

Business to Business Relationship for Coconut Products in India – A Case Study of Balaji Enterprises, Tiptur

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ABSTRACT

Purpose: *Through the introduction of B2B Relationships, the interactions offered a new economic paradigm. The importance of B2B Relationships in Coconut products can lead to increased efficiency, shared resources, and potential cost reduction this helps in gaining competitive advantage and building trust. The goal of the paper is to conduct an in-depth analysis of Balaji Enterprises, a platform for Coconut Desiccated products. We conclude by outlining the prospects for a successful company.*

Design/Methodology/Approach: *Using the B2B model and related theories on intention to use, this study projected an academic agenda for the adoption of B2B. We've used secondary data from case studies, blogs, and other sources, face-to-face interaction with proprietors, reports, and research papers.*

Findings/Result: *The success story of most B2B Relationships brings an articulated picture of how did a B2B Relationship succeed in making sales at the doorstep so practical. The study also brings out the reality of B2B Relationships can give more scope for Micro and Small enterprises, and explore their marketing intelligence and selling propositions.*

Originality/Value:

More knowledge will be gained from the case's discoveries into B2B Relationship trends, and to better target obtaining relationships and fulfillment of the industrial buyer and determine his credibility and loyalty. The result of this paper generates Attitudes in Enterprises about maintaining relationships and carrying on with relationships in a positive manner.

Paper Type: *Case Study*

Keywords: B2B Relationship, Coconut industry, Sustainability, Balaji Enterprises, SWOC Analysis

1. INTRODUCTION :

India is considered an emerging market in the global economic context. In the early 1990's India was one of the most prominent among the BRIC countries. India's business scenario can be viewed as huge with its business, innovation, and practices adopted. The rapid growth of competition in the Indian business environment for the last decades witnessed by B2B marketers in the country. This tends the Indian companies to obtain the certificates of ISO to expand their business. After globalization, the other additional initiatives were considered and made mandatory. The study says that India is one of the most corrupt countries as 40% to 60% of annual GDP is unaccounted for in the domain of B2B buying & selling. With the prevalence of India's corruption, new practices, and new theories originated as other developed countries were already grounded with new models of B2B marketing. This paved the transformation of B2B marketing practices for achievement beyond recognition.

Great attention will be given to B2B Relationships over the past decades between Supplier and customer Relationships to be considered sustainable the long-term perspective be assessed, and medium-term & short-term not be considered for sustainability.

A paradigm shift in business-to-business (B2B) markets favours behavioural theory over purely economic drivers for B2B strategic planning. In the business-to-business market, a strong emphasis is placed on the seller-buyer relationship. Relating to relationship marketing. This means that to develop

client relationships and brand recognition, B2B marketers must assess the values that their potential clients hold dear based connections on to these values (LaPlaca, P., & da Silva, R. V. (2016). [1]).

In India, coconut farming is inextricably linked to both ethnic identity and socio-historical culture. One family of palm tree members is the coconut tree (*Cocos nucifera*) (Arecaceae). The word "coconut" (or the archaic "cocoanut") can refer to the entire coconut palm, the seed, or the fruit, which according to botanical definitions is a drupe and not a nut. The enormous population of the world, especially in the Asia Pacific countries, is supported by the coconut palm industry in terms of food security and livelihood. Because of the crop's adaptability and the numerous uses for its by-products, the coconut palm is revered being KALPAVRIKSHA (Tree of Heaven).

Coconut (*Cocos nucifera* L.) is a fibrous fruit packed with lots of ions, minerals, and carbohydrates. It has low calories and enticing organoleptic qualities (de Matos Ribeiro., et al., (2017). [2]). Among others, B2B faces inadequate capital, technology, and skilled manpower, which cofinally attempts by little dares to improve its efficiency. B2B started its conceptuality as Relationship marketing theory, later modifies as B2B to Customer Relationship Management (CRM) with service quality.

Not all service brands fall under the business-to-consumer category. Instead, many newly emerging companies in the service sectors are companies that sell their services to other companies, a practice known as business-to-business. (B2B) (Smith, M. (2021). [3]).

In Business-to-Business Relationship 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 big private businesses. The situation facing the MSME sector is likely to have disastrous repercussions for all parties involved. It's possible that opposition parties and MSME stakeholders anticipated a one-time cash subsidy to all micro and small businesses, which make up the majority of the MSME sector, through direct benefit transfer (Jha, S. K., & Kumar, A. (2020). [4]).

2. RELATED RESEARCH WORKS :

An Organized Review of the existing works is steered from the Google Scholar search engine, and journals with the keywords such as B2B Relationship, Coconut industry, Sustainability, Balaji Enterprises, and SWOT Analysis.

Table 1: Related research work B2B Relationship of Coconut products in India, Balaji Enterprises, Tiptur

S. No.	Focus	Contribution	References
1	Sustainability	Engaging stakeholders is essential for corporate sustainability, from innovation to gaining legitimacy. The study uses a variety of stakeholder involvement strategies. Value-oriented characteristics of businesses be considered.	Johnson, M., et al., (2018). [5]
2	The business model of Balaji Enterprises	Balaji Enterprises is unique in its operations, history, and differentiator in terms of business model, and distribution strategy of Balaji Enterprises.	IIFPT, (1967). [6]
3	Coronavirus crisis in B2B settings	The global coronavirus outbreak is having terrible repercussions on most B2B companies. A new strategy is needed to manage business operations as a result of the drop in revenue that causes internal and external organizational difficulties. From a social exchange theory (SET) perspective, the study compares and	Johnston, W. [7]

		contrasts the recent "conventional" crisis based on finances with the strategies Directors can use to deal with the Coronavirus crisis and survive it.	
4	Effect of service quality on customer satisfaction and Referrals	Consumer contentment benefits from the quality of the service. Satisfaction was directly influenced by the value and was encounter specific. Dependability and responsiveness are crucial components of service excellence.	Kavitha, H., et al., (2022). [8]
5	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). [9]
6	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). [10]
7	Methodical analysis of literature on B2B Relationship	Ineffective leadership is the origin of 70% of change initiatives. With weak long-term leadership, all transformation programs fail.	Ross, A., et al., (2007) [11]
8	Literature Review of Business-to-Business Relationship	This paper reviews the pricing decisions for Business-to-Business Relationships.	Zhang, J. Z., et al., (2014) [12]

3. OBJECTIVES:

This industry analysis case study paper has the following objectives:

- (1) To analyze the emerging trends in the Business-to-Business industry.
- (2) To evaluate the Unique Selling Proposition of Balaji Enterprises.
- (3) To identify the Road ahead for Balaji Enterprises.
- (4) To Conduct SWOC (Strengths Weaknesses Opportunities & Challenges) analysis for Balaji Enterprises.

4. RESEARCH METHODOLOGY :

The purpose of this paper is to develop a theoretical idea based on model construction using secondary data and literature and model analysis using the SWOC listing structure. The list of sources for secondary data such as case studies, websites, research papers, literature review papers, e-papers, and exhaustive sources mentioned on search engines namely google scholar.

5. EMERGING TRENDS IN THE B2B INDUSTRY :

B2B scenarios tend to have a lot more buyer-seller ties than business-to-consumer ones do (B2C). These connections are more intricate, well-balanced, and lasting (Snehota, I., & Hakansson, H. (1995). [13]). In other words, the B2B Relationship be sustainable for the longer term. Ample scope of developments taking place in Procurement, Pricing decisions, Communication, B2B buying, selling & marketing activities. Industrial/B2B marketing communications include a blend of personal and impersonal communications, including trade exhibitions, advertising, direct mail, catalogs, product information,

advertising (personal selling is its main component), public relations, and promotional gifts (Webster Jr, F. E. (1992). [14]).

Although the sales organization normally handles the day-to-day operational issues, marketing personnel are responsible for creating and managing strategic partnerships with resellers in the distribution channel (Webster Jr, F. E. (1994). [15]). Industrial buyer feedback is necessary apart from this the industry faces increasing difficulty in Raw material procurement, Scarcity of labor, electricity, technological advancement, and capital base is needed for the industry. The credit period for payment is a critical aspect in this industry that has to be overcome.

6. PRODUCTS/SERVICES OF BALAJI ENTERPRISES :

Edible Oils and Fats, Cooking Oil, Coconut Oil for Food, Sunflower Oil for Food, Olive Oil for Food, Groundnut Oil, Sesame Oil, Vegetable Oils for Food, Olive Oil for Culinary Purposes, Organic Coconut Oil for Use In Cooking And Food Preparation, Vegetable Oils for Culinary Purposes, Sunflower Oil for Culinary Purposes, Milk And Milk Products, Cheese, Butter, Yoghurt and Other Milk Products.

