

Review of Literature on Factors Affecting Long-Term Business-to-Business Relationship – A Special Reference to Micro Manufacturing Units

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ABSTRACT

Purpose: *By methodically synthesizing the body of knowledge on business-to-business (B2B) relationships and the long-term factors affecting these relationships, this research article aims to contribute predictions to future trends.*

Design: *The areas that required additional research were identified using a systematic review of the literature and textual analysis of keywords and abstracts. Additionally, convenience sampling was used in the article's analysis, collection of secondary data from reliable sources, analysis, evaluation, writing, and publication of the understanding.*

Findings: *This illustrative abstract map results from the review and shows the organizational level B2B relationship factors. The review highlighted the significance of additional research in B2B relationships, particularly in small manufacturing companies. Even though there have been numerous studies on the variables influencing business-to-business relationships, there is still room for more research into how enterprise attitudes toward service quality affect the development and maintenance of B2B relationships.*

Originality/Value: *To the best of our knowledge, it also offers a review of the literature on the factors influencing B2B relationships, explains the exogenous and endogenous factors, and suggests a concept map. The study adds to the growing body of knowledge on business-to-business relationships.*

Paper Type: *Review Paper.*

Keywords: Long-term B2B Relationship, Micromanufacturing units, Service Quality, Profit, SWOC Analysis

1. INTRODUCTION :

India is regarded as an emerging market in the context of the global economy. India was one of the BRIC nations that was most well-known in the early 1990s. With its business, innovation, and practices used, India's business environment can be viewed as vast. For the past few decades, B2B marketers in India have experienced a rapid rise in competition in the business environment. This encourages Indian businesses to obtain ISO certifications in order to grow. The other additional initiatives were taken into consideration and made mandatory after globalization. According to the study, 40% to 60% of the annual GDP in the area of B2B buying and selling is unaccounted for, making India one of the most corrupt nations. Due to India's widespread corruption, new methods and ideas have emerged.

Business-to-business (B2B) markets have undergone a paradigm shift that favours behavioural theory over purely economic factors in B2B strategic planning. The seller-buyer relationship is heavily valued in the business-to-business market. The marketing of relationships. This means that B2B marketers must evaluate the values that their potential clients hold dear and base connections on these values in order to develop client relationships and brand recognition (LaPlaca, P., & da Silva, R. V. (2016). [1])

Not all service brands are classified as business-to-consumer. Instead, many newly forming businesses in the service industries are those that engage in business-to-business sales of their services. (B2B) (Smith, M. (2021). [2]).

The Indian manufacturing system depends heavily on micro, small, and medium-sized enterprises (MSME). Outsourcing in manufacturing can range from 20% to 90%. How much this sector contributes to India's economy, employment, domestic consumption, and social cohesion is impressive. Additionally, the focus of government agencies has dramatically increased in recent years. Large manufacturing companies must build long-lasting relationships with the MSME sector in order to understand its challenges and act as a strategic partner. Large-scale manufacturers have a moral responsibility to support the growth of this MSME sector in order to advance the country's economic and industrial development.

On July 1st, 2020, MSMEs went into effect. They later became a third of 1.2 billion people, directly contributing 45% to manufacturing output and 40% to exports. Contrarily, West Bengal and Uttar Pradesh, which have higher concentrations of MSMEs in the micro manufacturing sector in India, will have 89.64 and 88.41, respectively, while Karnataka has a moderate concentration, with 38.25 as of 2020–2022. As of Karnataka, more micro manufacturing businesses are situated in Bengaluru, Dharwad, and Mysore, as well as more micro-units, which are registered from April 2019 to March 2022. This has led to socioeconomic growth and an increase in employment opportunities. The factors influencing long-term and B2B relationships have been the subject of numerous studies [3].

Internal marketing and service quality: While service training affects service quality in domestic operations as well, it is more pronounced in international operations. Because internal marketing incorporates pre-existing organizational approaches used to monitor service quality, it has a greater impact on domestic operations than on international operations. The nature of the operations has no bearing on the empowerment's beneficial effect on service quality, but its moderating impact on service quality has significant managerial implications (Pomirleanu, N., et al. (2016). [4]). Issues involving credit and equity capital to be aware of the many issues facing the MSME sector. Understanding the many government initiatives taken in this direction (Patnaik, B. C. M., Satpathy, I., & Rachayeeta, P. (2016). [5]). Customer dedication: It revealed that despite acknowledging the benefits of ICT-enabled services that add value, participants were hesitant to give the service provider a proportionate amount of their increased dedication. The survey found that respondents who admitted to being willing to make more commitments gave CRM services an above-average rating for value addition (Paguio, R., & Ali, S. (2011). [6]). Technical context, organizational context, and environmental context: It was discovered that there was a strong positive correlation between these three contexts and that they can all have a positive impact on how widely B2BEC is adopted. It proved that different factors from various adoption levels had an effect on each level of e-commerce adoption. According to the analytical results of multiple linear regression analysis, there is a favourable correlation between the adoption level and elements of the TOE context. Through P-value of the results, it was further confirmed that there is a significant relationship between elements of the technological, organizational, and environmental (TOE) context and the degree of e-commerce adoption. The implementation includes looking at productivity and barriers to maintaining the standards in the companies (Hawaladar, I. T., et al. (2022). [7]).

2. OBJECTIVES :

The specific objectives of the review study are as follows:

- (1) Knowing the current status in the identified area through a systematic review.
- (2) To predict the desired status in the identified area.
- (3) To find the research Gap in identified Area.
- (4) To identify various research agendas.
- (5) To analyse and evaluate these identified research agendas.
- (6) To choose a suitable research agenda.
- (7) To analyse the chosen research agenda systematically using SWOC analysis framework.
- (8) To finalize the research problem and research topic for further scholarly research.

3. METHODOLOGY :

Using a historical literature review methodology, a thorough face -to-face survey and analysis of the body of literature on business-to-business relationships are conducted assembling secondary information from reliable sources and academic publications; analysing, assessing, writing, and publishing the understanding.

4. RELATED RESEARCH WORK :

The Google Scholar search engine, journals with the keywords Micro manufacturing industry, long-term B2B Relationship, Sustainability, SWOC Analysis, are used to review the existing works. The study's chosen time frame is from 2000 to 2022.

