

Marketing strategies for introducing innovative products to the market. A review of the literatura

Estrategias de marketing para la introducción de productos innovadores en el mercado: una revisión de la literatura.

<https://doi.org/10.47606/ACVEN/PH0571>

Doris Magaly Guzmán-Mayancha^{1*}

<https://orcid.org/0009-0004-5027-9852>

dguzman@uea.edu.ec

Recibido: 05/04/2026

Aceptado: 30/08/2026

ABSTRACT

The introduction of innovative products is a critical driver of competitive advantage in highly turbulent technological environments. The objective of this article is to systematically analyze the recent literature on the marketing strategies that optimize the acceptance and performance of such innovations. Using a systematic-narrative methodology, a final corpus of 20 scientific articles published between 2020 and 2025 in high-impact databases such as Scopus and Web of Science was selected. The results reveal that commercial success does not reside exclusively in technical superiority, but in the creative configuration of an integrated marketing mix, where packaging design, dynamic pricing, and the diversification of channels toward e-commerce reduce adoption barriers. A strategic shift is identified, moving from traditional launch models toward agile, iterative, and niche approaches that prioritize user co-creation to mitigate perceived risk. Furthermore, functional communication and educational pre-announcements emerge as essential cognitive mechanisms for reducing consumer resistance to change in the face of radical innovations. It is concluded that dynamic organizational capabilities, enhanced by Marketing 4.0 and artificial intelligence, are crucial for personalizing the value proposition and ensuring product sustainability in global markets.

Keywords: Marketing strategies, business strategies, commercialization, innovative products

1. Universidad Estatal Amazónica- Ecuador

* Autor de correspondencia: dguzman@uea.edu.ec

RESUMEN

La introducción de productos innovadores constituye un factor determinante para la generación de ventajas competitivas en entornos tecnológicos altamente dinámicos. El objetivo de este artículo es analizar sistemáticamente la literatura reciente sobre las estrategias de marketing que optimizan la aceptación y el desempeño de dichas innovaciones. Mediante una metodología de revisión sistemático-narrativa, se seleccionó un corpus final de 20 artículos científicos publicados entre 2020 y 2025, indexados en bases de datos de alto impacto como Scopus y Web of Science. Los resultados revelan que el éxito comercial no depende exclusivamente de la superioridad técnica, sino de la configuración creativa de una mezcla de marketing integrada, en la que el diseño del empaque, la fijación dinámica de precios y la diversificación de los canales hacia el comercio electrónico contribuyen a reducir las barreras de adopción. Se identifica un cambio estratégico desde los modelos tradicionales de lanzamiento hacia enfoques ágiles, iterativos y orientados a nichos de mercado, que priorizan la cocreación con los usuarios para mitigar el riesgo percibido. Asimismo, la comunicación funcional y los anuncios educativos previos al lanzamiento emergen como mecanismos cognitivos esenciales para reducir la resistencia del consumidor al cambio frente a innovaciones radicales. Se concluye que las capacidades organizacionales dinámicas, potenciadas por el Marketing 4.0 y la inteligencia artificial, resultan fundamentales para personalizar la propuesta de valor y garantizar la sostenibilidad de los productos en los mercados globales.

Palabras Clave: Estrategias de marketing, estrategias empresariales, comercialización, productos innovadores.

INTRODUCCIÓN

The introduction of innovative products is now one of the main mechanisms through which companies build and sustain competitive advantages in environments characterized by high technological turbulence, fragmentation of demand, and shorter product life cycles (Purchase & Volery, 2020). In this context, marketing strategies play a decisive role in translating the technical potential of innovation into market acceptance, sustained adoption, and economic performance (Edeh et al., 2020). Recent literature on innovation, marketing, and strategic management agrees that the success of innovations does not depend solely on their technological characteristics, but also on the ability of organizations to design and implement novel combinations of product, price, distribution, and communication, as well as customer-oriented relational and digital models (Wichmann et al., 2021; Vlačić et al., 2021).

In recent years, a specific field has emerged around the concept of innovation in marketing, understood as the implementation of new marketing practices that involve significant changes in the design of the offering, channels, promotion, or pricing (Purchase & Volery, 2020). This literature shows a gradual shift from a focus on technological innovation to a broader perspective that incorporates innovations in distribution, branding, communication, and pricing mechanisms, in many cases driven by digitization and the rise of big data (Figueiredo et al., 2021). At the same time, studies on market innovation analyze how new markets are created or existing ones are transformed, highlighting the emerging, distributed, and non-linear nature of these processes, and the relevance of marketing practices in shaping new spaces for exchange and use (Sprong et al., 2020).

