

From Content to Influence

Do content and storytelling
contribute to influence in B2B?

FOREWORD

Influence is one of the most valuable assets for success in B2B. It makes or breaks business deals. We all want more of it. So we felt it was worth exploring how this precious ability comes into being.

How is influence actually created? What elements contribute to it? And to what extent can content and storytelling create influence?

It appears, influence begins with a connection. That connection can become a relationship, which in turn can become influential over time. However, the role of content and storytelling in this process is less clear. Yes, content can open doors and create connections, while storytelling can add humanity and meaning. But which mechanisms and processes turn relationships into influence? Our survey results suggest that we need to look beyond just content if we want to build influence. We also require personal engagement, proof, trust, and, above all, time.

Content thus can be a powerful enabler of influence. It can lead to meetings, deliver opportunities and can accelerate the process towards influence. But content is unlikely to generate influence on its own – even though there are instances where it has done so.

It was the purpose of this survey to explore the question, "Can content create influence?" For us, the answer is that influence needs more than content and storytelling.

It needs people.

Please enjoy our detailed findings in the following report.

We hope it will support you in finding your own way towards influence.

Robert Heldt
CEO & Co-founder
AIM B2B by Custom Media



FOREWORD

An exploratory survey of 152 business leaders in Japan and across Asia-Pacific

83%

state influence essential or very important

71%

have contacted someone because of content

69%

say most content rarely influences

22%

judge content by whether it changed a mind

“ AI makes the production of content sludge at scale cheap, fast and nasty. Authentic storytelling written from our hard-won experiences, will be the one bulwark against this tsunami.

Dr. Greg Story, President, Dale Carnegie Training Japan

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ABOUT THE STUDY

What we set out to explore

We asked 152 business leaders in Japan and across Asia-Pacific, 56% in the C-suite, what content and storytelling contribute to influence.

OUR HYPOTHESIS



We set out to explore how content, storytelling, connections, relationships and influence are connected. We wanted to find out what B2B professionals across Asia-Pacific believe and have experienced, where our hypothesis resonates, where it becomes nuanced, and what deserves further investigation. The aim was to identify patterns and direction, not to validate a causal model.

Our key question was whether content and storytelling can therefore create influence.

ABOUT THE STUDY

Who we asked

Between July 18 and September 10, 2026, AIM B2B surveyed 152 business leaders and content decision-makers who work in or focus on Japan and the wider Asia-Pacific region. More than half (56%) are CEOs, managing directors or other C-suite executives, 39% create or commission B2B content, and 30% edit or approve it. Just over half (52%) work at organizations with fewer than 250 staff, and 23% at organizations with 5,000 or more.

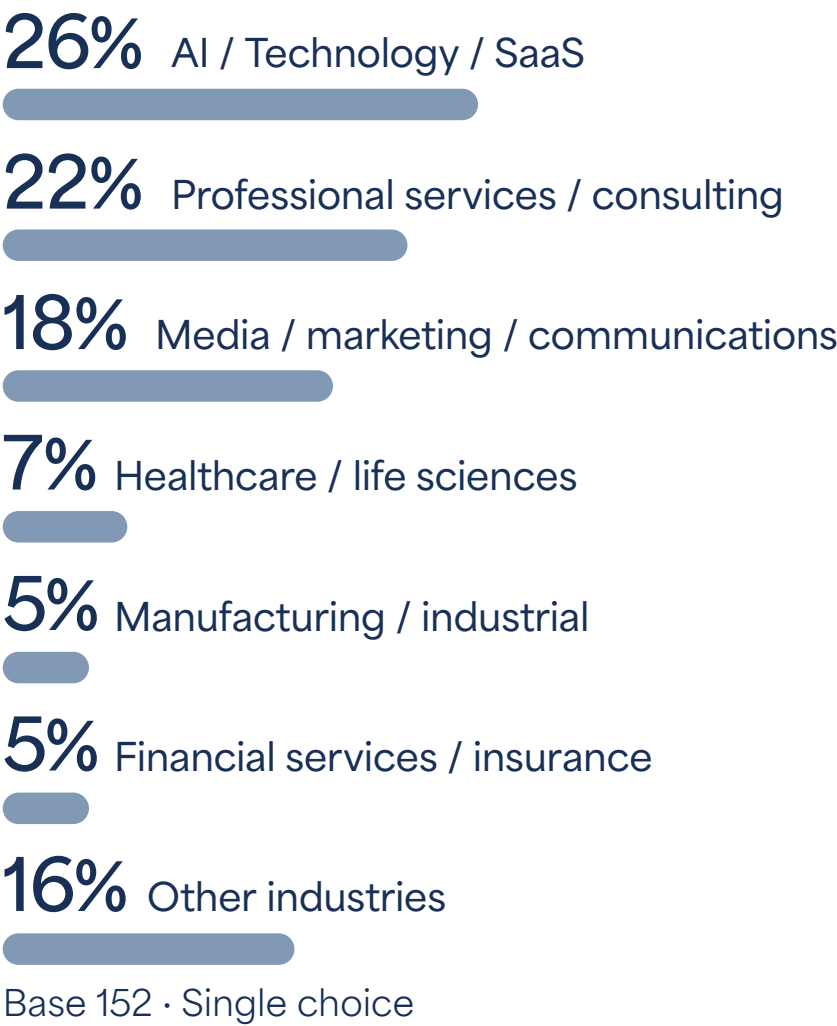
HOW TO READ THIS REPORT

The survey was exploratory. It captures what respondents believe and report. It does not prove that content or storytelling caused an outcome. Each finding shows the evidence first, then a short interpretation on what it may mean. Multi-option answers will not always sum to 100% when multiple answers are chosen, and where a question went only to some respondents, the chart states its base number of respondents.

