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THE MARKETING DOMINANTS OF THE DISTRIBUTION AND COMMUNICATION SYSTEM IN THE B2B SPACE

МАРКЕТИНГОВІ ДОМІНАНТИ СИСТЕМИ РОЗПОДІЛУ ТА КОМУНІКАЦІЙ В B2B-ПРОСТОРИ

Abstract. Business operations in today's market are characterised by rising consumer expectations regarding product offerings, a significant expansion of companies' product portfolios, the introduction of innovative goods and services, and the emergence of a large number of brands. Consumer demands are intensifying in both the B2C and B2B sectors, competition is becoming increasingly aggressive, and serious structural transformation challenges and turbulence in the global business environment are heightening the need to strengthen companies' ability to meet societal needs for goods and services. In this context, it is important for enterprises to find ways to adapt to potential crisis situations, which will serve as the basis for the implementation of their long-term strategic decisions. It is precisely the use of marketing communication tools, underpinned by research conducted prior to the company's market entry, combined with the comprehensive application of analytical tools – in particular, the analysis of relevant datasets – that will facilitate the hierarchical prioritisation of objectives, as well as the development of potential pathways to achieve them. The relevance of this study is also justified by the need to clearly define the required resource capacity of enterprises to ensure inventory optimisation and prevent excessive losses. After all, the demanding nature of consumers prompts existing business units to apply integrated marketing efforts in distribution with the aim of improving the company's operational efficiency and identifying opportunities to sell products at minimal cost based on a clear specification of tasks, coordination between sales and marketing departments and teamwork, which will stimulate the company's business activity and enable it to make well-considered and balanced management decisions. This requires a comprehensive approach based on a scientifically sound system of marketing planning and the identification of marketing opportunities and threats. Thus, marketing serves as a means of identifying the company's potential, minimising the risks of its operations, and a way to overcome the latest challenges. The comprehensive use of marketing technologies, meanwhile, remains the foundation of sustainable development and business success in the B2B sector.

Keywords: the distribution marketing policy, the marketing communications, the business marketing, the development economics, management.



Анотація. Діяльність компаній у сучасному бізнес-просторі характеризується зростанням споживчих вимог до товарних пропозицій, значним розширенням продуктивних портфелів підприємств, упровадженням інноваційних товарів і послуг, а також появою великої кількості брендів. Вимоги споживачів посилюються як у B2C-, так і в B2B-секторах, конкуренція стає дедалі агресивнішою, а серйозні структурні трансформаційні виклики та турбулентність глобального бізнес-середовища посилюють необхідність поглиблення спроможності підприємств задовольняти суспільні потреби в товарах і послугах. У зв'язку з цим, підприємствам важливо знаходити способи адаптації до потенційних кризових ситуацій, що слугуватиме основою реалізації їх довгострокових стратегічних рішень. Саме використання маркетингового комунікативного інструментарію, підкріпленого дослідницькою роботою, яка передуватиме виходу компанії на ринок, із комплексним застосуванням аналітичних інструментів, зокрема аналізом релевантних масивів даних, сприятиме ієрархічному розподілу цілей, а також розробленню можливих шляхів їх досягнення. Актуальність даного дослідження також обґрунтовується необхідністю чіткого визначення потрібного ресурсного потенціалу підприємств для забезпечення оптимізації запасів і запобігання виникнення надмірних втрат. Адже, вимогливий характер споживачів спонукає діючі бізнес-єдиниці застосовувати інтегровані маркетингові зусилля в розподілі з метою підвищення ефективності діяльності компанії та виявлення можливостей реалізації продукції з мінімальними витратами на основі чіткої специфікації завдань, координації роботи відділів збуту й маркетингу та командної роботи, що стимулюватиме ділову активність компанії та прийняття нею виважених і збалансованих управлінських рішень. Це потребує комплексності дій на основі науково обґрунтованої системи маркетингового планування та ідентифікації маркетингових можливостей і загроз. Таким чином, маркетинг виступає засобом виявлення потенціалу компанії, мінімізації ризиків її діяльності та способом подолання новітніх викликів. Комплексне використання маркетингових технологій, при цьому, залишається основою сталого розвитку та успіху бізнесу в B2B-просторі.