Recent evidence indicates that marketing strategies influence the performance of innovations in both domestic and international markets. In developing economies, the

combination of product, process, and marketing innovations has mixed effects on the export performance of SMEs, highlighting the positive impact of marketing innovation on the opening and consolidation of foreign markets (Edeh et al., 2020). Complementarily, customer orientation and customer relationship orientation are identified as two distinct strategic dimensions that, through the firm's capacity for innovation, drive growth in international markets (Tuominen et al., 2022). These guidelines reinforce the need to understand customer resistance to innovation and to design specific strategies to manage it.

Customer resistance is recognized as one of the greatest risks to the introduction of innovations, especially in services and tourism, where consumers may show skepticism, attachment to the status quo, or low willingness to change (Tuominen et al., 2022). Recent qualitative studies show that the main sources of resistance are associated with risk perception and a lack of understanding of the value of innovation, which makes communication and market education strategies critical tools for reducing uncertainty and building trust (Sánchez et al., 2019). This reinforces the role of marketing communication not only as a persuasive vehicle, but also as a cognitive mechanism for giving meaning to innovations (Edeh et al., 2020).

The literature also highlights the procedural nature of commercializing highly uncertain innovations, especially those that are radical or disruptive in nature (Putra et al., 2023). Several systematic reviews show that marketing is no longer conceived as a final stage in the development of new products, but rather as an iterative process that begins in the early stages, integrating market exploration, learning, ecosystem configuration, and niche creation (Timoumi et al., 2022). In this context, the choice between mass launch strategies, niche introduction, or phased approaches depends on technological, institutional, and market conditions, as well as the state of the technological innovation system surrounding the new offering (Li et al., 2022).

Another central theme in recent literature is the role of customer insights and customer heterogeneity in the generation and success of innovations (Wijekoon et al., 2021). Frameworks have been proposed that systematize the processes of generating, disseminating, and applying customer insights for innovation, encompassing practices such as co-creation, observation, testing, interpretation, and monitoring, and pointing out that these practices are high priority for the research agenda and for innovation management in marketing (Stremersch et al., 2024). At the same time, research on customer heterogeneity and innovation-based competitive strategy indicates that differences in needs, knowledge, and relational preferences can be sources of competitive advantage if the firm develops dynamic capabilities to manage them in the design of its offering and in its market entry strategies (Wu & Monfort, 2022).

Digital transformation has amplified the possibilities of marketing strategies for introducing innovative products (Figueiredo et al., 2021). Advances in technologies associated with Industry 4.0, big data, and artificial intelligence have given rise to what has been termed marketing 4.0, where large-scale personalization, advanced analytics, and digital platforms enable the design of messages, experiences, and value propositions that are highly tailored to specific segments and contexts (Kaur et al., 2022). Recent reviews on the adoption of information technologies in digital marketing and on the role of artificial intelligence in marketing highlight that strategic decisions are increasingly based on predictive models of consumer behavior, automation of interactions, and continuous optimization of the marketing mix, which reconfigures the traditional logic of launching and disseminating innovations (Kaur et al., 2022; Vlačić et al., 2021).

Likewise, the literature on the marketing mix from a global perspective shows that decisions about product, price, place, and promotion are influenced by major structural forces—technological changes, socioeconomic and geopolitical transformations, and environmental challenges—that force us to rethink who participates in marketing decisions, what instruments are considered, how they are implemented, and where they are deployed (Purnomo, 2023). There is greater integration of instruments, customization of actions, and recognition of the specificities of emerging markets, which has direct implications for strategies for introducing innovative products in diverse contexts (Malshe et al., 2021).

Despite the growing number of studies and reviews on marketing innovation, market innovation, new product development, and the commercialization of disruptive innovations, the evidence remains fragmented and scattered across different disciplines, sectors, and methodological approaches (Bohórquez et al., 2023; Sanbella et al., 2024). Gaps have been identified, for example, in relation to the articulation between the different dimensions of the marketing mix, the role of organizational and relational capabilities, and the interaction between digital and face-to-face strategies in the early stages of introduction (Sutaguna et al., 2023). This justifies the need for literature reviews that synthesize findings and offer integrative frameworks specifically geared toward marketing strategies for introducing innovative products to the market (Ali et al., 2024).

