

B2B MARKETING IN SUPPLY CHAIN DISRUPTION: BUILDING ADAPTIVE CAPABILITY THROUGH RELATIONAL GOVERNANCE AND DIGITAL INTEGRATION

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Abstract

Supply chain disruptions have become increasingly frequent and complex, posing significant challenges for firms operating in B2B markets. Events such as pandemics, geopolitical conflicts, and environmental crises have exposed the limitations of traditional supply chain models, highlighting the need for greater adaptability and resilience. This study examines how relational governance and digital integration contribute to building adaptive capability in B2B marketing. Using a narrative literature review and conceptual framework development, the research synthesizes insights from academic literature, industry reports, and case studies related to supply chain disruption, relationship management, and digital transformation. The findings indicate that relational governance enhances trust, collaboration, and coordination among partners, reducing uncertainty and opportunistic behavior during disruptions. Digital integration, on the other hand, improves visibility, information sharing, and real-time decision-making, enabling faster and more effective responses. The interaction between these elements creates a synergistic effect that strengthens adaptive capability. The study also highlights the importance of flexibility and response speed as key dimensions of adaptability. A conceptual framework is proposed to explain how governance and digital integration jointly influence performance outcomes. The study concludes that integrating relational and technological capabilities is essential for achieving resilience and sustaining competitive advantage in dynamic B2B environments.

Keywords: *B2B marketing; supply chain disruption; relational governance; digital integration; adaptive capability*

INTRODUCTION

The increasing frequency and intensity of supply chain disruptions have become a defining characteristic of the modern business environment. Events such as global pandemics, geopolitical tensions, trade restrictions, and climate-related disasters have exposed vulnerabilities in traditional supply chain systems. These disruptions often lead to delays, shortages, cost increases, and operational inefficiencies, significantly affecting business performance (Rehman & Jajja, 2022). In B2B markets, where firms are highly interdependent, the impact of such disruptions is even more pronounced. Organizations must coordinate with suppliers, distributors, and partners to maintain continuity and meet customer demands. As a result, managing supply chain uncertainty has become a critical strategic priority (Gollapudi, 2022). This evolving landscape requires firms to rethink how they design and manage their supply chain relationships.

In response to these challenges, resilience and adaptability have emerged as essential capabilities in B2B markets. Resilience refers to the ability to withstand and recover from disruptions, while adaptability involves adjusting strategies and operations in response to changing conditions (Hosseini & Ivanov, 2020). Firms that possess these capabilities are better equipped to navigate uncertainty and maintain competitive advantage. In B2B contexts, adaptability is particularly important due to the complexity and interconnectedness of supply networks. Companies must be able to respond quickly to disruptions, reconfigure resources, and collaborate effectively with partners (Lima et al., 2021). This requires not only operational flexibility but also strong relational and technological capabilities. As such, resilience and adaptability are increasingly seen as key determinants of long-term success.

Despite their importance, many firms struggle to respond effectively to supply chain disruptions due to limited coordination and flexibility. Traditional supply chain structures often rely on rigid processes, siloed information systems, and transactional relationships. These limitations hinder the ability to share information, coordinate actions, and make timely decisions (Colon & Hochrainer-Stigler, 2022). As a result, firms may experience delays in identifying and responding to disruptions. Additionally, a lack of trust and collaboration among partners can exacerbate uncertainty and reduce the effectiveness of response strategies. These challenges highlight the need for more integrated and collaborative approaches to supply chain management (Bui et al., 2020). Without such approaches, organizations remain vulnerable to ongoing disruptions.

In this context, this article aims to examine how relational governance and digital integration can enhance adaptive capability in B2B marketing. Relational governance, based on trust, collaboration, and shared norms, can strengthen inter-organizational relationships and improve coordination. Digital integration, through technologies such as real-time data sharing and analytics, can enhance visibility and responsiveness across the supply chain. By combining these two elements, firms can develop more agile and resilient systems. The article seeks to provide a conceptual framework that explains how these factors interact to support adaptive capability. It also offers insights into how organizations can better prepare for and respond to disruptions. Ultimately, the study contributes to understanding how B2B firms can build more robust and adaptive supply chain strategies.

