



Improving the Selling System of Food Enterprises in the B2b Market

*Safarov Bakhtiyor Djurakulovich

Researcher, Department of Marketing, Tashkent State University of Economics

Submission Date: 3rd March 2022 | Published Date: 13th March 2022

*Corresponding author: Safarov Bakhtiyor Djurakulovich

Abstract

The article examines the activities of food enterprises in the B2B market. In the effective implementation of the trading system in the B2B market, it is necessary to use the concept of interaction-based marketing. In the context of the digital transformation of the economy, the expansion of the use of interaction marketing by food-producing B2B campaigns is based on the dependence on digital transformation. A transformation model of digital marketing in the food B2B market has been proposed.

Keywords: Food products, B2B market, marketing, relationship marketing, digital marketing, digitization, competition, SEO, operational marketing

INTRODUCTION

Effective development of B2B marketing in the world, improvement of organizational and economic mechanisms to expand the range of competitive products in the B2B market, mutual economic and social cooperation of business entities based on the principle of business and the development of flexible marketing strategies of enterprises operating in this market are considered priorities. Effective implementation of these tasks requires the organization of interaction between enterprises in a free market environment, the improvement of the system of sales of goods in the B2B market, the use of interaction marketing strategies. In this regard, research in this area is relevant.

LITERATURE REVIEW

The theory and practice of sales management in the B2B market has been studied by many scholars, and its main theories have been elucidated in the research of scholars such as Kovalev A. I. Webster F. Minett S. Kotler F. In particular, Kovalev A. I.¹'s research created a methodological framework for organizing the activities of sales agents and determining their effectiveness, while F. Webster's research focused on the effective organization of trade distribution activities². F. Webster offers the "Kaplan" model for building relationships with industrial customers, as well as an integrated marketing sales management system for industrial sales.

The economic activity of wholesale trade structures in market conditions is based on the tasks they can perform in addition to their customers for retail stores, hospitals, schools, restaurants and other businesses³.

The formation and development of trade flows reflects all stages of logistics conversion as a science of integrated management of material, financial and information flows. Foreign and local economists distinguish several stages. Well-known experts in the field of logistics Albekov A.U. Grigorev M.N. Uvarov S.A. showed 4 stages of development of the logistics system. The final stage is the concept based on the relationship in the B2B market.

Regardless of the nature and size of the business, customer loyalty is seen in many ways as the key to business success. Regular customers of businesses provide business and helps to increase the competitiveness and profitability of

¹ Ковалев А.И. Промышленный маркетинг (Часть I, II). - М.: ООО Фирма «Благовест-В», 2002 г. – 304, / 312 с

² Основы промышленного маркетинга /Фредерик Уэбстер. – М.: Издательский Дом Гребенникова, 2005. – 416 с.

³ Левина, Т.В. Актуальные вопросы управления логистическими рисками / Т.В. Левина // Логистика и управление цепями поставок. – 2014. - № 4. –С.22-38.

the enterprise than non-loyal customers⁴. It is becoming increasingly popular in international research to highlight the importance of relationship marketing as an effective and powerful strategy for gaining, maintaining and promoting customer loyalty⁵. The key to successfully adopting relationship marketing in a dynamic business environment is to build customer loyalty. A key area of marketing communications is also the success of ensuring effective communication between the customer and the service provider, which leads to customer loyalty⁶.

In scientific research, the formation of customer relationships is noted as key factors such as trust, commitment, communication and conflict resolution⁷. It was concluded that customer loyalty can be achieved, strengthened and maintained through marketing plans aimed at building trust, demonstrating loyalty to services, communicating with customers in a timely, reliable and proactive manner and resolving disputes effectively.

The main goal of relationship marketing is to turn indifferent customers into loyal customers by building strong relationships⁸. It is not only an effective strategy to develop loyalty and customer support, but is also important in raising target customers to the level of loyalty⁹. This is because relationship marketing leads to stability and provides competitive advantages for the company while preventing the entry of competitors and maintaining a stable, solid customer base.

The effectiveness of the relationship in the B2B market has developed a new dimension of the relationship between the two firms, on the B2B-RELPERF scale¹⁰. These measurement scales relationship marketing is designed only for B2B markets, B2C relationships do not have such measurement scales. In addition, most of the available measurement tools are designed specifically for a particular industry and may not be used in other industries.

