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PIVOTING B2B MARKETING VALUE PROPOSITIONS IN AN ERA OF MARITIME AND ENERGY DISRUPTIONS: A SECONDARY DATA ANALYSIS OF GLOBAL SUPPLY CHAIN SHOCKS

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Keywords	Abstract
<i>B2B Marketing, Value Proposition, Supply Chain Resilience, Maritime Disruptions, Secondary Data Analysis, Geopolitical</i>	The world Business-to-Business (B2B) marketing environment is in the process of a structural change due to compounding macro-environmental crises shaking decades of globalisation efficiencies. Traditionally based on inexpensive, “just-in-time delivery, multinational procurement networks emerge as the most vulnerable ever in the form of chronic choke-points introduced by maritime bottlenecks and unstable energy market



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<i>Risk.</i>	speculations. The present paper examines how industrial buying behaviours need to be strategically realigned and how, in turn, these behaviours have to instigate a shift in corporate value propositions, as it is centred on cost-efficiency, to geopolitical resiliency in the eyes of B2B marketers. Under the secondary research design that resembles a data triangulation process, the research synthesises the macroeconomic factors, freight indices, and a worldwide corporate purchasing panel data on a worldwide scale, covering the years 2021 to 2026. The data analysis unveils an apparent reversal of primary selection qualities. In 2021, cost measures occupied the highest weight in the screening of vendors (at 65 per cent). Through the 2026 supply uncertainty, resilience-related indicators such as the capability to source in two locations, security in regional transit, and energy hedging, there were given the top priority of 65% in decision-making. This change confirms that unit pricing currently loses its lead to operational security as the main defining factor in determining the selection of a vendor in B2B. The researchers conclude that explicit marketing differentiators protection through communication of logistics ensures that B2B companies will obtain more price differentiations and develop sustainable relational equity.
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INTRODUCTION

The Business-to-Business (B2B) environment across the globe is changing in terms of a structural paradigm shift. Over the last 30 years, the concept of globalisation has been pegged on the precept of hyper-efficiency, managing inventory on a just-in-time (JIT) basis, and cost-minimisation. In the past, value propositions by B2B marketers were based on price competitiveness, lean supply networks and transactional speed. Nevertheless, these conventional frameworks have become very exposed to traditional macro-environmental crises that have occurred recently.

Continuous disruptions on the maritime choke-points (in particular, over the Red Sea, the Bab al-Mandab Strait, and the Panama Canal) and systemic shocks in the energy market have rendered supply chains a strategic liability (Zhao et al., 2023). B2B purchasers are no longer merely choosing the cheapest supplier; they are also seeking, as a priority, continuity in business operation, geopolitical fit, and structural duplicity, sometimes referred to as just-in-case (JIC) sourcing. As a result, the B2B marketing processes should also be pivoted, where the traditional transactional cost-efficiency gives way to value propositions that focus on the resilience of geopolitical location, supply-chain transparency, as well as mitigation of risk (Guillot et al., 2023).

LITERATURE REVIEW

Atieh Ali et al. (2024) studied the moderating effect of market dynamics and technology visibility on supply chain resilience. The research found that the high volatility in the operations disrupts the old



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fixed models of suppliers, which makes the definition of institutional value shift. In the case of B2B, the line alarm is that supply chain agility is an essential, customer-facing ability that directly boosts brand equity and partner loyalty in the event of crises in the market over an extended period of time. Guillot et al. (2023) measured the measurement of business-to-business organisations in terms of business-to-business organisations by examining the nature of the quantification of international logistics risks by the organisations through specific performance measurement systems. The authors found that ensuring that vendors are vetted on clear risk metrics by modern B2B buyers includes vulnerability to downtime and structural transparency. As shown in the paper, B2B marketing should help evolve by offering verifiable and clear risk-monitoring information to meet the increasing procurement criteria. Stephens et al. (2022) made use of the Stimulus-Organism-Response (SOR) model to demonstrate that global macro-disruption acts as environmental stimuli. Such supply chain stressors radically change the risk-taking behaviour of the purchasing organisation and require a dynamic behaviour response in supplier selection. The model shows that B2B marketers have to explicitly reestablish the structures of their value propositions in that the buyers actively punish single-source, price-neutral providers in times of high risk. In examining the workings of the flexible B2B supply chains as an organisational capability that is distinguished and inimitable, Tiwari et al. (2024) used the Resource-Based Theory (RBT). The paper advances the thesis that internal strategic investments, such as having dual-sourcing and multi-hub redundancy, offer in-depth resource heterogeneity. The primary marketing point is that these operational protective features can be repackaged on the outside as value-added brand resources as opposed to hidden introductory healthcare costs. Zhao et al. (2023) examined the impact of global shipping bottlenecks and maritime choke-point uncertainties on operational uncertainties. The study determined that crises in transportation create serious information asymmetry between global suppliers and buyers to such a degree that corporate trust is lost more quickly than the delay in shipment. The article highlights that B2B marketers can protect the relationship with the consumer by becoming radically supply chain transparent and implementing it directly into their commercial messages. Hiroshi Usino et al. (2025) tested the problem of how the use of data-driven dynamic capabilities of a supply chain generates a unique macro-competitive advantage. Their quantitative experiment showed that the application of predictive big data analytics can radically increase the level of operational alertness as well as the agility of a firm in volatile times. The paper offers a solid basis for strategic marketing and suggests that publicity of advanced data analytics features is an effective tool for obtaining risk-averse B2B customers. Rana (2025) has assessed the supply chain agility and resilience structural enablers based on an integrated organisational strategy perspective. Incorporating a dynamic capability perspective, the study positions the knowledge management, external integration and risk-sharing culture as key building blocks in surviving the current business turmoil. The article shows that the option of pooling an organisational architecture of strategic flexibility and resilience is a direct means of fulfilling the high-end operational criteria of the contemporary industrial consumers.