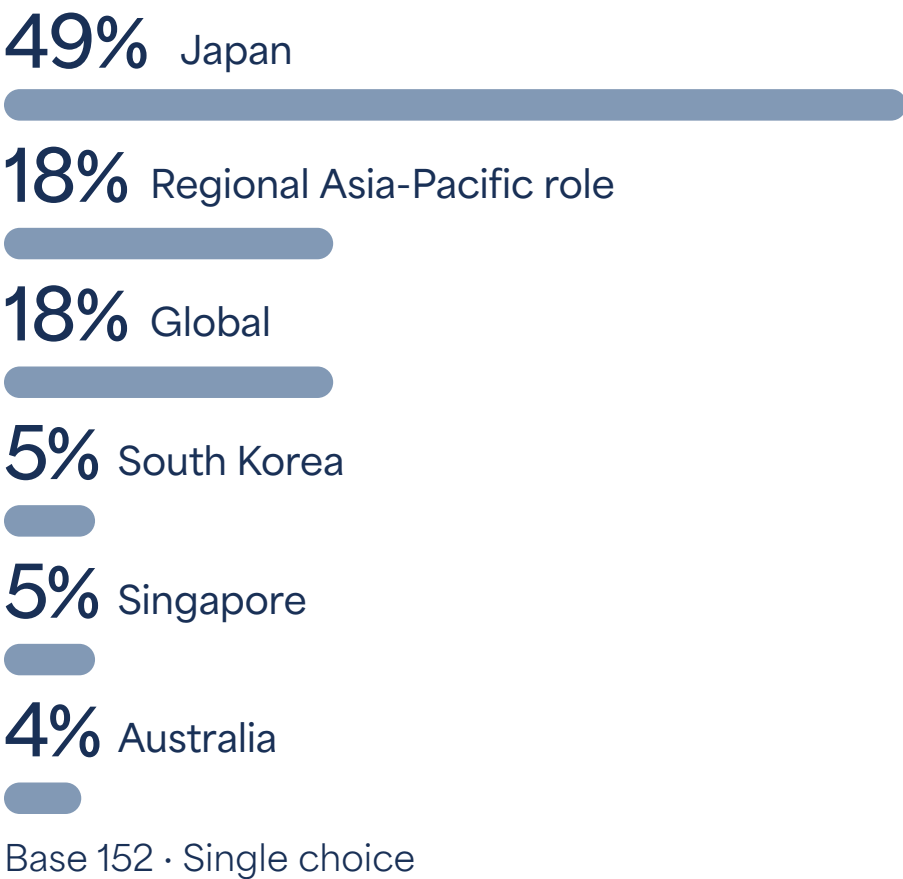
ROLE



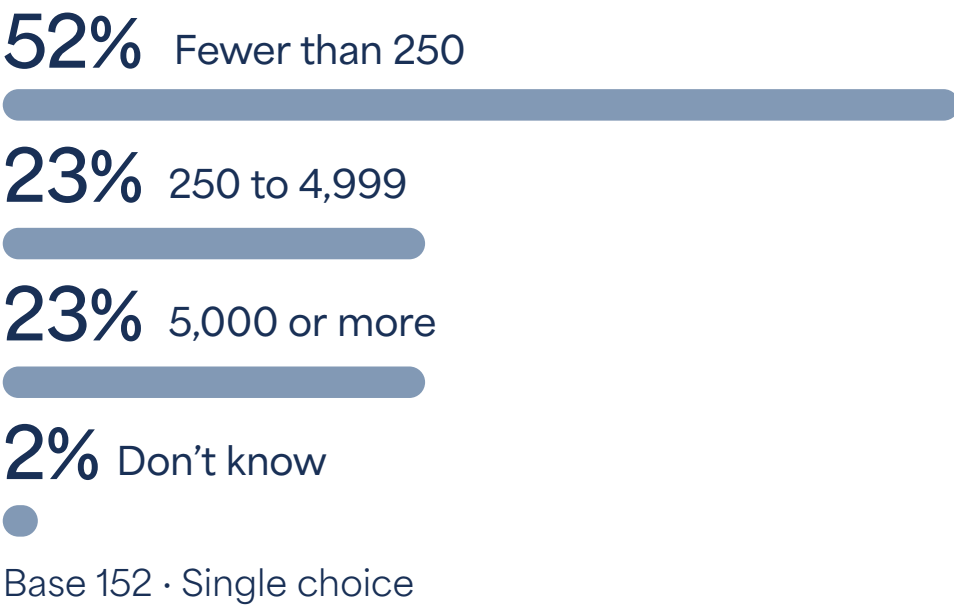
INDUSTRY



MARKET RESPONSIBLE FOR



EMPLOYEES GLOBALLY



CHAPTER 1

Influence in B2B

Where influence develops

Influence matters to B2B success.
It develops as connections become
relationships.



Humans still make the decisions, and despite AI,
we are still influenced the most by our emotions.

Leonardo Brems

Managing Director, Admark Asia Group

INFLUENCE IN B2B

Influence is essential to B2B success

Only three out of 152 respondents replied that influence is not important to their organization. When asked how it contributes to success, 78% highlighted that it builds trust and reputation, well ahead of creating preference among customers or partners (49%) or encouraging advocacy (37%).

What it may mean

Influence is multidimensional and fundamentally human. It involves trust, expertise, relevance, reputation, proof, value, interaction, consistency, behavior and time.

83% of respondents replied that influencing business partners is essential or very important to their organization’s success.



Not important 2% · Don't know 1%
How important is influencing external business partners to your organization's success?
Base 152 · Single choice

78% Building trust and reputation

49% Creating preference among customers or partners

42% Strengthening business relationships

37% Encouraging recommendation or advocacy

35% Supporting business or purchasing decisions

29% Shaping perceptions

How does influence contribute to business success?
Base 148 · Multi-select, up to three

INFLUENCE IN B2B

Influence grows:
from connection to
relationship to influence

Asked what turns a connection into a relationship, 82% prioritized trust and reliability.

The question becomes where content can contribute to the process through which influence develops.

82% Trust and reliability

47% Understanding the other party's needs

42% Repeated interaction over time

36% Mutual exchange of value

33% Demonstrated expertise

26% Shared interests, priorities or beliefs

9% Useful and relevant content

1% Other

What helps a business connection develop into a business relationship?
Base 152 · Multi-select, up to three

80% of respondents say business relationships are more influential than business connections, and 55% say they are significantly more so.

A CONNECTION GIVES

Access, awareness, recognition, a chance to interact



A RELATIONSHIP ADDS

Trust, reliability, understanding, mutual value, repeated interaction



CHAPTER 2

The role of content in building influence

Content can help create,
support and move
connections forward

Content can create awareness, demonstrate expertise and keep you visible between interactions. But content does not constitute the relationship.



Content is useful so long as it is contextually relevant to the customer and demonstrates expertise.

Amol Oberoi

Regional Marketing Director, APAC, Enerpac Tool Group

THE ROLE OF CONTENT IN BUILDING INFLUENCE

Content gets you noticed and keeps you visible

72%

say content creates awareness and attention, and 70% say it demonstrates expertise and credibility.

In a business relationship, content’s most-cited role is keeping you visible between interactions (27%), ahead of helping create the connection (21%).

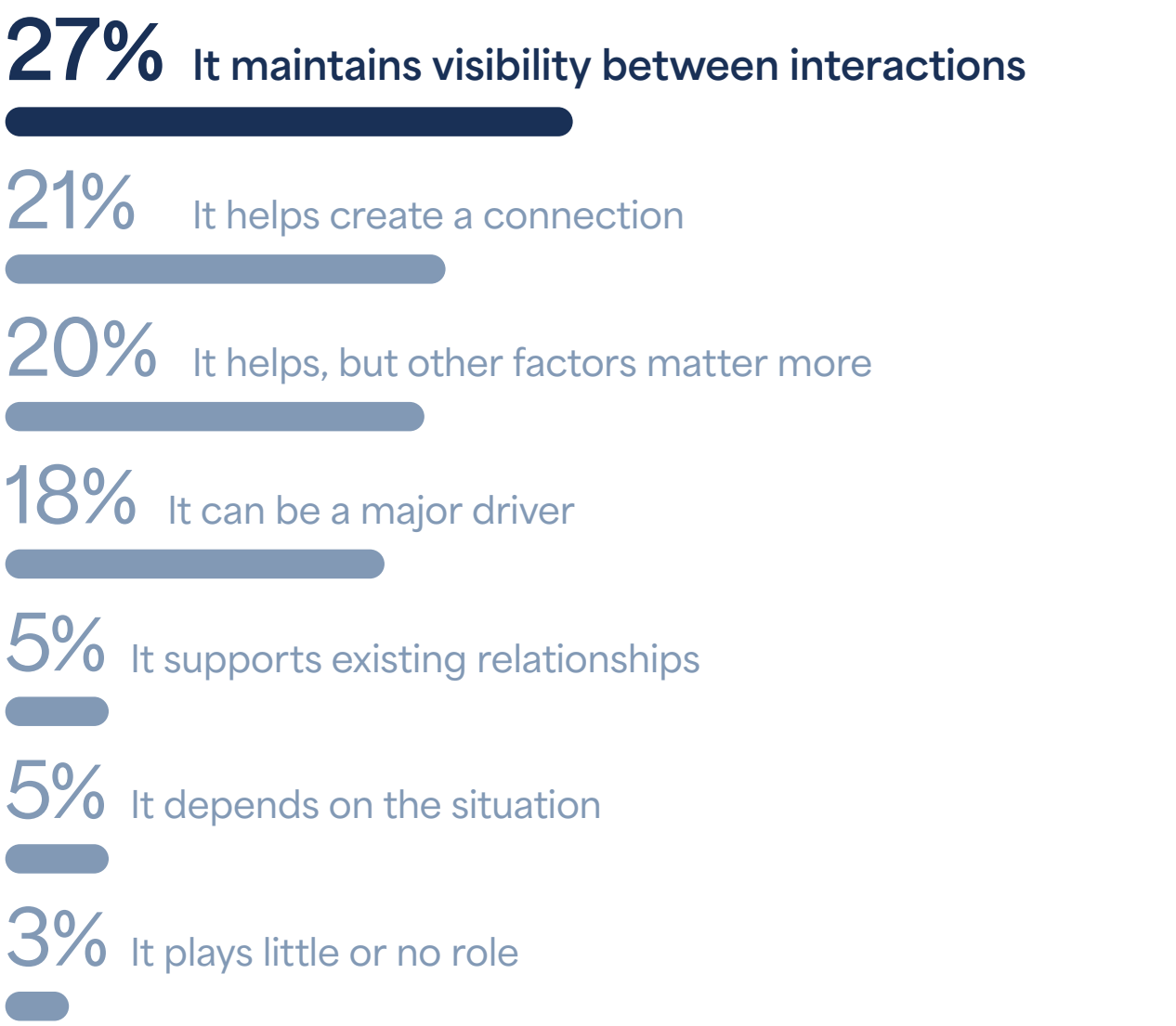
What it may mean

Content’s strongest effects are seen early in a relationship, when it gets you noticed and keeps you in mind.

