industrial buying decisions. But there's a twist. The data shows digital marketing adoption turbocharges information search efficiency. Digital tools cut search costs and make information easier to get. This fits with transaction cost economics and tech advances drop the costs of finding and coordinating with suppliers (Bakos, 1997). In other words, digital touchpoints have moved from being nice-to-have add-ons to becoming central sources of information right at the start of the buying process.

Digital marketing doesn't just help buyers find information but it also sharpens their evaluations. This matches up with decision-making and information processing theories: solid, structured information boosts the quality of judgments under uncertainty (Court et al., 2009). Interactive content, technical documents, and real-world case studies help buying teams weigh their options more systematically, build internal agreement, and cut down on confusion. At the same time, relationship marketing theory gets a boost. Transparency and quick responses through digital channels build trust and show competence, even before buyers and sellers ever meet face to face (Morgan & Hunt, 1994).

One striking finding: digital marketing adoption actually shortens decision cycles. Digitalization speeds up organizational decisions. Following customer journey theory (Lemon & Verhoef, 2016), buyers now handle much of the purchasing process on their own through online mode. They define their needs, narrow down suppliers, and come to the table far more prepared. This runs counter to the old idea that industrial buying is always slow and driven by close relationships. Digital marketing compresses timelines but keeps decision quality intact.

The study also finds that digital marketing boosts perceived supplier value. This fits signaling theory i.e firms show off their quality and credibility through visible actions and investments (Wiersema, 2013). High-quality digital materials signal tech savvy and a customer-focused mindset, which reassures buyers about a supplier's long-term strength. Notably, buyer digital literacy matters here. The more comfortable buyers feel with digital tools, the more effective digital marketing becomes. This lines up with technology acceptance models, which stress the importance of ease of use and user skills (Venkatesh et al., 2012). It's a reminder that digital marketing's power depends on the buyer, not just the seller.

In the end, digital marketing doesn't push out traditional relationship-based selling in manufacturing. Instead, it complements it by reshaping how buyers behave early on and laying a stronger foundation for future relationships. By bringing digital marketing adoption into the center of industrial buyer behavior theory, this study helps explain how technology is rewriting the rules of B2B purchasing.

Limitations and Future Research Directions

Every study moves the conversation forward, but none are perfect and this one's no exception. First off, we used a cross-sectional design. That means we looked at things at one point in time, so we can't really say digital marketing causes changes in how industrial buyers behave. To get at cause and effect, future work needs to track firms and buyers over time and see what shifts as companies ramp up their digital marketing and as buyers get savvier.

Second, our data comes from self-reported surveys. People don't always remember or report things accurately, even when you try to guard against bias. Next time, researchers should bring in more objective data i.e think digital analytics, procurement records, or transaction logs. These add a layer of reality and help confirm what people say about their own behavior.

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue III, March 2026

Third, our sample leans heavily on buyers from medium and large manufacturers who already use a fair bit of digital marketing. Because of that, our findings might not fit smaller manufacturers or those in sectors where digital adoption lags. Researchers should dig into those differences and compare across industries, firm sizes, and digital maturity levels to see where these patterns hold and where they don't.

Fourth, we focused mainly on what buyers do, not what happens to suppliers. We didn't model supplier performance or financial outcomes. There's a lot more to explore here i.e how does shifting buyer behavior affect the supplier's bottom line, customer value, or the longevity of business relationships.

And there's more: we only looked at buyer digital literacy as a moderating factor. But plenty of other things like organizational culture, regulations, tech infrastructure also shape how well digital marketing works. Future studies should use advanced methods like SEM or multi-level modeling to dig into these complex layers.

Tackling these gaps will move us closer to a real understanding of digital marketing's strategic impact on industrial markets. The more nuanced and context-aware our models become, the better we'll grasp what actually drives industrial buyer behavior in a digital world.

CONCLUSION

This study digs deep into how digital marketing changes the way industrial buyers behave in manufacturing firms. It doesn't just add to theory but it also brings practical insights managers can use. By looking at real-world data, the research shows how digital marketing shapes essential parts of the industrial buying process: buyers find information faster, judge options more effectively, make decisions quicker, and see more value in suppliers. Digital marketing isn't just a side tool anymore; it's become a core way manufacturing firms steer buyer decisions in today's B2B world.

