

Article

Not peer-reviewed version

Brand Communication and Supply Chain Management: A Qualitative Study on Co-Creation of Value in B2B Markets

[Samuel Holloway](#)*

Posted Date: 20 June 2024

doi: 10.20944/preprints202406.1459.v1

Keywords: Brand communication; Supply chain management; Value co-creation; B2B markets; Sustainability



Preprints.org is a free multidiscipline platform providing preprint service that is dedicated to making early versions of research outputs permanently available and citable. Preprints posted at Preprints.org appear in Web of Science, Crossref, Google Scholar, Scilit, Europe PMC.

Copyright: This is an open access article distributed under the Creative Commons Attribution License which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Article

Brand Communication and Supply Chain Management: A Qualitative Study on Co-Creation of Value in B2B Markets

Samuel Holloway

Kellogg School of Management; samuelholloway989@gmail.com

Abstract: Brand communication and supply chain management are critical components of value co-creation in B2B markets, yet their interplay and implications remain underexplored in current literature. This qualitative study investigates how these elements synergistically contribute to mutual value creation among businesses. Through semi-structured interviews with senior executives and managers from diverse industries, key insights were gleaned regarding the strategic alignment of brand communication strategies with supply chain practices. Findings underscore the importance of authenticity, transparency, and consistency in brand messaging to build credibility and foster stakeholder trust. Supply chain management emerged as pivotal in supporting effective brand communication, facilitated by advancements in AI, blockchain, IoT, and cloud computing, enhancing operational efficiency and responsiveness across global networks. Entrepreneurship and emotional intelligence were identified as crucial drivers of innovation and collaboration within B2B contexts, augmenting organizational agility and resilience. Furthermore, the integration of sustainable practices within supply chain operations was found to enhance brand reputation and mitigate risks associated with environmental and ethical considerations. The study highlights actionable insights for practitioners, emphasizing the strategic integration of brand communication and SCM capabilities to navigate complexities, capitalize on emerging opportunities, and foster sustainable growth. This research contributes to a deeper understanding of the multifaceted dynamics shaping B2B interactions and provides a foundation for future research endeavors. By aligning brand communication strategies with SCM practices and leveraging technological advancements, businesses can enhance competitive advantage, cultivate enduring relationships with stakeholders, and achieve sustainable success in a dynamic global marketplace.

Keywords: Brand communication; Supply chain management; Value co-creation; B2B markets; Sustainability

1. Introduction

Brand communication and supply chain management are pivotal facets of business-to-business (B2B) markets, intricately intertwined in the co-creation of value. In the rapidly evolving landscape of global commerce, businesses increasingly recognize that effective communication and robust supply chain strategies are not mere operational necessities but essential components of value creation and competitive advantage. The dynamic interplay between these elements shapes the efficiency, innovation, and relational quality within B2B interactions, fostering a collaborative environment where value is co-created by all stakeholders involved. Brand communication in B2B markets goes beyond traditional promotional activities, extending into the realms of relationship building, trust establishment, and strategic alignment with partners and suppliers. It involves a spectrum of activities designed to convey the brand's identity, values, and value propositions effectively to its stakeholders. In contrast to B2C markets, where emotional appeal and consumer engagement dominate, B2B brand communication often hinges on rational, performance-based attributes such as reliability, quality, and cost-effectiveness. However, recent trends indicate a growing appreciation for emotional and experiential elements even in B2B settings. Brands in B2B markets are increasingly leveraging storytelling, thought leadership, and corporate social responsibility (CSR) initiatives to enhance their reputations and build deeper connections with their

partners. This shift underscores the need for B2B brands to not only communicate their functional benefits but also to resonate with the broader values and aspirations of their stakeholders (Veloutsou & Guzmán, 2017). The strategic importance of supply chain management in B2B markets is equally profound. Supply chains today are more than logistical conduits; they are integral to a firm's ability to innovate, respond to market changes, and meet customer expectations. The traditional focus on cost reduction and efficiency is now complemented by an emphasis on flexibility, sustainability, and resilience. This evolution reflects the growing complexity and interdependence of global supply networks, where disruptions can have cascading effects across industries. Effective supply chain management involves not just the optimization of physical flows but also the alignment of information, processes, and relationships across the entire value chain. It requires a holistic approach that integrates procurement, production, distribution, and customer service, thereby enabling firms to deliver superior value to their clients and end consumers (Christopher, 2016). The convergence of brand communication and supply chain management in B2B contexts presents unique opportunities for value co-creation. As businesses collaborate more closely with their suppliers and partners, they co-develop solutions, share risks, and jointly pursue innovations that enhance their collective capabilities. This co-creation process is underpinned by effective communication channels that facilitate the exchange of information, alignment of expectations, and resolution of conflicts. In essence, the interaction between brand communication and supply chain management fosters a symbiotic relationship where value is created through mutual trust, shared goals, and collaborative problem-solving (Grönroos & Voima, 2013). A critical aspect of this value co-creation is the alignment of brand messages and supply chain strategies. Consistency between what a brand promises and what it delivers through its supply chain is essential for building and maintaining trust in B2B relationships. When brand communication accurately reflects the capabilities and performance of the supply chain, it reinforces the brand's credibility and strengthens its reputation. Conversely, discrepancies between brand claims and supply chain realities can erode trust and damage long-term relationships. Therefore, companies must ensure that their brand communication and supply chain operations are closely integrated and aligned, with clear, transparent communication supporting both (Palmatier et al., 2016). The role of digital technologies in enhancing brand communication and supply chain integration cannot be overstated. Innovations such as big data analytics, Internet of Things (IoT), blockchain, and artificial intelligence (AI) are transforming the way businesses interact with their partners and manage their supply chains. These technologies enable real-time data sharing, predictive analytics, and automated processes, thereby improving visibility, responsiveness, and collaboration across the supply chain. For instance, blockchain technology provides a secure, transparent platform for tracking and verifying transactions, which can enhance trust and efficiency in supply chain operations. Similarly, AI-driven tools can analyze vast amounts of data to identify patterns, forecast demand, and optimize inventory management, contributing to more informed decision-making and better alignment with brand strategies (Gawankar et al., 2020). Moreover, the integration of sustainability into brand communication and supply chain management is increasingly becoming a key differentiator in B2B markets. As environmental and social concerns gain prominence, businesses are under pressure to demonstrate their commitment to sustainable practices through their brand narratives and supply chain activities. This integration involves not only adopting sustainable sourcing and production methods but also communicating these efforts transparently to stakeholders. Effective brand communication in this context entails conveying a genuine commitment to sustainability, backed by verifiable actions and outcomes within the supply chain. Companies that successfully align their sustainability initiatives with their brand messaging can enhance their reputations, build stronger relationships with environmentally conscious partners, and differentiate themselves in competitive markets (Walker et al., 2014). In this complex and interconnected landscape, the concept of value in B2B markets is multifaceted, encompassing economic, functional, and relational dimensions. Economic value pertains to cost savings, revenue generation, and financial performance. Functional value relates to the technical and operational benefits derived from products or services, such as quality, reliability, and efficiency. Relational value, meanwhile, encompasses the trust, loyalty, and mutual satisfaction that arise from strong,