Only 9% pick useful and relevant content among what helps a connection become a relationship (page 8). Content that builds trust and shows reliability may still play a part, but it is unlikely to drive the process alone.



What can B2B content achieve?
Base 152 · Multi-select, up to three



What role can content play in developing a business connection into a relationship?
Base 152 · Single choice

THE ROLE OF CONTENT IN BUILDING INFLUENCE

Good content builds credibility, and some content even leads to decisions

Asked where it most often has an effect, respondents put credibility first and the final decision near last.

What it may mean

Content earns the credibility that decisions draw on, but other factors actually close the decision.

71% of respondents who think good content has an effect say it changes how credible an organization seems. Only 12% say it changes what people finally decide or do.



Where is content most likely to have an effect?
Base 112 · Multi-select, up to three

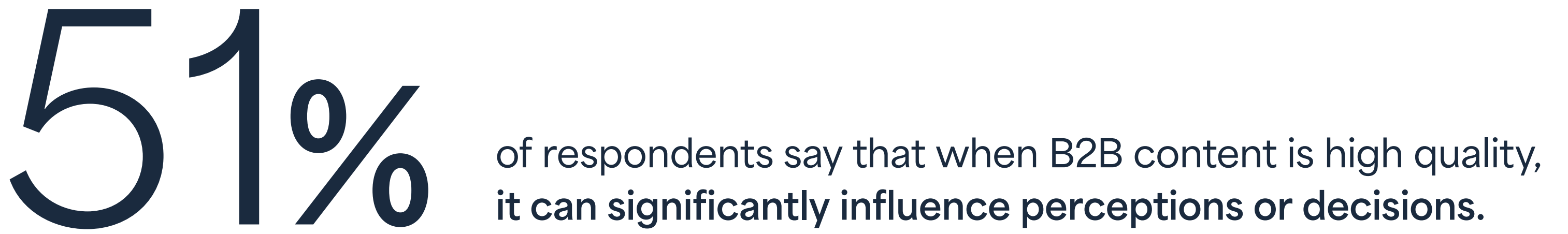
THE ROLE OF CONTENT IN BUILDING INFLUENCE

Half of leaders say high-quality content can significantly influence perceptions or decisions

Asked about high-quality content, rather than content in general, respondents are far more positive. A further 23% also clarify that good content usually has some effect but rarely changes decisions on its own.

What it may mean

The pattern points to selective influence. High-quality content can become consequential, meaning it changes a perception or a decision, while typical content mostly informs.



23% Usually has some effect, but rarely changes decisions on its own

13% Mainly reinforces existing views

7% Depends on the situation

6% Usually has a small or short-lived effect

When B2B content is done well, what effect does it typically have?
Base 152 · Single choice

“Content is useful, but to have it resonate and develop a relationship it must be insightful and unique. That is the content that influences trust and drives decisions.

Zach Taub, Independent Consultant, Fintech Industry, Japan

So what holds most content back?

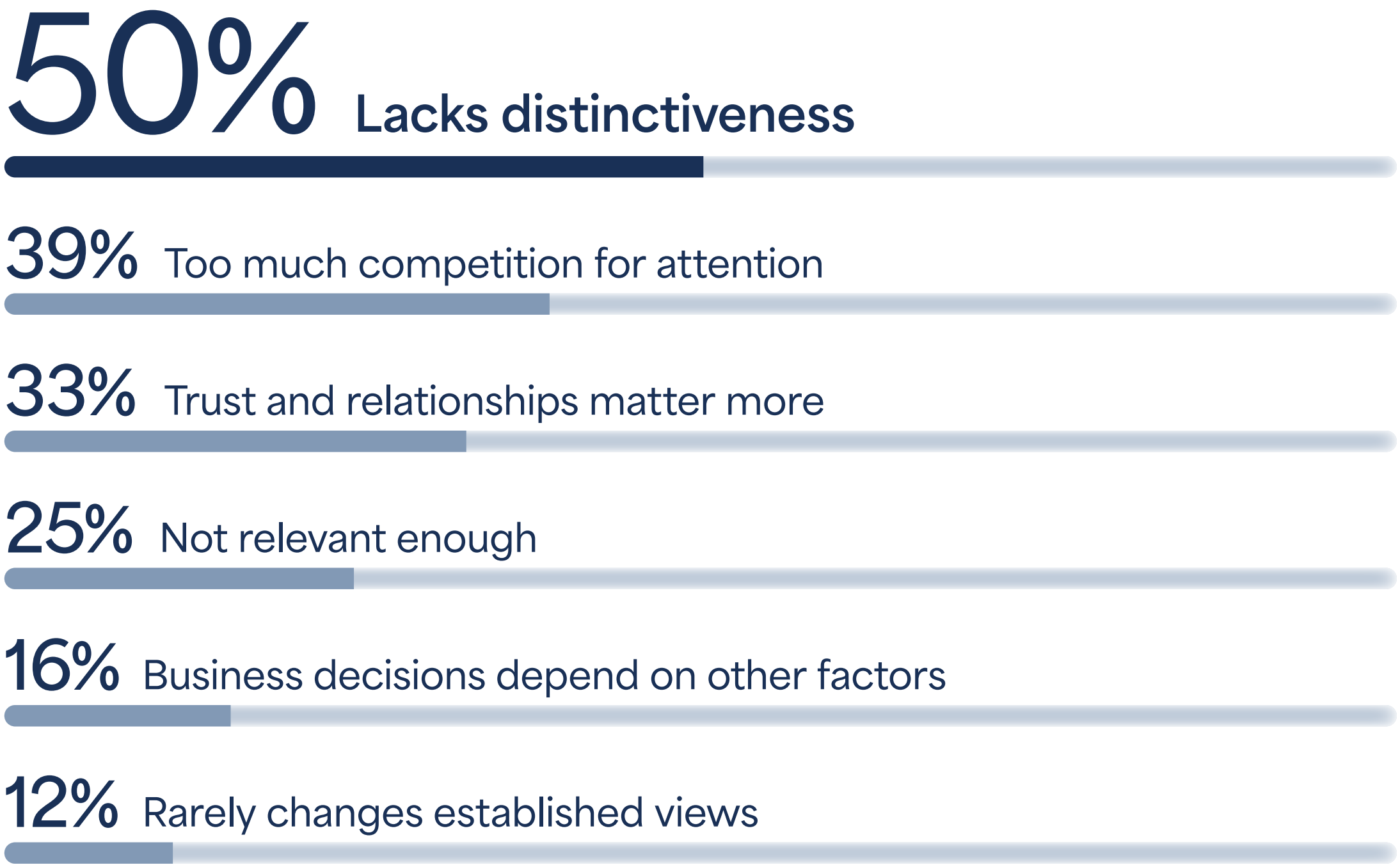
THE ROLE OF CONTENT IN BUILDING INFLUENCE

Content falls short most often when it is generic

Respondents see content as having different qualities, and they believe its effects depend on those qualities.

Distinctiveness (50%) ranks ahead of competition for attention (39%), which suggests how content is made matters at least as much as how it is distributed.

50% of respondents who say most content fails to create influence blame generic content.



Why does relatively little content meaningfully influence?
Base 105 · Multi-select, up to two

What it may mean

Content isn’t influential simply for existing. Distinctive content becomes consequential under specific conditions, and those conditions aren’t yet fully known. Storytelling may be one of them.

CHAPTER 3

THE ROLE OF STORYTELLING

Storytelling can help where content gets weaker

Only 9% pick content among what helps a connection become a relationship (page 8). Storytelling may help there, in three ways.

CREATE MEANING Help me understand why this matters.	CREATE RELATIONAL PROXIMITY Help me understand who you are, what you believe and whether I can relate to you.	CREATE A TRANSFERABLE NARRATIVE Give me something I can remember and repeat.
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These jobs are not stages of their own. They are means that may help a connection become a relationship, and a relationship become influential.

The survey’s results suggest that some respondents agree.

“ Humans have an innate attraction to stories. We are emotionally connected to the journey: failure to success, problem to solution. These draw us in, and as the audience we are brought on this journey with the protagonist.