Ключові слова: маркетингова політика розподілу, маркетингові комунікації, бізнес-маркетинг, економіка розвитку, менеджмент.

Problem statement. The company's activities in the modern business environment are characterized by the customer demands for product offerings increasing, the companies' product portfolios significant expansion, the innovative goods and services introduction and the large number of brands appearance. In this regard, the need to use the comprehensive marketing arsenal supported by the research activities prior to a company's market entry and the analytical tools extensive applying becomes evident, it is about the relevant data sets analysis, that contributes to the hierarchical goals structuring and the possible ways to achieve them development.

The timeliness of such research and the development the algorithms forecasting make it possible to clearly identify required resources, form inventories and to avoid the unnecessary losses. The modern consumers growing demands encourage existing of the business units that apply integrated marketing efforts to ensure effective company management and to search the opportunities for the selling products at minimal cost. The goals specification and the tasks definition allow to synchronize the company departments and to coordinate sales and marketing divisions. Marketing is an effective strategic management tool that helps companies to identify opportunities, to minimize risks, to develop their strengths and to overcome new challenges. So, the comprehensive marketing technologies application remains the basis for sustainable development and long-term business success.

Analysis of the recent research and publications.

The methodological framework of this study is based on the leading scholar's views generalizing: P. Kotler, T. Bondar, O. Chukurna, A. Khazhenska, N. Kutsmus, S. Kyslyak, Y. Matveeva, M. Mykhailiuta, M. Oklander, T. Oklander, Y. Opanasyuk, D. Petrenko, O. Prokopchuk, T. Palamarchuk, T. Usiuk, T. Zinchuk, O. Yashkina.

These works have significant theoretical and scientific achievements in the study of the marketing sales policy. At the same time, the further research in this area should be focused on the deepening analysis of the marketing business interaction components.

In the classical sense, Business-to-Business (B2B) marketing is the marketing assistance of the effective

organizational interaction within business operations based on a deep understanding and the customer needs satisfaction. In other words, the B2B sector is associated with production, distribution, information, logistics and other services. The main objective of such cooperation is the long-term market-based business communication establishment. As Khazhenska A. pointed out the main advantages of B2B are the existence of a Personal dashboard (better usability, unique order history, all supporting documentation, and support chat) inside there is a closed catalog and individual pricing (clients see their personal prices, so the sales manager doesn't have to remember everyone's discount, reducing human errors). This also allows the automation of the business processes, and order processing speed will rise (fewer human interventions throughout the processes) and increase the service levels while cutting operational expenses [2, pp 52–58]. So, the key difference of B2B marketing is focus on the making purchases by enterprises for profit with the gaps in their activities identifying to eliminate them timely. In this process, the business interest's alignment is achieved with the all counterparties participation. Matveeva Y., Opanasyuk Y., Bondar T., Petrenko D. resumes that in contrast to B2B, B2C marketing emphasizes the rational motives and maintenance the emotional contact with customers. In the modern conditions, the sales management effectiveness depends largely from the sales manager's productivity, whose primary task should be to maximize profits by expanding the customer base. In order to the sales company be successful, it is necessary to monitor and analyze data by each manager constantly and the special attention may be paid to the orders that remain unfulfilled [5, pp. 43–57].

It is very important to see the view of the individual entrepreneur Mykhailiuta M., who notes ther in the context of B2C marketing, priority is given to the emotional, social, and functional consumer needs satisfaction. Along with this, the communication in the B2B sector is focused on the professional audience that makes decisions based on the rational analysis, the strategic priorities and the economic feasibility. Effective B2B communication involves not only presenting the product or service, but also building the real trust to the brand by demonstrating its expertise,

reliability, adaptability and openness to the customer's individual needs [6, pp. 84–89].