Table 1: Related research work B2B Relationship focus and contribution

S. No.	Focus	Contribution	References
1	Customer satisfaction	Customer loyalty is significantly influenced by customer satisfaction as a substitute for customer relationships for repurchase recommendations and strategic competence, rather than just by excellent service delivery through its impact on quality perception.	Allen & Phillips, (2000). [8]
2	B2B Relationship	Marketers may maintain positive relationships with purchasing managers by offering reward packages. This is significant because purchasing managers will forge closer ties with vendors who can more effectively satisfy both their own organizational and personal needs as well as those of the purchasing firm.	Tellefsen, (2002). [9]
3	Building Relationships	Building the scorecard for B2B-RP that will be displayed in periodic reports. Both the B2B-RP Scale and B2B-RP Scorecard can be utilized on a regular basis to plan, manage, control, and improve B2B partnerships.	Lages, et al., (2005). [10]
4	Customer loyalty	Out of the four relationship quality traits, only contentment and perceived service quality have an effect on behavioral loyalty (purchase intentions). The results demonstrate that the organization's level of relationship quality will have an impact on customer loyalty.	Rauyruen & Miller (2007). [11]
5	Relationship quality	The study examines the role of relationship quality in mediating the links between dynamic ability and relationship continuity as well as between WOM knowledge and relationship continuity.	Kim, (2014). [12]
6	Relationship Commitment	The results show that consumers in Brazil and other relation-based EMs give psychological aspects of a partnership more weight than consumers in the United States.	Graca et al., (2016). [13]

7	Sustainability	The results showed that value-oriented characteristics of businesses, like family-run firms and a commitment to sustainability, have an impact on these activities rather than showing that one particular customer segment has a greater impact.	Johnson et al., (2018). [14]
8	Manage business operations	The global coronavirus outbreak is reportedly having terrible effects on the majority of B2B companies, according to the study's findings. As a result of the revenue decline that results in organizational issues both internally and externally, a new strategy is required to manage business operations.	Johnston, (2020). [15]
9	Word of mouth communication	The findings show that word-of-mouth marketing, in particular, has a significant impact on the growth of a brand's reputation as it spreads across social media platforms, and that digital media significantly impacts sales.	Hawaladar et al., (2022). [7]
10	Consumer trust	Customer confidence in relationship maintenance.	Mara & Hutabarat (2022). [16]

Table 2: Related research work B2B Relationship focus and contribution

S. No.	Focus	Contribution	References
11	National Institutional Ranking Systems	Academic, student, teacher, administrative, and infrastructure worries are all valid concerns. Issues with learning resources, concerns about stakeholders, and stakeholder issues	Aithal. P. S. (2016). [17]
12	Acceptance of B2B	Duration of the sales cycles, even little increases in sales lead conversion performance result in increased levels of revenue and profitability.	Bradford, et al., (2016). [18]
13	Customer Loyalty is affected by Commitment, Satisfaction, and Cost Fluctuations	Consumer loyalty is more influenced by customer commitment and satisfaction than by changing prices.	Samudro, A., et al., (2019). [19]
14	Methodical analysis of literature on B2B Relationship	Ineffective leadership is the origin of 70% of change initiatives. With weak long-term leadership, all transformation programmes fail.	Ross, A., et al., (2007). [20]
15	Revitalizing MSME Sector in India	The MSME sector is struggling to survive because there are a lot of unpaid bills at the state and federal governments, public sector organizations, and large private businesses.	Jha, S. K., & Kumar, A. (2020). [21]

		The situation facing the MSME sector is likely to have disastrous effects on all parties involved.	
16	Entrepreneurs Characteristics on Loan Repayment	The repayment performance of the business will be negatively impacted by the entrepreneur's lack of entrepreneurial competencies, the co-founders' lack of ability and skills, and the entrepreneur's lack of a proper education. The borrower's proper education level has a favourable effect on their ability to make payments.	Siddiqui, M. A. (2017). [22]
17	Collaborative Markets	To examine and comprehend the primary effects of Internet adoption on relationships throughout the supply chain and to gauge its impact on interactions between customers and suppliers, the impact of Internet usage on markets and vertical partnerships.	Ronchi, S. (2011). [23]
18	Indebtedness and Gratitude	It advances the evaluation of reciprocity's dominant position in commercial exchange by offering a more nuanced perspective on the factors motivating reciprocal behaviors, revealing a number of normative repercussions for upcoming theory advancement and managerial approach. It concludes that not all feelings brought on by receiving material benefits are the same.	Baker, B. L., et al., (2018). [24]
19	E-commerce adoption and organizational growth	1. The results showed that there was a significant positive relationship between the variables. The degree of B2BEC adoption and the technological, organizational, and environmental contexts. 2. Results showed that different factors from various levels of adoption had an impact on each level of e-commerce adoption. 3. When putting the research findings into practice, the researcher found that businesses looked at productivity and obstacles to meeting standards in order to achieve operational performance.	Korala., et al., (2021). [25]
20	Role of online B2B marketplaces on trust formation	1. confirm earlier research even after removing the direct impact of all structural guarantees. 2. By demonstrating feedback systems have the power to increase trust among all sellers. 3. From a managerial standpoint, the design of online B2B marketplaces could make use of the study's findings to	Pavlou, P. A. (2002). [26]

		enhance the structural mechanisms that foster trust in order to support a trustworthy trading environment overall. 4. Continuity and both dimensions of trust ought to be positively correlated.	
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Table 3: Related research work B2B Relationship focus and contribution

S. No.	Focus	Contribution	References
21	Executives with customer experience	<ol style="list-style-type: none"> 1. According to research, ECE presence may be less effective if the customer resources it offers are not uncommon. 2. B2B companies should pay close attention to our findings. For businesses whose sales are largely dependent on a small group of clients, customer orientation and knowledge are crucial. 3. Findings suggest that a company's board of directors should take stronger governance standards into consideration in order to lessen a CEO's influence. 	Feng, C., et al. (2021). [27]
22	Trust in market turbulence	<ol style="list-style-type: none"> 1. Relying on just one kind of trust is a risky tactic because it leaves businesses open to competition that benefits from both kinds of trust in customer relationships. 2. It shows that establishing personal trust in addition to business trust can give a company's clientele a competitive edge. 3. The value of business relationships, according to the literature, personal trust is present and influences crucial customer outcomes like loyalty, relationship satisfaction, and revenue. 4. A mix of professional and personal trust would be detrimental to output. 	Mangus, S., et al. (2018). [28]
23	Illusion of Objectivity	<ol style="list-style-type: none"> 1. By sharing knowledge that can help businesses improve their online visibility to attract more technologically savvy clients and manage supplier-client relationships, you will contribute to the body of knowledge in B2B marketing. 2. Our findings add to the information processing theory by providing more examples of how careful reasoning can both foster objectivity (as in loyalty and creativity) and strengthen the power 	Krijestorac, H., et al. (2021). [29]

