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CONCEPTUAL MODEL OF STRATEGIC BUSINESS-TO-BUSINESS MARKETING MANAGEMENT FOR INDUSTRIAL ENTERPRISES

The article substantiates the strategic significance of B2B marketing as a fundamental basis for managing industrial enterprises under the conditions of global economic integration. The authors thoroughly reveal the theoretical foundations of industrial marketing through the complex interaction of manufacturers, intermediaries, and specialized service structures, where the primary subject is the system of professional business relationships within the exchange process. The paper presents an original conceptual framework for effective B2B marketing principles, which demonstrates the internal mechanism of transforming external market challenges into sustainable strategic performance outcomes. Particular attention is paid to the comprehensive development of a marketing strategy model, where market orientation, internal operational productivity, and advanced information-communication support are identified as the core pillars of success. It is proved that a robust information infrastructure ensures the necessary synergy between long-term strategic planning and the daily operational activities of the modern enterprise.

Using the comprehensive PEST analysis toolkit, the macro-environmental factors determining the specific operating conditions of domestic business entities are systematically categorized. It is revealed that the development of industrial marketing currently occurs under conditions of high environmental turbulence, where political-legal shifts and socio-demographic challenges create significant barriers to stable economic growth. The study further defines the critical role of digitalization, specifically the implementation of CRM systems, technical SEO optimization, and the automation of the Customer Journey, in significantly improving service quality and minimizing potential financial risks. The practical value of this research lies in the systematization of strategic guidelines that allow industrial enterprises to move from traditional formal planning toward highly effective marketing controlling. It is concluded that the synergy between a well-chosen strategy and innovative digital tools is a decisive factor in ensuring global competitiveness and forming the long-term loyalty of corporate customers in an unstable and shifting market environment.

Keywords: B2B marketing, industrial market, PEST analysis, digital transformation, marketing tools.

JEL classification: M31, L10, O33.

КОНЦЕПТУАЛЬНА МОДЕЛЬ СТРАТЕГІЧНОГО УПРАВЛІННЯ B2B МАРКЕТИНГОМ ПРОМИСЛОВОГО ПІДПРИЄМСТВА

У статті проведено комплексне дослідження стратегічних засад та концептуальних підходів до управління маркетингом у сегменті Business-to-Business (B2B) на промислових ринках. Актуальність роботи зумовлена необхідністю адаптації вітчизняних підприємств до умов глобальної економічної інтеграції, посилення

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конкуренції та стрімкого науково-технічного прогресу. Авторами розкрито теоретичний базис промислового маркетингу через взаємодію виробників, посередників та сервісних структур, де ключовим об'єктом виступає процес обміну та сукупність ділових взаємин між юридичними особами.

В межах дослідження розроблено авторську концептуальну схему засад ефективного B2B маркетингу, яка наочно візуалізує трансформацію зовнішніх маркетингових стимулів у стратегічні результати діяльності підприємства. Особливу увагу приділено побудові моделі маркетингових стратегій, де фундаментальними елементами визначено ринкову орієнтацію, внутрішню продуктивність та системну інформаційно-комунікаційну підтримку. Доведено, що саме цифрова інфраструктура виступає інтегративним чинником, який забезпечує синергію між стратегічним плануванням та оперативними бізнес-процесами.

За допомогою інструментарію PEST-аналізу проведено декомпозицію факторів макросередовища, що визначають умови функціонування вітчизняних суб'єктів господарювання. Виявлено, що розвиток промислового маркетингу відбувається в умовах високої турбулентності, де політико-правові та соціально-демографічні виклики створюють бар'єри для стабільного економічного зростання. Визначено критичну роль діджиталізації, зокрема впровадження CRM-систем, SEO-оптимізації та автоматизації клієнтського шляху (Customer Journey), у підвищенні якості сервісної складової та мінімізації фінансових ризиків.

Практична значущість роботи полягає у систематизації стратегічних орієнтирів, що дозволяють менеджменту відійти від формального планування на користь якісного маркетингового контролінгу. Зроблено висновок, що синергія між обраним стратегічним вектором та сучасним цифровим інструментарієм є вирішальним фактором забезпечення конкурентоспроможності та формування довгострокової лояльності корпоративних замовників у нестабільному ринковому середовищі. Запропонований підхід формує надійний фундамент для масштабування бізнесу та підвищення його життєздатності в умовах інноваційної економіки.

