STRATEGIES FOR INCREASING TRADITIONAL RETAIL STALL LOYALTY TO SUPPLIERS IN THE ERA OF DIGITAL TRANSFORMATION

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Abstract: The concept of marketing aims to build, maintain, and enhance mutually beneficial relationships between suppliers and partners. Therefore, this research recommends priority strategies for increasing traditional retail stall loyalty to suppliers in the new digital transformation era. This research was conducted in Indonesia's fast-moving consumer goods (FMCG) retail industry with data collected through a Forum Group Discussion (FGD) and in-depth interviews with several experts. These include top management of retail industry supply companies, principal of FMCG, General Chairperson of the Indonesian Retail Entrepreneurs Association, Secretary-General of the Indonesian Retail Entrepreneurs Association, Chair of the Chamber of Commerce and Industry, and academics who are also practitioners in the retail industry. The data collected were analyzed using the Analytical Hierarchy Process (AHP) approach. The results showed that merchandising and employees are the most dominant factors in forming retail stall loyalty to suppliers in the new digital transformation era. The company's main goal to increase retail stall loyalty to suppliers is by raising sales growth with the continuous rise in profits for supplier companies. Furthermore, the most important alternative strategy to increase retail stall loyalty to suppliers is product assortment and stock availability as the main alternative strategy. In conclusion, this research is useful for supply companies to establish relationships with traditional retail stalls in Indonesia.

Keywords: analytical hierarchy process, merchandising, retail industry supplier strategy, retail service quality, website quality

Abstrak: Konsep pemasaran hubungan bertujuan untuk membangun, memelihara, dan meningkatkan hubungan yang saling menguntungkan antara pemasok dan mitra. Oleh karena itu, penelitian ini merekomendasikan strategi prioritas untuk meningkatkan loyalitas warung ritel tradisional kepada pemasok dalam era transformasi digital baru. Penelitian ini dilakukan di industri retail fast moving consumer goods (FMCG) Indonesia dengan data dikumpulkan melalui Forum Group Discussion (FGD) dan wawancara mendalam dengan beberapa pakar. Diantaranya adalah manajemen puncak perusahaan pemasok industri ritel, prinsipal FMCG, Ketua Umum Asosiasi Pengusaha Ritel Indonesia, Sekretaris Jenderal Asosiasi Pengusaha Ritel Indonesia, Ketua Kamar Dagang dan Industri, serta akademisi yang juga praktisi di bidang industri ritel. Data yang terkumpul dianalisis dengan menggunakan pendekatan Analytical Hierarchy Process (AHP). Hasil penelitian menunjukkan bahwa merchandising dan karyawan merupakan faktor yang paling dominan dalam membentuk loyalitas warung ritel kepada pemasok dalam era transformasi digital. Tujuan utama perusahaan pemasok untuk meningkatkan loyalitas warung ritel kepada pemasok adalah untuk meningkatkan pertumbuhan penjualan dan meningkatkan keuntungan bagi perusahaan pemasok. Selanjutnya, strategi alternatif yang paling penting untuk meningkatkan loyalitas warung ritel kepada pemasok adalah pemilihan produk dan ketersediaan stok sebagai strategi alternatif utama. Kesimpulannya, penelitian ini bermanfaat bagi perusahaan pemasok untuk menjalin hubungan dengan warung ritel tradisional di Indonesia.

Kata kunci: proses hirarki analitik, merchandising, strategi pemasok industri ritel, ritel service quality, website quality

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INTRODUCTION

The development of fast-moving consumer goods retail in Indonesia today has shown an evolutionary way of how buyers and sellers build their interactions during the business-to-business relationship process. Buyer-seller relationship theory informs that the purpose of relationship marketing is to create, maintain and enhance mutually beneficial relationships and requires a clear focus between the company and its customers, to generate value that is beneficial to customers (Dwyer et al. 1987). Su and Yang (2017) state that the supplier-buyer relationship in marketing research pays more attention to the marketing relationship between marketing channels, especially in the manufacturing sector, including the relationship between distributors and their customers. Another challenge for the concept of buyer-seller relationship in today's marketing dynamics is that services are becoming a competitive factor both in the service industry itself and in the goods industry. The direction of the marketing strategy has also changed, such as the service-dominated philosophy, namely from product-centric to customer-centric (Vargo and Lusch, 2004). It is also important to note that in the relationship between buyers and sellers, there is a pattern of shifting from a transactional to a relational marketing perspective with a shift from product orientation to customer orientation as a solution to create more dynamic and profitable relationships. (Spekman and Carraway, 2006).