The purpose of the study is to analyze the features of the marketing distribution organizing by the business entities under the transformational conditions and their changes under the military invasion. The research employs both general scientific and special methods of the economic analysis, including the systematization, the generalization, the comparison, the statistical methods and techniques, as well as economic and mathematical models to study the problems of the agricultural enterprises modern economic processes.

Presentation of the main material. The key methodological differences between B2B and B2C marketing are presented in Fig. 1.

The marketing arsenal use in the business sector is a determining vector of a company's activity, enabling it to respond quickly to the consumer preferences changes, the economic fluctuations and to the other external influences. This allows business entities to maintain competitiveness even under the most challenging conditions. While studying and satisfying the unique customers needs as well as the ability to offer better solutions compared to competitors,

the motivating mechanism development is the base for the firm's market activity.

At the same time, well-planned marketing campaigns contribute to attract the new customers and to retain existing ones, that has a positive impact on the company revenues and for its prospects (Fig. 2).

Alongside these objective advantages, it is worth noting the complexity of applying B2B marketing, that lies in the length of the sales cycles and the need to emphasize the importance of the long-term counterparties cooperation.

According to the study conducted within the framework of the United Nations Development Programme (UNDP) project "Support to Ukraine," the full-scale invasion had a significant negative impact on business operations (Research Results, 2024). Prior to the invasion, 22.3% of enterprises assessed their financial and economic condition as satisfactory or poor, whereas by May 2024 the share of such companies had increased to 41.6%. Survey results regarding prospects for changes in the financial and economic conditions indicate that 36.1% of respondents expect improvement, while 32.3% believe the situation will remain stable. At the same time, 31.6%

<i>Parameters</i>	<i>B2B-marketing</i>	<i>B2C-marketing</i>
the target audience	the business entities	the consumers
the purpose of the purchase	the profit generation	the personal consumption
relationships nature	long-term, focused on the partnerships building (long-term contracts, repeat purchases etc.)	ongoing, aimed at increasing sales volume through stimulating the frequent small purchases
the purchase decision-making process	rational, based on the potential investment return	predominantly emotional, driven by the personal preferences or urgent needs
the level of informativeness	personalization	oriented toward the audience
the individualization	the business interests	the consumer needs satisfaction
the sales cycle	long (the technically complex products require high costs and a larger number of stakeholders involvement)	short (transactions provide the specific interaction)
the pricing policy	well-considered, individualized promotional offers	the flexible discount system
advertising specifics	messages persuasiveness	creativity predominance
the communication activity	deep informativeness, focused on the benefits, increasing company profitability and investment return	customer loyalty creation, demonstrating the brands advantages

Figure 1 – Block-scheme of the key B2B and B2C marketing determinates

Source: author's own research

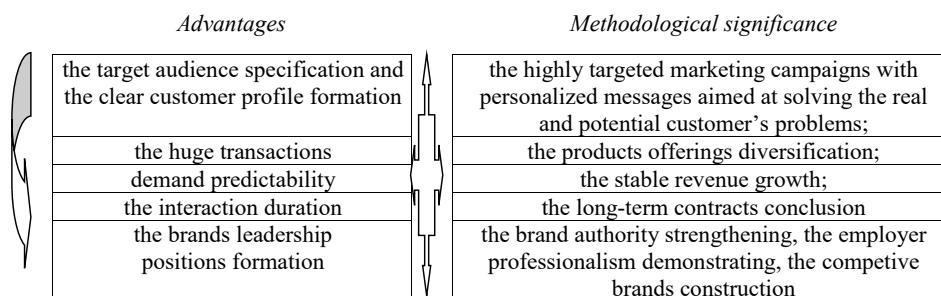


Figure 2 – The key advantages of B2B marketing

Source: author's own research

of respondents pointed to the deterioration or significant deterioration in their financial and economic condition.