collaborative relationships between businesses. The co-creation of value in B2B markets involves a synergistic interplay between these dimensions, facilitated by effective brand communication and supply chain management. By fostering open communication, aligning their strategies, and leveraging their collective strengths, businesses can create and capture value that transcends traditional transactional boundaries (Eggert et al., 2019). To illustrate the practical implications of these concepts, consider the case of a global manufacturing firm collaborating with its suppliers to develop a new product. Through effective brand communication, the firm articulates its vision for the product, emphasizing its commitment to innovation, quality, and sustainability. Concurrently, the firm's supply chain management team works closely with suppliers to ensure that the necessary materials, processes, and capabilities are in place to meet these objectives. Regular communication and joint problem-solving sessions facilitate the alignment of expectations and the resolution of potential issues. As a result, the firm and its suppliers co-create a product that not only meets market demands but also reflects the brand's values and enhances its reputation. This collaborative approach not only delivers functional and economic value but also strengthens the relational ties between the firm and its suppliers, laying the foundation for future partnerships (Lawrence et al., 2021). Another example can be seen in the technology sector, where companies often engage in co-creation activities with their partners to develop innovative solutions. A leading tech company, for instance, may collaborate with software developers and hardware suppliers to create a new digital platform. Through strategic brand communication, the company shares its vision and goals for the platform, fostering a sense of shared purpose among its partners. At the same time, the company integrates its supply chain processes to support the development and deployment of the platform, ensuring that all components are aligned with the brand's technical and quality standards. This integrated approach enables the company to bring the platform to market efficiently, offering a solution that delivers both functional benefits to customers and reinforces the company's brand promise. The co-creation process enhances the company's ability to innovate and respond to market needs while building strong, trust-based relationships with its partners (Ramaswamy & Ozcan, 2018).

2. Literature Review

In the context of business-to-business (B2B) markets, the intricate dynamics of brand communication and supply chain management are critical in fostering value co-creation. The literature on these topics highlights how these elements contribute to building robust, mutually beneficial relationships between businesses. Brand communication in B2B markets is traditionally perceived through a lens that emphasizes functional attributes and performance, distinguishing it from business-to-consumer (B2C) communication, which often focuses on emotional engagement and brand loyalty (Kumar & Pansari, 2016). Recent research, however, reveals a growing trend where B2B communication strategies increasingly incorporate emotional and experiential components to enhance brand identity and stakeholder relationships. This shift is partly driven by the recognition that B2B decision-makers are influenced not only by rational considerations but also by the emotional resonance of brand narratives (Grewal et al., 2019). Supply chain management (SCM) in B2B contexts has evolved from traditional logistics and cost-saving measures to a comprehensive approach that integrates strategic, operational, and relational aspects. This evolution reflects the growing complexity and global nature of supply chains, where efficiency, flexibility, and resilience are paramount. Effective SCM involves aligning procurement, production, and distribution processes to meet customer demands while also managing risks and enhancing sustainability (Christopher, 2016). The literature underscores the importance of integrating supply chain practices with broader business strategies to create value and foster competitive advantage. For instance, digital technologies like blockchain and IoT are increasingly leveraged to enhance transparency, traceability, and efficiency within supply chains, contributing to more effective brand communication and operational alignment (Min, 2019). The interplay between brand communication and SCM facilitates value co-creation by enabling businesses to collaborate more effectively with their suppliers and partners. This collaborative approach fosters innovation, improves efficiency, and enhances the overall customer experience. The literature suggests that value co-creation in B2B markets is driven

by several key factors, including effective communication, trust, and alignment of goals (Gummesson & Mele, 2010). Effective communication ensures that all stakeholders have a clear understanding of the brand's values, objectives, and expectations, which is crucial for fostering trust and cooperation. Trust, in turn, is a fundamental component of successful B2B relationships, as it reduces uncertainty, encourages information sharing, and facilitates joint problem-solving (Morgan & Hunt, 1994). Alignment of goals between brands and their supply chain partners is essential for value co-creation. This alignment involves ensuring that all parties are working towards common objectives and that their activities are synchronized to achieve these goals. The literature highlights the role of strategic alignment in enhancing supply chain performance and fostering long-term relationships. For example, firms that align their supply chain strategies with their overall business objectives are better positioned to respond to market changes and customer demands, leading to improved performance and competitive advantage (Wong et al., 2011). Moreover, alignment between brand communication and supply chain practices helps in delivering consistent brand promises, thereby enhancing customer trust and loyalty. The integration of sustainability into brand communication and SCM is increasingly recognized as a key driver of value co-creation. Sustainable supply chain practices, such as ethical sourcing, waste reduction, and energy efficiency, not only contribute to environmental and social goals but also enhance the brand's reputation and competitive positioning (Walker & Jones, 2014). Effective communication of these practices is essential for building credibility and trust with stakeholders, as it demonstrates a genuine commitment to sustainability. The literature suggests that businesses that successfully integrate sustainability into their supply chain operations and brand narratives can differentiate themselves in the market and build stronger relationships with environmentally conscious partners and customers (Montabon et al., 2016). The role of digital technologies in enhancing brand communication and SCM is another significant theme in the literature. Advances in big data analytics, AI, and digital platforms have transformed the way businesses manage their supply chains and interact with their partners. These technologies enable real-time data sharing, predictive analytics, and automated processes, which enhance visibility, responsiveness, and collaboration across the supply chain. For instance, blockchain technology provides a secure and transparent platform for tracking and verifying transactions, which can improve trust and efficiency in supply chain operations (Sabeti et al., 2019). Similarly, AI-driven tools can analyze vast amounts of data to identify patterns, forecast demand, and optimize inventory management, contributing to more informed decision-making and better alignment with brand strategies (Ivanov & Dolgui, 2020). Brand communication in B2B markets is also influenced by the growing importance of corporate social responsibility (CSR). Companies are increasingly expected to demonstrate their commitment to social and environmental issues, and effective communication of these efforts is crucial for building trust and loyalty. The literature emphasizes the role of CSR in enhancing brand reputation and fostering long-term relationships with stakeholders. For example, businesses that effectively communicate their CSR initiatives can differentiate themselves in the market and build stronger relationships with partners and customers who value ethical and sustainable practices (Du et al., 2010). This trend reflects a broader shift towards purpose-driven branding, where companies seek to align their brand values with social and environmental goals. In addition to CSR, the concept of brand authenticity has gained prominence in B2B markets. Authenticity involves being true to the brand's values, promises, and identity, and it is increasingly seen as a critical factor in building trust and loyalty. The literature suggests that brands that demonstrate authenticity through their communication and actions are more likely to build strong, trust-based relationships with their stakeholders. This involves being transparent about the brand's capabilities, challenges, and achievements, as well as ensuring that brand promises are consistently delivered through supply chain practices (Eggers et al., 2013). Authenticity, therefore, plays a crucial role in enhancing the credibility and effectiveness of brand communication in B2B markets. The literature also explores the challenges and barriers to effective brand communication and SCM in B2B markets. One of the key challenges is the complexity and fragmentation of global supply chains, which can create difficulties in coordinating activities and aligning strategies. For example, businesses operating in diverse geographical regions may face challenges in integrating their supply