LITERATURE REVIEW

Supply Chain Disruption in B2B Contexts

Supply chain disruptions in B2B contexts arise from a variety of sources, each with distinct characteristics and implications. These disruptions can be broadly categorized into internal and external factors. Internal disruptions may include operational failures, production delays, or system breakdowns within an organization (Bui et al., 2020). External disruptions, on the other hand, stem from factors such as natural disasters, geopolitical conflicts, pandemics, and supplier insolvency. The increasing globalization of supply chains has further amplified exposure to such risks, as firms depend on geographically dispersed partners. Additionally, digital interdependencies introduce new vulnerabilities, including cybersecurity threats and system outages (Golan et al., 2020). Understanding the diverse sources of disruptions is essential for developing effective response strategies.

The impact of these disruptions on B2B firms is significant and multifaceted, affecting operations, relationships, and overall performance. Operationally, disruptions can lead to production halts, inventory shortages, and delivery delays (Moosavi et al., 2022). These issues often cascade across the supply chain, amplifying their effects. From a relational perspective, disruptions can strain partnerships, particularly when expectations are not met or communication breaks down. Trust may erode if partners fail to deliver or respond effectively during crises. Financial performance is also affected, as disruptions increase costs and reduce revenue opportunities (Sudan et al., 2023). Consequently, firms must develop strategies that address both operational resilience and relationship stability. Managing these impacts is critical for sustaining long-term performance in uncertain environments (Gurtu & Johny, 2021).

B2B Marketing and Relationship Management

B2B marketing is fundamentally centered on building and maintaining strong relationships between firms. Unlike B2C markets, where transactions are often short-term and transactional, B2B interactions are typically long-term and relational. Trust plays a central role in these relationships, as firms rely on each other for consistent performance and reliability (Shashi et al., 2020). Collaboration is equally important, enabling partners to coordinate activities, share resources, and solve problems collectively. Long-term partnerships allow firms to develop mutual understanding and align their strategic goals. These relational elements create a foundation for stability and cooperation (Sabahi & Parast, 2020). As a result, effective relationship management is a key driver of success in B2B markets.

The importance of relationship marketing becomes even more pronounced in uncertain and disruptive environments. During periods of disruption, firms must rely on their partners to adapt quickly and support recovery efforts. Strong relationships facilitate open communication, faster decision-making, and greater flexibility (Li et al., 2023). Trust reduces the likelihood of opportunistic behavior, encouraging partners to act in the collective interest. Additionally, collaborative relationships enable joint problem-solving and innovation in response to challenges. Relationship marketing thus serves as a strategic tool for managing uncertainty (Shekarian & Parast, 2020). By investing in relationships, firms can enhance their ability to navigate disruptions and maintain performance.

Relational Governance

Relational governance refers to the use of informal mechanisms, such as trust, shared norms, and mutual understanding, to manage inter-organizational relationships. Unlike formal contracts, relational governance relies on social and behavioral factors to guide interactions between partners. Trust is a key component, as it reduces uncertainty and fosters cooperation (Browning et al., 2023). Shared norms establish expectations regarding acceptable behavior and performance. Collaboration further strengthens relationships by promoting joint decision-making and problem-solving. These mechanisms create a flexible and adaptive framework for managing partnerships (Guo et al., 2024). As a result, relational governance is particularly valuable in dynamic and uncertain environments.

The distinction between formal and informal governance structures is important for understanding how relationships are managed in B2B contexts. Formal governance relies on contracts, rules, and legal agreements to define roles and responsibilities. While these mechanisms provide clarity and protection, they can be rigid and difficult to adapt during disruptions (Ivanov & Dolgui, 2020). In contrast, informal governance offers greater flexibility, allowing partners to respond more effectively to changing conditions. However, informal mechanisms require a strong foundation of trust and shared values to function effectively. In practice, firms often use a combination of both approaches to balance control and flexibility. This hybrid approach enables organizations to manage risk while maintaining adaptability (Huang & Tate, 2025). Ultimately, relational governance enhances the ability of firms to coordinate and respond in complex supply chain environments.