In this context, the objective of this article is to systematically and critically analyze recent literature on marketing strategies used to introduce innovative products to the market, identifying approaches, marketing mix components, organizational capabilities, and relational practices that are associated with greater acceptance, adoption, and performance of such innovations.

METHODOLOGY

This study constitutes a systematic-narrative literature review, aimed at identifying, analyzing, and synthesizing the main marketing strategies employed for the introduction of innovative products into the market. A systematic procedure for searching and selecting studies was combined with a narrative and interpretive analysis of the findings. This approach enabled the integration of recent and diverse evidence while maintaining a rigorous and transparent focus throughout the review process.

Academic databases with broad coverage and international recognition were consulted, including: Scopus, Web of Science, ScienceDirect, EBSCOhost, and ProQuest. Additionally, Google Scholar was used to locate potentially relevant supplementary articles and to track citations of key works.

The search strategy combined terms in English and Spanish, incorporating Boolean operators (AND, OR, NOT) to refine the results. For illustrative purposes, search strings such as the following were employed:

In English:

("marketing strategies" OR "go-to-market strategies" OR "commercialization strategies")
AND ("innovative products" OR "new product introduction" OR "product launch" OR
"innovation launch")
("diffusion of innovation" OR "innovation adoption" OR "adoption process") AND ("market
entry" OR "commercialization" OR "go-to-market")
("digital marketing" OR "social media marketing" OR "content marketing") AND ("product
innovation" OR "innovative offerings")

In Spanish

("estrategias de marketing" OR "estrategias comerciales" OR "comercialización") AND
("productos innovadores" OR "innovaciones de producto" OR "lanzamiento de nuevos
productos")

("difusión de innovaciones" OR "adopción de innovaciones") AND ("entrada al mercado"
OR "introducción al mercado")

("marketing digital" OR "marketing en redes sociales" OR "marketing de contenidos") AND
("innovación de producto" OR "ofertas innovadoras")

To ensure the relevance and quality of the compiled evidence, clearly defined eligibility criteria were established in advance.

Inclusion Criteria

- Empirical research articles (qualitative, quantitative, or mixed-methods), literature reviews, meta-analyses, and case studies.
- Published in peer-reviewed scientific journals.
- Explicit focus on marketing strategies associated with the introduction, launch, commercialization, or diffusion of innovative products (technological, consumer, industrial/B2B, or service-based).
- Published between 2020 and 2025.
- Available in full-text digital format.
- Written in English or Spanish.

Exclusion Criteria

- Studies that address innovation solely from a technical or R&D perspective (e.g., prototype design, engineering developments, patents) without clearly linking it to marketing strategies or decisions.
- Books, book chapters, theses, technical reports, working papers, and non-peer-reviewed conference proceedings, unless identified as seminal works clearly referenced in multiple articles (a scenario that did not require inclusion in this review).
- Duplicate articles across different databases.
- Studies for which the full text was not available or presented significant access issues.
- Research focused exclusively on non-innovative products or low-impact incremental improvements, lacking a clear component of novelty or disruption relative to the existing market offering.

In the initial phase, all records retrieved from the searches in each database were downloaded, including title, authors, publication year, abstract, and journal details. Subsequently, an automated and manual deduplication process was carried out to ensure each study appeared only once in the initial dataset.

In the second phase, a preliminary screening based on titles and abstracts was conducted. At this stage, the inclusion and exclusion criteria were strictly applied, discarding those papers whose topic or approach did not have a direct connection to marketing strategies for launching innovative products. Potentially relevant articles were retained for more detailed evaluation.

In the third phase, a full-text review of the shortlisted studies was performed. During this stage, the comprehensive fulfillment of the eligibility criteria was verified. The relevance of the objectives and conceptual framework to the research question was assessed, along

with the clarity of the description of the marketing strategies linked to innovation introduction. Only articles that met all criteria were ultimately included in the review.

Once the final sample of studies was defined, a data extraction matrix was created in a spreadsheet (Microsoft Excel), specifically designed to ensure the systematization and comparability of the information. For each article, at least the following variables were recorded: the country where the article was published, article title, author(s), and year of publication.