Business-to-business interaction requires a relational relationship, so that the complexity of managing marketing channel management does not only focus on choosing distribution channel strategies, but also maintaining the relationship between the two. One approach to the company's relationship with its customers is the dyadic approach. (Setyawan et al. 2014). In the era of digital transformation of new retail in Indonesia, a dyadic approach between suppliers and customers within the framework of relationship marketing is important to be able to win customer interest in the increasingly fierce retail business competition so that customers remain loyal to suppliers. To improve supplier performance, suppliers need to interact intensively with customers to increase and maintain customer loyalty (Rauyruen and Miller, 2007).

The novelty of the current study is as a new contribution to B2B relationship marketing in the fast-moving consumer goods retail business. Focus on the buyer-seller relationship as a new paradigm in creating marketing value, of course the seller's focus in this case is the company supplying merchandise to traditional retail stalls. It is important to note that this research is important to do considering the increasing number of suppliers to retail stalls in Indonesia, a special strategy is needed for suppliers in dealing with their traditional retail customers, especially in the current era of digital transformation. Mazzone (2015) states that digital transformation is a focused and sustainable digital evolution of a company for the development of business models both strategically and tactically.

The digital new retail transformation era in Indonesia is marked by the emergence of technology-based companies, such as Mitra Bukalapak, Mitra Tokopedia, Warung Pintar, GoToko, GrabKios, Wahyoo, Startup Dagangan, KitaBeli.com, Mitra SRC (Sampoerna Strategic Community), Mitra DRP (Djarum Ritel Partnership), and Mitra GGSP (Gudang Garam Strategic Partnership), as suppliers of merchandise to traditional stalls using various modern business formats. These firms aim to build an ecosystem, enlarge the customer base, and expand the offline channel network. This depicts the increasingly aggressive competition in the new retail world. Meanwhile, suppliers of merchandise to existing traditional stalls such as Indogrosir, Lotte Grosir, Alfamikro Alfamart, distributors, and conventional wholesale agents need also to improve themselves. Meanwhile, these stalls are also entitled to select and determine preferred suppliers to provide them with wholesale merchandise.

Relationship marketing is an important tool to create better synergies between the seller and buyer and customer loyalty. Preliminary research has examined many constructs, values, consequences, and factors that moderate or mediate this relation, thereby triggering customer loyalty (Haghkhah et al. 2020; Samudro et al. 2019; Martinez et al. 2019; Hannan et al. 2017; Gil Saura et al. 2009; Chennet et al. 2010; Chumpitaz and Paparoidamis, 2007; Chiou and Droge, 2006). Morgan and Hunt (1994) stated that relationship marketing refers to all advertising activities to establish, develop, and maintain successful relational exchanges.

To satisfy the needs of their customers, the majority of these companies have cordial relations with their clients. Rauyruen and Miller (2007) stated that retaining customers in the long term generates greater profits. However, loyalty in managing business-to-business relationships in the FMCG and traditional retail industries has not been widely explored, especially in the current digital transformation era.

Preliminary research on relationship marketing enables companies to easily build, develop, and utilize their resources such as information, processes, and competencies with other firms, suppliers, or consumers. Morgan and Hunt (1994) stated that working together enables both parties to compete more effectively and efficiently. The relationship marketing theory also states that companies engage in relational publicity to increase competitiveness (Hunt et al. 2006).