		of heuristics (as in brand and peer opinions) in decision-making.	
24	Formation of collective value experience	<p>1. At both the episodic and relational levels of the case relationship, the main findings focused on objectives and strategies for facilitating the formation of a group's unified values experience.</p> <p>2. According to the research, the development of collective value experiences occurs at two interconnected yet distinct levels of episodes and relationships.</p> <p>3. The study's findings, starting with a description of personal value expectations and moving on to how the buying center under investigation can create a community-wide value experience.</p>	Komulainen, H., et al. [30]
25	Trade Credit	Inventory, leverage, cash flows, and profit margin of the supplier firm have an impact on accounts payable and receivable in a way that is primarily consistent with the financing advantage, price discrimination, and transaction cost theories.	Banerjee, S., et al. (2004). [31]
26	Long-term firm value, revisited	<p>1. There is no proof that the value of the firm is negatively impacted by staggered boards, either strongly or over time.</p> <p>2. In addition, the second half of our time period—the 1996–2015 sub-period—is what determines our results, while the first half, the 1978–1995 sub-period, is what determines them is largely irrelevant.</p> <p>3. Taken together, these results refute the entrenchment theory and demonstrate It is difficult to draw any broad generalizations about how staggered boards affect firm value because of the variable effects that staggered boards have over time and across firms.</p>	Cremers, K. M., et al. (2017). [32]
27	Managing Customer Value	<p>1. Concerning overall customer value, the top four aspects of the customer experience were project delivery, brand equity, technical issues, and sales team issues.</p> <p>2. The impact of technical issues on general customer values caught management off guard.</p>	Mittal, V., et al., (2014). [33]

		<p>3. The biggest factors influencing customer value were the sales team and project delivery.</p> <p>4. Branding was more of a problem for the business-to-consumer market.</p>	
28	Long-term orientation create value	<p>1. It's possible that the companies closest to the discontinuity don't represent the companies farther away from it, which could reduce our results' external validity and affect how well they apply to companies without activist shareholders.</p> <p>2. The "internal versus external validity" trade-off that frequently occurs when using the RDD methodology has an effect on our results.</p> <p>3. Although businesses benefit from long-term incentives, this does not imply that rewards for quick action are less valuable.</p>	Flammer, C., et al., (2017). [34]
29	Customer solutions prioritized	<p>1. Options are linked to higher returns on sales</p> <p>2. In addition, the results of the contingency effects ("when") indicate that Sales capability, technology intensity, and buyer power are examples of firm- and industry-level factors that can moderate the relationship between solutions and profitability.</p> <p>3. Our results support the RBT perspective that solutions are more successful in particular markets and that certain capabilities must be met in order for solutions to be profitable.</p> <p>4. Third, by elaborating on the underlying mechanisms connecting solutions to financial outcomes—specifically, cost-effectiveness and customer retention—we broaden the nomological net of the existing theory on customer solutions in B2B marketing and marketing strategy.</p>	Worm, S., et al. (2017). [35]
30	Component supplier branding on profitability	<p>1. It participates in developing marketing with a contingency perspective, which looks at the environmental factors that influence how well marketing tools and market-based assets perform financially.</p> <p>2. The results assist B2B marketers in CS firms in deciding whether CS branding is a wise use of their</p>	Worm, S., & Srivastava, R. K. (2014). [36]

		available resources in their particular situation. 3. Findings should assist B2B marketers in better comprehending and communicating to senior management the value of their branding initiatives.	
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Table 4: Related research work B2B Relationship focus and contribution

S. No.	Focus	Contribution	References
31	Salesperson trust overestimation on customer satisfaction	<ol style="list-style-type: none"> 1. Salesperson trust overestimation highlights the circumstances that could promote the expansion and development of these connections and pose an even greater threat to the performance of the dyad and the firm. 2. Salespeople pay less attention to accounts they believe are favorable toward them, and they discover a negative correlation between relationship-building efforts and overestimation of a customer's commitment by a salesperson to the relationship. 3. It is important to regularly and continuously monitor customer accounts in order to avoid the unfavorable effects of misaligned trust perceptions. 4. It shows the effects of excessive trust outside the buyer-seller dyad, extending current research that examines the effects of perceptual discrepancies between buyers and sellers. 	Mangus, S., et al. (2023). [37]
32	VC-entrepreneur relationships	<ol style="list-style-type: none"> 1. According to our research, early-stage relationships are characterized by an asymmetrical level of trust, with entrepreneurs having more faith in venture capitalists than vice versa. 2. According to our research, it can be challenging for partners in a B2B setting to establish a symmetrically trustful relationship, particularly in emerging markets. 3. Our results highlight the multi-dimensionality and dynamic nature of trust. 4. The results provide a thorough understanding of trust based on 	Panda, S., et al. (2020). [38]

		<p>processes, including calculating and informed trust as well as distrust.</p> <p>5. Early-stage relationships with asymmetric trust call into question the symmetry in dyadic relationships of trust. It responds to demands investigation into trust inequalities in various contexts.</p>	
33	Communication, interactivity, and satisfaction	<p>1. The findings indicate that personal communication has a weaker favorable correlation with rationality than digital communication, dyadic contact, social interaction, and reciprocal feedback have a stronger positive association.</p> <p>2. Social interaction is important in a relationship between organizations.</p> <p>3. Our research makes it possible for managers to choose the best communication channel and message for a specific influence strategy.</p>	Murphy, M., & Sashi, C. M. (2018). [39]
34	Customer Satisfaction on Buyer Engagement	<p>1. According to the results, there is an increase in perceived value, and adopting new technology can boost customer satisfaction by increasing buyer engagement by adjusting for value orientation level.</p> <p>2. This research has helped companies that offer e-marketplace B2B services in Indonesia understand how to improve customer satisfaction both theoretically and practically.</p>	Muhamad, E. A., et al. [40]
35	Service recovery paradox	<p>Results from the SRP study as well as service failure in business-to-business and business-to-consumer settings are both consulted in this study.</p> <p>(1) The characteristics of the service failure and the characteristics of the service recovery determine the likelihood of eliciting the SRP in a B2B setting.</p> <p>Boundary spanners' subjective impressions of each other. It mitigates one of the primary shortcomings of qualitative</p>	Hübner, D., et al. (2018). [41]