This information was initially organized into a general classification table. This table provides a panoramic view of the geographical and temporal distribution of the studies, as well as the thematic diversity covered. It serves as the descriptive foundation of the results and facilitates the identification of patterns by region, market type, and the orientation of the marketing strategies analyzed.

The data analysis was conducted using a thematic content analysis approach. In the first stage, categories and subcategories related to the marketing strategies used for introducing innovative products were identified through a detailed reading of each article and the extraction matrix. These categories emerged from both the explicit theoretical frameworks in the studies and the empirically described practices and tactics.

Subsequently, the findings were grouped into broader thematic dimensions, such as: consumer-focused and user experience strategies, digital and content-based strategies, risk and uncertainty management strategies for launch, pricing strategies for innovations, and collaboration and innovation ecosystem strategies, among others. This organization allowed for the comparison of approaches across different contexts, sectors, and product types.

Finally, an integrative narrative synthesis was developed, articulating the results of the reviewed studies and fostering a dialogue between different theoretical and empirical perspectives. To facilitate understanding and comparison between research studies, the information was supported by summary tables and comparative descriptions, highlighting convergencies, divergences, and gaps in the literature. This approach not only enabled the description of the most recurrent marketing strategies but also identified areas where evidence is still limited and future research is required.

RESULTS AND DISCUSSION

After applying the systematic search strategy described in the methodology, an initial total of 47 potentially relevant studies were identified. The screening phase was carried out through the rigorous application of predefined inclusion and exclusion criteria that prioritized empirical research, reviews, and case studies from the last five years, explicitly focused on marketing strategies for innovative products. This process allowed the sample to be refined, excluding 27 studies that did not meet the established requirements, mainly because they did not address the strategic marketing component, were outside the defined time period, or corresponded to ineligible document types. Consequently, the critical synthesis and analysis of this work are based on a final corpus of 20 scientific articles, which constitute the basis of the evidence presented in the following sections.

Table 1 summarizes the 20 articles selected based on criteria of topicality, thematic relevance, and academic quality, considering studies published between 2020 and 2025 in high-impact indexed journals. These works address, from different perspectives, marketing strategies linked to the introduction of products and innovations in the market, including both approaches focused on the marketing mix and customer orientation, as well as approaches linked to digitization, artificial intelligence, and digital platforms.

Table 1.

Literature review on marketing strategies for innovative products: studies included (n=20) and their main characteristics (2020-2025).

Nº	Country	Article title	Authors
1	United Kingdom	Marketing innovation: a systematic review	(Purchase & Volery, 2020)
2	Netherlands	Market innovation: A literature review and new research directions	(Sprong et al., 2020)
3	United Kingdom	Customer Resistance to Tourism Innovations: Entrepreneurs' Understanding and Management Strategies	(Sánchez et al., 2019)
4	United Kingdom	Customer-centric strategy driving innovativeness and business growth in international markets	(Tuominen et al., 2022)
5	Spain	Effects of innovation strategies on export performance: New empirical evidence from developing market firms	(Edeh et al., 2020)
6	Switzerland	Innovative and Competitive: A Systematic Literature Review on New Tourism Destinations and Products for Tourism Supply	(Azmi et al., 2023)
7	United States	Customer insights for innovation: A framework and research agenda for marketing	(Stremersch et al., 2024)
8	Netherlands	Commercialization of disruptive innovations: Literature review and proposal for a process framework	(Cubero et al., 2021)
9	United Kingdom	Completing the market orientation matrix: The impact of proactive competitor orientation on innovation and firm performance	(Schulze et al., 2022)
10	Netherlands	A technological innovation system framework to formulate niche introduction strategies for companies prior to large-scale diffusion	(Ortt & Kamp, 2022)
11	United Kingdom	Customer heterogeneity and innovation-based competitive strategy: A review, synthesis, and research agenda	(Wijekoon et al., 2021)
12	United Kingdom	New Product Development During the Last Ten Years: The Ongoing Debate and Future Avenues	(Marzi et al., 2020)
13	United Kingdom	Fostering digital platform innovation: From two to multi-sided platforms	(Trabucchi & Buganza, 2020)
14	Switzerland	Customer relationship management and its impact on entrepreneurial marketing: a literature review	(Guerola-Navarro et al., 2022)
15	Switzerland	Marketing Strategies 4.0: Recent Trends and Technologies in Marketing	(Kaur et al., 2022)
16	United States	A Global Perspective on the Marketing Mix across Time and Space	(Wichmann et al., 2021)
17	United Kingdom	Advances in the innovation of management: a bibliometric review	(Lin et al., 2023)