Dylan Monaghan, VP APAC, ICEYE

THE ROLE OF STORYTELLING

Storytelling makes ideas easier to understand and more human

What it may mean

Understanding may help a connection form, and a stronger human connection may help it become a relationship.

“ Technical explanations work better with a "why" behind them. When we frame our work as a shared journey, clients think of us less as a vendor and more as a true partner.

Fleming Sebastian
Strategy and Transformation Leader,
Rakuten Symphony

59% say storytelling makes complex ideas easier to understand, and 57% say it creates a stronger human connection.

57% Creates a stronger human or emotional connection

39% Captures and holds attention

39% Makes ideas more memorable

34% Makes content feel more relevant

32% Strengthens trust or credibility

16% Encourages discussion or sharing

What can storytelling add to B2B content? Base 152 · Multi-select, up to three

“ Storytelling can strengthen connections by making ideas memorable, demonstrating expertise, and creating a shared understanding. But it is not a "magic bullet", and is unlikely to create a meaningful relationship alone. Those are built through trust, consistent communication, mutual value and engagement over time. Storytelling opens the door, but your actions keep it open.

Brian Ashenfelder
Country Manager Japan,
Hunter Amenities

THE ROLE OF STORYTELLING

Storytelling can contribute to influence when it is relevant and authentic

However, it was clarified that this effect depends on relevance to the audience (63%) and on quality and authenticity (60%).

It must also be used with care. Of the 10 respondents who doubt its value, eight say it can feel artificial or promotional.

74%

of respondents see a connection between storytelling and influence in B2B, while only 3% see little to no connection.

63% On its relevance to the audience

60% On its quality and authenticity

39% On the credibility of the storyteller

16% On the business context or decision

12% On the existing trust or relationships

What does the contribution of storytelling on influence depend on most? Base 147 · Multi-select, up to two

“ Storytelling needs to be humanized to be effective. Telling a story for its own sake is irrelevant, especially when trying to force a deeper meaning onto an audience. Instead, root yourself in authenticity, humanity and making sure your reader understands the relevance. Let your reader discover the deeper message, and focus on telling the story.

Paul Dupuis, CEO, Take5 Global

THE ROLE OF STORYTELLING

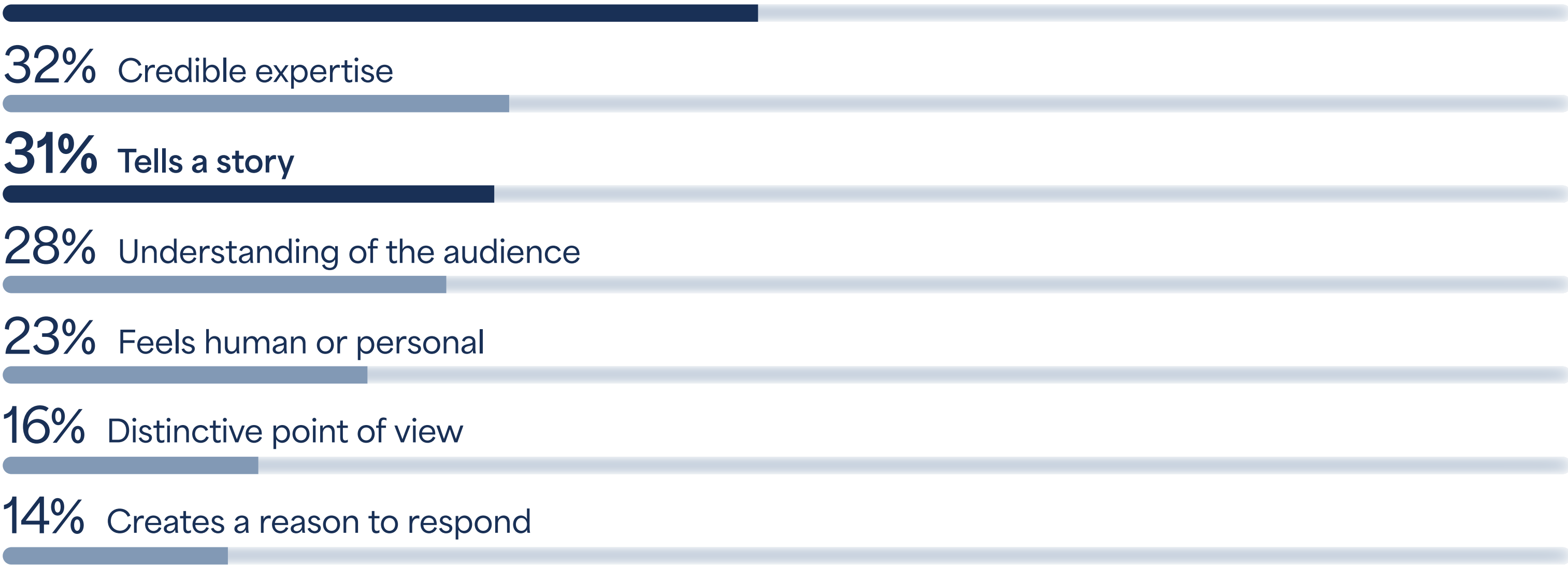
Storytelling works best when it is built on substance

Asked what makes content more effective, respondents put useful insight and credible expertise ahead of telling a story. These aren't alternatives, because storytelling can explain and highlight an insight.

What it may mean

Storytelling can be valuable, but it should be built around insight or credible expertise.

48% of respondents name **useful insight** as what makes content more effective, ahead of credible expertise (32%) and telling a story (31%).



What distinguishes more effective content? Base 116 · Multi-select, up to two

“ Storytelling does not create influence, it creates understanding. It is valuable because it connects facts and data to a narrative the audience can relate to and place themselves within. This is the most effective version of B2B storytelling: where a strong narrative moves discussions away from specifications to business outcomes and strategy, and in the process builds trust and credibility over time.

