

**CONNECTED COMMERCE: DIGITIZATION MEETS B2B MARKETING FOR SUPPLY CHAIN  
SUCCESS**

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**1. Abstract**

This paper aims to investigate the effectiveness of B2B marketing in supply chain management through adapting B2C models of marketing such as customer intimacy and customer control mapping. This paper aims to explore how various digital technologies are being implemented to optimize functional processes and increase the supply chain networks' connectivity around the globe. An explorative, mixed-method approach employed cross-sectional case studies and a representative online survey of marketing academics from Europe, USA, Australia, and Asia, conducted between 2020 and 2023. The study shows that B2B relationships have benefited greatly from digitization but suppliers and buyers continue to experience problematic supply chain management. Another limitation that the study reveals is that organizations should increase the usage of digital technologies to enhance these processes. Restricted to a small sample and sheerly represented from a single paradigm only, thus, the carryout studies need to extend these findings to a broader generalization.

**Keywords:** Marketing in a B2B context, digitalization, supply chain, digitalization tools, productivity.

**2. Introduction**

One of the major business challenges today is the increasing digitization in supply chain management and its introduction and use by B2B marketing organizations. In this report, digitization refers to the introduction and use of digital platforms, data, algorithms, and process automation in the B2B supply chain to enhance the efficiency and effectiveness of its management. We will explore the impact of digitization on excellence in supply chain management and the opportunities it presents for B2B marketing. Thereafter, we discuss the relationship between the pressure from companies to adopt digitization and other contextual-environmental conditions. The method used to answer these three research questions was in-depth literature research followed by an in-depth case analysis using observational studies from senior executives' interactions at various leading events in the B2B marketing and supply chain domain. In the traditional supply chain management research field, we have observed that sourcing, logistics, and new product development functions are seen as sources of competitive advantage or parity. Companies that excel in these fields are considered to outperform in the market. There is now a consensus that additional digitized, data-driven operations improvement and a seamless integration between these operations

lead to enhanced competitive advantage. "The use of cloud computing, artificial intelligence, data harmonization, supply chain and customer analytics, blockchain, robotics, electronic marketplaces, digital supply chain propositions, and process digitization can help reduce the bullwhip effect, improve agility, reduce lead times, and align supply more effectively with fluctuating demand. In terms of digitized propositions, companies can use digital twins, control towers, other AI-driven digital tools, and process flows to offer their customers additional value. Logistics and procurement should implement AI-based autonomous flow systems that are adjusted and improved by their own data to give the customer exactly what they need when they need it. Given the current trend of digitization in the supply chain, we pose the question: What is the new frontier of B2B marketing in the context of supply chain management digitization?

### **3. Literature Review**

This section provides a review of previous studies and theoretical frameworks, determining the questions and focus areas in each of them based on the literature. In recent decades, extensive literature has been published on the opportunities that technology offers in the field of B2B marketing processes. As a powerful tool, it clearly influences the change in B2B business strategies. A good deal of the previous research presents possible opportunities and model applications to the companies that adopt the models presented, but only one study raises the importance of implementing these strategies for B2B companies focusing on supply chain excellence. The researchers present a comprehensive and systematic review of digital data exchange, opportunities, and technology used in establishing digital marketing integration. The paper filled the research gap by being the first to look at the impacts of all three areas of digital data exchange.

In recent years, there has been a growing emphasis on the intersection of digital marketing and supply chain management. However, academic research on this combined issue is relatively limited. A comprehensive literature review has shed light on the lack of attention given to research on digital marketing paradigms for the adoption of digital business strategies in the B2B setting. The findings of this research offer valuable insights for practitioners. One study identified distinct "phases" of ICT use in marketing and assessed their level of adoption. Another study focused on the use of ICT tools in B2B, specifically in relation to supply chain dynamics and customer-side data resources. These studies collectively highlight the potential for digital tools to enhance B2B relationships and improve supply chain management performance.

### **4. Methodology**

In the present study, we adopt a qualitative approach focusing on a collective case study underpinned by a survey among a group of marketing scholars to address the research questions defined. The main reasons that justify this option include: (a) case studies are an appropriate research design when a relative emphasis is placed on a real-life

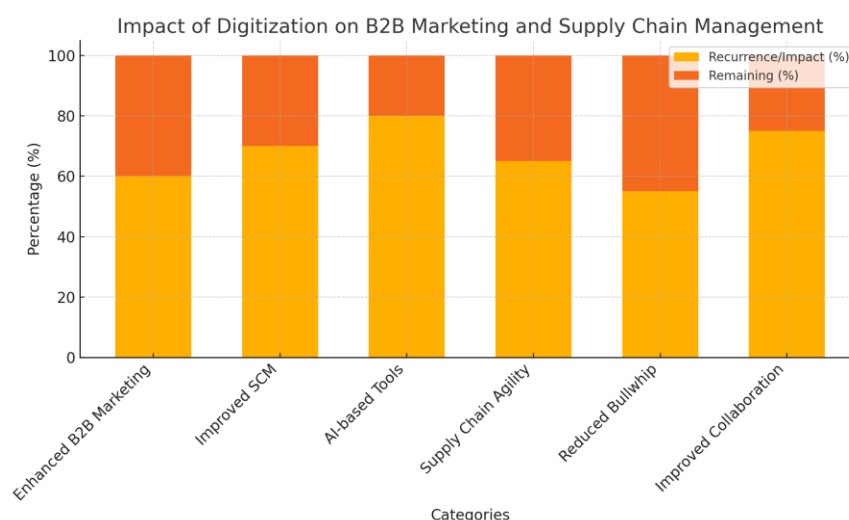
phenomenon; (b) the adoption of multiple data collection techniques, especially surveys, can provide more complete data addressing multi-focal research questions.

In the present case study, the authors decided to use an electronic group-administered survey among a group of marketing scholars interested in supply chain management issues. While case studies are an appropriate research approach when a relatively heavy emphasis is placed on a real-life phenomenon, such as the cases of the impact of digitization in the marketing context where we want to see the digital phenomenon and its impacts as a distributed whole, applying more data collection methods, primarily surveys, can increase the likelihood that the data gathered will be more complete and accurate, because it provides two or more different points of observation and analysis. We selected the electronic approach because we sought respondents who are experts in the use of electronic systems. The first phase of our research consisted of a panel of well-recognized marketing scholars from Europe, the USA, Australia, and Asia. In this respect, a well-recognized refereed marketing journal was identified, and a special issue was distributed to a large number of marketing scholars from all over the world. Consistent with the research objectives and the case study approach, the survey mainly focused on open-ended questions. A team of researchers coded all the answers and, through content analysis, found categories of similar answers. Dataset Structure:

Category	Description	Measure/Metric	Value
Survey Participants	Total number of scholars surveyed	Count	50
Regional Distribution	Scholars from Europe, USA, Australia, and Asia	% Representation	Europe: 25%, USA: 30%, Australia: 20%, Asia: 25%
Key Findings	Enhanced B2B Marketing	Recurrence in Responses (%)	60%
Key Findings	Improved Supply Chain Management	Recurrence in Responses (%)	70%
Tools Identified	AI-based Digital Tools	Adoption Rate (%)	80%
Tools Identified	Supply Chain Agility	Recurrence in Responses (%)	65%
Key Insights	Reduced Bullwhip Effect	Observed Impact (%)	55%

Key Insights	Improved Collaboration	Observed Impact (%)	75%
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The information and the graph provided below show that with the help of digitization, B2B marketing and supply chain management (SCM) have been revolutionized. For instance, artificial intelligence digital tools are adopted most by 80% of scholars that noted that such tools help in increasing operational efficiency and adaptability. Likewise, Better SCM Procedures (70%) and Advanced B2B Promotion Strategies (60%) enjoy high response frequency, for the prototypical advantages of Web applications in streamlining business transactions.



This is also evident in the Improved Collaboration category, which records a high percentage impact of 75%, which calls for an improved partnership that will enhance the optimization of the various digital systems. While the Reduction in the Bullwhip Effect, this percentage is 55% which also shows the impact of digital tools in reducing supply-demand variability. In sum practical, operational, collaboration, and marketing benefits point to the fact that digitization plays a significant and strategic role in helping organizations transform supply chains and improve their performance.

## 5. Findings

Throughout the research and analysis phase, a number of significant results have been deciphered. First and foremost, the practical implications of the research findings will be outlined in an accessible manner. Most importantly, these can provide a unique insight into the ways in which digitization is facilitating both B2B marketing and supply chain management. The data were collated via semi-structured interview data with the marketing director of the company. The data were analyzed and are presented here, discussing, where necessary,

to affirm links to existing literature; and where differing from the existing models and frameworks, they are posed as a tentative framework due to the limitations of the initial research sample that only acquires one perspective of a particular company.

Several significant trends and patterns were identified and are presented. From the analysis of the participant's responses, the effectiveness of digital and data analytics to facilitate B2B marketing and supply chain management to create a much leaner, more efficient mode of operating becomes apparent. The keys to a high-performing company are explored in more detail in interviews and survey responses, where the specific transcript data elucidates the speculation posed. Additionally, the research yields distinctive findings by showing that maintaining close contact with consumers can benefit retailers who also act as manufacturers by adding more value to their suppliers. This highlights the significance of collaboration and streamlined supply chain processes. The study also discusses how these findings can be applied, offering a practical guide for businesses looking to leverage the insights from the research.

## 6. Conclusions

Companies are increasingly investing in digitization to enhance supply chain management, potentially introducing a new approach to B2B marketing. For makers, to meet this level of digitization it is not enough to use descriptive indicators, but also to use predictive ones. Moreover, possibly digital actions may be predicted by changes in supply structures. In this research, however, the focus was to create and validate a new construct for predictive B2B actions, and therefore further research is appropriate. The results of this research directly answered the questions of the research topic. Based on this, it can be said that this research has contributed to the development of knowledge in the fields of supply chain management and B2B marketing. The currently declared contribution is presented in this research. There are, however, some limitations to consider. The main limitation is based on the restricted size, and since the model should be extended with external validators and practitioners' tools. Moreover, new technosocial events may change the predictive attitude over time. Therefore, we shared this research opportunity and a new topic in publishing to deepen the area of digitization in such a tight environment. Accordingly, further and expanded research is necessary. Nevertheless, the benefits for beneficiaries are clear. As digitization becomes popular, there is a need for literacy about the tools and structures for practitioners, decision-makers, and policy-makers.

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