It is evident that due to the external challenges, companies are practically not engaged in foreign economic activity. Thus, 9.8% of companies carry out export operations, 10.6% conduct import operations, 9.6% reported engaging in both export and import activities and only 7.6% plan to enter international markets (Results of the Study on the State of Business in Ukraine, December 2024). Participants in the research project also revealed that business owners report a serious labor shortage (Fig. 3). Thus, according to Fig. 3, the most acute “labor shortage” is observed in the production sector (55.1%), engineering (33.1%), services (22.3%), logistics (22.0%), management (21.0%) and IT technologies (8.9%).

The invasion of Russia provoked the largest civilian casualties in the history of Ukraine’s independence, temporary occupation of territories and restrictions on agriculture, destruction of infrastructure, a decline in GDP and trade turnover (over 30%), which slowed economic development. The total losses of the agricultural sector of the economy amounted to USD 40 billion. Ukraine has suffered considerable losses due to the temporary occupation of territories and hostilities on agricultural land; over 2,600 agricultural businesses suffered critical losses during the military invasion of Russia, with sown areas decreasing by 1.9 million hectares. More than 500 thsd t of grain were exported from Ukraine to Russia, and over 20% of livestock and poultry were lost due to shelling [3]. According to the Ukrainian State Statistics Service, in 2025 (January–September) agricultural production declined by 14% due to the terms chance in harvest timing compared to 2024. As of mid-October, unfavourable weather conditions continued to delay harvesting and sowing. Approximately 35 mln tons of grain were harvested compared to 43 mln tons last year and the area under winter crops decreased to 4.8 mln hectares (over 5.4 million hectares in 2024) [8]. Within the conducted studies, the key problems restraining economic recovery and business development were also identified (Fig. 4).

The data in Fig. 4 indicate that 43.2% of respondents pointed to a lack of the qualified employees sufficient number; 47.0% reported the capital shortage; 51.6% emphasized the adequate number of financial customer’s absence; 55.8% noted the government actions

unpredictability; and 58.2% highlighted the uncertainty of the Ukrainian situation [7].

Objectively, it should be acknowledged that the external challenges and risks faced by the domestic businesses may provoke the enterprises to exit the market or pursue the mergers. However, as noted by Kysliak S., the consequences of the mergers are negative for the economy, because of the the high costs of the merger process (financial and organizational resources, including legal support, consulting, asset valuation, and integration costs); the risk of asset undervaluation (sale of assets at reduced prices leading to losses); negative impacts on employers (staff reductions, declining employer morale, loss of key personnel and even social conflicts); to the legal and regulatory risks (the introduction of new laws or restrictions that may affect the activities of merged enterprises) [4].

The elimination of these problems is seen possible through the infrastructural institutions for supporting business formation, in particular, the entrepreneurship support departments establishment, the economic departments development or similar units within regional authorities (86.6%); local/regional development agencies (86.6%); chambers of commerce and industry (73.4%); clusters and business associations (73.3%) and the coordination entrepreneurship councils (66.7%). According to the Study of the State and Needs of SMEs in Ukraine Based on Assessments of Territorial Communities and Regional State Administrations The greatest need is identified for the new science, technology and industrial parks development (33.3%); coworking spaces formation (26.7%) as well as the clusters and the business associations (20.0%), the business clubs (20.0%) and the accelerators and the incubators (20.0%) creation [7].

It should also be emphasized that enterprises that continue business operations require a certain change in the format of doing business toward the marketing paradigm implementation, where the customer can act as a catalyst for effective B2B interaction. The result of such interaction is the strategic decisions adoption based on the optimal marketing mix components combination. The sequence of the proposed steps for the marketing distribution strategy forming is presented in Fig. 5.

Thus, the prerequisites for the marketing methodology for the domestic businesses involvement in organizing distribution within the business environment include the

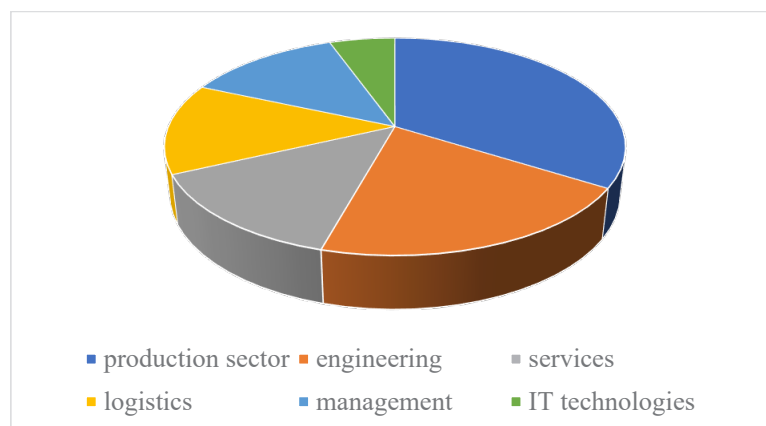


Figure 3 – The “labor shortage” in the Ukrainian business

Source: formed by the authors of this study according to data [7]



Figure 4 – The key problems of the economic recovery and business development

Source: formed by the authors of this study according to data [1]

need for the effective management systems functioning under the intensified competition; the dynamic market development; the adequate state support for entrepreneurship creation; the small and medium-sized

enterprises gradual and slow expansion; innovative activity and the total informatization. The generation of the company’s marketing strategy should be based on the market situation analysis, the demand changes

The key factors

<i>Parameters</i>	<i>Description</i>
the market segmentation	the market dividing for groups based on the relevant criteria;
the target market selection	the most promising segments identification;
the product positioning	the unique product or service image in the customers minds creation;
the competitor analysis	the competitive environment and its specifics studying

The strategic planning stages

<i>Stages</i>	<i>Description</i>
the SMART goals setting	the clear, specific, measurable, achievable, relevant and time-bound objectives establishing, as well as the company’s role defining with its market space positioning;
defining objectives	the company growth directions with the ways for their profit increase and the customer expansion outlining;
SWOT- analysis	the company’s strengths and weaknesses examining with its opportunities and threats detalization;
marketing audit	the comprehensive analysis of the market environment, the business unit goals and the capabilities on the quantitative indicators assessment

The B2B distribution system building

the target audience studying;
the customer personalization;
the effective interaction formation;
the selected segment measurability;
the existing customers retention and new ones involvement;
the marketing tools use
the presentation for the companies in multiple distribution channels possibility

Figure 5 – The B2B distribution marketing strategy forming sequence

Source: author’s own research

forecast, competitor analysis, and the key industry trends identification.

The defining components of a marketing business strategy should include balanced audience segmentation, in-depth analytics, company integrativity, brand personalization and adaptability. As a result, companies define their own long-term objectives, including profit growth, the market participation expansion, entry into new markets, and customer loyalty strengthening through the unique value propositions creation.

Conclusions. Therefore, the effective marketing distribution establishment and the long-term business marketing strategy development constitute an integral stage in the company development. An important feature of B2B interaction is an individualized approach to each

customer, involving the identification of their needs and consideration under studying their specific characteristics. Marketing actions aimed at achieving specific goals may vary significantly depending on the operated market; however, their synchronization and the coherent marketing strategy development enable companies to increase sales volumes, maintain a loyal customer base and attract new buyers.

Consequently, the key priority for the modern business entities functioning is the marketing tools application to support independent decision-making through consistent diagnostics of the external environment, the market conditions analysis and the market participant's competitive behavior studying and the strategic priorities for the entrepreneurial initiatives development formation.

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