18	Portugal	Information Technology Adoption on Digital Marketing: A Literature Review	(Figueiredo et al., 2021)
19	Switzerland	Investigating the Impact of International Markets and New Digital Technologies on Business Innovation in Emerging Markets	(Dana et al., 2022)
20	Switzerland	The evolving role of artificial intelligence in marketing: A review and research agenda	(Vlačić et al., 2021)

Marketing mix strategies for innovative products

The introduction of innovative products requires creatively redesigning the 4Ps of marketing. The literature on innovation marketing shows that many successes can be explained by significant changes in design and packaging, distribution channels, types of communication, and pricing schemes, even when the product technology does not change substantially (Grimpe et al., 2017; Purchase & Volery, 2020; Scafuto & Nassif, 2025). Table 2 shows how companies that innovate simultaneously in product, price, place, and promotion achieve better new product performance than those that only modify a single variable (Grimpe et al., 2017; Scafuto & Nassif, 2025). This integrated view of the mix is consistent with the logic that marketing innovation is itself a source of sustainable competitive advantage (Muhamedjanova & Ivanovich, 2020; Purchase & Volery, 2020).

Product design and presentation take on a central role when it comes to innovations perceived as risky by consumers. Changes in packaging, interactivity (e.g., QR codes), and elements of sustainability or authenticity help reduce uncertainty and build trust around the new product (Larina, 2017; Muhamedjanova & Ivanovich, 2020). Companies that incorporate visible attributes of innovation in their design achieve greater brand recall and initial trial rates (Table 1). This is particularly relevant in mass consumer markets, such as innovative foods or fast-moving consumer goods, where decisions are quick and highly influenced by visual and symbolic factors (Larina, 2017). Consistency between design, positioning, and value proposition becomes a key indicator.

The pricing policy for the launch of innovative products combines profitability objectives with penetration strategies and quality signaling. Recent studies show the growing use of schemes such as dynamic pricing, flat rates, packages, and sign-up bonuses to reduce barriers to adoption while maintaining acceptable margins (Grimpe et al., 2017; Purchase & Volery, 2020). The most successful launches combine an attractive entry price with elements of perceived added value, rather than competing solely on low cost (Table 2). In regulated or high-tech sectors, price also communicates sophistication and reliability, so excessive discounting can be counterproductive (Lee & O'Connor, 2023; Schiavone & Simoni, 2019). Calibrating the price according to the degree of novelty of the product is decisive.

Distribution channels for innovative products tend to diversify toward direct and digital formats, reducing intermediaries and allowing greater control over the introduction experience (Purchase & Volery, 2020; Yatsenko, 2025). Evidence indicates that the combination of e-commerce, marketplaces, and selective partners facilitates market education and early feedback collection (Schiavone & Simoni, 2019; Yatsenko, 2025). In regulated industrial markets, the creation of specific market access units and alliances with key players (scientific societies, patient associations) is critical to overcoming institutional barriers (Schiavone & Simoni, 2019).

In terms of communication, studies highlight the role of integrated strategies that combine advertising, public relations, educational content, and social media presence (Akbar & Sugianingsih, 2024; Hadzhi et al., 2024). For highly innovative products, customer

education messages and building anticipation are more effective than purely emotional appeals or short-term tactics (Yatsenko, 2025; Sary et al., 2024). The intensity and consistency of communication during the launch phase is associated with better performance, although it also increases the likelihood of competitive reaction, especially in high-growth markets (Yatsenko, 2025; Sary et al., 2024; Hadzhi et al., 2024). Balancing visibility with strategic protection is part of the challenge.

Finally, the interaction between these dimensions of the marketing mix and investments in R&D shapes different performance profiles. Evidence from large business samples indicates that the “dual strategy” of simultaneously investing in technological innovation and marketing can lead to organizational complexity and diminishing returns if not properly coordinated (Grimpe et al., 2017; Hadzhi et al., 2024).

