

Improving the company's communication strategy with retailers

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ANNOTATION

The article analyses the directions of improvement of the company's communication strategy with retail chains. A company's communication strategy with retailers is one of the key points for stable and efficient company performance. The study reveals the existing problems – lack of strategy guidelines, information for new employees, and IT solutions. Based on interviews with employees and representatives of retail chains, improvement measures are offered, including the implementation of customer relationship management (CRM) systems, training, and innovation. The paper highlights the importance of communication strategy in business-to-business (B2B) relationships and value creation, as well as the relevance of long-term relationships.

Keywords: communication, trade networks, strategy, B2B (business-to-business), company.

INTRODUCTION

Relevance and novelty of the article. Businesses face an increasingly competitive marketplace every day, and smooth and strong communication with business partners ensures success and stable relationships. Türkeş et al. (2024) argue that trust, cooperation, and communication strengthen relational ties, and the relative embeddedness of social capital is a key factor. In the retail sector, large retail chains are among the most important in the supply chain, they are the link between the production company and the consumer, which means that retail chains determine which products reach the audiences and the volumes in which they are sold.

Communication strategy in trade. According to Sparacino et al. (2024), communication is the means through which a company communicates its objectives and achievements through initiatives. In addition, supermarket chains are strengthening the range of products they offer to the end consumer, they want to present professional and attractive looking products on the shelves of supermarkets, thus they pay a lot of attention to communication and to maintaining good relationships with the suppliers of the products. This reason may determine the quality of the company's communication strategy with the retail chains, due to the company's ability to build strong and long-lasting relationships with its customers. Lacombe et al. (2024) argue that communication is a key factor in establishing and maintaining meaningful social relationships. Successful communication with a supplier can lead to greater market positioning and visibility, while retail chains are assured of their partner's credibility. Karlsson et al. (2023) emphasise that the organisation should strategically manage its supply chain, and embody the behavioural norms required within. Thus, favourable conditions are guaranteed for



both sides. Siemieniako et al. (2025) state that when it comes to the co-creation of value, the focus is not only on the value of the customer or the supplier, but also on the overall value. On the other hand, inappropriate communication methods can lead to misunderstandings that can challenge or even disrupt transactions, supply chain processes, and long-standing partnerships between parties. According to Yadav et al. (2024), failure to strategically adapt different orientations can lead to reputational risks.

Communication strategies must adapt to the dynamic business environment and evolving consumer demands. According to Caferra et al. (2025), employees are not only responsible for serving consumers and making them feel comfortable, but also for solving their problems or doubts related to the company. Therefore, analysing and improving a company's communication strategy with supermarkets is one of the most relevant topics for long-term partnerships and competitive excellence in the market. According to Troiville (2024), consumer attitudes towards the retailer and word-of-mouth communication individually and consistently mediate the relationship between the retailer's brand equity and consumer loyalty to the retailer.

Research problem. Despite the importance of supermarkets as a decisive point for business development, most companies do not have a specific approach to improving their corporate communication strategy with supermarkets. According to Wiktor and Sanak-Kosmowska's (2021) point of view, competitive strategy is based on the optimal allocation of resources, which allows to gain and maintain a dominant position in the sector. In many cases, companies do not have a clear plan to ensure consistent and effective communication with their business partners, to provide them with stable and consistent communication, and to ensure a mutually smooth coordination of objectives. According to Lundin and Kindström (2023), B2B (business-to-business) companies face new challenges in controlling, managing and creating valuable customer experiences, especially when they rely on digital technologies. This can lead to misunderstandings, delays in business transactions, and highlight the importance of a company's reputational status in a competitive environment. Poor development of the communication strategy with the large retailers can lead to negative factors towards common objectives, as the retailers may lack clear information, consistency, and strategic knowledge from the company. As Serravalle and Pantano (2023) argue, companies should review the message they send to better communicate the importance they place on consumers and the care they give to both consumers and retail staff. In other words, unprofessional communication between a company and retailers can lead to significant losses, such as not expanding in the business marketplace, deteriorating reputation with other potential business partners, and reducing opportunities for cooperation.