		research. Our study suggests that for service failures to result in business client action, they must transcend the "zone of indifference".	
36	Digital media optimization	Senior executives continue to use digital media sparingly due to the perceived lack of benefits. It will fill in the knowledge gaps, address the open questions in the research, and be especially useful to practitioners. The cross-functional findings suggest that using digital media speeds up key business processes, whether this refers to business development, marketing, and sales from the vendor and third-party perspective or procurement and purchasing cycles from the buyer side and business development.	Krings, W., et al. (2021). [42]
37	Long-term buyer-supplier relationships	1. The outcomes confirmed the success of the integrative system and supplier. 2. The results of this study do provide evidence for the significance of SQ in the development of a long-term buyer-supplier relationship.	Sombultawee, K., & Pasunon, P. (2021). [43]
38	Brand Performance	The negative correlation between undifferentiation strategy and brand performance, as well as the absence of any relationship between design-based differentiation and brand performance. The study adds to our understanding of positioning through analysis and a focus on processes.	Iyer, P., et al. (2019). [44]
39	Green Marketing	Confirm that managers indirectly play a key role in the creation and development of green marketing strategies by integrating environmental values into organizational culture. Additionally, they demonstrate how internal-focused behaviors have an indirect influence on financial results by improving the environmental performance of the company, whereas market-focused behaviors have a direct impact on economic performance.	Fraj, E., et al., (2013). [45]

		<p>Top executives do their best to create an environment where environmental responsibility is valued internally, even though they are not directly involved in the development and implementation of GMS. Process-oriented GMS indirectly, rather than directly, affects businesses' financial performance through environmental performance.</p> <p>Managers of B2B organizations should be aware that in order for businesses to benefit from the "greening" of the supply chain, they must adopt GMS.</p>	
40	Open Innovation	<p>The results demonstrate that SMEs have embraced new business partnerships with rivals and customers and have adopted a collaborative mindset as opposed to the conventionally competitive approach to conducting business in emerging markets.</p>	Markovic, S., et al. (2021). [46]

Table 5: Related research work B2B Relationship focus and contribution

S. No.	Focus	Contribution	References
41	Flipped side of customer perceived value	<p>Using digital technology in the business-to-business setting can produce a variety of results depending on the aspects of service quality.</p> <p>Our findings suggest that when businesses offer their clients high-quality outcomes and environments, digital technology improves customer perception of value. In fact, if businesses do not balance their service quality provision with the application of technology, using digital technology could have the opposite effect on how customers perceive value. Our findings indicate that using technology does not always result in higher perceived value by customers.</p>	Nguyen, N. X., et al. (2020). [47]
42	Functions of Services	<p>According to the research's findings, social, emotional, and functional benefits are all distinct from one another and each has a statistically significant correlation with customer satisfaction in the context of B2B services.</p>	Candi, M., & Kahn, K. B. (2016). [48]

		Particularly noteworthy are the findings that reveal distinct relationships between customer satisfaction and functional, emotional, and social benefits. According to research, choosing B2B services is primarily driven by performance and functionality.	
43	Ethical value and climate	The results demonstrate how ethical concerns, such as ethical climate and ethical values, affect salespeople's job satisfaction. Findings showed that customer satisfaction is a crucial element in the B2B context.	Hyun, H., et al. (2021). [49]
44	Logistics service quality	The study highlights and discusses how various LSQ constructs contribute to high customer satisfaction through different configurations as it explains how seven LSQ dimensions affect customer satisfaction. Our findings demonstrate that, in the context of business-to-business transactions, the logistics quality dimension by itself is sufficient to generate a high level of customer satisfaction. These findings may help businesses meet the challenge of ensuring that customers are satisfied by using a micro-segmentation strategy.	Gaudenzi, B., et al. (2020). [50]
45	Role of Emotions	The results of this study suggest that feelings have an impact on business-to-business decision-making. Additionally, it was discovered that every construct that study participants elicited could be connected to the customer experience dimensions suggested in the customer experience model for B2B. Marketers can plan their offerings so that they strike the right emotional chord with customers using the research's findings, which include previously understudied aspects of the customer experience.	Pandey, S. K., & Mookerjee, A. (2018). [51]
46	Psychological contract breach	Our findings are based on the SET perspective and concentrate on the reciprocity and mutual exchange components of B2B relationships, that opportunistic behaviors, which could damage a B2B relationship, are caused by taking advantage of the	Gillani, A., et al., (2021). [52]

		other party for one's own gain and withholding information.	
47	CRM Concept	In a CRM-type relationship, buyers and sellers make a "commitment to long-term mutually beneficial collaboration".	Wilson, R. D. (2006). [53]
48	Loyalty-Cooperation behaviour	A firm's specific asset investment in a dyadic B2B relationship is positively correlated with a firm's loyalty behavior toward its partner.	Wu, L. Y., et al., (2015). [54]
49	Social media influence on sales performance	It demonstrates how social media positively affects relationship sales performance and sales processes (creating opportunities and relationship management). According to research, more than 75% of business technology decision-makers use social media to find out what people think about particular products and services.	Rodriguez, M., et al., (2012). [55]
50	Modelling value co-creation	VcC acts as the foundation for both Trust and, to a lesser extent, Commitment in business-to-business (B2B) interactions. It also positively affects social satisfaction, which in turn positively affects economic satisfaction. Because they demonstrate how B2B relationships can grow over time and exhibit noncompetitive inertia, the study's findings are particularly relevant to traditional industries with established SMEs.	Sales-Vivó, V., et al., (2020). [56]

All the factors that will affect business-to-business relationships are covered in this section. Relationship marketing theory has always had a wide range of applications, with service experience having a greater advantage over service quality in terms of retaining customers/buyers. Long-term business-to-business relationships depend greatly on pricing decisions that have an impact on service, word-of-mouth marketing, and customer loyalty. E-commerce, indebtedness, and gratitude build a new platform for business-to-business markets.