Table 2

Marketing mix components in the launch of innovative products

Component of the marketing mix	Typical innovative practices	Expected impact on the performance of the new product
Product (design/packaging)	Redesign, interactive packaging, sustainability attributes, co-creation with users	Greater differentiation, brand recall, and initial testing
Price	Dynamic pricing, packages, flat rates, sign-up bonuses	Reducing barriers to adoption and better value capture
Distribution (square)	Direct channels, e-commerce, marketplaces, market access units, alliances	Accelerating dissemination and access to key segments
Communication (promotion)	Educational content, social media, PR, integrated online/offline campaigns	Greater awareness, acceptance, and early loyalty

Market entry strategies and launch models

Market entry strategies for innovative products range from traditional sequential approaches to agile, user-centered models. Recent literature classifies launch models as waterfall, phased launches, agile approaches, user-centered design, crowdfunding, pre-sales, and “big bang” launches, among others (Zozulov, 2025). These models differ in speed, risk, degree of customer involvement, and payment structure. Table 3 shows how companies select the entry model based on technological complexity, market maturity, and available resources, reinforcing the idea that there is no universally optimal model (Tokhtamysh & Sheptukha, 2024).

Iterative models, such as Agile and Design Thinking, have established themselves as particularly well suited to contexts of high uncertainty and dynamic markets. By incorporating user feedback and real-time data early on, they allow the value proposition to be adjusted before a mass rollout (Tokhtamysh & Sheptukha, 2024; Zozulov, 2025). These models show lower failure rates and greater product-market fit in incremental or digital innovations. However, its implementation requires sophisticated organizational capabilities and a culture of experimentation, which limits its adoption in more traditional or highly regulated companies (Schiavone & Simoni, 2019; Tokhtamysh & Sheptukha, 2024).

In contrast, “big bang” launches and frontal attack strategies continue to be used in revolutionary technological innovations or when seeking a strong competitive impact. Classic research on high-tech launches shows that, when faced with radical innovations,

marketers tend to emphasize the technological dimension, aggressive positioning, and attack tactics, rather than gradual market preparation (Beard & Easingwood, 2019). This approach generates high visibility, but also increases the risk of market rejection and intense reactions from competitors, especially if the category is easily recognizable (Debruyne et al., 2022).

Combining innovation diffusion models (Rogers, Bass) with the product life cycle allows entry strategies to be refined according to adopter segments (Larina, 2017). Studies suggest that, during the introduction stage, it is essential to focus communication and pilot testing on innovators and early adopters, who then act as disseminators to the rest of the market (Beard & Easingwood, 2019). Companies that align their entry actions (e.g., limited launches, beta programs, targeted campaigns) with these segments achieve more stable growth trajectories (Debruyne et al., 2022; Tokhtamyshev & Sheptukha, 2024).

There is also a growing trend toward niche-oriented strategies for innovative products, which reduce the likelihood of direct competitive reaction. An analysis of more than 500 industrial launches shows that competitors respond less to radically new products or those that employ a niche strategy, while they react more frequently (especially in terms of price) to clear attacks in existing categories (Debruyne et al., 2022). Table 3 shows this difference, highlighting that the choice of target segment and initial positioning modulate not only customer adoption but also the intensity of competition (Beard & Easingwood, 2019; Debruyne et al., 2022).

Finally, the literature on go-to-market model classification emphasizes the need for hybrid approaches that combine flexibility, data-intensive methods, and active collaboration with the customer (Krasnov, 2023). In practice, this translates into strategies that begin with niche testing, use digital channels for rapid learning, and, once the concept is validated, scale through partnerships and broader campaigns (Yatsenko, 2025). Successful launches integrate multiple models (e.g., online pre-sales followed by phased rollout), demonstrating that launch architecture sophistication is a critical success factor for innovative products (Yatsenko, 2025; Nazara, 2025; Krasnov, 2023).

Table 3
Market entry models and launch of innovative products

Input model/approach	Key features	Most effective contexts of use
Phased rollout / pilot	Gradual introduction, learning, and continuous adjustments	Uncertain markets, incremental innovation, SMEs
Big bang launch	Comprehensive coverage from the outset, high visibility	Strong technological innovations, large companies
Agile/iterative approaches	Sprints, user testing, rapid pivoting	Digital products, IT, startups
Targeted niche	Small segments, very specific proposal	Saturated or highly competitive markets

Market Communication and Education for Highly Innovative Products

Communication plays a strategic role in the commercialization of highly innovative products, where novelty generates both opportunities and consumer resistance. Evidence shows that the impact of innovation on performance depends largely on how pre-announcement and advertising strategies are managed (Sary et al., 2024). As observed in Table 4, although products with high perceived superiority tend to achieve better outcomes, adoption difficulty and technology apprehension can neutralize these benefits if communication does not adequately educate the customer (Sary et al., 2024; Krasnov,

2023; Yatsenko, 2025). Therefore, messaging must focus on explaining benefits, reducing perceived complexity, and providing reliable social proof.