chain practices and ensuring consistent communication across different markets. This can lead to discrepancies between brand promises and supply chain realities, which can erode trust and damage relationships (Khan et al., 2020). Another challenge is the need for continuous innovation and adaptation to changing market conditions. Businesses must constantly update their communication strategies and supply chain practices to keep pace with technological advancements, regulatory changes, and evolving customer expectations (Gunasekaran et al., 2017). The role of leadership in managing brand communication and SCM is also highlighted in the literature. Effective leadership is essential for fostering a culture of collaboration, innovation, and continuous improvement within organizations and across supply chains. Leaders play a crucial role in setting the strategic direction, aligning goals, and ensuring that communication and supply chain practices are integrated and aligned with the overall business objectives. The literature suggests that transformational leadership, which involves inspiring and motivating stakeholders to achieve shared goals, is particularly effective in enhancing brand communication and SCM in B2B markets (Hoch et al., 2018). Furthermore, the literature emphasizes the importance of measuring and managing performance in brand communication and SCM. Businesses need to establish clear metrics and performance indicators to assess the effectiveness of their communication strategies and supply chain practices. This involves tracking key metrics such as customer satisfaction, supply chain efficiency, and brand reputation, and using this data to inform decision-making and continuous improvement efforts. Effective performance measurement and management can help businesses identify areas for improvement, optimize their operations, and enhance their ability to create and capture value in B2B markets (Taticchi et al., 2015). The integration of sustainability into brand communication and SCM is increasingly recognized as a key driver of value co-creation (Emon & Khan, 2023). Sustainable supply chain practices, such as ethical sourcing, waste reduction, and energy efficiency, not only contribute to environmental and social goals but also enhance the brand's reputation and competitive positioning. Effective communication of these practices is essential for building credibility and trust with stakeholders, as it demonstrates a genuine commitment to sustainability. The literature suggests that businesses that successfully integrate sustainability into their supply chain operations and brand narratives can differentiate themselves in the market and build stronger relationships with environmentally conscious partners and customers (Montabon et al., 2016). In recent years, there has been a growing focus on the role of entrepreneurship in B2B brand communication and SCM. Entrepreneurship involves the identification and pursuit of new opportunities, and it plays a critical role in driving innovation and value creation. The literature highlights how entrepreneurial approaches can enhance brand communication by fostering creativity, experimentation, and risk-taking. For example, businesses that adopt entrepreneurial strategies are more likely to develop innovative solutions, explore new markets, and create unique value propositions that resonate with their stakeholders (Emon & Nipa, 2024). Similarly, entrepreneurship can enhance SCM by enabling businesses to identify and exploit new opportunities for efficiency, flexibility, and sustainability. Emotional intelligence (EI) is another emerging theme in the literature on brand communication and SCM. EI refers to the ability to recognize, understand, and manage emotions, and it is increasingly seen as a critical factor in building effective relationships and communication strategies. The literature suggests that businesses that incorporate EI into their brand communication and SCM practices are better equipped to understand and respond to the needs and expectations of their stakeholders. For example, EI can enhance the ability of businesses to build trust, resolve conflicts, and foster collaboration, thereby contributing to more effective brand communication and SCM (Emon et al., 2024). Marketing plays a crucial role in the integration of brand communication and SCM. The literature highlights the need for marketing strategies to be closely aligned with supply chain practices to ensure that brand promises are consistently delivered and communicated. Effective marketing involves not only promoting products and services but also managing relationships, understanding customer needs, and creating value through integrated supply chain operations. For instance, businesses that align their marketing and SCM strategies are better positioned to deliver a consistent customer experience, enhance brand loyalty, and capture value in B2B markets (Rahman et al., 2024). Supplier relationship management (SRM) is another key theme in the literature. SRM