Relationships are maintained by levels of trust and the development of shared values. Many changes are made in business, such as the use of trade credit and reliance on component suppliers, which have an effect on productivity. Service recovery is a difficult task for the business to recover from, and occasionally it gets out of hand. using digital technology to keep the value that the customer perceives. The psychological maintenance of business customers. Issues of MSMEs, their development, and government schemes adopted are given priority.

The Current Status: The current research study is more concerned with economic factors like pricing, social factor as CSR activity. The majority of research studies are conducted on issues pertaining to MSMEs, their growth and development, as well as service experience, word-of-mouth marketing, customer loyalty, and psychological breach of contract; to address the issues facing MSMEs through effective government support channels. More research on the B2B service experience may be able to connect it to financial outcomes.

5. NEW RELATED ISSUES BASED ON CURRENT STATUS :

Many works of literature have identified the major intrinsic and extrinsic factors influence the long term B2B Relationship. Provide strong evidence to back up the theory. Customer satisfaction benefits from the quality of the service. Satisfaction was directly influenced by value and was encounter-specific. The quality of a service is largely determined by its dependability and responsiveness. Positive word-of-mouth (PWOM) intention and behavior are positively influenced by product involvement and tie strength, and they are also positively influenced by the interaction between product involvement and perceived risk. It will help Indian life insurance companies who want to enhance their business practices (Kavitha, H., & Gopinath, R. (2020). [57]).

Important asymmetric reference price effects, i.e., how price "losses" outweigh price "gains," but how slowly buyers can adjust to losses, demonstrate how pricing decisions can affect the transition between these two states over time. Strong relationships simplify the purchasing process and provide protection from unfavorable economic conditions. This study gives B2B sellers a thorough framework for making decisions that will help them manage their customer base through dynamic price targeting (Zhang, J. Z., et al., (2014). [58]).

To assess the MSMEs sector's overall growth and development in India. To identify the major issues the MSMEs sector is facing and to research the prospects for MSMEs in the future to investigate governmental efforts to revive MSMEs (Zanjurne, P. (2018). [59]).

Increased output, employment, and support for MSMEs' exports in India. Important issues facing the MSMEs sector, performance of MSMEs in India and prospects for the future. The working group on MSMEs made major recommendations for initiatives by the GoI government to revitalize the MSMEs sector (Dey, S. K. (2014). [60]).

It highlights the importance of customer service in a business-to-business setting by demonstrating that service experience has a greater impact on satisfaction and perceived value than service quality. The findings indicate that, compared to customer perceptions of service quality, customer service experiences have a stronger positive impact on immediate outcomes. Instead of downplaying the significance of service quality, findings only highlight the relative stronger effects of service experience on satisfaction and perceived value, emphasizing the role of customer service in generating favorable long-term effects like loyalty and word-of-mouth (WOM). (Roy, S., Sreejesh, S., & Bhatia, S. (2019). [61]).

It demonstrates that competitive intensity moderates the relationship between risk and brand sensitivity, with lower competitive intensity showing a stronger linear (negative) and quadratic (positive) effect. The findings of the study unequivocally show that this is not the case; B2B brand-building in low-risk circumstances has a clear payoff. We find evidence for the "IBM effect" and support the idea that risk perceptions should be increased rather than decreased by managers of powerful brands. It provides some understanding of suitable product development and marketing strategies for various products. (1) Simplifying the decision-making process by enhancing brand awareness and highlighting the importance of segmentation and targeting strategies should be one of the goals of managers of strong brands (Brown, B. P., et al., (2011). [62]).

This study confirms the beneficial effects of gamification on a number of critical aspects of an information system's success, including information quality, enhanced use, and user satisfaction, as well as the materialization of net benefits for the user and the organization. It is based on the strict application of canonical AR design. Additionally, it provides a deeper understanding of the psychological mechanisms that underlie this effect. The increased user satisfaction and obvious benefits felt at the user, manager, and organizational levels serve as examples of the real effects of gamification on information systems. This study has also shown how erratic gamification's effects can be. When the gamification trigger is removed, the effects on increased use seem to disappear, but the impact on enjoyment lasts. (Coatalem, A. (2017). [63]).

The studies show that determining how commitment affects termination likelihood involves combining all three processes. It implies that there are three distinct pathways through which investments in increasing commitment play a crucial part in maintaining a business relationship (Tsiros, M., et al., (2009) [64]).

5.1 Desired Solution & Current Status:

The investigation of factors that affect the standard of banking services and how they affect consumer behavior, including recommendations, complaints, switching, and loyalty. to find out if relationship

dynamics caused by price are different from those caused by other marketing strategies. Using a hierarchical analysis at team and leader effects in personal and cross-cultural contexts, or in service settings, creation of jobs, prioritize customer satisfaction, reduce regional imbalance, promote export, and draw in foreign investment, to resolve MSMEs' problems through appropriate government support channels. More study of the B2B service experience could establish a link between the latter and monetary results. New information and communication technologies support business-to-business relationships and the relative value of brands in various situations.

6. RESEARCH GAP :

Farmers are now the main source of raw materials for business-to-business relationships. However, due to commercialization, farmers are switching from growing coconuts to growing aracanuts, which is causing coconut businesses to reconsider their strategies and their attitudes toward maintaining business-to-business relationships between industrial buyers and suppliers.

7. RESEARCH AGENDA :

RQ1. Based on the literature already in existence, what are the main variables influencing long-term B2B relationships?

RQ2. What are the views of a select group of micro manufacturing businesses in the Indian state of Karnataka's Tumkur district toward long-term B2B relationships?

RQ3. What is the noteworthy stance of a select group of micro manufacturing businesses in the Indian state of Karnataka's Tumkur district toward long-term B2B relationships?

RQ4. What kind of strategies can Micro Manufacturing companies use to maintain long-term B2B relationships?

8. ANALYSIS OF RESEARCH AGENDA :

RQ1:

- Customer perceptions of service quality can be summed up as the difference between what they expect and what they actually receive. Studies show that important characteristics of a high-quality service include tangibility, dependability, responsiveness, assurance, and empathy [57].
- Profit: Kirzner claims that theoretical schemes offer opportunities for profit because people are ignorant of one another's plans. These opportunities will exist even if all buyers and sellers trade at the same disequilibrium price, but typically, people will charge different prices for the same good because they are unaware of other people's plans.
- Equity capital: equity can lead to lower contracting costs in product market relationships or can lower the costs of monitoring agreements.
- Relationship Quality: empirically found that relationship quality comprised trust, commitment and satisfaction.
- Relationship Marketing: As managers and researchers notice that better relationships have a significant impact on business performance, the marketing trend towards a better understanding of relationship development with business partners continues to grow.
- Segmental Communication Price- quality: In today's business environment, companies need to concentrate more on marketing and customer relations.
- Customer Perceived Value: Customers in particular will be able to assess the value of digital technology in terms of perceived advantages over disadvantages.