Ключові слова: B2B маркетинг, промисловий ринок, PEST-аналіз, цифрова трансформація, маркетингові інструменти.

Problem Statement. In the contemporary context of globalization and the accelerated pace of scientific and technological progress, the functioning of enterprises in industrial markets requires a fundamental reconsideration of strategic management approaches. Traditional marketing instruments, primarily oriented toward mass consumers, prove to be insufficiently effective within the Business-to-Business (B2B) segment, where the specificity of business relationships is grounded in rational decision-making, technological complexity of products, and the prioritization of long-term partnerships. A significant contradiction emerges between the necessity for rapid adaptation to digital standards - such as the implementation of CRM systems and the automation of the customer journey - and the actual state of technical infrastructure and marketing competence within enterprises. Under these circumstances, there is an urgent need to develop an integrated conceptual model capable of transforming a company's market orientation and internal productivity into a high-quality customer experience.

Analysis of Recent Research and Publications. Theoretical and practical aspects of B2B marketing as a strategic business pillar are extensively explored by contemporary Ukrainian scholars. Boichuk I.V. [1] defines B2B marketing as a vital vector for global adaptation, emphasizing sustainable partnerships in industrial markets. Complementing this, Okrepkyi R.B. and Lahotska N.Z. [2] examine the alignment of production capabilities with market needs to ensure sustainable enterprise development.

The digital transformation of marketing tools is a central theme in recent research. Punin Yu.O. [3], Lazneva I.O., and Hnatenko S.O. [4] analyze global practices and the implementation of internet marketing in distribution, highlighting the necessity of online channels for corporate interaction. Starytskyi T.M. [5] further explores modern B2B technologies as drivers of operational

efficiency in industrial enterprises.

Internal integration and organizational coherence are addressed by Orlo S.V. et al. [6], who substantiate internal marketing as the foundation for coordinated organizational units. Regarding competitive resilience, Chyhyryn O.A., Khomenko L.M., and Kalitai H.B. [7] propose strategic approaches based on sustainability principles. This discourse is expanded by Horbal N. and Plish V. [8] through circular business models, and by Bozhok A.R. and Kolbushkin Yu.P. [10], who view marketing as an instrument for environmental and social integration in industry.

Finally, Knyazieva T.V. et al. [9] address global digitalization, emphasizing the need for integrated marketing technologies tailored to the requirements of a data-driven economy.

Thus, the analysis of the literature confirms that, despite the existence of substantial scholarly contributions, the issue of constructing a holistic conceptual model that would integrate strategic B2B marketing management while considering dynamic macro-environmental factors requires further in-depth investigation.

The purpose of the article is to examine the specific features and strategic directions of B2B marketing development under modern economic conditions, to analyze the influence of macro-environmental factors (PEST analysis) on the business activity of enterprises, and to substantiate the role of digitalization in transforming the marketing toolkit of industrial enterprises.

Research methods. The research for this article was conducted using a comprehensive methodological framework: the method of scientific abstraction and generalization (to establish the theoretical foundations of industrial marketing), a systems approach and analysis (for an integrated study of the B2B segment), and the decomposition method (to structure macro-environmental factors). Additionally, the PEST analysis toolkit was applied (to identify

strategic barriers and business opportunities), alongside a comparative method (to distinguish the rational and technical specifics of B2B marketing from traditional consumer marketing). The study further utilized modeling (to develop conceptual frameworks), a literature review (to synthesize existing research), and Customer Journey analysis (to substantiate the impact of digital automation on service quality), as well as a graphical method (to visualize data through figures and tables).

Presentation of the main research results. In the current economic landscape, B2B marketing has evolved from a specialized activity into a core strategic pillar for enterprise development and industrial market management. Its adoption by domestic firms is driven by the imperatives of globalization, intensifying competition, and rapid technological progress [1]. Unlike consumer marketing, the B2B sector focuses on serving legal entities and organizations that procure goods and services for industrial use, production processes, or professional operations.