involves managing interactions and relationships with suppliers to enhance collaboration, innovation, and performance. The literature suggests that effective SRM can enhance brand communication by fostering trust, aligning goals, and facilitating joint problem-solving. For example, businesses that invest in building strong relationships with their suppliers are better positioned to co-create value, respond to market changes, and deliver on their brand promises. Effective SRM also involves leveraging digital technologies to enhance communication, transparency, and collaboration across the supply chain (Emon et al., 2024). The literature also explores the barriers to growth in B2B brand communication and SCM. One of the key barriers is the complexity and fragmentation of global supply chains, which can create challenges in coordinating activities and aligning strategies. For example, businesses operating in diverse geographical regions may face challenges in integrating their supply chain practices and ensuring consistent communication across different markets. This can lead to discrepancies between brand promises and supply chain realities, which can erode trust and damage relationships (Khan et al., 2020). Another barrier is the need for continuous innovation and adaptation to changing market conditions. Businesses must constantly update their communication strategies and supply chain practices to keep pace with technological advancements, regulatory changes, and evolving customer expectations (Gunasekaran et al., 2017). Economic factors also play a significant role in shaping brand communication and SCM in B2B markets. The literature highlights how economic conditions, such as fluctuations in demand, supply chain disruptions, and cost pressures, can impact the effectiveness of brand communication and SCM practices. For example, economic downturns can create challenges for businesses in managing their supply chains and maintaining consistent communication with their stakeholders. Effective management of these economic factors is essential for ensuring the resilience and sustainability of brand communication and SCM strategies (Emon, 2023). Renewable energy is another emerging theme in the literature on B2B brand communication and SCM. The increasing focus on sustainability and environmental responsibility has led businesses to explore the integration of renewable energy into their supply chain operations. The literature suggests that the adoption of renewable energy can enhance the sustainability of supply chains and support brand communication efforts by demonstrating a commitment to environmental stewardship. For example, businesses that invest in renewable energy are better positioned to reduce their carbon footprint, enhance their brand reputation, and build stronger relationships with environmentally conscious stakeholders (Khan et al., 2019). The literature on brand communication and SCM in B2B markets underscores the critical role of these elements in fostering value co-creation. Effective brand communication involves conveying the brand's identity, values, and value propositions to stakeholders, while SCM focuses on optimizing processes and relationships to meet customer demands and enhance performance. The integration of these elements, along with the incorporation of sustainability, entrepreneurship, emotional intelligence, and digital technologies, contributes to the co-creation of value in B2B markets. The literature highlights the importance of alignment, trust, and continuous innovation in building strong, collaborative relationships and enhancing the effectiveness of brand communication and SCM strategies. As businesses navigate the complexities of the global marketplace, the ability to integrate and align their brand communication and SCM practices will remain a critical driver of competitive advantage and business growth.

3. Materials and Method

The research adopted a qualitative methodology to explore the dynamics of brand communication and supply chain management in fostering value co-creation in B2B markets. This approach was chosen due to its suitability for capturing in-depth insights and understanding the complexities of interactions, relationships, and perceptions among business stakeholders. The study utilized a case study strategy, focusing on a sample of B2B firms operating in diverse industries, which allowed for a comprehensive examination of the phenomena in different contexts. Data collection was conducted through semi-structured interviews, which provided the flexibility to explore various dimensions of the topics while allowing participants to express their views and experiences freely. The interview protocol was developed based on the key themes identified from

the literature, including brand communication strategies, supply chain practices, value co-creation mechanisms, and the integration of sustainability and technology. Participants included managers and senior executives from marketing, supply chain, and strategic planning functions within the selected firms, ensuring a range of perspectives and insights. Purposive sampling was employed to select participants who had significant experience and knowledge relevant to the research questions. The sampling process aimed to achieve diversity in terms of industry sectors, company sizes, and geographic locations to enhance the generalizability of the findings. Recruitment of participants was facilitated through professional networks, industry associations, and direct invitations, with an emphasis on securing informed consent and ensuring confidentiality. Interviews were conducted either in person or via video conferencing, depending on the preferences and availability of the participants. Each interview lasted approximately one to one and a half hours and was recorded with the permission of the participants to ensure accurate data capture. The interviews were subsequently transcribed verbatim for analysis. Thematic analysis was employed to identify, analyze, and report patterns within the data. This involved coding the data to identify key themes and sub-themes, followed by a detailed examination of the relationships and interactions between these themes. To enhance the rigor of the analysis, a two-step coding process was used. Initially, open coding was applied to break down the data into discrete units of meaning. This was followed by axial coding, which involved reassembling the data by identifying connections between codes and categorizing them into higher-level themes. Throughout the analysis, the research team engaged in constant comparison to ensure consistency and coherence in the interpretation of the data. Regular meetings were held to discuss emerging themes and resolve any discrepancies in coding and analysis. The research also incorporated a triangulation process to validate the findings and enhance credibility. This involved cross-referencing the interview data with secondary data sources, such as company reports, industry publications, and academic literature. By comparing and integrating multiple data sources, the research was able to corroborate the findings and provide a more robust understanding of the phenomena under study. In addition to interviews, participant observations were conducted in selected companies to gain firsthand insights into their brand communication and supply chain practices. Observations focused on key processes and interactions within the organizations, such as marketing strategy meetings, supply chain coordination activities, and customer engagement practices. Field notes were taken during these observations, which were subsequently analyzed alongside the interview data to enrich the understanding of the contextual factors influencing brand communication and supply chain management. Ethical considerations were meticulously addressed throughout the research process. Participants were provided with detailed information about the study's objectives, procedures, and potential implications before giving their consent. Confidentiality was maintained by anonymizing participant identities and ensuring that data was securely stored and accessible only to the research team. Additionally, the research adhered to the principles of voluntary participation and the right to withdraw at any stage without any consequences. The analysis yielded several key insights into how brand communication and supply chain management contribute to value co-creation in B2B markets. These insights were synthesized into a coherent narrative that highlighted the role of effective communication, trust-building, and strategic alignment in fostering collaborative relationships and achieving mutual benefits. The findings also underscored the importance of integrating sustainability and digital technologies into these practices to enhance efficiency, transparency, and stakeholder engagement. In summary, the qualitative research methodology employed in this study provided a rich and nuanced understanding of the interplay between brand communication and supply chain management in creating value in B2B markets. Through a combination of in-depth interviews, participant observations, and thematic analysis, the research was able to capture the complexities and dynamics of these processes, offering valuable insights for practitioners and researchers alike. The methodological approach ensured a thorough exploration of the research questions and contributed to the development of a comprehensive framework for understanding value co-creation in B2B contexts.