RQ2: A buyer-seller relationship goes through five stages as it develops. These are the first-stage, initial-stage, long-term-stage, and final-stage phases.

- 21% of manufacturing marketers have a formally documented content strategy.
- In 60% of industrial companies, someone is in charge of the content marketing strategy.
- 70% of manufacturers' marketers have created more content in the last year.

- There are 13 different content marketing techniques used on average by manufacturing marketers.
- Live events and videos, in the opinion of manufacturing marketers, are their two most effective tactics.
- The social media platform that manufacturing marketers say they use the most frequently to share content is YouTube.
- LinkedIn and YouTube are considered to be the most successful social media platforms by manufacturers' marketing.
- Brand recognition is the main goal of content marketing for manufacturing marketers' organizations, producers of marketers [65].
- In the current environment of globalization, it has been noted that small and medium-sized enterprises (SMEs) and micro enterprises in particular need to improve in the areas of management, marketing, product diversification, infrastructural development, and technological advancement. Additionally, moving from a region with slow growth to one with high growth may be necessary for new small and medium-sized businesses, as well as forming strategic alliances with businesspeople from nearby nations. A data bank on industries is required to aid potential business owners, including foreign investors. (Mali, D. D. (1998). [66]).
- The impact of reforms at the local, state, and international levels on small business. The study found that the small industry had problems with output, employment, unit growth, exports, and employment. The researcher made a point of highlighting the fact that small-scale industries now have access to new markets and opportunities. He promoted shifting the emphasis to technology development and fortifying the financial infrastructure in order to make India's small industry competitive on a global scale and contribute to the nation's income and employment. (Subrahmanya, M. B. (2004). [67]).
- The three variables GDP, SSI output, and SSI exports have been examined for causal relationships, and performance indicators for SSIs in the pre- and post-liberalization eras have been compared. The study discovered that, compared to the years prior to the reform, the annual average growth rate of the various SSI parameters had decreased during the 1990s. There is no lead-lag causal relationship between the GDP of the Indian economy and exports and production in the small-scale sector (Bargal, H., et al., (2009). [68]).
- Due to their limited knowledge, skills, access to markets, and financial resources, they intractably increase their participation in the global market (Pagaddut, J. G. (2021). [69]).
- Financial ratios play a critical role in assessing financial performance (Prawirodipoero, G. M., et al., (2019). [70]).
- Leverage ratios measure the capacity to use capital through the best possible mix of liabilities and equity, while liquidity ratios assess the capacity to pay off liabilities using assets. Profitability ratios measure the capacity to earn as much money as possible from each peso asset used, while efficiency ratios gauge the capacity to use resources wisely. Therefore, financial ratios are excellent tools for evaluating financial performance (Daryanto, W. M. (2017). [71]).
- Established that the financial performance of MSMEs is significantly impacted by financial inclusion, both directly and indirectly (Ratnawati, K. (2020). [72]).

RQ3:

- **Lack of HRM**

HRM forecasts the personal behaviors necessary for each specific position by concentrating on conducting job analyses to identify the tasks, responsibilities, rewards, and obligations necessary to perform various jobs. (Hooi, L. W. (2006). [73]). Small businesses typically fill vacancies as they arise; they do not have formal graduate recruitment brochures or application forms, and openings can occur at any time of the year [71]. Small businesses have a hard time attracting and keeping talented employees. This makes it difficult for them to provide them with the necessary training and incentives (Saru, E. et al., (2007). [73-76]).

- **Lack of entrepreneurial and managerial skills**

Family members, who may be less educated and experienced, frequently make all the important decisions in most small businesses. Additionally, business owners are unwilling to participate in

entrepreneurial training programs, which results in high-risk decision-making in small businesses (Jagersma, T. (2008). [77]).

- **Lack of finance finding**

Small businesses fall far short when it comes to developing financial strategies, setting financial objectives, determining the overall sale, channel, and financing methods, setting up strategic capital structure optimization plans, outlining the necessary countermeasures to achieve the financing goal, and finally predicting and obtaining the amount of capital that enterprise needs. Even their financial plans are nonexistent. The following hypotheses, therefore, seek to establish a link between subpar strategic financial management and subpar business performance. (Kober, R., et al., (2007). [78]).

- **Lack of planning and strategy making**

Small businesses lack corporate objectives like activity projection, production or service planning, formal management procedures, an appropriate time horizon in the schedule frame, etc., as well as a priority for planning and strategy creation. As a result of their ignorance of the market and lack of market awareness, their overall company performance suffers. (Kim, S. (2002). [79]).

- **Lack of infrastructure and technological know-how**

Small firms are found to be technically inefficient (Sharma, S. K., & Raina, D. (2013). [80]). Discovered that poor raw materials cause quality issues in the products of small businesses. Due to their limited purchasing power, they are unable to source their materials from major vendors; instead, they must rely on a small number of local vendors, who have more clout. They have little negotiating power with their supplier, which results in the purchase of expensive, low-quality materials. Therefore, this expensive, low-quality material raises the price of products as a whole (Romero, I., & Martínez-Román, J. A. (2012). [81]).

- **Lack of marketing research**

Discovered that poor raw materials cause quality issues in the products of small businesses. Due to their limited purchasing power, they are unable to source their materials from major vendors; instead, they must rely on a small number of local vendors, who have more clout. They have little negotiating power with their supplier, which results in the purchase of expensive, low-quality materials. Therefore, this expensive, low-quality material raises the price of products as a whole (Tajeddini, K. (2009). [82]).

- **Improper government policies and procedures**

Policy limitations and convoluted procedures seriously impede the expansion of small businesses (Beaver, G., & Prince, C. (2002). [83]). It has been noted that policies either lack integrity in their conception and implementation, or both. Thus, businesses must deal with losses related to research infrastructure, resources, training initiatives, etc. (Avnimelech, G., & Teubal, M. (2008). [84]).