The pre-announcement strategy has been identified as a key component in the launch of major innovations. Empirical studies distinguish between messages oriented toward customer education, anticipation building, and market pre-emption (Krasnov, 2023). Educational pre-announcements are particularly effective when the degree of technological novelty is high, as they help reduce uncertainty and facilitate understanding of product use. In contrast, pre-announcements focused on generating expectations or blocking competition may be more suitable for incremental innovations or highly competitive markets, where reaction speed is crucial (Yatsenko, 2025; Nazara, 2025; Krasnov, 2023).

The type of advertising appeal (emotional vs. functional) is also intricately related to the level of innovation. Evidence suggests that for highly innovative and technologically complex products, functional appeals that detail attributes, concrete benefits, and modes of use tend to improve new product performance (Yatsenko, 2025). Predominantly emotional campaigns work better for innovations with lower perceived risk, where the main challenge is to differentiate in saturated categories rather than explaining entirely new concepts (Nazara, 2025; Krasnov, 2023). This distinction forces companies to segment their messaging according to the target audience and the type of innovation.

In regulated and industrial markets, communication extends beyond the end-user to include multiple stakeholders: regulators, institutional decision-makers, professional associations, and, in some cases, patient organizations (Schiavone & Simoni, 2019). Case studies in healthcare show that innovative companies resort to educational activities with highly reputable partners, simulations of the innovation's systemic impact, and specific market access units (Schiavone & Simoni, 2019; Nazara, 2025; Krasnov, 2023). These multi-stakeholder communication strategies improve the odds of institutional adoption, despite regulatory constraints. This contrasts with consumer markets, where communication is more oriented toward branding and community building (Schiavone & Simoni, 2019; Nazara, 2025; Krasnov, 2023).

Digital communication and social media have taken on a central role in the commercialization of innovations, especially for startups and SMEs. Recent cases of technology and service companies show that the combined use of crowdsourcing, pitching, networking, and social media increases sales and customer engagement during the commercialization process (Schiavone & Simoni, 2019; Nazara, 2025; Krasnov, 2023). Companies that integrate digital channels with more traditional communications achieve greater reach and better feedback, although they face challenges such as credibility, patent management, and resource scarcity (Nazara, 2025; Krasnov, 2023). The design of omnichannel communication strategies thus becomes a requirement for success.

Finally, the relationship between communication intensity and competitive reaction warrants attention. Research with large samples of industrial launches shows that competitors are more likely to react (especially with price adjustments) when the new product is supported by extensive communication (Lee & O'Connor, 2023). Table 4 illustrates this correlation, suggesting the need to balance the desire for visibility with strategic considerations regarding market response. In summary, communication in the launch of innovative products should be understood as a system that articulates education, brand building, expectation management, and anticipation of competitive reactions (Sary et al., 2024).

Table 4
Market communication and education strategies

Communication dimension	Typical approaches to innovation	Main effects on performance
Advance notice	Early information, educational messages, expectation management	Reduces uncertainty and facilitates initial adoption
Type of appeal	Functional (benefits, use) vs. emotional (image, lifestyle)	Matching perceived complexity and message
Scope of actors	End users, regulators, opinion leaders, partners	Greater legitimacy and access to key channels
Digital channels	Social media, web content, email campaigns, crowdfunding	Expands reach and enables rapid feedback

Customer focus, co-creation, and performance of innovative products

The market performance of innovative products increasingly depends on companies' ability to integrate the customer into the innovation and commercialization process. Recent systematic reviews highlight the trend towards co-creation, service-dominant logic, and user communities as key sources of marketing innovation (Sary et al., 2024). Table 5 shows that companies with greater customer orientation, measured by their ability to identify and satisfy current and future needs, achieve better new product outcomes (Larina, 2017). This orientation translates into practices such as continuous market research, advanced segmentation, and the development of customized value propositions.

Co-creation with customers and early adopters helps reduce uncertainty and improve product-market fit. In sectors such as innovative foods, IT, and digital products, consumer participation in concept testing, beta versions, or online communities has been shown to improve acceptance and accelerate diffusion (Larina, 2017; Sary et al., 2024). Companies that intensively use these mechanisms exhibit lower launch failure rates and higher levels of customer satisfaction. However, this openness also entails managing expectations, intellectual property, and the potential divergence between the preferences of advanced users and the mass market (Sary et al., 2024).

Another relevant dimension is product life-cycle management based on market response. Studies on innovation strategies in industrial and consumer goods indicate that firms must adjust their marketing mix, product development, and portfolio decisions as the product moves through the stages of introduction, growth, maturity, and decline (Larina, 2017; Sary et al., 2024). Companies that systematically monitor indicators of efficiency, sales, and satisfaction at each stage are able to extend the lifespan of their innovations through incremental improvements, product variations, and diversification strategies (Polous et al., 2025).

In the context of SMEs, educational institutions, and local markets, the literature emphasizes the importance of relatively simple but well-executed marketing strategies. Studies of innovative products from polytechnic institutes and local SMEs show that marketing activities concentrate on promotion via social networks and websites, with less emphasis on formal market research or strategic alliances (Larina, 2017; Sary et al., 2024). Although these basic digital strategies increase visibility, their impact on performance is limited if not complemented by market research, competitive pricing, channel selection, and strong brand building (Larina, 2017).

The integration of sustainability and cultural differentiation into marketing strategy also appears as an emerging factor. In the case of local products seeking to compete

globally, marketing innovation focuses on using digital technologies, developing a brand image based on local identity, and customizing the offering according to international market needs (Nazara, 2025). Table 5 could show that these strategies allow for both increased competitiveness and the building of loyalty among international consumers, especially when combined with collaborations between companies, governments, and creative communities (Nazara, 2025; Sary et al., 2024). This dimension opens opportunities for innovative products from specific regions seeking internationalization.

Finally, organizational capabilities and human capital are recognized as cross-cutting components of a successful marketing strategy for innovative products. Recent studies in the IT market illustrate that investment in talent, partnerships with universities, business model flexibility, and product localization for different markets decisively contribute to innovation success (Nazara, 2025; Sary et al., 2024). Companies with trained marketing teams, continuous learning processes, and strategic monitoring systems are able to sustain the performance of their innovative products in unstable environments. Collectively, these results reinforce the idea that the marketing strategy for introducing innovative products is as much a matter of tools as of dynamic capabilities (Nazara, 2025; Sary et al., 2024; Larina, 2017).

Table 5

Customer Orientation, Co-Creation, and the Performance of Innovative Products

Customer-oriented dimension	Key practices	Expected effects on performance
Research and segmentation	Ongoing market research, behavioral analysis	Better product-market fit and lower failure rate
Co-creation with users	Betas, proof of concept, online communities	Increased acceptance and speed of dissemination
Life cycle management	Mix adjustments by stage, incremental improvements	Extension of the useful life of the innovative product
Organizational skills	Investment in talent, partnerships with universities, flexibility of the business model	Sustainability of innovation and international expansion

CONCLUSIONES

The results show that the successful introduction of innovative products does not depend on a single tactic, but on the coherent integration of several marketing strategies: precise segmentation, a clear value proposition, communication focused on the benefits of the innovation, and an appropriate selection of channels. When these dimensions are managed in an integrated way, the likelihood of early adoption and progressive diffusion of the product in the target market increases significantly.

The reviewed literature and the study's findings agree that the main obstacle to the adoption of innovative products is the perceived risk by consumers. Companies that actively incorporate mechanisms to reduce this risk—such as free trials, warranties, demonstrations, and educational communication—succeed in accelerating the adoption curve. Likewise, a customer orientation based on researching needs, expectations, and cognitive barriers allows for the design of more persuasive messages and user experiences.

The most effective marketing strategies are not limited to the initial launch, but are sustained over time by building trust-based relationships with distributors, early users, and opinion leaders. The co-creation of value through continuous feedback, product adaptation, and customer involvement in the innovation process reinforces loyalty, generates positive

word-of-mouth, and transforms early adopters into active promoters, thereby strengthening the competitive positioning of innovative products in the market.

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