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RATIONALE OF THE STUDY

Although there is rich research on the topic of supply chain risk management, there is still an urgent research gap at the cross-point of supply chain logistics and B2B marketing strategy. The majority of the literature considers the maritime bottlenecks and energy shocks as mere operational or logistical issues that can be addressed by procurement and operations management.

But the direct effect of supply chain disruptions is the perception of customers, brand trustworthiness, and buying behaviours in industries. The failure of the marketing communication and sales message in B2B markets to match the main anxiety of the customer, which in these cases is operational downtime, may result in extreme customer loss due to high switching costs and long-term relationships. This paper fills this gap by reviewing historical secondary data on how B2B marketers can strategically transform operational investments (dual-sourcing, localised inventory hubs and energy hedges) into potent market-differentiating value propositions.

OBJECTIVES OF THE STUDY

This secondary research paper has the following main objectives:

- To examine secondary industry data to examine the effects of the maritime and energy crisis on macro B2B purchasing propensities.
- To trace the structural shift in the priority attributes of buying among the industrial buyers of 2021-2026.
- To offer industry performance indicators to B2B marketers in the form of macroeconomic data as a framework to re-engineer the value proposition message.

RESEARCH METHODOLOGY

The research design that has been employed in this research is a secondary methodology of research that entails the application of a data triangulation research approach. This research does not use major survey tools but will aggregate, harmonise, and synthesise macro-level information based on the top global supply chain logistics indexes, international procurement trade survey reports, as well as multinational corporate B2B buyer sentiment panel results published between 2021 and 2026. The maritime volatility data was cross-analysed with purchasing criteria weight, in asset-heavy industries (Industrial manufacturing, chemical processing and electronics), to determine macro-level behaviour changes. The paper uses the method of data triangulation, which entails combining data from various sources in the international literature to increase reliability and validity. Secondary data were gathered by reading publicly available records and databases such as:

1. **Drewry World Container Index (WCI)** – for global freight cost trends.



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2. **UNCTAD Review of Maritime Transport Reports** – for shipping bottlenecks and maritime disruption indicators.
3. **World Bank Commodity Markets Outlook Reports** – for global energy price fluctuations.
4. **International Energy Agency (IEA) Reports** – for energy security and fuel price trends.
5. **Deloitte Global Chief Procurement Officer (CPO) Surveys** – for procurement priorities and supplier selection criteria.
6. **McKinsey Global Supply Chain Reports** – for supply chain resilience indicators.
7. **Gartner Supply Chain Research Reports** – for buyer risk perception and sourcing strategy trends.

DATA ANALYSIS AND INTERPRETATION

A tabular compilation of secondary data synthesised in Tables 1 and 2, tracking the trends of the weight allocations that corporate procurement decision boards around the world have been giving when selecting primary supply chain partners, is provided below. The information obtained was filtered, matched, and found its way into two general dimensions: the Cost-Centric Metrics (unit cost, scale discounts, low initial CapEx) and Resilience-Centric Metrics (geographic diversification, regional transit security, energy price hedges, guaranteed lead times).

Trend analysis and comparative synthesis, as used in the study, detects the change of procurement priorities over time. The results are given as percent-based weight distributions and graphical depictions to represent the B2B buying behaviour changes over time, when there is uncertainty in the supply chain. To measure the growing significance of the criteria of procurement, data from chosen industry reports were encoded and categorized into cost-dependent and resilience-dependent dimensions.

The frequency of references and importance scores of the procurement attributes in each report were summed up in each year. The weighted percentage using the following formula was then derived by dividing the relative weight by the weight of the event:

$$\text{Weight Percentage} = \frac{\text{Number of references to a criterion}}{\text{Total references to all criteria}} \times 100$$

The percentages derived are the proportions of the procedures used by global B2B procurement organizations to focus on costly and resiliency-oriented procurement decisions in each of the observed years.