METHODOLOGY

This study adopts a narrative literature review combined with conceptual framework development to examine how relational governance and digital integration contribute to adaptive capability in B2B marketing under supply chain disruption. Given the complexity and interdisciplinary nature of the topic, a narrative approach allows for the integration of insights from marketing, supply chain management, and information systems literature. The research design focuses on synthesizing existing theories and empirical findings to build a comprehensive conceptual understanding of the relationships among key constructs. Sources are selected from peer-reviewed academic journals, industry reports, and relevant case studies to ensure both theoretical rigor and practical relevance. The inclusion criteria prioritize works that explicitly address B2B marketing, supply chain disruption, governance mechanisms, and digital integration technologies. This targeted selection ensures that the analysis remains focused on the most relevant contributions to the research objective. As a result, the study provides a structured and holistic perspective on adaptive capability in disrupted supply chain environments.

The analytical approach is based on thematic synthesis, which involves identifying recurring themes, patterns, and relationships across the selected literature. This method allows for the integration of diverse findings into a coherent framework that highlights the interplay between relational governance, digital integration, and adaptive capability. However, the study is subject to several limitations. The reliance on a narrative review may introduce selection bias, as it does not follow a strictly systematic protocol. Additionally, many insights are derived from context-specific studies, which may limit the generalizability of the findings across industries and regions. The rapidly evolving nature of digital technologies and supply chain dynamics may also affect the long-term applicability of the conclusions. Despite these limitations, the methodology provides valuable conceptual insights into a complex and emerging area of research. It also lays the foundation for future empirical studies and more systematic investigations.

RESULTS AND DISCUSSION

Role of Relational Governance

Relational governance plays a crucial role in building trust and cooperation among supply chain partners, especially during periods of disruption. In uncertain environments, formal contracts alone are often insufficient to manage complex and rapidly changing situations (Gao et al., 2021). Trust-based relationships enable firms to share sensitive information, coordinate actions, and support one another in addressing challenges. Cooperation becomes more fluid when partners are confident in each other's intentions and capabilities (Roh & Xiao, 2024). This is particularly important when quick decisions and joint problem-solving are required. Strong relational ties also encourage flexibility, allowing partners to adjust agreements and expectations as conditions evolve. As a result, relational governance enhances the overall responsiveness of the supply chain (Montoya-Torres, 2021).

In addition to fostering cooperation, relational governance helps reduce uncertainty and opportunistic behavior. During disruptions, firms may face incentives to prioritize their own interests, potentially undermining

collaborative efforts (Divakaran & Chaturvedi, 2024). However, established norms and mutual trust discourage such behavior by reinforcing long-term relationship value over short-term gains. Shared expectations and informal agreements guide decision-making, even in the absence of explicit contractual provisions (Phukan & Kumar, 2025). This reduces the need for costly monitoring and enforcement mechanisms. By minimizing opportunism, relational governance stabilizes partnerships and ensures more consistent performance. Ultimately, it creates a foundation for sustained collaboration in dynamic environments (Bednarski et al., 2023).

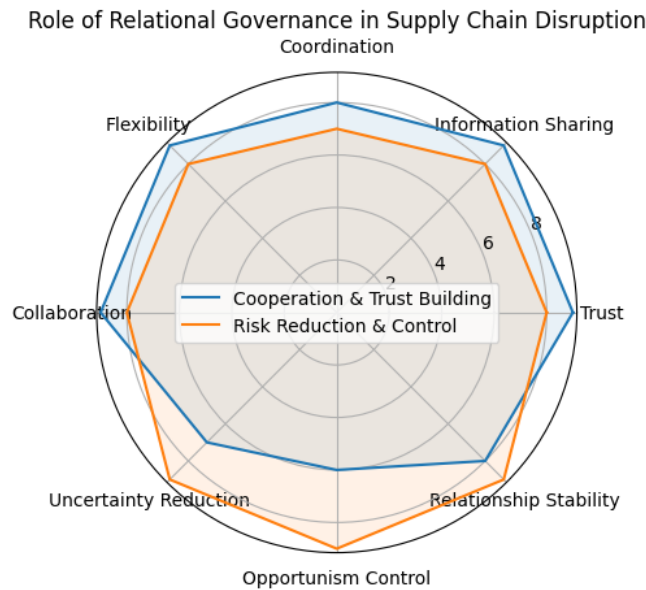


Figure 1. Double Radar Chart of Relational Governance: Cooperation, Trust Building, and Risk Reduction in Supply Chain Disruption