RESEARCH METHODOLOGY AND ORGANISATION

The aim of the research was to identify opportunities for improving the company's communication strategy with retailers, by identifying the main difficulties in cooperation and recognising the measures to create a more effective communication between business entities. The objectives of the research:

1. To describe the concept of communication strategy and how to improve it.
2. To analyse the determinants of communication strategy in the B2B trade sector and the means of improving it.

3. To present the company's communication strategy with retail networks.
4. To identify the problems and possible solutions to the company's communication strategy with retailers.

Participants of the research. Five informants from a manufacturing company participated in the study. The informants were selected according to predefined criteria focused on solving the research problem, which is influenced by the level of knowledge and competence of the informants (higher education in the field of management), experience of at least three years, and the managerial position held. The interviews were carried out with internal company employees who communicate with retail chains and representatives of retail chains. Three representatives of the retail chains participated as informants, selected based on the company's cooperation with them. The goal was to understand both parties' perspectives to clarify the problems and their causes.

Methodology. In line with this aim, the study is based on a qualitative methodological approach that allows for a deeper understanding of the real processes, challenges, and strategic choices that take place in the field of communication between companies and retail chains. According to Gaižauskaitė and Valavičienė (2016, p. 15), “the qualitative interviews aim to obtain data that is in line with the objectives of qualitative research”. Qualitative research was chosen because of its flexibility, the possibility to look at subjective experiences and to elicit not only factual but also contextual and value-based information from those directly involved in communication.

The research focuses on the company's communication strategy with retailers, and the main research question is what the company's communication strategy with retailers is and how can it be improved. Given the nature of the study, two main methods of data collection were used: structured interviews and SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. Structured interviews were chosen to obtain standardised but meaningful information from the company's employees, responsible for dealing with the retail chains, and from the retail chains themselves, who deal directly with the suppliers. The interview questions were based on theoretical sources on the principles of B2B communication and practical aspects of performance management. They covered topics such as communication channels, information dissemination tools, cooperation procedures, problems encountered, communication styles, decision-making techniques, information feedback, as well as suggestions for strategy improvement. In order to ensure reliability and comparability, all respondents were asked the same questions, and their answers were recorded in writing or, with their consent, in audio form.

In addition, a SWOT analysis of the company's communication was carried out to assess the impact of internal and external factors on the implementation of the communication strategy. This analysis helped to identify communication strengths (e.g., good relations with some partners, active and lively communication), weaknesses (e.g., lack of a strategy, over- or under-information), opportunities (e.g., introduction of customer relationship management (CRM) systems, staff development, search for new communication channels), and threats (e.g., passivity of partners, competitive pressures, too much information). The SWOT analysis was based on interview responses, analysis of internal documents, and the researcher's observations.

The sample was drawn using convenience sampling. The sample consisted of eight respondents: five employees of the company and three representatives of supermarkets. All participants had at least one year of experience in working with communication processes in cooperation with partners and were willing to share their professional experience. As the study is qualitative, the sample size

is not the main criterion, but rather the richness and context of the information obtained. Participants were thoroughly briefed on the objectives of the study, the process, the principles of data processing, and their anonymity and confidentiality were guaranteed. All participants took part in the study on a voluntary basis.

Data collection was carried out in the spring of 2025. The research process consisted of several steps: firstly, an information note and an interview questionnaire were developed. The subjects were then contacted, the objectives of the study were presented, and the consent of the informants was obtained. The interviews were conducted in person, by telephone, or via remote video call platforms (Zoom, Google Meet). The interviews lasted approximately 30–45 minutes. Participants were allowed to express their views freely, to answer honestly, and their time and convenience were respected during the interviews.

The data collected was analysed using thematic analysis. First, all the interview texts were detached, and the meaning units were extracted and grouped by theme. These groups were then aggregated into higher-level categories – key areas of communication such as information transfer, strategic planning, staff competence, use of technology, and partnership management. Recurring problems, successful practices and innovative solutions were identified. The analysis of the themes was complemented by SWOT findings, allowing for structured suggestions for improving the strategy.

The chosen research methodology – structured interviews, SWOT analysis, and thematic analysis – is appropriate for identifying issues and improvement directions in communication strategy. These methods enabled the extraction of practical insights grounded in the real experiences of participants, revealing both strengths and areas for improvement, and providing targeted, empirically based recommendations. This formed a foundation for the synthesis of theory and practice, aiding the development of more effective communication strategies for collaboration between companies and retail networks.

The study was carried out in compliance with all research ethics principles. Participation in the study was voluntary, and all participants were informed about the purpose of the study, the process, the handling of data, and their right to withdraw from the study at any time. The researcher ensured the confidentiality of the information, the data were used only for the purposes of the study and no personal data were disclosed or used without consent. The research documents were kept in accordance with academic requirements.

RESULTS

The questionnaire aims to identify opportunities for improving the company's communication strategy with retailers, as well as the insights of the company's employees and retailers on the company's communication. The data collected during the interviews were analysed using a qualitative research method – content analysis of text. The information gathered from the informants was thoroughly examined, and the questions were divided into separate parts, highlighting the key aspects of the research. The analysis is based on the informants' responses, which are tabulated into categories, subcategories, and supporting statements.

Table 1. Evaluation of the organisation's external communication strategy

Category	Subcategory
Developing and applying the organisation's external communication strategy	Involvement of staff in the development of the communication strategy, familiarisation
	Customer needs of the target market
	Communication channels with customers
	SWOT assessment of external communication
	Organisational brand strength from an organisational perspective
	Communication objectives
	Communication plan and what means are used to achieve the objectives
	Resources and budget for implementing the communication strategy
	Monitoring the effectiveness of the communication strategy

The questions on the organisation's external communication strategy seek to find out how familiar each informant is with the communication strategy that the company has in place and to obtain detailed answers. Some of the informants (IN 1, IN 3, IN 5) say that they are familiar with the company's external communication strategy, while others (IN 2 and IN 4) say that they have not seen it. Only one informant (IN 5), the longest serving informant, was involved in the development of the strategy. This shows the different levels of involvement and awareness of the strategy. In response to the question about the target market and customer needs, all informants were similar in their views that the needs are understood and recognised. All indicated the same channels for communicating with customers: emails, phone and video calls, meetings. In the SWOT analysis, there was a divergence of views between the informants: strengths were customer orientation (except for IN 2), while weaknesses and threats were seen differently. Opportunities are associated with growth in customer base and profits. Regarding the brand, most of the respondents say that the brand is strong in Lithuania but weak in export markets. Communication objectives are equally valued by the informants, with the most important objectives being launching new products and raising awareness. Most of the informants were aware of the communication plan, which is drawn up a year in advance (except for IN 4 and IN 3, whose duties are not directly related to communication). The informants use a variety of tools to achieve their objectives – market and customer analysis, dissemination of information through all available channels. The budget for communication is planned by department. All informants confirmed that the effectiveness of communication is monitored by analysing social media data and sales growth rates (Table 1).

The questions on the evaluation of communication with customers from the employees' point of view seek to find out the informants' attitudes towards customers and how they communicate with them, what communication methods they use and how employees perceive their communication.

Table 2. Evaluation of customer communication from the point of view of employees

Category	Subcategory
Evaluation of client communication from the employees' perspective	Challenges in client communication
	Selection of communication channels and tools in client relations
	Communication barriers with the client
	The impact of ineffective communication
	Enhancing communication effectiveness
	Improving communication with retail chains
	The impact of the company's communication level on the future

Challenges in client communication – most informants point out difficulties in maintaining contact with clients: clients tend to be unresponsive, hard to reach, and difficult to retain. IN 2 highlights a lack of client information, especially from previous employees. *Communication channels* are similar for all informants – emails, phone calls, meetings – except IN 3, who also uses registered mail. *Communication barriers* mostly arise from the client side, such as low engagement and lack of cooperation. IN 4 mentions a lack of competence and respect, while IN 2 emphasises insufficient information. *The impact of ineffective communication* is unanimously seen as reduced sales and profit. *Approaches to improving communication* vary depending on the informants' experience, age, and perspective, indicating diverse areas for development. *Improving communication with retail chains* – most advocate for greater client focus, mutual interaction, and sharing of useful information. IN 2 suggests starting with strengthening internal communication. *Regarding the current communication*, all informants agree *it is effective and will positively influence the company's future*, especially in increasing product awareness. Summary: The study revealed the company lacks a clear communication plan, and new employees are not adequately introduced to communication principles. Communication with retail chains is hampered by heavy workloads and low engagement from the retail partners (Table 2).

The analyses of the responses of retail chain representatives have been carried out and their perspectives on communication with a beverage manufacturing company have been identified. During the survey, topics discussed included the application of communication strategies, communication barriers, and opportunities to improve communication between the retail network and the manufacturing company. Informants were reluctant to participate in the survey, either to protect their company's data, due to high workloads preventing them from answering questions, or because of personal reasons that made participation impossible.

Table 3. Evaluation of communication by retail chain representatives with the beverage manufacturing company

Category	Subcategory
Evaluation and implementation of communication by retail chain representatives with the beverage manufacturing company	Application of communication strategy with the beverage manufacturing company
	Evaluation of feedback in communication of the beverage manufacturing company
	Misunderstandings arising from the communication practices of the beverage manufacturing company
	Effectiveness of communication in the beverage manufacturing company
	Assessment of communication level in interactions with the beverage manufacturing company
	The desire to improve the communication level with the beverage manufacturing company
	Retail chains' insights on communication tools to achieve a higher level of communication

Collaboration duration. Informants lack precise data on the start of cooperation, and IN 7 could not respond due to anonymity, indicating an information gap regarding the longevity of collaboration. *Communication strategy.* Retail chains do not have a clear strategy with the beverage company; however, most use emails, phone calls, video calls, and face-to-face meetings. *Feedback.* Most informants rate it highly – there are no complaints about the company's responsiveness, reflecting quick and responsible reactions. *Misunderstandings.* Informants have not experienced significant

misunderstandings. The company effectively resolves issues and ensures smooth operations. *Communication level evaluation.* Informants positively assess communication, highlighting promptness and management involvement. IN 6 emphasised that managerial attention also contributes to successful cooperation. *Need for improvement.* Most informants believe the current communication level is adequate. Nevertheless, they have suggested focusing more on customer service, professionalism, retail chains' opinions, and the use of information technologies (especially highlighted by IN 6).

Summary. Retail chain representatives rate the company's communication highly – it is considered sufficient, prompt, and effective. The need for improvement is minimal but there is room for growth, particularly in IT and professional communication skills (Table 3).

After analysing the trading company's operations, documents, as well as the trade and production processes, a SWOT analysis of the company's communication was prepared (Table 4).

Table 4. **SWOT analysis of the company's communication**

Strengths	Weaknesses	Opportunities	Threats
Feedback is maintained	The communication strategy is not fully developed	Sharing of administrative communication experiences	The number of competitors communicating strategically is increasing
Internal meeting on how to strategically present the product	The organisation of communication has not been addressed	Meetings to discuss the communication strategy	Purchasing decreases due to poor quality information
Frequent direct sales presentations are being conducted	There is a lack of knowledge in strategy development	Discussion of communication tools for the strategy	Uninformative product descriptions
Sustainability and innovation	Information is more difficult to convey to the export market	Development of the communication strategy in new markets	Insufficient employee creativity

The analysis of the company's communication revealed both strengths and weaknesses, as well as opportunities and threats. Strengths include effective feedback with retail chains – company representatives respond promptly to arising issues and maintain close relationships. Regular internal discussions focus on how to attractively present products to consumers, and strategies are developed with market changes in mind. Sales strategies are based on competitive environment analysis and emphasise direct communication. Innovation and sustainability implementation are also strengths, being communicated to consumers with an emphasis on corporate responsibility and modern solutions.