In the current digital transformation era, the business relationship between suppliers and traditional retail stalls prefer certain suppliers based on the value and benefits offered. Furthermore, achieving optimal loyalty requires an appropriate marketing strategy which has direct implications for development. Therefore, this research aims to create alternative strategies to boost retail stall loyalty by applying the Analytical Hierarchy Process (AHP). It started with underlying the relationship between factors, actors, goals, and alternative strategies to boost the traditional retail stalls' loyalty to suppliers. The results obtained are further discussed due to their usefulness to the supply companies in establishing business-to-business relationships with traditional retail stalls.

The success of relationship marketing depends on the benefits obtained, while its impact on customer loyalty is centered on functional principles, namely quality service, product value, price position, added value, trust, and commitment. According to preliminary research by Hunt et al. (2006), this attribute is influenced by certain relevant factors such as market offering, information technology, and goods.

A market offering is a mixture of tangible (goods) and intangible (services) attributes. A company or supplier establishes long-term relationships with its customers because it grants them access to quality goods and services. Therefore, the more valuable a supplier's market offering, the higher the customer's expectation of a sustainable relationship (Hunt et al. 2006).

Service quality is a major source of competitive advantage in a market setting, and high-quality service is an important prerequisite for optimal B2B relationships between suppliers and traditional retail stalls. Based on the relationship marketing theory, good service quality tends to have a positive impact on relationship quality and customer loyalty. The positive impact of good service quality on relationship quality are customer satisfaction, trust and commitment to the company. Good service quality will have a positive impact on customer satisfaction (Khan et al. 2021, Veloso et al. 2020; Wibowo et al. 2018; Palto et al. 2018; Wiputra et al. 2015; Chen et al. 2015; Stan et al. 2013; Hsu et al. 2011; Carter and Charter 2009; Chenet et al. 2010; Liu et al. 2008; Chiou and Droge 2006; Ulaga and Eggert 2006). Several studies also inform that service quality has a positive influence on customer trust in the company (Haghkhah et al. 2020; Palto et al. 2018; Izogo and Ogba 2016; Chen et al. 2015; Chenet et al. 2008; Chiu and Droge, 2006). And good service quality will have a positive impact on customer commitment to the company (Haghkhah et al. 2020; Chenet et al. 2010; Izogo and Ogba, 2016).

The positive impact of good service quality on customer loyalty is that good service quality will have a positive impact on customer loyalty to the company, something that has been proven through research (Haghkhah et al. 2020; Wibowo et al. 2018; Al-Maamari and AbdulRab, 2017; Chen et al. 2015; Stan et al. 2013; Dharmesti and Nugroho, 2013; Yuen and Chan, 2010; Charter and Charter, 2009; Rauyruen and Miller, 2007; Chumpitaz and Paparoidamis, 2007).

The goods factor is also a determinant in establishing long-term relationships between suppliers and traditional retail stalls. Relationship marketing theory proves that goods in respect to product quality, diversity, and availability, including price, tend to have an impact on loyalty (Dewi and Sulistyawati 2020; Mustaqimah et al. 2019; Hati and Parlewenti, 2017; Dharmesti and Nugroho, 2013; Yuen and Chan, 2010, Charter and Charter, 2009, Ulaga and Eggert, 2006).

Another important factor influencing successful relationship marketing is information technology (Hunt et al. 2006). In the current digital transformation era, suppliers also need to provide certain benefits when dealing with traditional retail stalls, such as ordering applications that are easy to understand, use, save time, and provide clear delivery information (Verma et al. 2015).

Relationship marketing theory informs that good website quality will have a positive impact on relationship quality and customer loyalty to the company. With a good quality website, it will have a positive impact on customer satisfaction with the company (Jauhari et al. 2019; Rasli et al. 2018; Tandon et al. 2017; Dhiranty et al. 2017; Chen et al. 2015; Hsu et al. 2011; Chung and Shin, 2010; Liu et al. 2008; Cyr et al. 2008). The existence of a good website will also have an impact on customer confidence in the company (Tandon et al. 2017; Dhiranty et al. 2017; Chen et al. 2015; Cyr et al. 2008). The positive impact of a good website quality on customer loyalty is that a good website quality will have a positive impact on customer loyalty to the company, something that has been proven through research (Jauhari et al. 2019 ,Tandon et al. 2017; Chen et al. 2015; Dharmesti and Nugroho, 2013; Chung and Shin 2010, Cyr et al. 2008).

