

Strategic Marketing Decisions amid Digital Transformation: Value Co-Creation in Business Networks

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Structured abstract

Purpose – This paper aims to examine how digital transformation impacts value co-creation in B2B networks, identifying the drivers and inhibitors of a digital transition in B2B marketing strategies.

Design/methodology/approach – The study adopts a qualitative method that aligns with the complexity of the issue examined. The research was conducted using 49 semi-structured interviews with key informants as well as a secondary data analysis.

Findings – The analysis results indicated that three macro-areas (i.e., activities' implementation, resources' realignment, actors' role reconfiguration) are impacted by the digital transformation process and should be considered when reshaping and reconfiguring B2B marketing strategies.

Research limitations/implications – Future research should extend this study by exploring diverse national contexts to uncover additional enablers and constraints in reshaping marketing strategies through digital transformation. Investigating emerging technologies and applying mixed methods is essential for validating and enhancing the framework's applicability across evolving business environments.

Practical implications – This study offers managerial insights for navigating disruptions driven by a digital transformation. It identifies three strategic priorities for B2B marketing: internal factors, framework adaptability, and a holistic perspective. The proposed framework helps managers recognize enablers in and address barriers to adopting new technologies, supporting the continuous reshaping of marketing strategies.

Originality/value – This research advances understanding of how businesses co-create value in disruptive economies by adapting marketing strategies to external changes. It contributes to the business marketing literature by identifying three key areas with drivers and inhibitors shaped by digital transformation for reinventing B2B marketing.

Keywords: decision-making; strategic marketing, digital transformation, business network, value co-creation, business relationships

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