7. UNIQUE SELLING PROPOSITION OF BALAJI ENTERPRISES :

MSME businesses are common in India. The bulk of these businesses produces desiccated coconut on a small scale. In the distant past, there existed a distribution. The majority of India's factories producing desiccated coconut powder are located in the state of Karnataka. It is primarily prevalent in Tumkur district's Tiptur taluk. Because it is sold primarily to North India and bakers for use in confectioneries, this product is not frequently found in retail stores around Bangalore. According to a maker of desiccated coconut powder, the city has to promote the product because few people are aware of it. Very few stores buy desiccated coconut powder from wholesalers or manufacturers, repackage it, and then sell it. The item is moving through internet purchasing portals as well. Little quantities are also being bought by a few Mysore retail stores [16]. Balaji Enterprises may be using an internet platform to promote specifically to North India. Another element that is particularly observable in the price of coconuts is seasonality. The selection of coconuts is the first stage in the production of dehydrated coconut. Indian Standards Bureau IS 966:1962 is the standard for desiccated coconut. Moreover, the product must adhere to PFA Act requirements. The primary energy source used in the production of dried coconut is electricity. The power load should be kept as low as possible at any given moment [17]. Issues that the parties encountered with the organized distribution route were as follows:

(A) There was no central mechanism for linking all distributors for manufacturers.

(B) Every deal could be manually entered. The distributor handled fulfillment. All trades were present in the organized sector.

(C) Manufacturers lacked the distribution system required to expand into new regions and Coconut products be distributed in retail stores be considered.

Due to their superior logistics and supply chain management, quality control, inventory control, and customer relationship management, Balaji Enterprises is the best-desiccated coconut factory in Tiptur. Even though storage plays a crucial role in ensuring a useful and consistent supply of goods throughout the year, there is a broad range of storage techniques, and that too for a little period, due to variations in coconut consumption patterns. The kind of storage used in the coconut trade, seasoning is used to assist the husking, shelling, and drying processes and to lower the moisture content of the kernel to obtain the desired thickness of the flesh (kernel) and to boost copra and oil content yields. When compared to copra derived from newly picked nuts, the quality of copra generated after the storage is likewise greater (Yamuna, S. M. (2016). [18]). Balaji Enterprises is using the Red Ocean method to get an advantage over the competitors in the market. Place your business where the competition has the most difficulty (Aithal, P. S., & Kumar, P. M. (2015). [19]). They have been offering high-quality items since 1984.

8. THE ROAD AHEAD FOR BALAJI ENTERPRISES :

It is well known that other producers of coconut-related goods are fierce rivals for the market in a situation that affects Balaji Enterprises. More industrial purchasers are committed to long-term success. Balaji Enterprises distinguishes itself from its rivals by delivering its goods on time, fostering long-term relationships, and offering flexible credit terms. They set themselves apart from the competition in their industry with high-quality products and a singular focus on desiccated coconut. They have adequate

transportation facilities, a large selection of edible and non-edible coconut goods accessible for export, cheap production costs, and simple access to raw coconut ingredients. They play on a global scale [20].

9. SWOC ANALYSIS OF CONSUMER BUYING BEHAVIOR FOR BALAJI ENTERPRISES :

The creation and the choice of tactics gain from SWOC analysis. Although it is a strong tool, it also contains a lot of subjectivity apply it as a recommendation rather than a prescription for the greatest results.

Businesses that are successful build on their strengths, address their weaknesses and prepare for both internal and external threats. Additionally, they monitor their overall business environment and spot and seize new opportunities faster than their competitors. Here are a few methods that SWOC Strategic planning is aided by analysis.

- (A) It serves as a source of data for strategic planning.
- (B) Building an organization's strengths.
- (C) Reverse its shortcomings.
- (D) Optimize its responsiveness to opportunities.
- (E) Overcome obstacles facing the organization.
- (F) It aids in determining the company's key strengths.
- (G) It facilitates goal-setting (Aithal, P. S., & Kumar, P. M. (2015). [21]).