- **A preference for entrepreneurship**

Women place significantly less emphasis on innovation and development strategies than do men. The literature claims that, given identical external factors, gender may have an effect on the methods entrepreneurs use to deal with an economic crisis. (Cesaroni, F. M., et al. (2014). [85 & 86]).

- **Management and financial skills**

The three Ms—market, money, and management—that are necessary for an entrepreneur to succeed are management and financial skills (Brush, C. G., et al., (2009). [87]).

- **Life's background**

The personal life experiences of innovators or entrepreneurs, especially those who serve as one's role models, may help one succeed in their endeavours. Women gain from having positive role models in their career (Nählinger, J. (2010). [88]).

- **Culture**

Low female entrepreneurship is primarily caused by structural and cultural barriers in patriarchal societies (Marvel, M. R., et al. (2015). [89]).

- **Economic opportunity and funding opportunities**

Businesses are more likely to profit from a "gender-balanced ownership structure and workforce" in their innovative activities in nations where female economic opportunity is high than they are in nations where this opportunity is low. (Ritter-Hayashi, D., et al., (2016). [90]).

- **Social networks**

Better access to resources, easier startup, and increased chance of opportunities are all made possible by stronger social ties to resource providers (Zimmer, C. (1986). [91]).

RQ4:

- Consider customer relationship management (CRM) technologies.
- Collect feedback regularly
- Improve customer experiences
- Implement target marketing campaigns
- Monitor and stay connected with customers
- Recognize that customers are also companies
- Stay Patient [65].

9. FINAL RESEARCH PROPOSAL :

Attitudes of Micro Manufacturing Enterprises Towards Long-term B2B Relationship.

Industrial buyers aim to establish lasting relationships with their preferred suppliers in order to improve effectiveness by lowering transaction costs and market unpredictability.

Industrial buyers and suppliers may engage in intricate interactions that result in the growth of professional bonds characterized by trust, belief, satisfaction, and loyalty. These interactions are referred to as "relationship quality."

An individual-level construct is the attitude construct. It gauges a person's intention and behaviour. The mental outlook or perspective that business owners, managers, and employees bring to their work is referred to as attitude in the small business world. It includes both the individual's general attitude and tone as well as the culture of the business as a whole. Attitude is a key element in determining the success of a small business because it directly affects output, client satisfaction, and overall business performance.

Along with being positive or negative, attitude also includes adaptability and a desire to learn and grow. Successful micro business owners and employees are aware that thriving in a constantly changing environment requires maintaining a positive outlook and being willing to learn and adapt.

10. SWOC ANALYSIS :

SWOC analysis is a technique for analysis that methodically unearths various elements in order to create a method. This analysis serves as a foundation for reasoning that can simultaneously minimize threats and weaknesses while maximizing advantages and strengths. SWOC analysis is frequently used to evaluate opportunities and challenges in a corporation's internal and external business environments [92].

10.1 Strengths:

The following are strengths of focus: (Rahmana, A. (2012). [92]).

1. Materials that are raw and reasonably priced

Raw materials and natural resources are frequently related. As a result, the ability of manufacturing businesses to obtain raw materials may be reliant on the environment.

2. Consistently providing labour for a reasonable price

Businesses require labour and capital as inputs to their production process in order to produce goods and services. Economics has a concept known as the "demand for labour" that arises from the "demand for a firm's product." In other words, a company will require more staff if there is a higher demand for its products.

3. High-quality goods

Customers and repeat buyers are more likely to purchase and use quality products, and they are also less likely to be returned or give rise to complaints. If your products are of a higher caliber, they will stand out from those of your rivals. Customers are more likely to recommend high-quality products and spread word-of-mouth marketing.

10.2 Weaknesses:

The points of Weaknesses are given here: (Sinarwati, N. K., & Setiawan, N. D. (2018). [93]).

1. Shortage of skilled workers

In order for a manufacturing operation to be successful, highly trained employees are essential. It is also noted that a lack of talent or a labour shortage will directly affect business, particularly in sectors that depend more heavily on labour.

2. Insufficient technical knowledge

The skill gap has a negative impact on your company. Your main priority should be the security of your employees. Lack of skilled workers can cause neglected equipment to malfunction and put employee safety at risk. People without the necessary training put themselves and their friends in more danger. Your employees as well as your business as a whole are put at risk when there is a technical shortage. This holds true whether there aren't enough people overall or enough of the right kind of people.

The manufacturing sector's shortage of skilled workers may also lead to lower production output, which will obstruct the company's growth. There are several ways that a lack of skilled workers can lead to more downtime and lower production output.

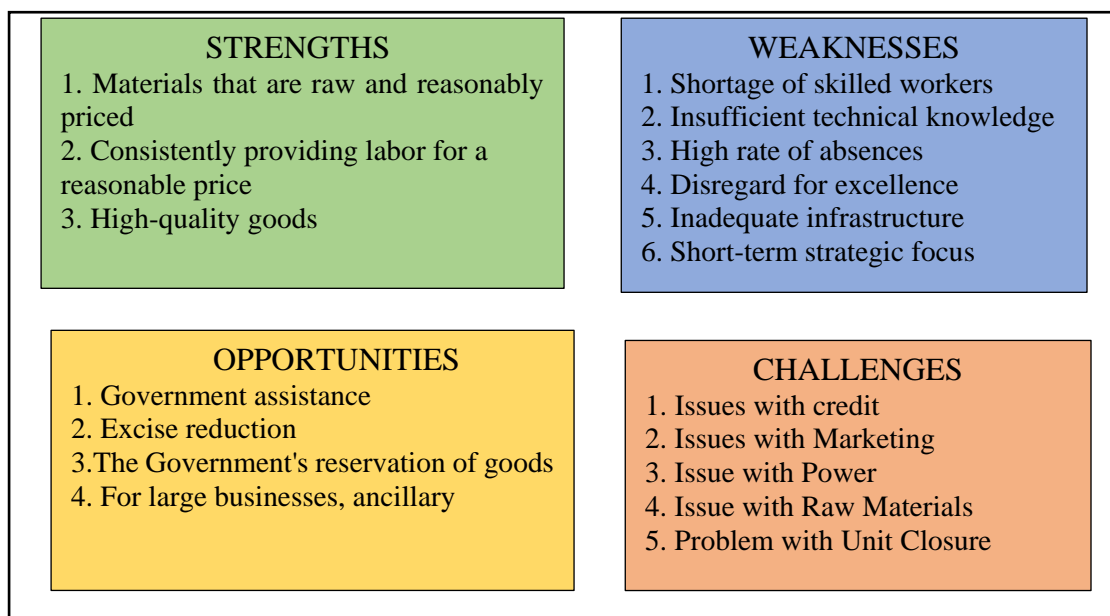


Fig. 1: SWOT analysis of Micro manufacturing Industry (SOURCE: Compiled by the Researcher)

3. High rate of absences

There is a lot of potential for high absenteeism rates because the work is challenging, there are safety concerns, the hours are long, and the pay is low.