Figure 1 illustrates the dual role of relational governance in enhancing both cooperative dynamics and risk mitigation within disrupted supply chains. The chart shows that elements such as trust, information sharing, coordination, and flexibility are strongly associated with cooperation and relationship building, enabling partners to work collaboratively under uncertainty (Colm & Ordanini, 2021). At the same time, relational governance contributes significantly to risk reduction through mechanisms such as uncertainty reduction, opportunism control, and relationship stability. The overlap between the two dimensions indicates that these functions are interdependent, as stronger relationships naturally lead to lower risks (Kencono et al., 2025). Notably, trust and collaboration serve as foundational elements that support both dimensions simultaneously. This highlights that relational governance is not limited to fostering positive interactions but also plays a critical role in safeguarding partnerships (Pellegrino et al., 2024). Overall, the figure demonstrates that effective relational governance strengthens both the social and structural resilience of supply chains, making it a key capability in managing disruptions (Vlajic et al., 2019).

Role of Digital Integration

Digital integration significantly enhances visibility and coordination across supply chains, which is essential during disruptions. Technologies such as enterprise resource planning (ERP), Internet of Things (IoT), and data analytics enable real-time tracking of inventory, production, and logistics. This increased visibility allows firms to identify disruptions early and assess their potential impact (Kumar & Sharma, 2021). Improved coordination is achieved through seamless information sharing among partners, reducing delays and miscommunication. Digital platforms facilitate synchronized planning and execution, ensuring that all stakeholders are aligned. This level of integration reduces inefficiencies and improves overall supply chain performance (Matas et al., 2024). As a result, digital integration is a key enabler of operational resilience. Moreover, digital integration supports real-time decision-making, which is critical in rapidly changing environments. Access to timely and accurate data allows firms to respond quickly to disruptions and adjust their strategies accordingly. Decision-makers can analyze multiple scenarios and implement appropriate actions without significant delays (J & Echeverría, 2024). This capability is particularly valuable when managing complex supply chains with multiple interdependencies. Digital tools also enable automation of routine processes, freeing up resources for strategic decision-making (Mishra et al., 2024). By

enhancing speed and accuracy, digital integration improves the quality of responses to disruptions. Ultimately, it strengthens the ability of firms to adapt and maintain continuity (Chaturvedi, 2024).

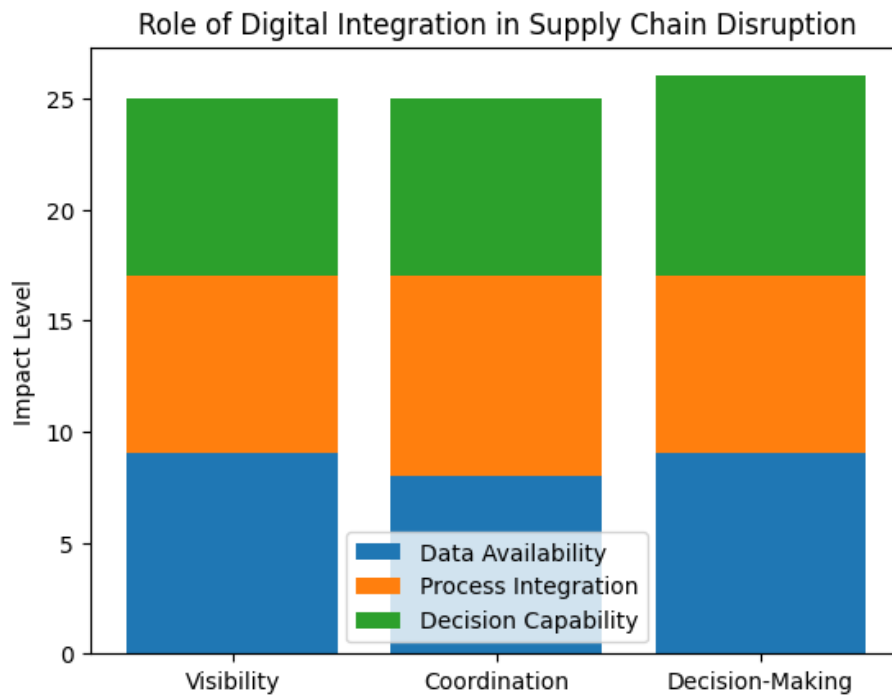


Figure 2. Triple Stacked Bar Chart of Digital Integration Capabilities: Data Availability, Process Integration, and Decision-Making in Supply Chain Disruption