<p style="text-align: center;">STRENGTHS</p> <ol style="list-style-type: none"> 1. Low production cost. 2. Easy availability of raw materials. 3. Wide range of coconut products both edible and non-edible available for export. 4. Transportation facility is good. 	<p style="text-align: center;">WEAKNESS</p> <ol style="list-style-type: none"> 1. Lack of promotional activities. 2. Lesser product line.
<p style="text-align: center;">OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Extending the product boundary. 2. Enter global market. 3. The desiccated coconut have huge requirement in the market. The technology backwardness hindering the growth of the cluster. 	<p style="text-align: center;">CHALLENGES</p> <ol style="list-style-type: none"> 1. Competition from other coconut industry. 2. Changes in government policy. 3. Preference to fresh coconut over desiccated coconut powder. 4. Electricity problem.

Fig. 1: SWOT analysis of BALAJI ENTERPRISES

(SOURCE: Compiled by the Researcher)

9.1 Strengths:

The following are the strengths of focus:

1. Low Production Cost

The goal of low-cost manufacturing is to minimize the various costs involved in producing a good. Raw material costs, transportation costs, inventory costs, labor costs, etc. are all included in a product's cost. Any decrease in the aforementioned cost would lower the price of the final product. Any decrease in product costs would also result in a decrease in the product's price at the market level, which tends

to raise consumer demand for the product. Low-cost manufacturing is a type of manufacturing facility whose goal is to maximize the use of the resources at hand to lower variable costs.

2. Easy availability of raw materials

Raw material accessibility: If a company can quickly get the raw materials, they won't need to have a large inventory of them on hand. As a result, in this scenario, less working capital will be needed.

3. There are numerous coconut products available for export, both edible and non-edible.

The also coconut palm produces a variety of by-products that aren't food, including charcoal, fiber, activated carbon, handicrafts, furniture, and roofing, in addition to the edible by-products.

4. Transportation facility is good

Transport is crucial to the delivery of goods to final customers as well as the ongoing supply of raw materials to the industry.

9.2 Weaknesses:

1. Lack of promotional activities

E-commerce systems allow for the online sale of simpler commodity goods. They may be promoted using strategies including product descriptions, PPC advertisements, and blog entries that boost SEO.

Personalized goods and services could need extra manual labor. Think about producing lead-generating materials like e-books, videos, and white papers. Sales can get in touch with prospects and inquire how they can help once they have provided their contact information.

2. Lesser product line

Product line development includes product line analysis. With Balaji Enterprises, this entails seeing chances and developing a group of linked items to satisfy customers to the greatest extent possible.

9.3 Opportunities:

1. Extending the product boundary

It establishes the minimum requirements for how the product must be created, developed, and promoted.

2. Enter the global market

Small firms may reach the global market by engaging in joint ventures with local business partners, selling online, marketing products through local distributors, selling directly to clients in export markets, and more. Each option offers a different degree of expense, risk, and control to your company.

3. The desiccated coconut has a huge requirement in the market. The technology backwardness hindering the growth of the cluster

A dried coconut's increasing market demand causes growth to slow down as a result of outdated technologies.

9.4 Challenges:

1. Competition from other coconut industry

The Nation's traditional coconut-based operations including the processing of copra, the extraction of coconut oil, and the production of coir are poses stiff competition in this area.

2. Changes in government policy

Government policy has an impact on interest rates, and a rise in rates increases the cost of borrowing. As business output increases at slower rates, consumer spending will decline at higher rates while investment rises. Companies cannot thrive in a rising inflation environment.

3. Fresh coconut is preferred over desiccated coconut powder.

Fresh coconut is more in demand than dried coconut since the quality of the latter will decrease with time and preservation and durability must be taken into account.

4. Electricity problem

When there is a power outage, production lines stop abruptly. This might cause material loss, machinery failure, and decreased productivity.

10. FINDINGS :

The following scope is seen in the industry currently. If the said things are seen in this industry there is ample scope for future development [22-30].

- 1) Raw coconut is in short supply.
- 2) There is no skilled labor available.

- 3) Decrepit and aged palms are present in more than two-thirds of the area.
- 4) Some countries are crowded, while others have minimal populations.
- 5) Non-adoption of advised management techniques.
- 6) Natural disasters.
- 7) Improper harvesting.
- 8) Replanting is not something that farmers can do.
- 9) The political will is either insufficient or non-existent.
- 10) The main justification given by the farmers for not selling their copra or oil is that they have less marketable excess owing to small and marginal holding sizes.
- 11) A higher price spread always denotes a smaller producer share of the ultimate price. In other words, it is a reflection of the market channel's poor marketing effectiveness. Only by working together can the pricing spread and marketing effectiveness be addressed and ongoing attempts to embrace technology with better value additions at the individual or group level.
- 12) Long-term poor profits and low incomes in the Indian coconut industry have had the effect of making farmers lose interest in using scientific coconut-based agricultural methods.
- 13) The price of coconut oil has historically been correlated with the price of coconuts in India. Consequently, it is undeniably true that the prices paid to farmers for their coconuts are incorporated into the Minimum Support Price (MSP) of Copra.
- 14) The Nation's copra procurement system has consistently performed below acceptable levels and has never been successful in driving market prices up to desirable levels.