Sakura Kawakami, Founder & CEO, Eveil Advisory

CHAPTER 4

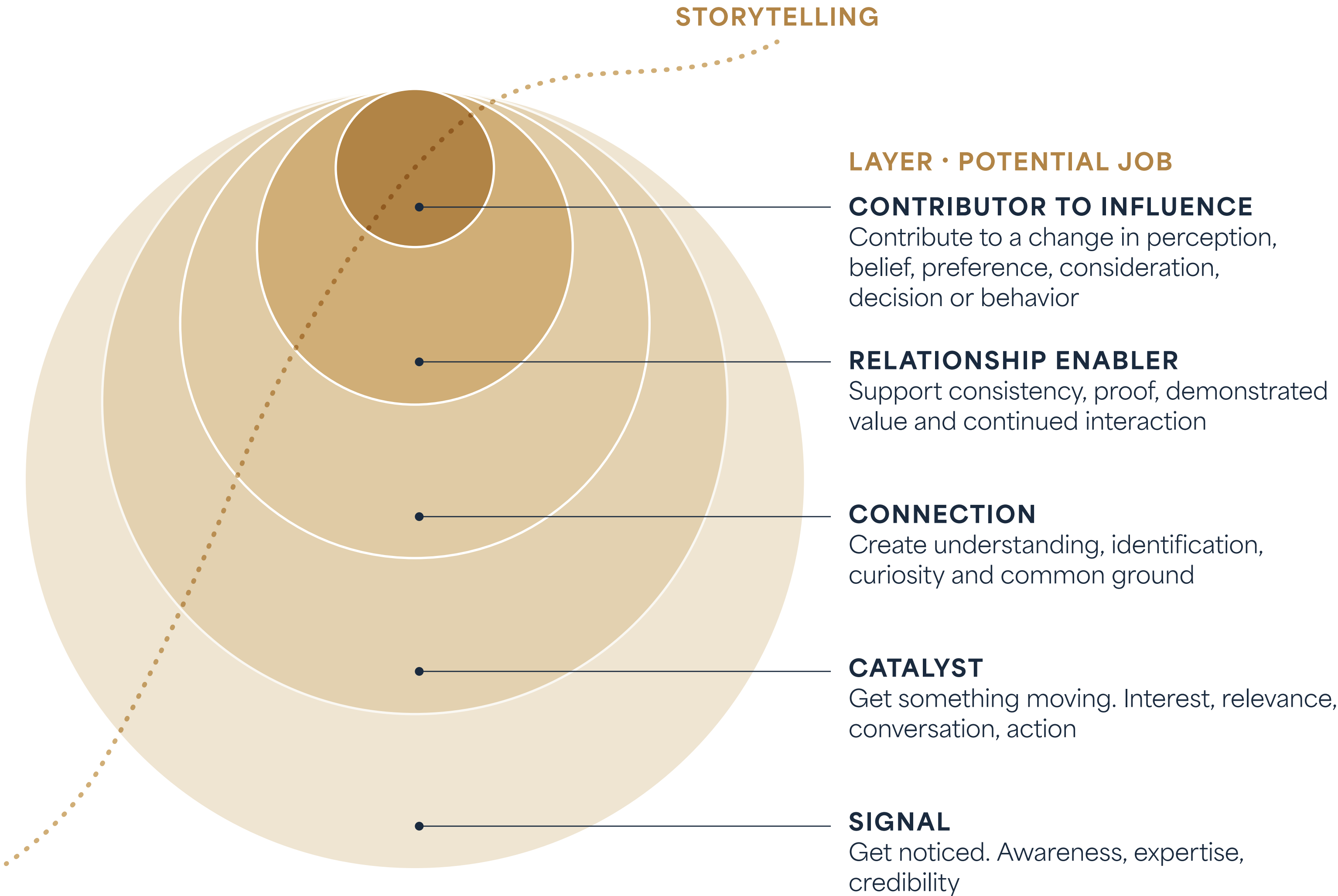
THE LAYERS OF CONTENT

Content is multi-layered

The findings so far suggest content plays several overlapping roles. It gets noticed and earns credibility, as a signal (pages 10–11). It acts as a catalyst, and 71% have contacted someone because of content (page 23). It creates connection through shared understanding (page 15), enables relationships by keeping you visible (page 10), and at its best contributes to influence (page 12).

Storytelling isn’t another layer. Rather, it may help content travel across the layers by making information meaningful, relevant, memorable and human.

These are overlapping roles, not a linear funnel, and a working model drawn from the survey pattern rather than a validated causal framework.



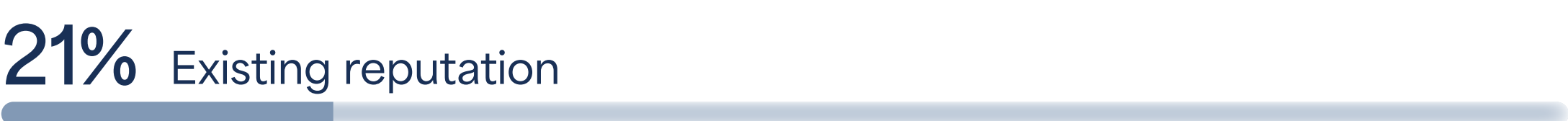
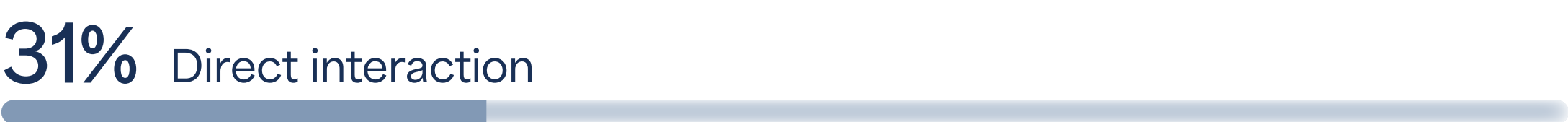
CHAPTER 5 AN EMERGING MODEL

Beyond content, business value and personal trust build relationships

Content is one ingredient among several. Direct interaction (31%) and existing reputation (21%) trail well behind value and trust.

62%

name demonstrated business value as something that matters either as much as content or more, and 58% name personal trust.



What usually matters the same/more than content itself?
Base 140 · Multi-select, up to two

“ I feel storytelling works best as an accelerator, not a foundation. B2B influence is built on demonstrated value, expertise and trust. While storytelling can frame this, it’s the proof and alignment that builds the relationship.

Estefanía Montoya G.
Marketing and communications leader, SuKarne

AN EMERGING MODEL

Content, storytelling and other factors compound on the way to influence

Influence develops through relationships. Relationships develop from connections. Connections can be created and developed through content. Storytelling may help content create meaning, relevance and human connection. Influence still depends on a broader human system.



Schematic. Bar length shows each ingredient’s relative weight at each stage, not survey values.

Content, storytelling and other factors, such as business value and personal trust, compound along this progression. All three contribute to influence, but content and storytelling may matter less as a relationship moves toward influence.

B2B content can contribute to influence, particularly when it does more than inform. Storytelling may be one mechanism that helps content become more consequential. But influence remains multidimensional and cannot be attributed to content or storytelling alone.

“ Storytelling highlights that our business partners are human. It helps us view them positively, approach them with favorable expectations and helps create a deeper mutual understanding.

Jeno Park,
CEO, Education company, South Korea

CHAPTER 6

SCHOOLS OF THOUGHT

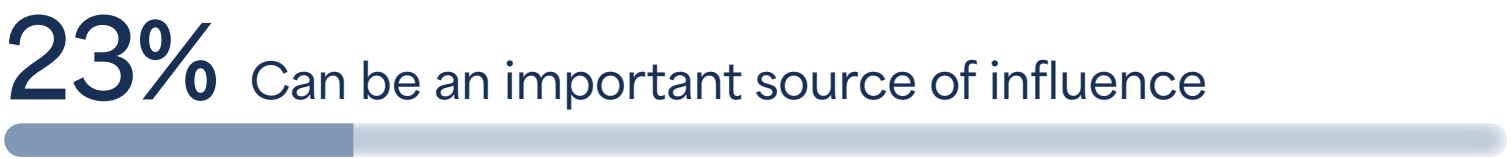
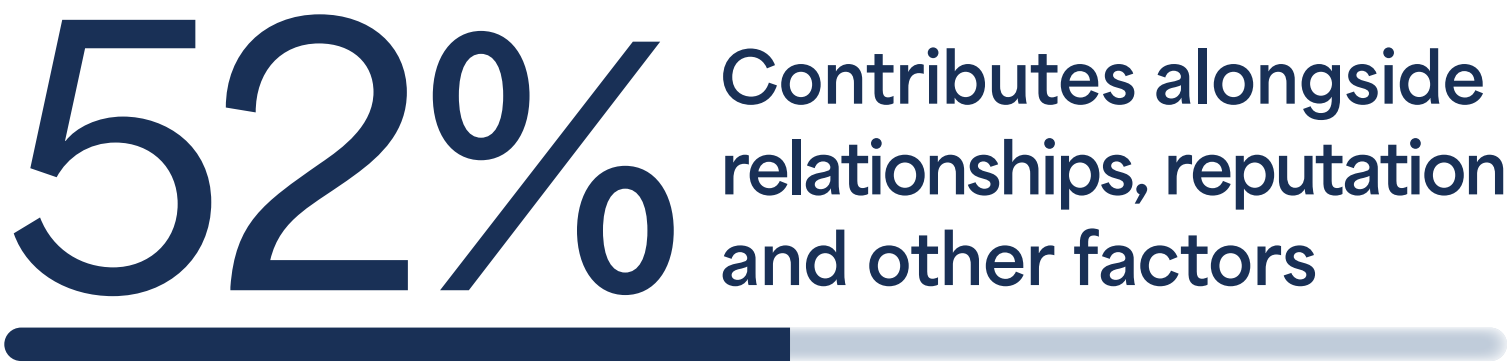
Leaders hold different schools of thought on what content can do

The industry does not appear to hold one consistent view of what content can do.

The most common view (52%) is that content contributes to influence alongside relationships, reputation and other factors. Only 23% call it an important source of influence. Beyond the numbers, the answers suggest three broad orientations rather than fixed segments.

What it may mean

Different attitudes and beliefs about content can limit how effectively it is used. To unlock its full potential, organizations need to better understand what content can achieve and recognize the impact it can have.



Which statement best reflects the role of content in B2B influence?
Base 152 • Single choice

CONTENT AS A DRIVING FORCE

Content can be a major driver of relationships and influence.

CONTENT AS AN ENABLING FORCE

Content matters, but influence emerges through a larger system.