On the other hand, weaknesses include the absence of a clear, unified communication strategy. Communication relies mainly on a planning calendar, with each employee applying a different approach. There is a lack of knowledge on how to create an effective communication strategy, especially in interactions with foreign partners, where misunderstandings about information delivery frequently occur.

Opportunities lie in leveraging the competencies of existing employees – their experience could help develop and implement a unified communication strategy. Meetings dedicated to communication discussions and clear definition of communication tools would facilitate work and ensure consistency. Expanding communication efforts abroad is also recommended to increase brand awareness and sales.

Threats include growing competition – other companies possess clearly defined communication strategies that give them an advantage. Additionally, declining product demand is linked to insufficient or misdirected information to consumers, while failure to communicate ecological or other product benefits results in a weaker market image. Employees also lack creativity and competence in creating informational content about products.

CONCLUSIONS AND RECOMMENDATIONS

After analysing the literature sources and research data, it became clear that communication strategy is a fundamental factor in achieving a profitable and smoothly operating company. It encompasses the organisation's objectives, target audience, selection of communication channels, evaluation of results, and continuous improvement. An effective communication strategy requires the development of employee competencies, regular training, analysis of customer needs, and appropriate channel selection.

In the B2B sector, successful communication depends on trust, targeted information dissemination, innovation, application of technologies, and the ability to communicate across various channels and cultures. The study revealed that the company's communication strategy with retail chains is underdeveloped, relying solely on annual planning without a clear structure. Various communication channels are used, ranging from emails to face-to-face meetings.

Informants identified problems on both the company's and retail chains' sides: lack of time, insufficient knowledge, communication often being tactless or informal, and ineffective management of information overload, which reduces efficiency. Proposed solutions include focusing on customer needs, strengthening internal communication, organising live meetings, and adopting more modern communication platforms.

Based on the research, it is recommended that the company should develop a comprehensive, tailored communication strategy focused on clear objectives and effective interaction with retail networks. It is advisable to implement CRM systems and utilise artificial intelligence to improve customer service, automate processes, and increase productivity. Additionally, ongoing communication training should be organised, and a new department or roles should be established to engage, train, and motivate employees, ensuring consistent and professional communication both internally and externally.

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munication strategy with supermarkets. In Wiktor and Sanak-Kosmowska's (2021) point of view, competitive strategy is based on the optimal allocation of resources, which allows to gain and maintain a dominant position in the sector. In many cases, companies do not have a clear plan to ensure consistent and effective communication with their business partners, to provide them with stable and consistent communication, and to ensure a mutually smooth coordination of objectives. According to Lundin and Kindström (2023), B2B (business-to-business) companies face new challenges in controlling, managing and creating valuable customer experiences, especially when they rely on digital technologies. This can lead to misunderstandings, delays in business transactions, and highlight the importance of a company's reputational status in a competitive environment. Poor development of the communication strategy with the large retailers can lead to negative factors towards common objectives, as the retailers may lack clear information, consistency, and strategic knowledge from the company. As Serravalle and Pantano (2023) argue, companies should review the message they send to better communicate the importance they place on consumers and the care they give to both consumers and retail staff. In other words, unprofessional communication between a company and retailers can lead to significant losses, such as not expanding in the business marketplace, deteriorating reputation with other potential business partners, and reducing opportunities for cooperation.

The aim of the research was to identify opportunities for improving the company's communication strategy with retailers, by identifying the main difficulties in cooperation and determining measures to create a more effective communication between business entities.

Results. The study revealed that the company's communication strategy with retail chains is underdeveloped. Various communication channels are used, ranging from emails to face-to-face meetings. Informants identified problems on both the company's and retail chains' sides – lack of time, insufficient knowledge, communication often being tactless or informal, and ineffective management of information overload, which reduces efficiency. Proposed solutions include focusing on customer needs, strengthening internal communication, organising live meetings, and adopting more modern communication platforms. It is recommended that the company develop a comprehensive, tailored communication strategy focused on clear objectives and effective interaction with retail networks. It is advisable to implement customer relationship management (CRM) systems and utilise artificial intelligence to improve customer service, automate processes, and increase productivity. Ongoing communication training should be organised, and a new department or roles should be established to engage, train, and motivate employees, ensuring consistent and professional communication both internally and externally.