11. SUGGESTIONS :

(1) When compared to selling fresh coconut, the Minimum Support Price (MSP) should be set up so that it gives coconut farmers an incentive to process their crops. Only via sufficient procurement and by making sure that the system benefits the real farmers can the efficacy and efficiency of the price support mechanism be increased. Designing the procurement strategy so that a suitable amount is obtained is also crucial. Without any seasonal limitations, all year round.

(2) The agribusiness, based on value-added coconut goods, is the prospective market for the coconut industry. As novel coconut products have export potential, a long-term price stabilization in the local coconut market is also conceivable. A poor worldwide reputation for supplier dependability can be changed. Island countries market Coconut for less money [25].

(3) The demand for coconut goods tends to rise globally, and the future of the market for coconut products is quite optimistic. The value of the worldwide market for coconut ingredients is projected to increase at an 11.3% annual growth rate, while the volume of the market was projected to increase by 79.9%. The popularity of items made from organic materials tends to rise along with peoples' growing health consciousness. Customers seek out unadulterated, all-natural items free of synthetic chemicals. Agriculture research is essential to ensure growth in output and productivity in addition to more effective technologies for product diversification. To meet demand, improve smallholder farmer capacity building, and encourage increasing the number of manufacturing industries in major coconut-producing regions to create marketable and lucrative increase the collaboration between farmers and coconut products manufacturers, it is advised that the government make the development of sustainable coconuts a top priority program (Alouw, J. C., & Wulandari, S. (2020). [26].).

(4) Results from the most recent advancement in the coconut micropropagation technique have been positive and promising. Global demand for coconut-based goods is now driving the fast expansion of the coconut sector. To increase efficiency and profitability in the production of coconuts, the private sector should take a proactive role in upstream operations that convert coconut planting into a plantation size. To grow its exports of coconut, copra, and other value-added coconut products, India needs to put out a lot of effort. (Hoe, T. K. (2018); Thasnimol, F., et al. (2020). [27-28].).

(5) Increasing output in current coconut gardens, diversification of products add value, increasing the use of multiple crops based on coconuts, integrated agriculture, encouraging a team approach,

institutional collaboration, extension, and participatory research supplying experienced climbers (Thamban, C., et al., (2016). [29]).

(6) The first and most important step in solving the issue of the sharp reduction in area is to increase the area of coconut cultivation in non-traditional areas and to replant and revitalize traditional areas. Government organizations should engage in efficient market research and advertising campaigns. The Indian government should advise the National Agricultural Co-operative Marketing Federation (NAFED) to determine a corresponding indicative price per nut separately for each State and Island when the Minimum Support Price for copra is announced and to widely publicize it through both its cooperative networks and through the apparatus of local administrations. To its member nations, the Asian and Pacific Coconut Community should strongly advise prioritizing programs promoting free trade zones for coconuts and accelerating trade measures of facilitation in the area. Additionally, it is essential to get rid of unnecessary technical obstacles, harmonize standards and conformance requirements, and streamline and harmonize customs procedures (Elias, G. (2018). [30]).

12. CONCLUSION :

Balaji Enterprises operates with a distinctive business strategy. The finest business model is the business-to-business relationship itself. They have been offering clients high-quality items since 1984. They have an excellent consumer base and are the best example of a business-to-business relationship in recent years. The finest example of small-scale manufacture of coconut goods is Balaji Enterprises, which is at the top of its game in terms of success and growth. has expanded quickly, especially after the Covid-19 pandemic. The organization helped several small businesses start their online sales, which was beneficial.

Since B2B relationships facilitate simple business growth, they must provide greater room for maintaining brand loyalty, being financially viable, and managing customer relationships. Furthermore, it might be difficult to regulate both sides' attitudes in a B2B connection for the partnership to continue. Aside from this, the MSMEs sector has to be resilient enough to maintain good finances.

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