Figure 2 illustrates the layered role of digital integration in enhancing supply chain resilience through three interconnected capabilities: data availability, process integration, and decision-making. The bottom layer highlights the importance of real-time data access in improving visibility across supply chain activities, enabling early detection of disruptions (Gorski & Badea, 2025). Building on this, the middle layer demonstrates how process integration facilitates coordination among partners, reducing inefficiencies and ensuring aligned operations. The top layer emphasizes decision capability, showing how integrated data and processes support faster, more accurate, and more strategic responses (Agu et al., 2024). The relatively balanced contributions across all three dimensions indicate that effective digital integration requires simultaneous development of these capabilities rather than reliance on a single aspect. This layered structure underscores the cumulative effect of digital technologies in strengthening supply chain performance (Liu, 2025). Overall, the figure demonstrates that digital integration enhances not only operational efficiency but also the agility and responsiveness needed to manage disruptions effectively.

Adaptive Capability in B2B Marketing

Adaptive capability in B2B marketing refers to the ability of firms to adjust their strategies and operations in response to changing environmental conditions. Flexibility is a key component of this capability, allowing organizations to modify their marketing approaches, supply chain configurations, and resource allocations (Marczewska & Kostrzewski, 2020). Firms with high flexibility can reconfigure their offerings, pricing, and communication strategies to meet evolving customer needs. This adaptability is particularly important in B2B markets, where relationships and contracts are often long-term and complex. Flexible operations also enable firms to shift production or sourcing strategies when disruptions occur. By maintaining agility, organizations can continue to deliver value despite uncertainty (Hernández-Chea et al., 2021). This enhances both customer satisfaction and competitive advantage. Rapid response to changing conditions is another critical aspect of adaptive capability. In disrupted environments, delays in decision-making can lead to significant losses and missed opportunities. Firms must be able to quickly identify changes, assess their implications, and implement appropriate responses (Comin et al., 2019). This requires efficient information processing, strong coordination, and effective communication with partners. Rapid response capabilities enable firms to mitigate risks and capitalize on emerging opportunities. In B2B contexts, this also involves maintaining close relationships with customers to understand their evolving needs. By

responding swiftly, firms can strengthen trust and reinforce their reliability (Ofodile et al., 2022). Ultimately, adaptive capability ensures that organizations remain resilient and competitive in dynamic markets.

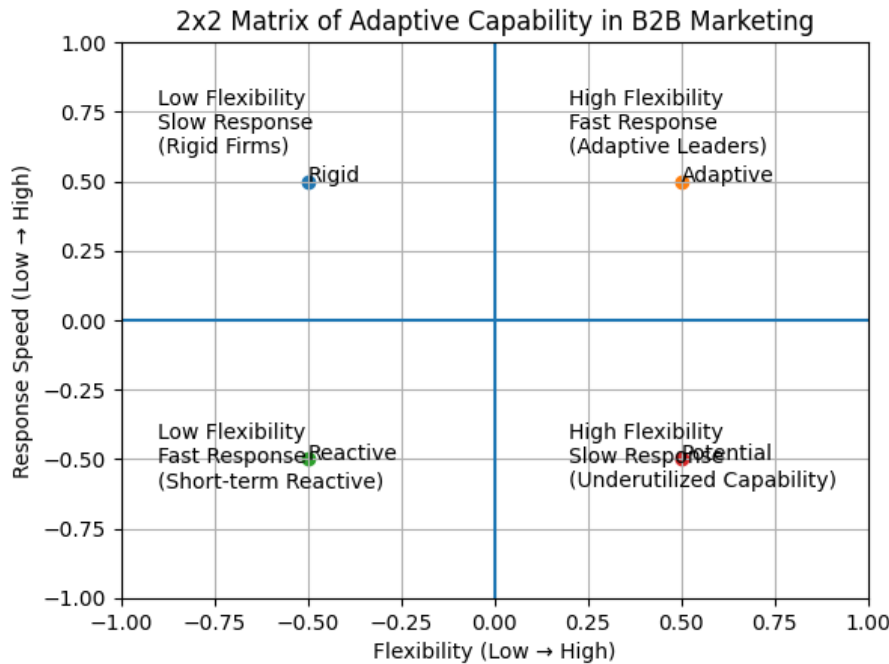


Figure 3. 2x2 Matrix of Adaptive Capability in B2B Marketing: Flexibility and Response Speed