CONTENT AS A SUPPORTING FORCE

Influence is fundamentally human, and content supports what happens elsewhere.

“

If storytelling creates memorable, relevant content, it leads to richer psychological closeness and connections between parties. That richness develops into relationships, and as those continue to be enriched, the trust and rapport that results leads to influence.

Ross Rowbury, Senior Managing Director, Nomura Holdings

SCHOOLS OF THOUGHT

Regional roles credit content with influence most often

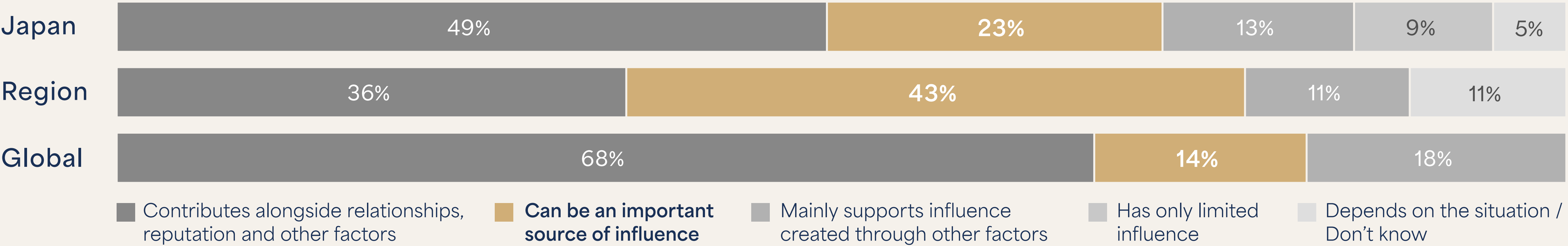
Respondents with regional Asia-Pacific roles call content an important source of influence most often (43%), against 23% of Japan-focused respondents and 14% in global roles.

Global roles lean most toward content as an enabling force (68%).

Japan-focused respondents are the only group where respondents have said content has only limited influence.

What it may mean

Cultural differences between markets can play a significant role in how content influences audiences. Content should therefore be developed with the cultural context of each market firmly in mind.



Which statement best reflects the role of content in B2B influence? Base 75 / 28 / 28 · Single choice
Bases are small, from 28 to 75, so these differences should be read as directional rather than market-level findings.

CHAPTER 7

OTHER OBSERVATIONS

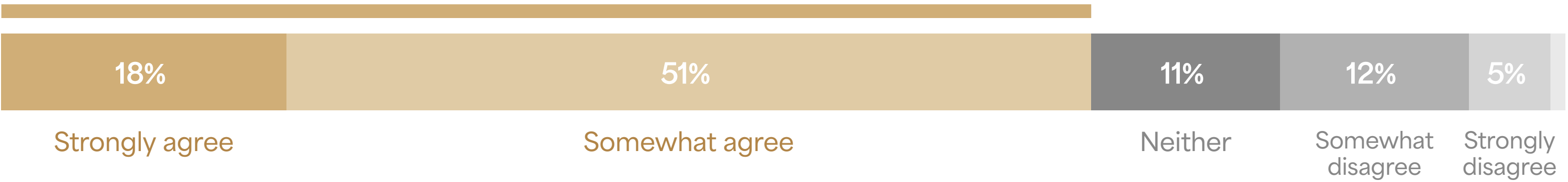
Leaders doubt most content can influence, yet content still moves them

Whatever their school of thought, the same respondents describe being moved by content. 71% say content has caused them to contact or connect with someone, and 63% have seen content influence a business preference or decision, although only 33% say it changed one of their own. Even among the 50 respondents whose own decisions changed, 60% still stated they felt that most content fails to influence.

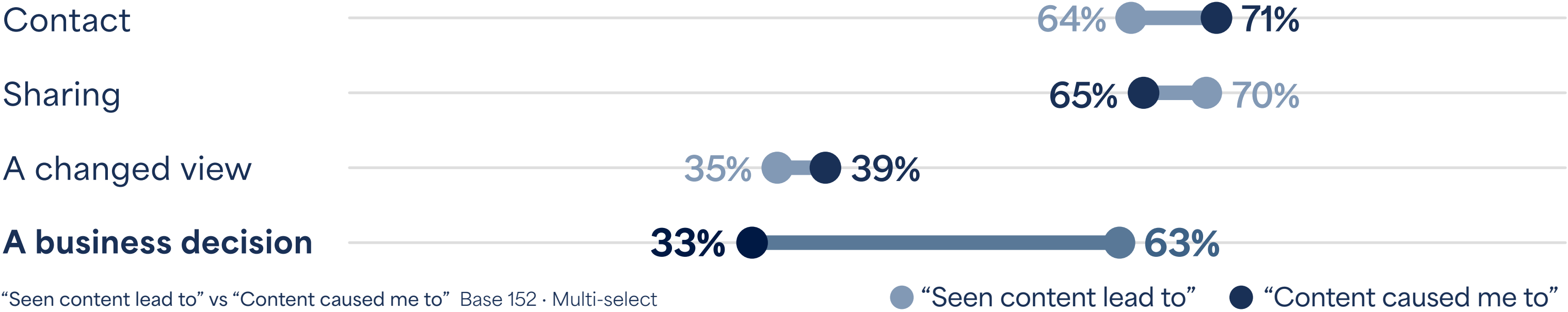
What it may mean

The quality of content can make the difference between simply informing and actually influencing.

69% of respondents agree that most B2B content communicates, but relatively little of it meaningfully influences.



Don't know 2%
“Most B2B content communicates, but relatively little content meaningfully influences.” Base 152 · Single choice



“Storytelling helps convey not just what an organization does, but why they do it, which encourages trust and conversations. But storytelling is only a catalyst for long-term relationships. Those require consistency, credibility, and mutual value from your team to maintain.”
Junpei Mukouyama, Marketing and communications leader, Media company

OTHER OBSERVATIONS

Companies judge content on leads, not on minds changed

Leads (64%), revenue (49%), engagement (47%) and reach (45%) as performance metrics often dominate reporting, so the influence respondents describe on page 23 rarely shows up in a report.

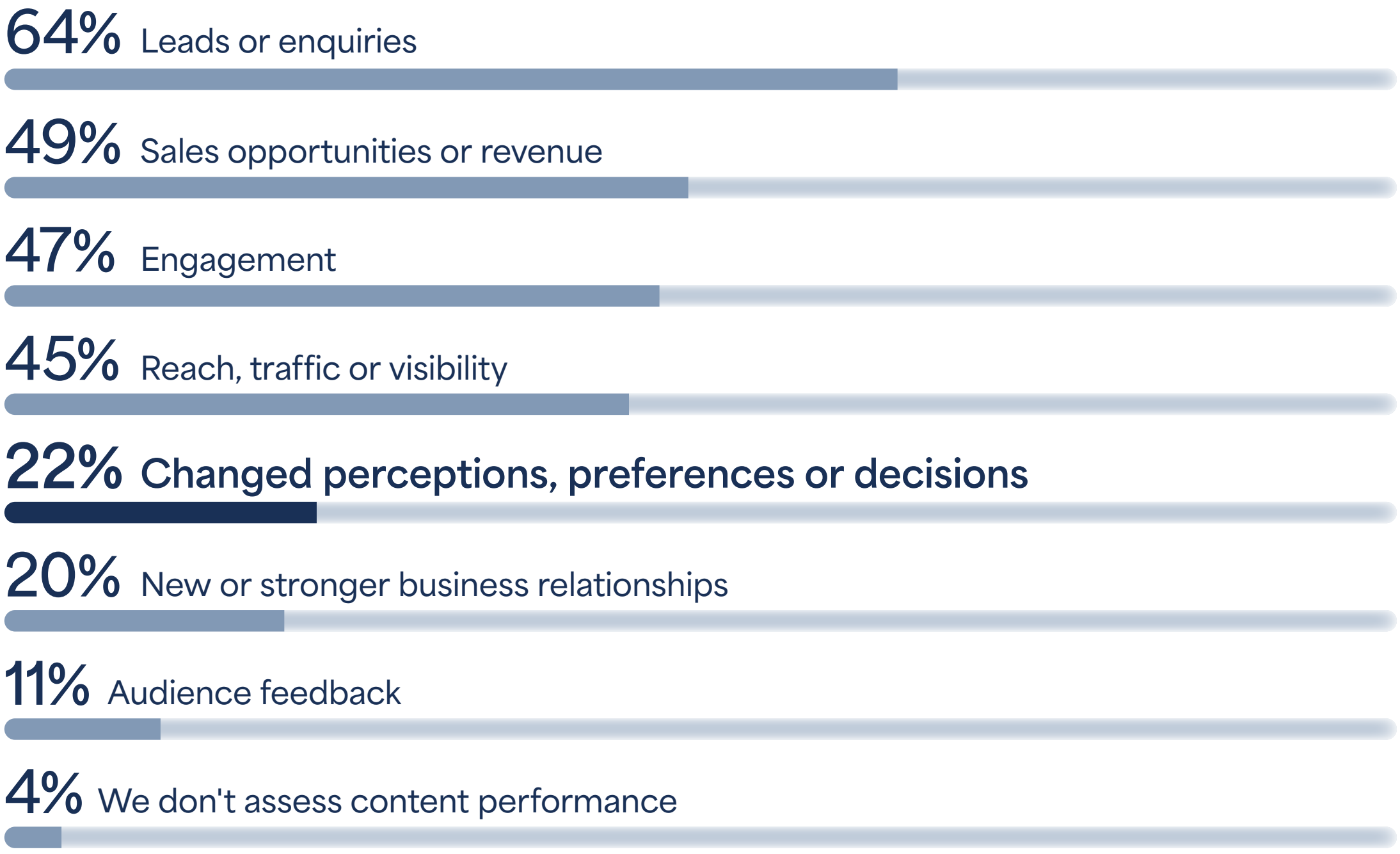
Also, different roles evaluate content by differing metrics. 25% of C-suite respondents judge content by whether it built new or stronger relationships, against 6% of marketing and communications leaders. Marketing and communications leaders look more often for changed perceptions (28% vs 20%), though that smaller gap is directional.