In the empirical research, the following factors were selected to analyze customer interactions: trust, commitment, communication, empathy, mutual understanding, common values, conflict resolution, collaboration, unconventional behavior, interdependence, and satisfaction.¹¹ Although a certain system of indicators for the analysis of relationship marketing has been developed and based on scientific research, no consensus has been reached today on the overall methodological approach.

METHODOLOGY

In analyzing the state of relationship marketing in the B2B market, it is expedient to classify the main factors influencing the results of a systematic study of the literature.

The classification of factors is as follows:

Relationship policies and practices: One of the most important aspects is the marketing and practice of interaction of food manufacturers in the B2B market.¹² Suppliers and consumers begin to set the basic rules for their incentives and prospects for the enterprise, which has effectively established clear policies and practices of interaction with enterprises. Relationship policies and practices should include ethical values, for example, suppliers should respect the customer

⁴ Kandampully, J. and Suhartanto, D. (2000), "Customer loyalty in the hotel industry: the role of customer satisfaction and image", *International Journal of Contemporary Hospitality Management*, Vol. 12 No. 6, pp. 346-351.

⁵ Payne, A., Christopher, M., Clark, M. and Peck, H. (1995), *Relationship Marketing for Competitive Advantage: Winning and Keeping Customers*, Butterworth-Heinemann, Oxford.; Colgate, M. and Danaher, P.J. (2000), "Implementing a customer relationship strategy: the asymmetric impact of poor versus excellent execution", *Journal of the Academy of Marketing Science*, Vol. 28 No. 3, pp. 357-387.; Lacey, R. and Morgan, R.M. (2009), "Customer advocacy and the impact of B2B loyalty programs", *Journal of Business & Industrial Marketing*, Vol. 24 No. 1, pp. 3-13.

⁶ Hennig-Thurau, T., Gwinner, K.P. and Gremler, D.D. (2002), "Understanding relationship marketing outcomes: an integration of relational benefits and relationship quality", *Journal of Service Research*, Vol. 4 No. 3, pp. 230-247.

⁷ Ndubisi, N.O. (2007), "Relationship marketing and customer loyalty", *Marketing Intelligence & Planning*, Vol. 25 No. 1, pp. 98-106.

⁸ Krivyakin Kirill, Tursunov Bobir, & Hakimov Ziedulla (2018). Estimation methodology of efficiency of production capacity management at textile enterprises. *Бюллетень науки и практики*, 4 (1), 228-241.

⁹ Akhmadovich, K. Z. (2019). Synergy Effect Textile Clusters of Uzbekistan. *Asian Journal of Technology & Management Research* [ISSN: 2249-0892], 9(1).

¹⁰ Lages, L.F., Lancaster, A. and Lages, C. (2008), "The B2B-RELPERF scale and scorecard: bringing relationship marketing theory into business-to-business practice", *Industrial Marketing Management*, Vol. 37 No. 6, pp. 686-697.

¹¹ Theron, E. and Terblanche, N.S. (2010), "Dimensions of relationship marketing in business-to-business financial services", *International Journal of Market Research*, Vol. 52 No. 3, pp. 383-402

¹² Jap, S. D., Ganesan S. Control mechanisms and the relationship life cycle: implications for safeguarding specific investments and developing commitment. *Journal of Marketing Research* 2000; 37: 227-245

13

because they contribute to the development of the relationship between the business and the customer. Indeed, the general view that partners' behavior and policies are important, acceptable, and correct is considered to be the most important factor in the relationship development process.

Trust in relationships: In a relationship, trust is defined as “the belief in the other party and the desire to act in situations where such behavior makes the other a weaker party”.¹⁴ Creating, developing, and maintaining long-term relationships between trusted buyers and suppliers is an important component. As it is the basis of the process of developing a reliable strategic partnership and relationship in scientific sources, it is recognized that it plays a central role in the development of relationships in the marketing of relationships.¹⁵ At times when risk is high in trading processes, the goals of developing trusting relationships and loyalty become even more important. The acceptable risk in an e-commerce environment is higher compared to traditional commerce because the relationship between buyer and seller is virtual. An online transaction is usually made at different times in different locations, and goods or services are delivered after the seller confirms payment. Thus, in the context of high levels of awareness and uncertainty in the “market phase”, trust may be more important than in traditional market conditions in the process of developing a customer-supplier relationship.