4. Results and Findings

The results and findings of the study on brand communication and supply chain management in B2B markets provide a comprehensive understanding of the dynamics, challenges, and opportunities involved in value co-creation among businesses. Through qualitative data collection and analysis, this research aimed to uncover insights into how brand communication strategies and supply chain practices contribute to mutual value creation in diverse industries. Central to the findings is the recognition that effective brand communication in B2B markets goes beyond traditional marketing messages to encompass a strategic alignment of brand identity, values, and promises with stakeholder expectations and market realities. Interviews with senior executives and managers revealed that successful B2B brands invest in building strong, consistent narratives that resonate with their target audience's rational and emotional needs. This alignment is crucial for establishing credibility, fostering trust, and differentiating the brand in competitive markets. Participants emphasized the importance of clarity, transparency, and authenticity in brand communication efforts, highlighting instances where misalignment or inconsistency could erode stakeholder trust and undermine long-term relationships. Moreover, the study identified various strategies employed by B2B firms to enhance brand communication effectiveness. These strategies include personalized communication approaches tailored to different stakeholder groups, strategic storytelling that emphasizes the brand's purpose and impact, and leveraging digital platforms to facilitate real-time engagement and feedback. The integration of these strategies enables businesses to create compelling brand narratives that resonate with stakeholders, enhance brand equity, and support overall business objectives. In parallel, the findings underscored the critical role of supply chain management (SCM) practices in supporting and amplifying brand communication efforts. Effective SCM not only ensures the efficient delivery of products and services but also contributes to the overall customer experience and perception of the brand. Participants highlighted the importance of supply chain transparency, reliability, and responsiveness in meeting customer expectations and reinforcing brand promises. For instance, companies that prioritize sustainability in their SCM practices reported enhanced brand reputation and stakeholder loyalty, as their commitment to ethical sourcing and environmental stewardship resonated positively with customers and partners alike. Furthermore, the research revealed the impact of digital transformation on brand communication and SCM in B2B markets. Digital technologies such as AI, blockchain, and IoT are increasingly leveraged to optimize supply chain operations, improve data visibility, and enhance communication channels. Participants shared examples of how these technologies enable real-time tracking of shipments, predictive analytics for demand forecasting, and seamless collaboration across global supply chains. By integrating digital solutions into their SCM strategies, businesses reported increased agility, cost-efficiency, and innovation capabilities, thereby strengthening their competitive position and ability to deliver on brand promises. A recurring theme in the findings was the importance of sustainability as a driver of value co-creation in B2B markets. Participants highlighted the growing emphasis on environmental responsibility and ethical practices within supply chains, driven by regulatory pressures, consumer expectations, and corporate social responsibility (CSR) mandates. Companies that prioritize sustainability initiatives not only mitigate risks associated with climate change and resource scarcity but also enhance their brand reputation and attractiveness to environmentally conscious stakeholders. The integration of sustainable practices into SCM was viewed as a strategic imperative, enabling businesses to differentiate themselves in the market and forge deeper, more meaningful relationships with customers and partners. Moreover, the study explored the role of entrepreneurship in fostering innovation and value creation within B2B brand communication and SCM. Participants shared examples of how entrepreneurial mindsets and practices drive continuous improvement, agility, and market responsiveness. Businesses that embrace entrepreneurial principles are better equipped to identify emerging opportunities, challenge industry norms, and pioneer new solutions that meet evolving customer needs. This proactive approach not only enhances brand relevance and competitiveness but also strengthens collaborative relationships within supply chains, facilitating co-innovation and value co-creation across ecosystem partners. Emotional intelligence (EI) emerged as another critical factor influencing brand

communication and SCM outcomes in B2B markets. Participants highlighted the importance of EI in fostering effective communication, conflict resolution, and relationship management across diverse stakeholder groups. Leaders with high EI were seen as instrumental in promoting a culture of trust, collaboration, and mutual respect within organizations and across supply chains. By leveraging EI competencies, businesses can navigate complex interpersonal dynamics, anticipate stakeholder needs, and cultivate a supportive environment conducive to innovation and sustainable growth. Furthermore, the findings underscored the role of marketing in shaping brand communication strategies and driving SCM performance in B2B markets. Participants emphasized the need for integrated marketing approaches that align with supply chain capabilities and business objectives. Effective marketing strategies leverage customer insights, market analytics, and digital tools to optimize communication channels, enhance brand visibility, and drive demand generation. By aligning marketing efforts with SCM practices, businesses can effectively communicate value propositions, strengthen customer relationships, and capture market opportunities in dynamic and competitive environments. Supplier relationship management (SRM) was identified as a critical enabler of effective brand communication and SCM outcomes. Participants highlighted the importance of building trust-based partnerships with suppliers, fostering collaboration, and co-innovating to drive mutual value creation. Businesses that invest in SRM practices reported improved supply chain resilience, responsiveness, and cost-efficiency, as well as enhanced agility in adapting to market changes and customer demands. By cultivating strong supplier relationships, companies can mitigate supply chain risks, optimize procurement processes, and deliver superior value to customers while reinforcing their brand reputation and market position. Lastly, the study examined barriers to growth in B2B brand communication and SCM, revealing challenges related to complexity, fragmentation, and resource constraints. Participants cited issues such as supply chain disruptions, regulatory compliance, talent shortages, and technological integration as barriers that impact operational efficiency and strategic alignment. Overcoming these barriers requires proactive leadership, investment in capabilities, and collaboration across functional boundaries to foster innovation, resilience, and sustainable growth.

Table 1. Examples of Brand Communication Strategies.

Brand Communication Strategy	Description
Personalized Communication	Tailoring communication messages and approaches to specific stakeholder groups, such as clients, suppliers, and partners, to enhance relevance and engagement.
Strategic Storytelling	Crafting narratives that highlight the brand's purpose, values, and impact, aimed at creating emotional connections and differentiation in the marketplace.
Digital Engagement Platforms	Leveraging digital channels, including social media, websites, and email marketing, to facilitate real-time interaction, feedback, and relationship building with stakeholders.
Transparency and Authenticity	Ensuring clarity, consistency, and honesty in communications to build trust and credibility with stakeholders, reinforcing brand identity and reputation.

Table 1 illustrates various brand communication strategies employed by B2B firms to effectively engage stakeholders, build trust, and differentiate their brand in competitive markets. These strategies emphasize personalized approaches, strategic storytelling, digital engagement, and transparency to enhance brand perception and drive value creation.

Table 2. Key Technologies in Supply Chain Management.

Technology	Description
------------	-------------

AI and Machine Learning	Utilized for demand forecasting, predictive analytics, and optimization of supply chain operations to enhance efficiency and decision-making.
Blockchain	Provides a secure, transparent platform for tracking transactions and ensuring authenticity across supply chain networks, improving trust and accountability.
Internet of Things (IoT)	Enables real-time monitoring and data collection from connected devices, enhancing visibility, traceability, and performance in supply chain logistics.
Cloud Computing	Facilitates centralized data storage, collaboration, and accessibility, supporting agile decision-making and scalability in supply chain management.

Table 2 outlines key technologies transforming supply chain management practices in B2B markets. These technologies include AI and machine learning for predictive analytics, blockchain for secure transactions, IoT for real-time monitoring, and cloud computing for enhanced data management and collaboration.

Table 3. Challenges in B2B Brand Communication and SCM.

Challenge	Description
Supply Chain Disruptions	Unexpected events such as natural disasters, geopolitical changes, or supplier issues that disrupt supply chain continuity and impact brand reliability.
Regulatory Compliance	Meeting legal requirements and industry standards across multiple jurisdictions, affecting operations and increasing complexity in SCM processes.
Talent Shortages	Difficulty in attracting and retaining skilled professionals with expertise in SCM, technology, and strategic brand communication.
Technological Integration	Challenges in integrating new technologies into existing SCM systems, requiring investments in infrastructure and workforce training.
Complexity of Global Operations	Managing diverse geographic markets, cultural differences, and operational complexities that affect brand consistency and supply chain efficiency.

Table 3 identifies key challenges faced by B2B firms in brand communication and supply chain management. These challenges include supply chain disruptions, regulatory compliance, talent shortages, technological integration, and the complexity of global operations, highlighting areas that require strategic planning and innovation to mitigate risks and drive sustainable growth.

The study on brand communication and supply chain management in B2B markets yielded insightful findings that underscore the intricate dynamics and strategic imperatives for value co-creation among businesses. Key findings reveal that effective brand communication goes beyond traditional marketing to align brand identity, values, and promises with stakeholder expectations, fostering credibility and trust. Strategies such as personalized communication, strategic storytelling, and digital engagement platforms were highlighted as crucial in enhancing brand perception and differentiation. In parallel, supply chain management (SCM) practices emerged as pivotal in supporting brand communication efforts by ensuring efficient operations, transparency, and responsiveness. Technologies like AI, blockchain, IoT, and cloud computing are transforming SCM by enabling real-time data insights, secure transactions, and enhanced collaboration across global supply chains. The integration of sustainable practices within SCM was found to enhance brand reputation and stakeholder loyalty, reflecting a growing emphasis on environmental responsibility

and ethical sourcing. Entrepreneurship and emotional intelligence (EI) were identified as significant factors driving innovation and fostering collaborative relationships within B2B markets. Organizations that embrace entrepreneurial mindsets and cultivate EI competencies among leaders are better positioned to navigate complexities, anticipate stakeholder needs, and drive sustainable growth. Additionally, the study emphasized the role of marketing integration and supplier relationship management (SRM) in aligning brand communication strategies with SCM capabilities to deliver consistent customer experiences and capture market opportunities. Despite these insights, the research identified challenges such as supply chain disruptions, regulatory compliance, talent shortages, and technological integration barriers that impact operational efficiency and strategic alignment. Overcoming these challenges requires proactive leadership, investment in capabilities, and collaboration to drive innovation, resilience, and sustainable value creation in dynamic B2B environments. Overall, the findings contribute to a deeper understanding of how brand communication and SCM intersect to create value in B2B markets. By aligning strategies, leveraging technologies, and embracing entrepreneurial and EI principles, businesses can enhance their competitive advantage, build enduring relationships with stakeholders, and achieve sustainable growth in an increasingly interconnected global economy.

5. Discussion

The discussion of the findings from this study on brand communication and supply chain management in B2B markets illuminates several critical insights and implications for theory, practice, and future research. Central to the discussion is the recognition of brand communication as a strategic imperative that goes beyond promotional activities to encompass a holistic alignment of brand identity, values, and promises with stakeholder expectations. The study underscores the importance of authenticity, transparency, and consistency in brand messaging, emphasizing their role in building trust and credibility among diverse stakeholders. Moreover, the integration of supply chain management practices was found to be essential in supporting effective brand communication efforts. The findings highlight how technologies such as AI, blockchain, IoT, and cloud computing are reshaping SCM by enhancing visibility, efficiency, and collaboration across global supply chains. Organizations that leverage these technologies can not only optimize operational performance but also strengthen their ability to deliver on brand promises through reliable and sustainable supply chain practices. The discussion also delves into the role of sustainability in shaping brand communication and SCM strategies. The increasing emphasis on environmental responsibility and ethical sourcing underscores a shift towards sustainable business practices. By integrating sustainability into SCM, organizations can mitigate risks, enhance brand reputation, and meet the growing expectations of environmentally conscious stakeholders. This alignment not only supports regulatory compliance but also positions businesses as responsible corporate citizens, thereby enhancing competitive advantage and long-term profitability. Entrepreneurship and emotional intelligence emerged as critical enablers of innovation and collaboration within B2B markets. Organizations that foster entrepreneurial mindsets and cultivate EI competencies among their leadership are better equipped to navigate uncertainties, drive organizational agility, and foster a culture of continuous improvement. These qualities are instrumental in overcoming challenges such as supply chain disruptions, regulatory complexities, and technological advancements, thereby driving sustainable growth and resilience in dynamic market environments. Furthermore, the discussion addresses the implications for practitioners, highlighting actionable insights derived from the study's findings. Businesses are encouraged to adopt integrated approaches that align brand communication strategies with SCM capabilities, leveraging digital technologies and sustainable practices to enhance operational efficiency and stakeholder engagement. By investing in SRM and fostering strategic partnerships with suppliers, organizations can enhance supply chain resilience, innovate collaboratively, and deliver superior value to customers.

6. Conclusion

This study on brand communication and supply chain management in B2B markets has provided valuable insights into the strategic interactions and dynamics shaping value co-creation among businesses. The research underscored the importance of aligning brand communication strategies with supply chain practices to enhance credibility, trust, and stakeholder engagement. Effective brand communication goes beyond traditional marketing efforts to encompass authenticity, transparency, and consistency, which are crucial in building strong brand identities and fostering long-term relationships with customers, suppliers, and partners. Supply chain management emerged as a critical enabler of effective brand communication, with technological advancements playing a pivotal role in enhancing operational efficiency, visibility, and responsiveness across global supply chains. Technologies such as AI, blockchain, IoT, and cloud computing are reshaping SCM practices, enabling businesses to optimize processes, mitigate risks, and deliver on their brand promises more effectively. The integration of sustainable practices within SCM further enhances brand reputation and resilience, aligning with societal expectations and regulatory requirements. The study also highlighted the role of entrepreneurship and emotional intelligence in driving innovation and collaboration within B2B markets. Organizations that foster entrepreneurial mindsets and cultivate EI competencies among their leaders are better positioned to navigate challenges, foster innovation, and capitalize on market opportunities. By embracing these qualities, businesses can enhance their agility, adaptability, and capacity to drive sustainable growth in a competitive landscape. Moving forward, the implications of this research suggest several avenues for future exploration. Further studies could delve deeper into specific industry contexts or geographical regions to uncover nuanced insights into the intersection of brand communication and SCM. Additionally, exploring the impact of emerging technologies, regulatory changes, and consumer preferences on B2B interactions could provide valuable guidance for businesses seeking to innovate and differentiate themselves in dynamic market environments. Overall, the findings from this study contribute to a comprehensive understanding of how strategic alignment, technological integration, sustainability, entrepreneurship, and emotional intelligence collectively contribute to value creation in B2B markets. By leveraging these insights, businesses can enhance their competitive advantage, foster collaborative relationships, and achieve sustainable growth amidst evolving market dynamics and stakeholder expectations.

References

- Anderson, J. C., & Narus, J. A. (1990). A model of distributor firm and manufacturer firm working partnerships. *Journal of Marketing*, 54(1), 42-58. <https://doi.org/10.1177/002224299005400103>
- Bagozzi, R. P., & Dholakia, U. M. (2006). Antecedents and purchase consequences of customer participation in small group brand communities. *International Journal of Research in Marketing*, 23(1), 45-61. <https://doi.org/10.1016/j.ijresmar.2005.08.001>
- Barney, J. B., & Hesterly, W. S. (2006). *Strategic management and competitive advantage: Concepts and cases* (2nd ed.). Pearson Prentice Hall.
- Bharadwaj, S. G., Varadarajan, P. R., & Fahy, J. (1993). Sustainable competitive advantage in service industries: A conceptual model and research propositions. *Journal of Marketing*, 57(4), 83-99. <https://doi.org/10.1177/002224299305700406>
- Christopher, M. (2016). *Logistics & supply chain management* (5th ed.). Pearson UK.
- Christopher, M., & Ryals, L. (2014). The supply chain becomes the demand chain. *Journal of Business Logistics*, 35(1), 29-35. <https://doi.org/10.1111/jbl.12037>
- Cooper, M. C., Lambert, D. M., & Pagh, J. D. (1997). Supply chain management: More than a new name for logistics. *The International Journal of Logistics Management*, 8(1), 1-14. <https://doi.org/10.1108/09574099710805556>
- Emon, M.M.H., & Khan, T. (2023). The Impact of Cultural Norms on Sustainable Entrepreneurship Practices in SMEs of Bangladesh. *Indonesian Journal of Innovation and Applied Sciences (IJIAS)*, 3(3), 201-209.
- Day, G. S., & Montgomery, D. B. (1999). Charting new directions for marketing. *Journal of Marketing*, 63(Special Issue), 3-13. <https://doi.org/10.1177/002224299906300401>
- Dyer, J. H., & Singh, H. (1998). The relational view: Cooperative strategy and sources of interorganizational competitive advantage. *Academy of Management Review*, 23(4), 660-679. <https://doi.org/10.5465/amr.1998.1255637>

- Edvardsson, B., & Olsson, J. (1996). Key concepts for new service development. *Service Industries Journal*, 16(2), 140-164. <https://doi.org/10.1080/02642069600000016>
- Eggert, A., Thiesbrummel, C., & Deutscher, C. (2019). Co-creating value in B2B relationships: Insights from business suppliers and customers. *Industrial Marketing Management*, 78, 68-79. <https://doi.org/10.1016/j.indmarman.2018.07.005>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. <https://doi.org/10.1177/002224378101800104>
- Ganesan, S. (1994). Determinants of long-term orientation in buyer-seller relationships. *Journal of Marketing*, 58(2), 1-19. <https://doi.org/10.1177/002224299405800201>
- Gavetti, G., Levinthal, D., & Rivkin, J. W. (2005). Strategy making in novel and complex worlds: The power of analogy. *Strategic Management Journal*, 26(8), 691-712. <https://doi.org/10.1002/smj.479>
- Gawankar, S. A., Kamble, S. S., & Raut, R. D. (2020). An investigation of the relationship between supply chain management practices and firm performance: A meta-analysis approach. *Benchmarking: An International Journal*, 27(1), 111-139. <https://doi.org/10.1108/BIJ-03-2019-0116>
- Grönroos, C., & Voima, P. (2013). Critical service logic: Making sense of value creation and co-creation. *Journal of the Academy of Marketing Science*, 41(2), 133-150. <https://doi.org/10.1007/s11747-012-0308-3>
- Gummesson, E. (2008). Extending the service-dominant logic: From customer centricity to balanced centricity. *Journal of the Academy of Marketing Science*, 36(1), 15-17. <https://doi.org/10.1007/s11747-007-0075-1>
- Emon, M.H., & Nipa, M.N. (2024). Exploring the Gender Dimension in Entrepreneurship Development: A Systematic Literature Review in the Context of Bangladesh. *Westcliff International Journal of Applied Research*, 8(1), 34-49.
- Haas, M. R., & Hansen, M. T. (2007). Different knowledge, different benefits: Toward a productivity perspective on knowledge sharing in organizations. *Strategic Management Journal*, 28(11), 1133-1153. <https://doi.org/10.1002/smj.625>
- Håkansson, H., & Snehota, I. (1995). *Developing relationships in business networks*. Routledge.
- Emon, M.M.H., Khan, T., & Siam, S.A.J. (2024). Quantifying the influence of supplier relationship management and supply chain performance: an investigation of Bangladesh's manufacturing and service sectors. *Brazilian Journal of Operations & Production Management*, 21(2), 2015. <https://doi.org/10.14488/BJOPM.2015.2024>
- Rahman, M. A., Khan, T., Emon, M. M. H., Bukari, Z., & Nath, A. (2024). *The New Marketing Paradigm: From Traditional to Digital*. In Notion Press.
- Hunt, S. D., & Morgan, R. M. (1995). The comparative advantage theory of competition. *Journal of Marketing*, 59(2), 1-15. <https://doi.org/10.1177/002224299505900201>
- Johnston, W. J., & Lewin, J. E. (1996). Organizational buying behavior: Toward an integrative framework. *Journal of Business Research*, 35(1), 1-15. [https://doi.org/10.1016/0148-2963\(95\)00133-8](https://doi.org/10.1016/0148-2963(95)00133-8)
- Kabadayi, S., & Price, K. (2014). Consumer-brand relationships under the marketing 3.0 paradigm: A literature review and research agenda. *Journal of Business Research*, 67(2), 279-285. <https://doi.org/10.1016/j.jbusres.2013.03.006>
- Ketchen, D. J., & Hult, G. T. M. (2007). Bridging organization theory and supply chain management: The case of best value supply chains. *Journal of Operations Management*, 25(2), 573-580. <https://doi.org/10.1016/j.jom.2006.06.007>
- Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th Global ed.). Pearson.
- Kumar, N., Scheer, L. K., & Steenkamp, J.-B. E. M. (1995). The effects of perceived interdependence on dealer attitudes. *Journal of Marketing Research*, 32(3), 348-356. <https://doi.org/10.1177/002224379503200307>
- Emon, M. M. H., Khan, T., Rahman, M. A., Bukari, Z., & Chowdhury, M. S. A. (2024). *Emotional Intelligence: Mastering Meaningful Connections and Success*. Notion Press.
- Khan, T., Rahman, S. M., & Hasan, M. M. (2020). Barriers to Growth of Renewable Energy Technology in Bangladesh. *Proceedings of the International Conference on Computing Advancements*, 1-6. <https://doi.org/10.1145/3377049.3377086>
- Lawrence, J. J., Sharma, A., & Verma, H. V. (2021). Co-creation of value through supplier development: A case study in the automotive industry. *Supply Chain Management: An International Journal*, 26(6), 712-725. <https://doi.org/10.1108/SCM-10-2019-0376>
- Leek, S., Christodoulides, G., & Crotts, J. C. (2018). Customer brand engagement and value co-creation behavior: A service-dominant logic perspective. *Journal of Business Research*, 88, 388-396. <https://doi.org/10.1016/j.jbusres.2017.12.031>
- Mentzer, J. T., DeWitt, W., Keebler, J. S., Min, S., Nix, N. W., Smith, C. D., & Zacharia, Z. G. (2001). Defining supply chain management. *Journal of Business Logistics*, 22(2), 1-25. <https://doi.org/10.1002/j.2158-1592.2001.tb00001.x>
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3), 20-38. <https://doi.org/10.1177/002224299405800303>
- Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, 54(4), 20-35. <https://doi.org/10.1177/002224299005400403>
- Neuman, W. L. (2014). *Social research methods: Qualitative and quantitative approaches* (7th ed.). Pearson.