Figure 3 illustrates the strategic positioning of firms based on their levels of flexibility and response speed, highlighting different types of adaptive capability in B2B marketing. The top-right quadrant represents adaptive leaders, which combine high flexibility with rapid response, enabling them to effectively manage disruptions and maintain competitive advantage. In contrast, rigid firms in the top-left quadrant exhibit low flexibility and slow response, making them highly vulnerable to environmental changes (Rehman & Jajja, 2022). The bottom-left quadrant identifies reactive firms that respond quickly but lack structural flexibility, resulting in short-term adjustments without sustainable adaptability. Meanwhile, firms in the bottom-right quadrant possess high flexibility but fail to act indicating underutilized potential (Gollapudi, 2022). The matrix emphasizes that neither flexibility nor speed alone is sufficient; both must be integrated to achieve true adaptive capability. Overall, the figure underscores the importance of aligning strategic agility with operational responsiveness to navigate complex and dynamic B2B environments.

Interaction Effects

The interaction between relational governance and digital integration creates a powerful synergy that enhances supply chain resilience. While relational governance provides the social foundation for trust and collaboration, digital integration offers the technological infrastructure for information sharing and coordination (Lima et al., 2021). Together, these elements reinforce each other, enabling more effective and efficient responses to disruptions. Trust encourages partners to share accurate and timely data, while digital systems facilitate the transmission and analysis of this information. This combination reduces uncertainty and improves decision-making quality (Colon & Hochrainer-Stigler, 2022). The synergy between these factors enhances both operational and relational performance. As a result, firms are better equipped to manage complex and uncertain environments. These complementary roles are particularly important in building long-term resilience in B2B markets. Relational governance ensures that partnerships remain stable and cooperative, even under stress, while digital integration enables rapid and informed responses. Together, they create a balanced approach that combines flexibility with control. Firms that successfully integrate both dimensions can achieve higher levels of adaptive capability. This integrated approach allows organizations to anticipate disruptions, respond effectively, and recover (Colon & Hochrainer-Stigler, 2022). It also supports continuous learning and improvement, strengthening future resilience.

Ultimately, the interaction between relational governance and digital integration is a key driver of sustainable performance in disrupted supply chains (Golan et al., 2020).

CONCLUSION

The findings of this study highlight the critical importance of developing adaptive capability in B2B marketing to effectively manage supply chain disruptions. By integrating insights from relational governance and digital integration, the analysis demonstrates that resilience is not achieved through a single mechanism but through the combination of social and technological capabilities. Relational governance fosters trust, collaboration, and shared commitment among partners, which are essential for coordinated responses during uncertainty. At the same time, digital integration enhances visibility, information sharing, and real-time decision-making, enabling faster and more accurate responses to disruptions. Together, these elements create a synergistic effect that strengthens both operational efficiency and relationship stability. The study also emphasizes that adaptive capability is characterized by flexibility and responsiveness, allowing firms to adjust strategies and maintain performance under changing conditions. Overall, the research underscores that firms must adopt a holistic approach to build resilience in complex B2B environments.

From a theoretical perspective, this study contributes by linking relationship marketing, supply chain management, and digital transformation into a unified framework for understanding adaptive capability. It highlights the complementary roles of relational and technological mechanisms in shaping firm responses to disruption. Practically, the findings provide valuable guidance for managers, suggesting that investments in both relationship-building and digital infrastructure are essential for long-term success. However, the study is limited by its conceptual nature and reliance on existing literature, which may restrict generalizability across contexts. Future research should focus on empirical validation of the proposed framework and explore how different industries implement these strategies. Additionally, examining the role of emerging technologies and evolving partnership models would further enhance understanding. Ultimately, the ability to integrate relational governance and digital integration will determine how effectively firms navigate disruptions and sustain competitive advantage.

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