Obligations in a relationship (RCO), (Relationship Commitment): The partnership commitment is a desire to develop a stable relationship, a willingness to make short-term losses to maintain the relationship, and a belief in the stability of the relationship.¹⁶ Commitment is necessary for the development of a long-term relationship and is an important indicator of the relationship for both purposes.¹⁷ In addition, loyalty to a relationship is a means of distinguishing a successful relationship from a failed relationship. Interacted suppliers use more market information, which allows customers to better choose a customer-focused range. As both parties benefit from each other, each has a strong influence to build, support and develop the relationship through renewed efforts. Thus, strong relationships are only effective when they are built on mutual commitment. In an organizational setting, an obligation can be effective (joining the organization), ongoing (the cost of leaving the organization), or normative (an obligation to stay in the organization). Of these three, only an impressive commitment affects the customer's desire to maintain a relationship with the firm. Thus, in the electronic context, we assume that the relationship obligation is that the buyer joins the supplier and this leads to the development of a stable, long-term relationship.

Mutual Cooperation (MCO): Relationships require collaboration. In the process of interaction, the collaboration between the partners grows as each partner benefits more from working together than from working independently. Thus, mutual cooperation is understood to mean “similar or additional coordinated actions taken by firms at the level of interdependence to achieve mutual results or individual results over time”. In the food market - this requires the existence of a system that serves as a convenient infrastructure for buyers and sellers to exchange information, transactions and other activities. Mutual cooperation is viewed in terms of the regularity of the interaction between the buyer and the supplier and the transparency of communication activities and is an important element of planning, managing and managing the relationship.

Loyalty in relationships (SAT), Relationship satisfaction: Relationship satisfaction is “knowledge and effective assessment based on personal experience on all processes in a relationship”. Thus, the satisfaction of the relationship can be considered as a positive emotional and rational state that arises as a result of the evaluation of the customer's working relationship with the supplier.¹⁸ Satisfaction of the relationship summarizes the customer's previous relationship with the supplier, which in turn affects expectations of future relationship development. Satisfaction from the customer's relationship with the supplier is important for the development of future business exchanges. Positive collaboration leads to the long-term continuation of the relationship and is thus necessary for the satisfaction of entrepreneurs from the interaction.

¹³ Morgan R., Hunt S. An interview with Dr. Rob Morgan & Dr. Shelby Hunt, 2003, in http://www.incites.com/papersMMorgan_n_Hunt.html (accessed 5- 01-2004).

¹⁴ Dwyer F., Schurr P., Oh S. Developing-buyer-seller relationships. *Journal of Marketing* 1987; 51 (2): 11-27

¹⁵ Smith. M., Bailey J., Brynjolfsson E. Understanding digital markets: review and assessment”. eBusiness Center, MIT-Sloan School of Management, March 1999, paper 140, <http://ebusiness.mit.edu>

¹⁶ Anderson, E., Weitz B. The use of pledges to build and sustain commitment in distribution channels. *Journal of Marketing Research* 1992; 29 (Feb): 18-34.

¹⁷ Roberts K., Varki S., Brodie R. Measuring the quality of relationships in consumer services: an empirical study. *European Journal of Marketing* 2003; 37 (1/2): 169-196.

¹⁸ Roberts K., Varki S., Brodie R. Measuring the quality of relationships in consumer services: an empirical study. *European Journal of Marketing* 2003; 37 (1/2): 169-196.

ANALYSIS AND RESULTS

According to research, digital marketing channels that have the most positive impact on business revenue are: social media (SM) and search engine optimization (SEO), email marketing and content marketing. At the same time, the B2B environment also values many traditional channels, including event marketing, collaborative marketing, and search advertising.