The data pushes classic theories forward. Now, digital touchpoints dominate the early and middle stages of purchasing. When firms adopt digital marketing, buyers don't face the same information gaps instead they search and compare with less effort, and drive their own, data-based decisions. This shift doesn't wipe out the need for old-school, relationship-based selling. Instead, digital tools build trust and credibility before the sales team even steps in. Still, how well digital marketing works depends on how tech-savvy the buyers are. Buyer digital literacy shapes the impact, so results vary depending on how ready buyers are for a digital approach.

For managers, the takeaway is clear: digital marketing isn't just for promotion. It's a strategic asset. It shapes how buyers see your firm, speeds up their decisions, and deepens long-term relationships. Manufacturing firms that invest in strong digital content, use analytics to engage buyers, and connect their online and offline strategies stand out. They're better able to meet what industrial buyers now expect and they keep their edge.

As manufacturing keeps moving further into the digital age, knowing how digital marketing changes buyer behavior only gets more important. This study adds solid evidence to the B2B digitalization conversation, showing that digital marketing is now a main driver behind changes in industrial buyer behavior. It's redefining how value gets communicated, evaluated, and delivered in manufacturing relationships.

REFERENCES

1. Bakos, J. Y. (1997). Reducing buyer search costs: Implications for electronic marketplaces. *Management Science, 43*(12), 1676–1692. https://doi.org/10.1287/mnsc.43.12.1676
2. Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology, 51*(6), 1173–1182. https://doi.org/10.1037/0022-3514.51.6.1173
3. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology, 3*(2), 77–101. https://doi.org/10.1191/1478088706qp063oa
4. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: Strategy, implementation and practice* (7th ed.). Pearson Education.

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue III, March 2026

5. Court, D., Elzinga, D., Mulder, S., & Vetvik, O. J. (2009). The consumer decision journey. *McKinsey Quarterly, 3*, 96–107.
6. Creswell, J. W., & Plano Clark, V. L. (2018). *Designing and conducting mixed methods research* (3rd ed.). SAGE Publications.
7. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
8. Holliman, G., & Rowley, J. (2014). Business to business digital content marketing: Marketers' perceptions of best practice. *Journal of Research in Interactive Marketing, 8*(4), 269–293. https://doi.org/10.1108/JRIM-02-2014-0013
9. Homburg, C., Vomberg, A., Enke, M., & Grimm, P. H. (2020). The loss of the sales force? Digitalization and the future of B2B sales. *Journal of the Academy of Marketing Science, 48*(1), 16–42. https://doi.org/10.1007/s11747-019-00693-8
10. Järvinen, J., & Taiminen, H. (2016). Harnessing marketing automation for B2B content marketing. *Industrial Marketing Management, 54*, 164–175. https://doi.org/10.1016/j.indmarman.2015.07.002
11. Järvinen, J., Tollinen, A., Karjaluoto, H., & Jayawardhena, C. (2012). Digital and social media marketing usage in B2B industrial section. *Marketing Management Journal, 22*(2), 102–117.
12. Johnston, W. J., & Lewin, J. E. (1996). Organizational buying behavior: Toward an integrative framework. *Journal of Business Research, 35*(1), 1–15. https://doi.org/10.1016/0148-2963(95)00026-0
13. Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson Education.
14. Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of Marketing, 80*(6), 69–96. https://doi.org/10.1509/jm.15.0420
15. Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing, 58*(3), 20–38. https://doi.org/10.1177/002224299405800302
16. Rogers, E. M. (2003). *Diffusion of innovations* (5th ed.). Free Press.
17. Sheth, J. N. (1973). A model of industrial buyer behavior. *Journal of Marketing, 37*(4), 50–56. https://doi.org/10.1177/002224297303700408
18. Tiago, M. T. P. M. B., & Veríssimo, J. M. C. (2014). Digital marketing and social media: Why bother? *Business Horizons, 57*(6), 703–708. https://doi.org/10.1016/j.bushor.2014.07.002
19. Venkatesh, V., Thong, J. Y. L., & Xu, X. (2012). Consumer acceptance and use of information technology: Extending the unified theory of acceptance and use of technology. *MIS Quarterly, 36*(1), 157–178.
20. Webster, F. E., & Wind, Y. (1972). A general model for understanding organizational buying behavior. *Journal of Marketing, 36*(2), 12–19. https://doi.org/10.1177/002224297203600204
21. Wiersema, F. (2013). The B2B agenda: The current state of B2B marketing and a look ahead. *Industrial Marketing Management, 42*(4), 470–488. https://doi.org/10.1016/j.indmarman.2013.03.003
22. Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.