One of the main factors that contribute to the success or failure of relationship marketing is trust and commitment. Some studies have reported that customer loyalty is directly influenced by customer trust, commitment and satisfaction. Trust has a positive effect on customer loyalty, there have been many studies that inform (Haghkhah et al. 2020; Hannan et al. 2017; Al-Maamari and AbdulRab, 2017; Tonder, 2016; Chen et al. 2015; Chung and Shin, 2010; Rauyruen and Miller, 2007; Chiou and Droge, 2006). Previous studies have also stated that commitment has an effect on customer loyalty (Haghkhah et al. 2020; Samudro et al. 2019; Tonder 2016; Bricci et al. 2016; Chung and Shin 2010; Rauyruen and Miller 2007). The research findings also inform that customer satisfaction has an effect on customer loyalty (Veloso et al. 2020; Haghkhah et al. 2020; Abadi et al. 2020; Martinez et al. 2019; Hannan et al. 2017; Al-Maamari and AbdulRab, 2017; Bricci et al. 2016; Thusyanthy and Tharanikaran, 2016; Wiputra et al. 2015; Nguyen et al. 2014; Chen et al. 2015; Chinomona and Sandada, 2013; Stan et al. 2013; Dharmesti and Nugroho, 2013; Carter and Charter, 2009; Gil Saura et al. 2009; Rauyruen and Miller, 2007; Chiou and Droge, 2006; Lam et al. 2004).

METHODS

This research was conducted in Tangerang and Jakarta. The research was conducted with In-depth interviews, which were conducted with 12 experts in the fast moving consumer goods retail industry as respondents. The criteria used as experts are those who have experience in the fast moving consumer goods retail industry sector, especially the general trade retail sector related to traditional retail stalls, namely top management of supplier companies, principal suppliers, associations of Indonesian retail entrepreneurs (APRINDO and KADIN), academics as well as practitioners in the retail industry.

The resource persons in the in-depth interview of this research are experts in their respective fields consisting of 3 Top Management, 4 from Principals, 3 people from the Indonesian Retail Entrepreneurs Association and the Indonesian Chamber of Commerce and Industry, and 2 people from academics as well as practitioners. The selection of experts as respondents is based on the expertise of each expert in the fast moving consumer goods retail business. In this case, the respondent supplier companies are the President Director, Marketing Director, and Small & Micro Business Director who are certainly very experts in this retail business. Supplier companies in the distribution of goods of course require a supply of goods from the principals who produce goods. So that in research it is important to make the Principal as an expert respondent. In the FMCG retail business, especially in the traditional store sector, cigarette products and household products have a major contribution to sales in traditional stores, so that the expert respondents selected in this research are principals whose products are fast moving in traditional retail stalls, namely cigarette principals from PT Gudang Garam and PT HM Sampoerna, fast moving products for household needs are principals from PT Unilever Indonesia and PT Frisian Flag Indonesia. Expert respondents from the Retail Association and Academics as well as Retail Practitioners are also very much needed for this research, so the selected expert respondents are the General Chair and Secretary General of the Indonesian Retail Entrepreneurs Association and the Chair of the Indonesian Chamber of Commerce and Industry. For academics in this study, it is also important to be respondents, especially those who also work as retail practitioners

Analytical Hierarchy Process (AHP) is a tool, technique, or method used to make decisions concerning complex, unstructured, and multi-attribute problems by prioritizing the existing alternatives and selecting the best based on criteria determined through a numerical value. AHP was developed by Saaty (2008) as a tool

to assist in decision-making and consists of 3 main principles, namely hierarchical arrangement, priority determination, and logical consistency.