Keywords: communication, trade networks, strategy, B2B (business-to-business), company.

Įmonės komunikacijos strategijos su mažmenininkais tobulinimas

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Straipsnio aktualumas ir naujumas. Įmonės kasdien susiduria su vis konkurencingesne rinka, o sklandus ir aiškus bendravimas su verslo partneriais užtikrina sėkmę ir stabilius santykius. Türkeş ir kiti (2024) teigia, kad pasitikėjimas, bendradarbiavimas ir bendravimas stiprina ryšius, santykinis socialinio kapitalo įtvirtinimas yra pagrindinis sėkmingos įmonės veiksnys. Mažmeninės prekybos sektoriuje dideli mažmeninės prekybos tinklai yra vieni svarbiausių tiekimo grandinėje, nes jie yra grandis tarp gamybos įmonės ir vartotojo, o tai reiškia, kad mažmeninės prekybos tinklai nustato, kokie produktai pasiekia auditorijas ir kokiais kiekiais jie parduodami.

Komunikacijos strategija prekyboje. Kaip teigia Sparacino ir kiti (2024), komunikacija tai priemonė, kuria įmonė praneša apie savo tikslus ir pasiekimus per iniciatyvas. Be to, prekybos tinklai stiprina galutiniam vartotojui siūlomų produktų asortimentą, nori prekybos centrų lentynose pristatyti profesionaliai ir patraukliai atrodančius produktus, todėl daug dėmesio skiria išorinei komunikacijai ir gerų santykių su produktų tiekėjais palaikymui. Pastaroji priežastis gali nulemti įmonės komunikacijos strategijos su mažmeninės prekybos tinklais kokybę. Lacombe ir kiti (2024) teigia, kad bendravimas yra pagrindinis veiksnys kuriant ir palaikant prasmingus socialinius santykius. Sėkmingas bendravimas su tiekėju gali lemti geresnę padėtį rinkoje ir matomumą, mažmeninės prekybos tinklai gali būti užtikrintesni dėl savo partnerio patikimumo. Karlsson ir kiti (2023) pabrėžia, kad mažmeninės prekybos tinklai turėtų strategiškai valdyti savo tiekimo grandinę ir remtis elgesio normomis, kurios būdingos įmonėms. Taigi, abiem pusėms turėtų būti garantuojamos palankios sąlygos. Siemieniako ir kiti (2025) teigia, kad, kalbant apie bendrą vertės kūrimą, pagrindinis dėmesys turėtų būti skiriamas ne tik kliento ar tiekėjo vertei, bet ir bendrai vertei. Kita vertus, netinkami komunikacijos metodai gali sukelti nesusipratimų, kurie gali sutrikdyti sandorius, tiekimo grandinės procesus ir ilgalaikę šalių partnerystę. Yadav ir kiti (2024) pastebi, kad negebėjimas strategiškai adaptuoti skirtingų aspektų gali sukelti riziką reputacijai.

Komunikacijos strategijos turi būti pritaikytos prie dinamiškos verslo aplinkos ir kintančių vartotojų poreikių. Caferri ir kiti (2025) paaiškina, kad darbuotojai turi būti atsakingi ne tik už vartotojų aptarnavimą ir tai, kad jie jaustųsi patogiai, bet ir už jų problemų ar abejonių, susijusių su įmone, sprendimą. Todėl įmonės komunikacijos strategijos prekybos centruose analizė ir tobulinimas yra viena aktualiausių temų ilgalaikiai partnerystei ir konkurencingumui rinkoje. Pasak Troiville (2024), vartotojų požiūris į mažmenininką ir bendravimas iš lūpų į lūpas nuosekliai didina mažmenininko prekės ženklo vertę ir vartotojų lojalumą.