Seventy-eight percent of B2B marketers said trade shows and events have brought a lot of benefits to their businesses, while 26 percent rated them as “very high”.¹⁹ For a B2B environment, a good knowledge of digital tactics is crucial. The shopping cycle is a long and arduous process that involves many parties with different agendas. Jordan points out that B2B customers trust the company’s websites more. They are interested in “relationships with long-term vendors, including support, follow-up, future improvements, and additions”²⁰. B2B websites often do not support purchasing behaviors, allowing the company and its product portfolio to be introduced. Companies need to be aware that a website needs to be customized, without being separated from them, when addressing relevant verticals to both users and decision makers. According to the World Economic Forum, B2B digital platforms have begun to promote marketing in all sectors, enabling collaboration in vast ecosystems and projected to generate \$ 100 trillion in added value for business and society in a decade. It was found that more than half of these initiatives rely on the capabilities of B2B platforms. Statistics on sectors where the B2B platform economy could create value for business and society by 2025.²¹

The process of transformation into a digital economy will not only change the way marketing is done, but also allow industries to take the necessary steps to set strategic goals for the future.

As a result of the measures taken in the Republic of Uzbekistan to shape the digital economy, large-scale reforms are being carried out in all sectors and industries of the country. The results of the digitization policy implemented in Uzbekistan are widely used in the marketing of local brands based on Google search engines. These cases also substantiate the indicators of "popularity" dynamics, calculated on the basis of the analytical system Google Trends (Table 2).

Table 2: The popularity of the word "Uzbekistan" in the Google search engine²²

Years	Uzbekistan: (In the world)	Uzbekistan: (In Russia)	Uzbekistan: (In Uzbekistan)
2015 y.	11	26	48
2016 y.	11	24	46
2017 y.	13	20	45
2018 y.	19	21	48
2019 y.	17	24	43
2020 y.	18	20	41
2021 y.	21	24	45

The results of the above research suggest a methodological approach to the transformation of traditional marketing strategies into digital marketing strategies that will enable food producers and wholesalers to operate effectively in the B2B market (Table 3).

Table-3: Transformation of traditional and digital marketing strategies of enterprises in the B2B market²³

Activity	Traditional system	Modern system
Strategy	Salesman, uninformed customer	An informed buyer based on marketing
Marketing	Move-oriented, mass, customer experience; mobile communication	Transformation of digital tools, customer orientation, customer orientation, customer experience; mobile centralization
Marketing channels	Often offline (e.g. events, traditional)	Combined digital and offline; consumer-

¹⁹ <https://www.displaywizard.co.uk/most-effective-b2b-marketing-channels/>

²⁰ Jordan, B. (2018). What sales should know about modern B2B buyers. Gartner. Retrieved from: <https://www.gartner.com/smarterwithgartner/what-sales-should-know-about-modern-b2b-buyers/>

²¹ World Economic Forum. (2017). White paper: Digital transformation initiative, unlocking B2B platform value. Retrieved from <http://reports.weforum.org/digital-transformation/wp-content/blogs.dir/94/mp/files/pages/files/wef-platform-report-final-3-26-17.pdf>

²² <https://trends.google.ru/trends/explore?date=today%205-y&geo=UZ&q=Uzbekistan>

²³ Муаллиф томонидан интернет манбалари асосида тўпланган маълумотлар асосида тузилган

	media)	friendly behaviors, use of video and social media
Analysis	Small offline database	Automated, technology-based, connected / real-time data, big date
Measurement	Activity-based, periodic, focused on end results	Results-based, consistent, focused
Establishment	Normal	Integrated
Management	Creativity	Technological, analytical
Culture	Vertical	Flexible, based on interaction

Many require a radical overhaul of their organizations to stay in touch with their customers and establish an advantage over their competitors.

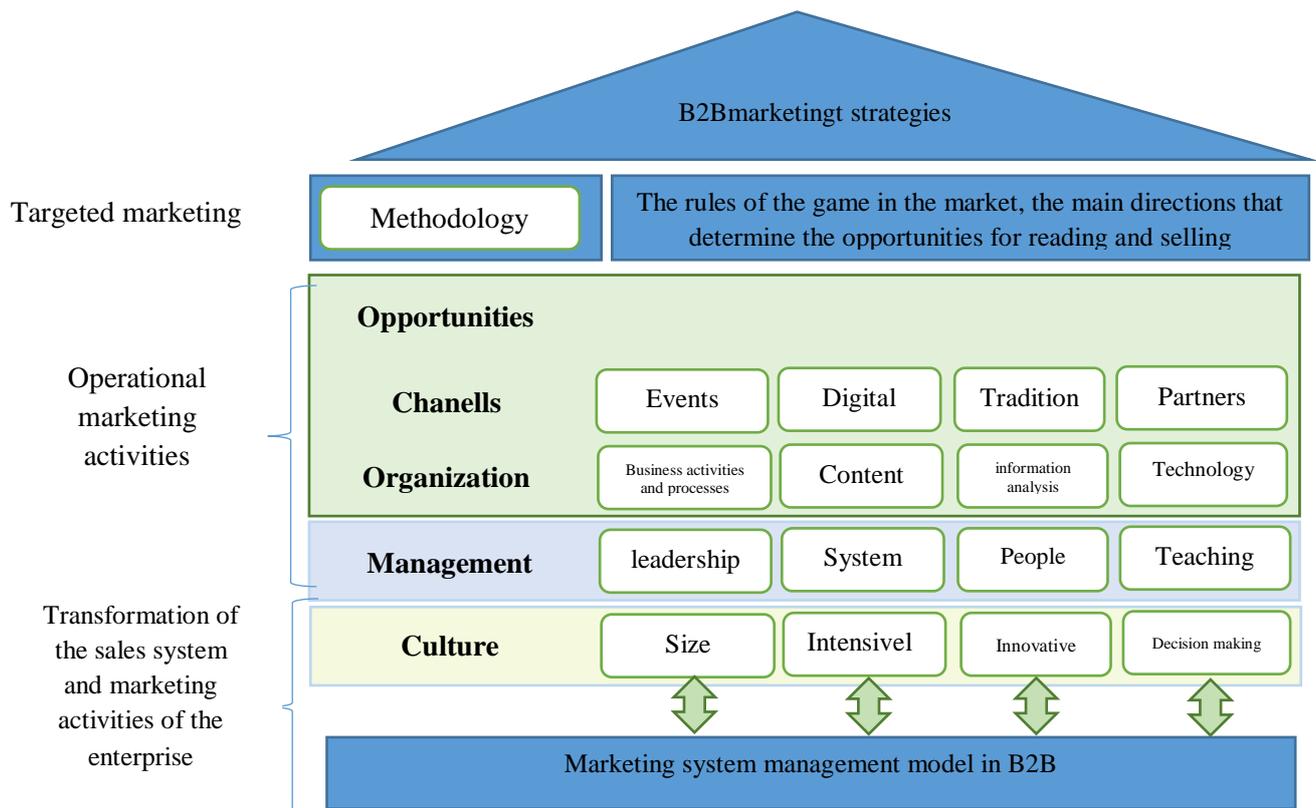


Figure-1: Transformation of digital marketing in the food B2B market²⁴

For B2B companies, the process of transforming digital marketing begins with adopting the right market-oriented strategy, increasing or developing marketing opportunities. Most companies need to reconsider existing opportunities such as brand marketing, events and content. Defining digital tools for working in these areas promotes interactivity and creates unique opportunities for the rest of the organization. Creating new marketing opportunities such as digital approaches, data and analysis to digital media is more complex. Businesses also need to acquire or develop the necessary technical skills and rethink their organizations for the digital world.

CONCLUSIONS AND RECOMMENDATIONS

For B2B companies, the role of marketing in studying and purchasing customers through digital channels will expand in the future and move to a central stage: the marketing function provides the best opportunities to increase revenue by shaping customer journeys and leading them to successful outcomes. This expanded role requires companies to rethink their marketing budget and cost transformation to more digital channels.

²⁴ Муаллиф ишланмаси

How companies spend their budgets is just as important as the amount they spend. Digital marketing and automation is the management of high-quality executives with many years of experience, which allows them to increase sales efficiency and track their entire performance at the time of purchase.

For many B2B companies, the expanded role of in-house marketing and the importance of technical skills necessitate a review of the organization. Not only Uzbek companies, but also food companies around the world do not have clear criteria for a specific digital marketing strategy; we've seen companies successfully build around a variety of criteria, including products, channels, geography, features, and segments. What is clear is that in order to be successful, marketing and sales need to work much more smoothly than before. This requires the development of integrated technologies (including marketing automation and CRM platforms), a common approach to customer data management, and the transfer of qualified managers and sales opportunities to sales without loss of data and visibility. To be successful, B2B companies also need to have the relevant information at the time of purchase, ultimately the ability to measure.

REFERENCE

1. Ковалев, А. И. (2002). Промышленный маркетинг (Часть I).-м.: ООО Фирма" Благовест-В".
2. Уэбстер-младший, Ф. (2005). Основы промышленного маркетинга.
3. Левина, Т. В. (2014). Актуальные вопросы управления логистическими рисками. Логистика и управление цепями поставок, (4), 22-37.
4. Kandampully, J., & Suhartanto, D. (2000). Customer loyalty in the hotel industry: the role of customer satisfaction and image. *International journal of contemporary hospitality management*.
5. Christopher, M., & Ballantyne, D. (1995). Relationship Marketing for Competitive Advantage.
6. Colgate, M. R., & Danaher, P. J. (2000). Implementing a customer relationship strategy: The asymmetric impact of poor versus excellent execution. *Journal of the Academy of marketing Science*, 28(3), 375-387.
7. Lacey, R., & Morgan, R. M. (2009). Customer advocacy and the impact of B2B loyalty programs. *Journal of business & industrial marketing*.
8. Hennig-Thurau, T., Gwinner, K. P., & Gremler, D. D. (2002). Understanding relationship marketing outcomes: An integration of relational benefits and relationship quality. *Journal of service research*, 4(3), 230-247.
9. Ndubisi, N. O. (2007). Relationship marketing and customer loyalty. *Marketing intelligence & planning*.
10. Kirill, K., Bobir, T., & Ziedulla, H. (2018). Estimation methodology of efficiency of production capacity management at textile enterprises. *Бюллетень науки и практики*, 4(1), 228-241.
11. Akhmadovich, K. Z. (2019). Synergy Effect Textile Clusters of Uzbekistan. *Asian Journal of Technology & Management Research [ISSN: 2249-0892]*, 9(1).
12. Lages, L. F., Lancaster, A., & Lages, C. (2008). The B2B-RELPERF scale and scorecard: Bringing relationship marketing theory into business-to-business practice. *Industrial Marketing Management*, 37(6), 686-697.
13. Theron, E., & Terblanche, N. S. (2010). Dimensions of relationship marketing in business-to-business financial services. *International Journal of Market Research*, 52(3), 373-392.
14. Jap, S. D., & Ganesan, S. (2000). Control mechanisms and the relationship life cycle: Implications for safeguarding specific investments and developing commitment. *Journal of marketing research*, 37(2), 227-245.
15. Morgan, R. (2004). An interview with Rob Morgan and Shelby Hunt.
16. Dwyer, F. R., Schurr, P. H., & Oh, S. (1987). Developing buyer-seller relationships. *Journal of marketing*, 51(2), 11-27.
17. Smith, M. D., Bailey, J., & Brynjolfsson, E. (1999). *Understanding digital markets: review and assessment*. Boston.
18. Anderson, E., & Weitz, B. (1992). The use of pledges to build and sustain commitment in distribution channels. *Journal of marketing research*, 29(1), 18-34.
19. Roberts, K., Varki, S., & Brodie, R. (2003). Measuring the quality of relationships in consumer services: an empirical study. *European Journal of marketing*.
20. Roberts, K., Varki, S., & Brodie, R. (2003). Measuring the quality of relationships in consumer services: an empirical study. *European Journal of marketing*.
21. Aminova, M. S. (2020). IMPROVING USAGE OF DIGITAL MARKETING STRATEGIES IN THE DEVELOPMENT OF THE B2B FOOD MARKET. *Central Asian Problems of Modern Science and Education*, 2020(3), 15-25.
22. Jordan, B. (2018). What sales should know about modern B2B buyers. Gartner.
23. World Economic Forum. (2017). White paper: Digital transformation initiative, unlocking B2B platform value. Retrieved from <http://reports.weforum.org/digital-transformation/wp-content/blogs.dir/94/mp/files/pages/files/wef-platform-report-final-3-26-17.pdf>