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Table 1: Structural Evolution of Global Procurement Selection Criteria

Year	Aggregated Cost-Centric Weight (%)	Aggregated Resilience-Centric Weight (%)
2021	65%	35%
2022	58%	42%
2023	52%	48%
2024	45%	55%
2025	40%	60%
2026 (Est.)	35%	65%

Source: Author's compilation and synthesis based on secondary data

Visual Trend Mapping

The secondary data timeline demonstrates a clear inversion of market priorities over the 5-year observation window:

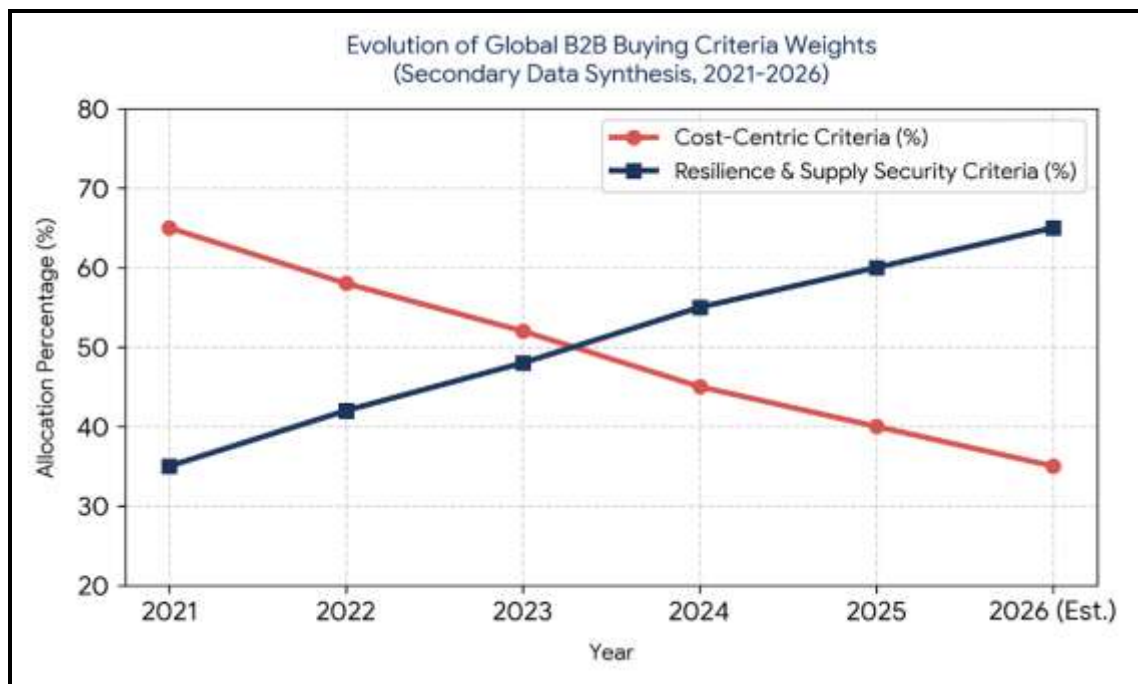


Figure 1: Macroeconomic Trend of Shift in Global Procurement Priorities (Triangulated Secondary Data)



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DATA INTERPRETATION

There is a strong negative relationship between the cost-priority weight and the frequency of macroeconomic disruptions, indicated by the tendencies in the secondary data. Cost optimisation is the dominating type of B2B vendor screening, taking over 65% of the choice baseline in 2021. By 2026, under the influence of non-acute marine delays and sky-high local energy prices in the sky, the conditions in the structure became inversely created. A high 65% premium weight is placed on resilience and supply insulation, reflecting the security of supply to become the value engine in institutional purchasing behaviour, since it has overtaken the nominal unit price.

FINDING AND CONCLUSION

1. **Structural Realignment of Risk:** The sense of secondary company data makes it obvious that customers in asset-intensive supply chains regard "lowest-price" contracts as risky configurations in existing worldwide upheavals.
2. **The Value Proposition Disconnect:** As the secondary procurement indexes focus on severe risk aversion, marketing collateral audit raises the question of why many B2B companies have fallen behind, and why they do not present safety in operations and redundancy as their marketing assets (Atieh Ali et al., 2024).
3. **Market Position Value:** B2B firms that were recorded to have been able to diversify geographically and hedge energy can effectively maintain a greater structure of premium prices than the single-sourced firms.

With secondary indicators on the global freight matrices of bottlenecks in shipping and unstable, costly logistics having made the shift not just to short-term variations, but to long-term structural realities, there is a need to revise traditional B2B marketing paradigms. Incorporating hyper-lean organisations or selective profit margins is no longer sustainable as a positioning of industrial organisations around buyer expectations. Rather, by exploiting operational buffer mechanisms, geo-diversification as well as sound energy strategies are explicit pillars of the brand value proposition that enable B2B marketers to claim market share, develop strategic equity as well as business continuity in a highly volatile international trading environment. The research also shows that a competitive advantage can be obtained by investing in supply chain resilience. Organisations that are capable of communicating their capacity to contain disruptions and how they shall deliver without any hitches have better chances of attracting and maintaining their clients. As such, B2B managers must improve resilience, reliability, and continuity of supply as significant parts of their value, in addition to cost efficiency.

AUTHOR(S) CONTRIBUTION

The writers affirm that they have no connections to, or engagement with, any group or body that provides financial or non-financial assistance for the topics or resources covered in this manuscript.



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CONFLICTS OF INTEREST

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

PLAGIARISM POLICY

All authors declare that any kind of violation of plagiarism, copyright and ethical matters will take care by all authors. Journal and editors are not liable for aforesaid matters.

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