This research uses the AHP approach with consists of five levels, namely focus, factors, actors, goals, and alternative strategies. The first level is focus, which involves increasing retail stall loyalty to suppliers in Indonesia. The second level is factors, namely variables that focus on retail stall loyalty to suppliers. The third level is actors whose roles are to support all actions. The fourth level is goals, usually those supported by actors to boost retail stall loyalty to suppliers. The fifth level is alternative strategies, namely several schemes that are right for achieving set goals. The components of each level are obtained from the results of in-depth interviews held with several experts.

Hierarchical Model Development

Conceptual models are needed for decision-making before data collection. Saaty (2008) stated hierarchy is a certain type of system based on the assumption that entities can be grouped into separate sets, where those from a group tend to affect others. The preparation of a series of questions needed to formulate and increase traditional retail stall loyalty to suppliers in the digital transformation era involves several experts.. Based on

Figure 1, the hierarchical arrangement starts with the focus of the problem, namely formulating a supplier change strategy in the retail industry to boost loyalty. The next step is to determine factors, actors, goals, and alternative strategies based on focus group discussions and in-depth interviews to validate the hierarchical structure.

The first hierarchy is the factors that influence traditional retail stall loyalty to suppliers in Indonesia, such as quality, (a) Retail service, (b) Merchandising, (c) Website, and d) Relationship. The second hierarchy is the actors who play a role in increasing traditional retail stall loyalty to suppliers in Indonesia, such as (a) Top management, (b) Employees, and (c) Principals. The third hierarchy is the goals to be achieved in terms of boosting retail stall loyalty to suppliers in the new digital transformation era, such as increasing (a) sales growth, (b) company profits, and (c) customer portfolio. The fourth hierarchy is the alternative strategies that can be formulated to increase traditional retail stall loyalty to suppliers, such as (a) Providing reliable service, (b) providing helpful policies, (c) Completeness of products and stock availability, (d) Competitive price, (e) Creating an easy-to-use application for ordering goods, as well as (f) Increasing the trust, commitment, and satisfaction of retail stalls. The hierarchical model in Figure.
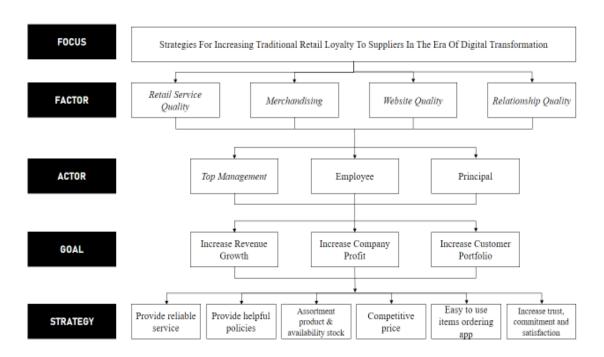

Figure 1. AHP hierarchical model

Explanation of Levels In The Hierarchy In Determining Alternative Strategies For Increasing Retail Stall Loyalty To Suppliers In The New Digital Transformation Era

The factors that influence the strategies to increase retail stall loyalty to suppliers in the new digital transformation era are as follows:
a) Retail Service Quality: This is the service provided by suppliers to retail stall partners. The supporting factors include rendering reliable services to retail stall partners and providing accommodative policies by the suppliers.
b) Merchandising: This is the procurement of products in the appropriate quantity, variety, and price by suppliers for their retail stall partners. The supporting factors are the completeness of goods, provision of sufficient stock, and competitive product pricing structures from the suppliers.
c) Website Quality: This is based on user perceptions of retail stalls, with the supporting factor based on the ease of ordering wholesale goods from suppliers.
d) Relationship Quality: This includes the trust, satisfaction, and commitment of retail stalls in relation to the company or supplier. The relationship quality needed is to increase trust, commitment, and satisfaction of retail stalls to suppliers.

The actors who play strategic roles to increase retail stall loyalty to suppliers in the new business transformation era include:
a) Top Management
The top management has the highest authority in a supplier organization or company reports directly to the industry owner or shareholder. In this research, the top management is the commissioner of the supplier company who doubles as the president, director, and shareholder.
b) Employees
Employees are people or parties who work in supplier companies and are paid salaries for diligently executing their obligations, namely carrying out daily operational tasks in relation to external and internal partners.
c) