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Commercialization Strategy of Technological Innovations in Niche B2B Markets: A Conceptual Model

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Abstract

Technological innovation is a key driver of competitive advantage; however, its commercialization - particularly in niche business-to-business (B2B) markets - remains insufficiently integrated in existing literature. These markets are characterized by high specialization, a limited number of customers, strong relational embeddedness, and elevated levels of perceived risk, which complicate the adoption of new technological solutions.

The aim of this paper is to develop an integrative conceptual model explaining the commercialization of technological innovations in niche B2B segments. The study is based on a critical review and synthesis of literature in innovation management, B2B marketing, and competitive strategy. A qualitative, theory-building approach was applied to identify key determinants influencing commercialization effectiveness

The findings indicate that successful commercialization in niche B2B markets results from the complementary interaction of strategic, relational, and economic factors. In particular, sectoral specialization, clear value proposition, trust-building mechanisms, and the use of social proof play a crucial role in facilitating market adoption. Additionally, the ability to translate technological parameters into measurable economic value and to reduce perceived risk significantly influences decision-making processes in organizational buying contexts.

As a result, a four-stage conceptual model is proposed, consisting of value validation, credibility building, controlled scaling, and stabilization with expansion. The model integrates dispersed theoretical perspectives and provides a structured analytical framework tailored to the specific conditions of niche B2B environments. It offers both theoretical contributions by addressing an existing research gap and practical implications for technology - driven firms operating in highly specialized markets.

Keywords: technological innovation, commercialization strategy, B2B markets, niche markets, value proposition, innovation management