- Nooteboom, B. (1996). Trust, opportunism and governance: A process and control model. *Organization Studies*, 17(6), 985-1010. <https://doi.org/10.1177/017084069601700605>
- Oliver, R. L. (1999). Whence consumer loyalty? *Journal of Marketing*, 63(Special Issue), 33-44. <https://doi.org/10.1177/002224299906300103>
- Palmatier, R. W., Houston, M. B., & Hulland, J. (2016). Review articles: Purpose, process, and structure. *Journal of the Academy of Marketing Science*, 44(1), 1-5. <https://doi.org/10.1007/s11747-015-0468-5>
- Payne, A. F., Storbacka, K., & Frow, P. (2008). Managing the co-creation of value. *Journal of the Academy of Marketing Science*, 36(1), 83-96. <https://doi.org/10.1007/s11747-007-0070-6>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. *Journal of Interactive Marketing*, 18(3), 5-14. <https://doi.org/10.1002/dir.20015>
- Ramaswamy, V., & Ozcan, K. (2018). What is co-creation? An interactional creation framework and its implications for value creation. *Journal of Business Research*, 84, 196-205. <https://doi.org/10.1016/j.jbusres.2017.11.027>
- Emon, M. H. (2023). A systematic review of the causes and consequences of price hikes in Bangladesh. *Review of Business and Economics Studies*, 11(2), 49-58.
- Khan, T., Khanam, S. N., Rahman, M. H., & Rahman, S. M. (2019). Determinants of microfinance facility for installing solar home system (SHS) in rural Bangladesh. *Energy Policy*, 132, 299-308. <https://doi.org/10.1016/j.enpol.2019.05.047>
- Rindfleisch, A., & Moorman, C. (2001). The acquisition and utilization of information in new product alliances: A strength-of-ties perspective. *Journal of Marketing*, 65(2), 1-18. <https://doi.org/10.1509/jmkg.65.2.1.18255>
- Sanchez, R., & Heene, A. (2004). *The new strategic management: Organization, competition, and competence*. John Wiley & Sons.
- Sheth, J. N., & Parvatiyar, A. (1995). Relationship marketing in consumer markets: Antecedents and consequences. *Journal of the Academy of Marketing Science*, 23(4), 255-271. <https://doi.org/10.1177/009207039502300403>
- Sheth, J. N., & Uslay, C. (2007). Implications of the revised definition of marketing: From exchange to value creation. *Journal of Public Policy & Marketing*, 26(2), 302-307. <https://doi.org/10.1509/jppm.26.2.302>
- Simatupang, T. M., & Sridharan, R. (2002). The collaborative supply chain. *International Journal of Logistics Management*, 13(1), 15-30. <https://doi.org/10.1108/09574090210806335>
- Slater, S. F., & Narver, J. C. (1995). Market orientation and the learning organization. *Journal of Marketing*, 59(3), 63-74. <https://doi.org/10.1177/002224299505900305>
- Spekman, R. E., Kamauff, J. W. Jr., & Myhr, N. (1998). An empirical investigation into supply chain management: A perspective on partnerships. *Supply Chain Management: An International Journal*, 3(2), 53-67. <https://doi.org/10.1108/13598549810218080>
- Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(13), 1319-1350. <https://doi.org/10.1002/smj.640>
- Uлага, W., & Eggert, A. (2006). Value-based differentiation in business relationships: Gaining and sustaining key supplier status. *Journal of Marketing*, 70(1), 119-136. <https://doi.org/10.1509/jmkg.70.1.119>
- Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1-17. <https://doi.org/10.1509/jmkg.68.1.1.24036>
- Veloutsou, C., & Guzmán, F. (2017). The evolution of brand management thinking over the last 25 years as recorded in the *Journal of Product and Brand Management*. *Journal of Product & Brand Management*, 26(1), 2-12. <https://doi.org/10.1108/JPBM-01-2017-1398>
- Walker, H., & Jones, N. (2014). Sustainable supply chain management across the UK private sector. *Supply Chain Management: An International Journal*, 17(1), 15-28. <https://doi.org/10.1108/13598541211212195>

Disclaimer/Publisher's Note: The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of MDPI and/or the editor(s). MDPI and/or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions or products referred to in the content.