4. Disregard for excellence

Sales volume and quality control for producers are clearly correlated. While product flaws drive prospective customers and current customers into the eager arms of the competitors, consistent, well-made items increase sales and client retention, even though a relationship may not be immediately apparent.

5. Inadequate infrastructure

The problem with poor infrastructure is that it can reduce corporate productivity. Infrastructure issues in one area might have repercussions that affect the entire economy.

6. Short-term strategic focus

Without a sound strategic objective, it might be difficult to set a precise success metric. It involves squandering time and important resources.

10.3 Opportunities:

The Opportunities are: (Hedge, M. V., & Sabarirajan, K. K. (2018). [94]).

1. Government assistance

Support for MSMEs by means of the ZED Certification Program Financially - The program's objective is to support the "Make in India" movement by implementing Zero Defect & Zero Effect (ZED) practices in Indian MSMEs' manufacturing. The Government of India (GoI) provides MSMEs with a subsidy of up to 80% under the program.

2. Excise reduction

The MSME sector also anticipates that the central government will extend the current 90-day window for declaring non-performing assets to 180 days. The sector also requests that the government raise the service tax exemption threshold from the current Rs. 10 lakh to Rs. 20 lakh.

3. The government's reservation of goods

Ease of doing business for MSMEs: In order to expand the range of public procurement for micro and small enterprises (MSEs), the MSME Ministry is attempting to increase the number of goods and services that are currently on the list of 358 items that may only be purchased from MSEs.

4. For large businesses, ancillary

Ancillary industries, or feeder businesses, create and deliver intermediate goods to other producers. Manufacturing of tools, engines, electronic parts, sub-assemblies, nuts and bolts, and automotive, medical, and other industries are a few examples.

10.4 Challenges:

The Challenges consist of: (Dinesha, P. T., & Hans, V. B. (2006). [95]).

1. Issues with credit

Both of these issues present inherent challenges for the financing of MSMEs in India because businesses are unaware of funding programs.

2. Issues with Marketing

Despite this, MSMEs in India continue to face problems with financial support, a lack of business knowledge, and out-of-date technology. Indian SMEs also experience fierce competition from their foreign rivals as a result of liberalization, redundant manufacturing techniques, and unstable market conditions.

3. Issue with Power

The cost of a prolonged power outage has an impact on production, which makes it more difficult for small businesses to complete projects on time.

4. Issue with Raw Materials

For micro and small businesses, buying raw materials is a major challenge. The majority of micro and small businesses primarily used local raw materials to manufacture their products. Then, obtaining the required raw materials posed little difficulty. However, since the emergence of contemporary small businesses making a range of high-end products, the problem of raw materials has emerged as a significant barrier to their production efforts. For small units that use imported raw materials, the problem with raw materials is exacerbated by the difficulty in obtaining it due to the foreign exchange crisis or other factors.

5. Problem with Unit Closure

Not getting enough money. For small businesses, money is a big problem because no company can grow without enough money. Poor marketing, outdated technology, unskilled labour, subpar goods, etc.

11. SCOPE OF IDENTIFIED RESEARCH AGENDA :

Currently, the industry is seen as having the following scope. There is a room for future development in this industry if the aforementioned things are observed (Stiglitz, J. E., & Weiss, A., et al. (1981). [96 -100]).

- 1) It is necessary to create a stable credit rationing equilibrium
- 2) The level of credit restriction associated with short-term financing reduces cash flow and assets.
- 3) Credit is due on time
- 4) Obtaining financing at a high-interest rate
- 5) Excessive credit costs.
- 6) Finding raw materials and components is difficult.
- 7) Difficulties relating to design, preservation, and storage.
- 8) Low levels of technology.
- 9) An absence of skilled workers.

- 10) Poor testing and infrastructure.
- 11) Disruption of supply chains.
- 12) Lenders typically hesitate to offer unsecured loans
- 13) A scarcity of marketing opportunities
- 14) Government restrictions and guidelines
- 15) Innovation Performance.

12. SUGGESTIONS FOR CARRYING OUT RESEARCH ON IDENTIFIED TOPIC :

We think maintaining a consistent credit rationing balance is essential in addition to the recommendations made in point number as follows:

- Reduce the cost of obtaining credit by eliminating excessive credit fees and high-interest rate
- Updating technology
- Offering training, and preventing the liberal government from placing too many restrictions on marketing opportunities.
- Finally, it recommended that the government implement coordinated policies and effective governance in order to promote economic growth and productivity growth in the MSME sector [65].

13. LIMITATIONS :

- (1) The respondents had very busy regular work schedules. As a result, they found the questionnaire or answering the questions to be the least interesting task. The researcher spent a lot of time with the respondents to get the right information for them despite this significant limitation. A lot of face-to-face surveys were conducted.
- (2) The study only includes businesses that operate in the private sector. The public sector and the government were not included in the study because a comparison would yield inaccurate results.
- (3) Only the proprietors of Micro-manufacturing industries are included in the study. The government and the public sector were left out of the study because a comparison would produce false results.
- (4) The study is restricted to the Tumkur district of the Indian state of Karnataka's desiccated coconut industries. However, since the responses were filled in with the utmost care, the study is unquestionably generalizable.

14. CONCLUSION :

India's industrial sector will play a significant role in promoting growth as it works to build a \$5 trillion economy. Digitalization, data analytics, and the "Internet of Things" (IoT) are three examples of contemporary technologies that have the potential to change manufacturing and create the Smart Factory of the Future.

Since B2B relationships facilitate easy business growth, they must provide more room for maintaining brand loyalty, being financially viable, and managing customer relationships. Furthermore, it can be difficult to manage both parties' attitudes in a B2B relationship in order for the relationship to continue. Aside from this, the MSMEs sector needs to be resilient enough to maintain sound finances.

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