What it may mean

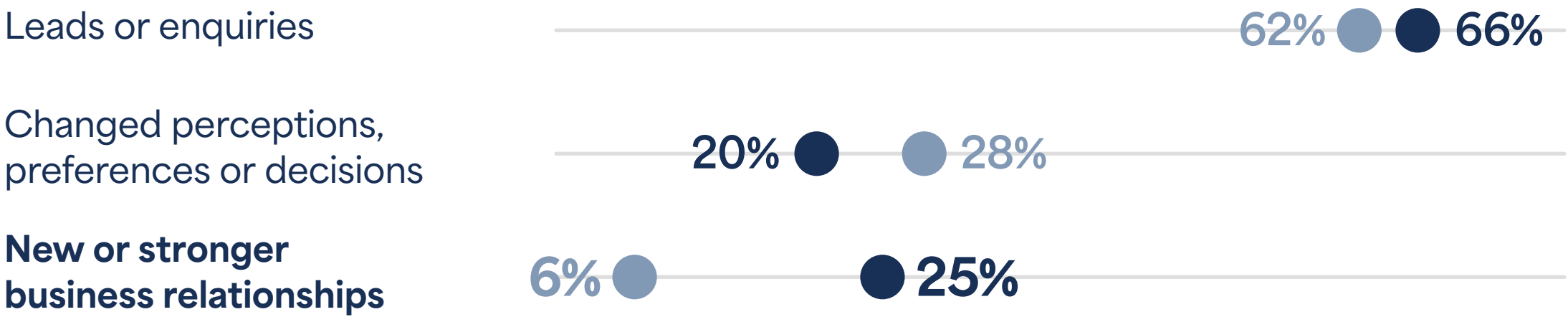
Marketing teams and C-suite executives may be judging the same content against different goals.

64%

of respondents judge content by the leads it produces, while only 22% judge it by whether it changed perceptions, preferences or decisions.



How does your organization judge whether B2B content is successful?
Base 152 · Multi-select, up to three



How organizations judge content, by role
Base 85 C-suite, 32 marketing · Multi-select

● C-suite ● Mktg

OTHER OBSERVATIONS

Who gets the credit when content works?

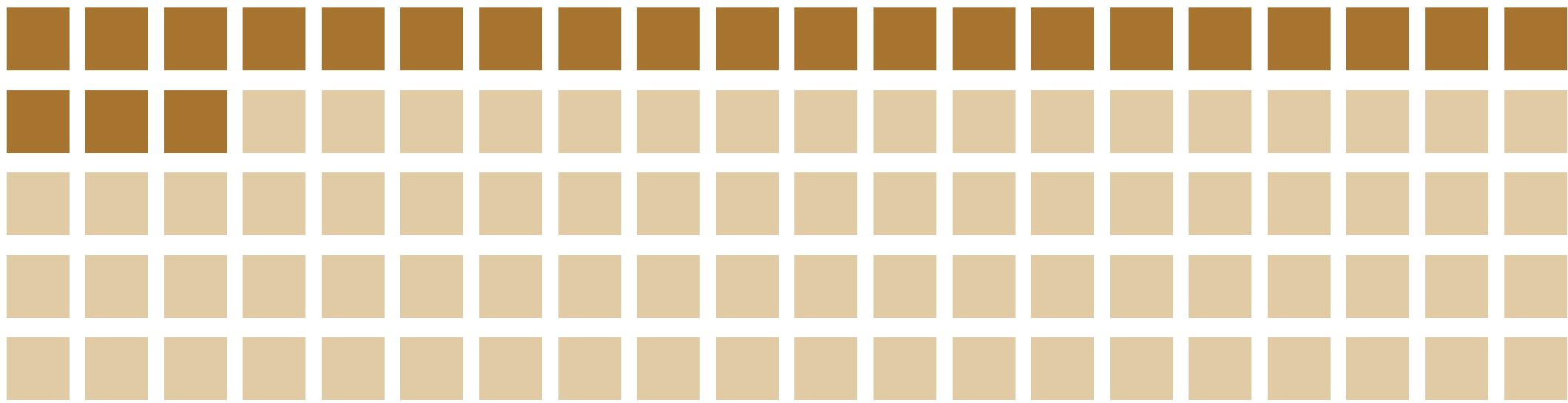
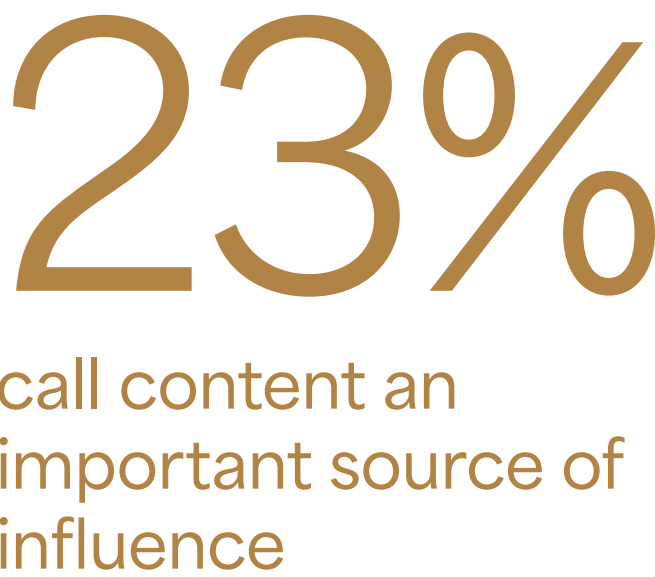
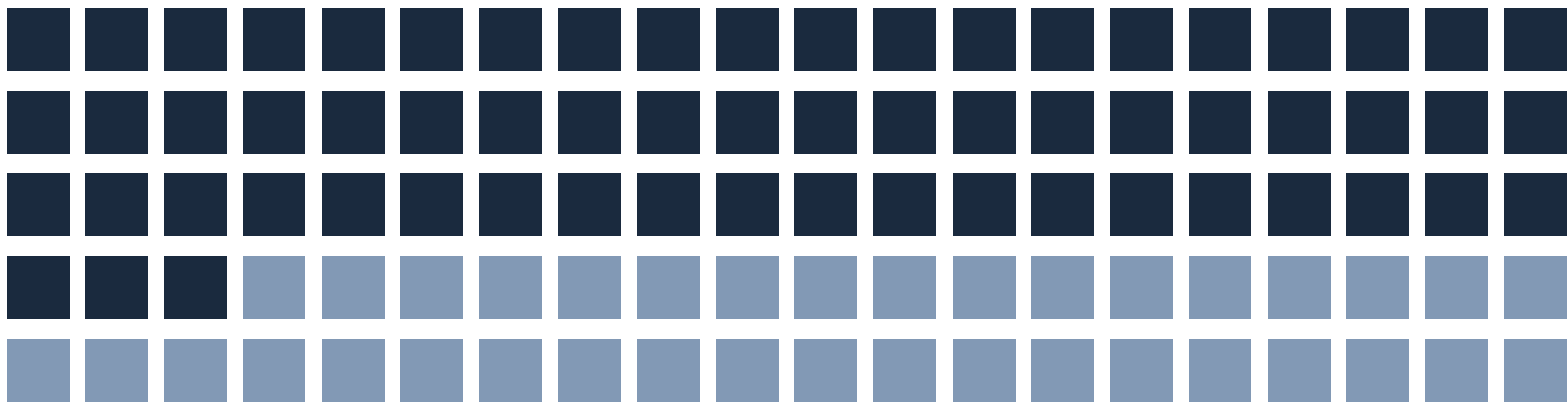
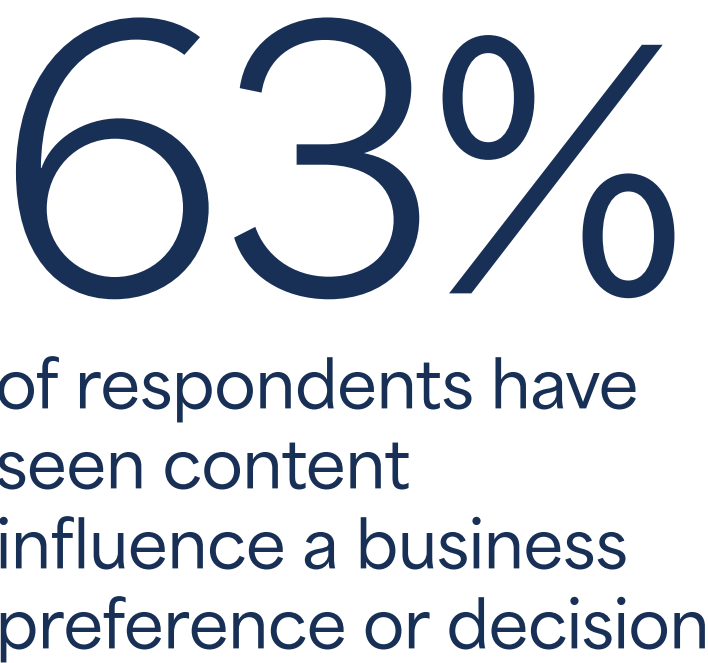
The gap doesn't mean respondents are wrong, because a decision can be shaped by content, conversations, expertise, reputation and value together. It also raises a question this survey cannot answer. When content contributes, who gets the credit?

- The content?
- The person who delivered or explained it?
- The relationship manager?
- The organization's reputation?

Or a combination of the above?

What it may mean

This is a hypothesis for the next phase of research, which will reconstruct real influence episodes.



“ In our industry, storytelling works more to shape business connections than create them. What transforms those connections into relationships remains credibility, expertise and value.

Buddhi Silva, Chief Transformation Officer, MTC

CHAPTER 8

THE PATHWAY TO INFLUENCE

How our hypothesis held up

The survey does not validate a simple causal chain, but it makes our starting hypothesis more precise. Page 20 shows the more precise version.

Of our hypothesis’s three steps, the first and last are supported by the replies in this survey. The middle step is plausible. Storytelling can help convert connections into relationships.

Our study provided critical insights into our central question: does content drive influence?

The answer: yes, it can, but content rarely does.

To create influence, content needs compelling storytelling and meaningful insight, while working alongside other factors such as demonstrated business value and personal trust.

WHAT WE EXPECTED

WHAT THE SURVEY SHOWS

STATUS

Content can generate connections.

72% say content creates awareness, 70% say it demonstrates expertise, and 71% have contacted someone because of content.

Supported, as per respondents’ perception and experience.

Storytelling can convert connections into relationships.

57% say storytelling creates a stronger human connection, but useful insight (48%) and credible expertise (32%) rank above telling a story (31%).

Plausible, but the chain of causation is not confirmed.

Relationships create influence in B2B.

80% say relationships are more influential than connections, and 82% name trust and reliability as what turns a connection into a relationship.

Strong directional support, but not at the threshold of causal proof.

HOW CONTENT CAN HELP
CREATE INFLUENCE

Six things to do

“ Storytelling isn’t always needed. There are times when focusing directly on the relevant material removes unnecessary fluff.

Sebastien Edgar
Global VP, Digital Marketing,
Liferay

TO CREATE CONNECTIONS

1

Ensure Uniqueness

Avoid generic material, which is identified as the most-cited reason content falls short, named by half of those who say most content fails (page 13). Evaluate every brief by considering if a competitor could produce an identical piece.

TO BUILD RELATIONSHIPS

2

Focus on Authenticity

Ground your narratives in authentic operational experiences, client examples, partner insights, brand advocates, and verifiable data, as 88 out of 147 respondents emphasize that successful storytelling relies on quality and authenticity.

3

Maintain Relationship Continuity

Design content around active client dialogue and subsequent sales follow-ups. The primary value of content in relationship management is sustaining visibility between touchpoints (27%, page 10). Pair it with proof of business value, which 62% rank at least equal to content (page 19).

HOW CONTENT CAN HELP
CREATE INFLUENCE

Then turn
relationships
into influence,
and measure it

“ Storytelling creates influence only when the story resonates with the receiving party, providing clarity and value.

Yasunori Takeuchi
CEO and Representative Director,
Corporate Action Japan

TO TURN RELATIONSHIPS
INTO INFLUENCE

4

Empower
Internal Advocates

Supply champions with clear narrative messaging to engage finance, procurement, cross-functional teams, and end users independently. This puts storytelling’s third job, a transferable narrative (page 14), to work. Treat it as an experiment, since the survey did not test it.

TO SEE INFLUENCE
WHEN IT HAPPENS

5

Establish Leadership
Alignment

Define unified criteria for content success prior to measurement. While 25% of C-suite executives evaluate content by its ability to foster relationships, only 6% of marketing and communications leaders do the same (page 24).

6

Track Perception
Changes

Only 22% say their organization assesses content performance based on shifts in audience perception (page 24). Incorporate a straightforward inquiry into client and prospect interactions—such as “Has our published content altered your perception of our company?”— and track positive responses each quarter.

NEXT STEPS

What we want to explore next

- 01 **Impact & Timing**
How much does content truly drive influence, and at what stage of a relationship is its impact most vital?
- 02 **Value of Storytelling**
What unique value does narrative framing provide that high-quality information or expertise cannot accomplish independently?
- 03 **Consequential vs. Informational**
What distinguishes truly influential content from material that merely communicates?
- 04 **Buying Group Dynamics**
Does content shape decisions primarily through internal discussions within the buying committee rather than through direct vendor-buyer interactions?
- 05 **Attribution**
When content influences a decision, where does the ultimate credit reside?
- 06 **Orchestration**
Can we define the benefits of aligning the factors that build influence?

To address these questions, our next phase involves mapping real influence episodes through in-depth interviews—tracking how content, storytelling, key individuals, and proof shape actual business decisions. If you have an experience that illustrates this journey, we invite you to connect with us (always.forward@aim-b2b.com).

WHERE AIM B2B FITS

Building the conditions for influence

The opportunity this survey explores is more than simply producing better content. Influence in B2B develops through relationships, and content earns its place when it helps create the conditions for them.

AIM B2B helps B2B marketing and communications teams orchestrate those conditions across Asia-Pacific. Our on-the-ground teams in Tokyo, Seoul and Singapore bring Strategy, PR & Communications, and Content & Creative together. This means what you publish, what your people say and the proof you offer all build toward influence that no single department can create alone.

THANK YOU

We'd like to sincerely thank the 152 professionals who completed the survey and shared their insights.

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ABOUT AIM B2B

AIM B2B is an integrated PR and marketing agency headquartered in Tokyo, Japan, with offices in Seoul and Singapore, that is dedicated to helping B2B companies drive influence and grow across Asia through strategic storytelling, creative thinking and data-driven insights.

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