The theoretical foundation of industrial marketing is defined by the interaction of its key actors—manufacturers, intermediaries, financial institutions, government bodies, and service firms—where the object is the industrial market and the subject is the system of business relationships arising from their activities and exchange processes [2]. An enterprise's effectiveness in this segment depends on adhering to several conceptual principles [3]: prioritizing customer needs through a profound understanding of their technological and business requirements, ensuring managerial integration by embedding marketing across all organizational levels to maintain high service quality, and maintaining a strategic orientation toward long-term profitability by fostering customer loyalty.

The efficiency of B2B industrial enterprises depends on a clear understanding of the market structure and business activity drivers. To illustrate the core elements of participant interaction and the growing importance of marketing tools, a conceptual framework is presented in Fig. 1.

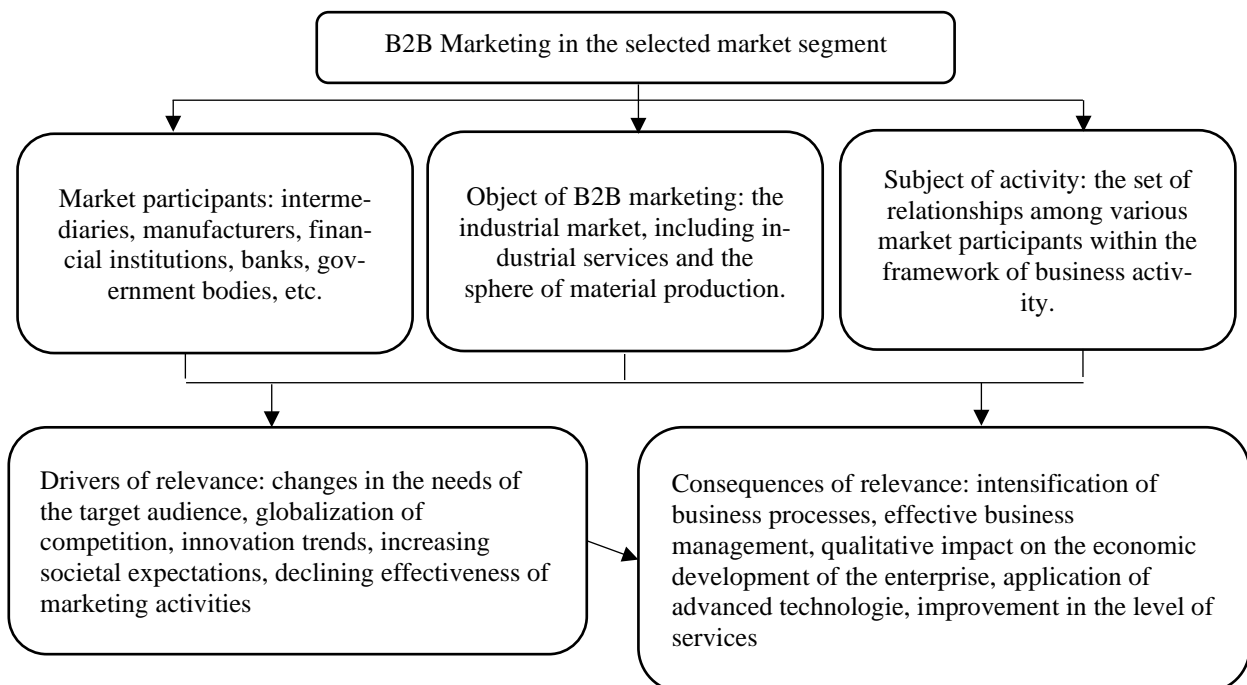


Fig. 1. Principles of effective B2B marketing for enterprises

Source: developed by the authors

Analysis of the principles in Fig. 1 illustrates that modern B2B marketing is a multi-level system. Here, the object comprises the industrial market and material production, while the subject encompasses the business relationships between market actors. This framework traces how marketing tools transform into strategic performance outcomes. The structure clearly differentiates two spheres of influence: the object sphere (the interaction space for manufacturers, intermediaries, authorities, and service providers) and the subject sphere (focused on exchange processes and professional business relationships between legal entities).

As illustrated in the framework, the actualization of marketing is a strategic response to global challenges, driven by three key factors: globalization, which demands

adaptation to international standards and open-market competition; evolving customer dynamics, reflected in the increasingly sophisticated service and technological requirements of corporate clients; and technological progress, which compels enterprises to integrate innovation directly into their marketing strategies to maintain development momentum. B2B marketing can be regarded as an integrative instrument that links external macroeconomic factors with the internal efficiency of the firm, transforming market challenges into strategic advantages.

Particular importance is attributed to the manifestations of B2B marketing at both macroeconomic and microeconomic levels [5].

At the macroeconomic level, B2B marketing acts as a catalyst for intersectoral exchange, facilitating the rational

allocation of resources within the national economy, stimulating innovation through the procurement of high-tech equipment, and shaping sustainable value chains across various industrial sectors [6].

At the microeconomic level, it is transformed into an internal business philosophy that allows for the optimization of operational processes, enhances the accuracy of technical specifications, and ensures the individualization of approaches to each corporate client. This, in turn, directly influences the profitability of a particular business entity, minimizes financial risks, and strengthens its market position.

Strategic marketing planning in the B2B sector enables the implementation of tasks related to the selection of optimal business strategies, niche focus through the identification of latent demand, and the modernization of production policies through the planning of research and development activities. According to contemporary scholarly approaches, the most relevant and effective marketing

strategies for B2B companies include [7]: product differentiation strategy, niche focus strategy, relationship marketing strategy, digital transformation strategy, vertical integration strategy, and cost leadership strategy achieved through high operational efficiency.

The evolutionary shift from a producer-oriented to a consumer-oriented market demonstrates that sustainable societal growth is now impossible without a profound understanding of demand. Analyzing these transformations identifies the critical prerequisites for the future development of B2B marketing.

To systematize strategic priorities and identify key interconnections in the industrial sector, a comprehensive management framework is essential. This framework illustrates the transition from general business philosophy to the final outcome: enhanced customer experience quality. Figure 2 graphically represents the mechanism by which strategic factors influence company performance.

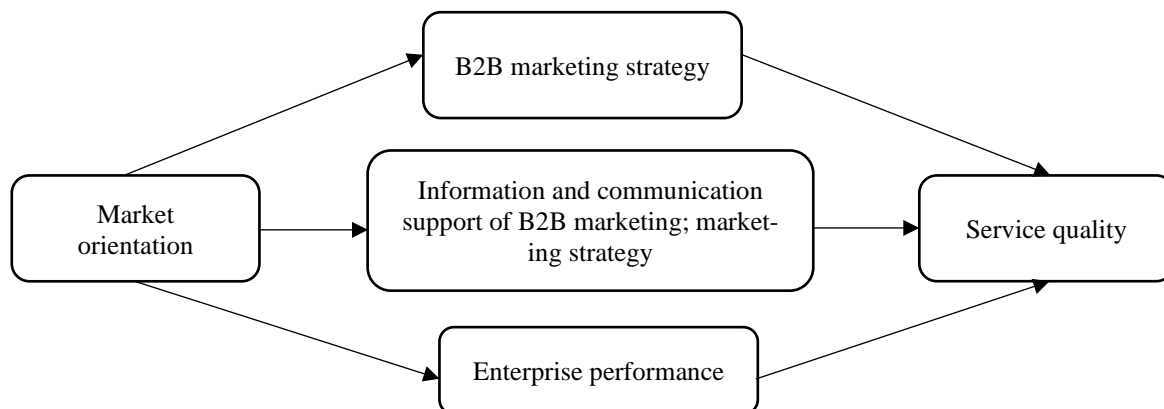


Figure 2. Conceptual model of B2B marketing strategies of enterprises

Source: developed by the authors

The presented conceptual model (Fig. 2) demonstrates that the fundamental element of successful performance in the B2B market is market orientation, which serves as the foundation for the development of marketing strategy and the enhancement of the enterprise's internal process efficiency. A special role in the model is assigned to information and communication support, which integrates strategic objectives with operational activities, ensuring synergy among all management levels [8]. The proposed conceptual model of marketing strategies visualizes the mechanism through which an enterprise's market orientation is transformed into the final outcome - high service quality. The model emphasizes that the strategic choice of a B2B company is not an isolated process; rather, it critically depends on information and communication support as well as the internal productivity of the enterprise.

The current stage of industrial market development is characterized by rapid digital transformation, where the implementation of innovative information and communication technologies becomes a strategic necessity for ensuring the efficiency and responsiveness of business processes [9].

The main vectors of digitalization in marketing include the automation of the customer journey through online calculators and configurators, expert-level content marketing

that demonstrates technical competencies, and a data-centric approach to analyzing market trends.

B2B promotion demands tools tailored for rational decision-making [10], including technical SEO, CRM systems, and digital platforms for managing specifications and documentation. This digital transformation creates a unified information space where marketing communications integrate seamlessly with production cycles.

In Ukraine, the contemporary marketing landscape is shaped by intense macro-environmental pressures. For domestic B2B enterprises, these external factors present both growth opportunities and critical barriers, making strategic resilience essential. To navigate these dynamics, the PEST analysis framework is employed as a strategic audit tool to categorize and evaluate macro-environmental impacts on B2B decision-making. Within the industrial sector, PEST analysis facilitates more than mere adaptation; it enables enterprises to anticipate risks and prevent strategic errors - a vital capability when launching products or entering new markets. Ultimately, this framework provides the necessary foundation for the effective planning and control of marketing activities across all management levels.

Below is a systematization of the key macro-environmental factors and an identification of their significance for the enterprise's marketing activities (Table 1).

Table 1

PEST analysis of marketing macro-environmental factors in the B2B market

Factors	Key Characteristics	Implications for Marketing
P – Political and legal	Distribution of political power; legislative regulation (property rights, investments, taxation, consumer protection).	Shape the stability of the business environment and define the legal framework for enterprise activities.
E – Economic	Income distribution; phases of the economic cycle.	Determine purchasing power and overall demand for industrial goods.
S – Socio-demographic	Dynamics of birth and mortality rates; migration processes.	Influence changes in consumption standards and product quality requirements; determine labor force availability and potential market capacity.
T – Technological	Scientific and technological requirements of the market; innovation cycles.	Set the benchmark for competitiveness and technological compliance of products.

Source: developed by the authors

The analysis of macro-environmental factors (Table 1) indicates that the development of B2B marketing in Ukraine takes place under conditions of high turbulence. The identified factors have a dual nature: on the one hand, they create objective opportunities for technological modernization and entry into new markets; on the other hand, they form significant barriers in the form of legal instability and demographic challenges.

Under such conditions, the effectiveness of industrial enterprises directly depends on several key aspects: the depth of analytics, achieved through the rejection of formal planning in favor of high-quality marketing controlling and forecasting; the adaptability of strategies, reflecting the ability of businesses to respond promptly to environmental changes; and team interaction, ensured through the integration of marketing philosophy across all levels of management.

Thus, only a comprehensive consideration of external determinants enables enterprises to select optimal development strategies and maintain stable market positions in the B2B sector.

Conclusions. The conducted study confirms that in the context of globalization and accelerated scientific and technological progress, B2B marketing is transforming from a supporting function into a fundamental basis of strategic management for industrial enterprises. The specificity of this segment, focused on serving legal entities and satisfying their production needs, requires business entities to transition toward a model of deep functional integration and prioritization of long-term loyalty.

The developed conceptual model of effective marketing principles clearly demonstrates that success in the market depends on the enterprise's ability to transform external

macroeconomic challenges into internal strategic advantages through a clear distinction between the object and subject domains of interaction.

The macro-environmental analysis using the PEST framework has revealed the dual nature of external factors affecting domestic enterprises: alongside opportunities for technological modernization, there are significant barriers such as legal instability, degradation of the scientific and technological base, and demographic challenges. Under such circumstances, digital transformation and the implementation of innovative information and communication technologies become critically important.

The automation of the customer journey, the use of CRM systems, and a data-centric approach to market analysis are no longer merely competitive advantages but essential conditions for survival within the complex chain of B2B relationships.

In summary, the performance of an industrial enterprise directly depends on the synergy between the chosen marketing strategy, internal productivity, and strong information support. The proposed model of strategic priorities enables enterprises to systematize management processes and ensure consistently high-quality customer experience.

Prospects for further research in this area lie in the in-depth study of mechanisms for integrating artificial intelligence into procurement decision-making processes in industrial markets, which will further enhance the personalization of interactions with corporate clients.

Declaration on the use of AI. During the preparation of this article, AI tools (specifically Copilot) were utilized. The use of AI was limited by editing specific elements of the English-language text. The authors bear full responsibility for the submitted material.

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