Tyrimo problema. Nepaisant prekybos centrų, kaip lemiamo verslo plėtros taško, svarbos, dauguma įmonių neturi konkretaus požiūrio į savo komunikacijos strategijos prekybos centruose tobulinimą. Wiktor ir Sanak-Kosmowska (2021) pažymi, kad konkurencinė strategija grindžiama optimaliu išteklių paskirstymu, kuris leistų įgyti ir išlaikyti dominuojančią padėtį sektoriuje. Daugeliu atvejų įmonės neturi aiškaus plano, kaip užtikrinti nuoseklų ir veiksmingą bendravimą su savo verslo partneriais, palaikyti stabilią komunikaciją ir abipusiai sklandų tikslų koordinavimą. B2B (verslas

verslui) įmonės susiduria su naujais sunkumais kontroliuodamos, valdydamos ir kurdamos vertingas klientų patirtis, ypač kai pasikliauja skaitmeninėmis technologijomis (Lundin & Kindström 2023). Tai gali sukelti nesusipratimų, verslo sandorių vėlavimą ir atkreipti dėmesį į įmonės reputacijos svarbą konkurencinėje aplinkoje. Prastas komunikacijos su didžiaisiais mažmenininkais strategijos plėtojimas gali lemti neigiamus veiksmus siekiant bendrų tikslų, nes mažmenininkams gali trūkti aiškos informacijos, nuoseklumo ir strateginių žinių iš įmonės. Kaip teigia Serravalle ir Pantano (2023), įmonės turėtų geriau informuoti apie svarbą, kurią jos teikia vartotojams, ir rūpinimąsi tiek vartotojais, tiek mažmeninės prekybos darbuotojais. Kitaip tariant, neprofesionalus įmonės ir mažmenininkų bendravimas gali lemti didelius nuostolius, pavyzdžiui, užkirsti kelią verslo plėtrai, pabloginti reputaciją su kitais potencialiais verslo partneriais ir sumažinti bendradarbiavimo galimybes.

Tyrimo tikslas – nustatyti galimybes tobulinti įmonės komunikacijos su mažmenininkais strategiją, nustatant pagrindinius bendradarbiavimo sunkumus ir priemones, kurios padėtų sukurti veiksmingesnę komunikaciją tarp verslo subjektų.

Rezultatai. Tyrimas atskleidė, kad bendrovės komunikacijos strategija su mažmeninės prekybos tinklais yra nepakankamai išvystyta. Naudojami įvairūs komunikacijos kanalai, pradedant el. laiškais ir baigiant tiesioginiais susitikimais. Informantai įvardijo problemas tiek iš įmonės, tiek iš mažmeninės prekybos tinklų pusės – laiko, žinių stoką, dažnai netaktišką ar neformalią komunikaciją, neveiksmingą informacijos pertekliaus valdymą. Siūlomi sprendimai apima dėmesį klientų poreikiams, vidinės komunikacijos stiprinimą, gyvų susitikimų organizavimą ir modernesnių komunikacijos platformų pritaikymą. Įmonei rekomenduojama sukurti išsamią, individualiems poreikiams pritaikytą komunikacijos strategiją, orientuotą į aiškius tikslus ir veiksmingą sąveiką su mažmeninės prekybos tinklais. Patartina įdiegti įmonių socialinės atsakomybės sistemas ir naudoti dirbtinį intelektą, siekiant pagerinti klientų aptarnavimą, automatizuoti procesus ir padidinti produktyvumą. Darbuotojams turėtų būti organizuojami nuolatiniai bendravimo mokymai ir įsteigtas naujas skyrius ar pareigos, kurios įtrauktų, mokytų ir motyvuotų, užtikrindamos nuoseklų ir profesionalų bendravimą tiek įmonės viduje, tiek išorėje.

Raktiniai žodžiai: komunikacija, prekybos tinklai, strategija, B2B (verslas verslui), įmonė.

Received 2025 02 03

Accepted 2025 05 30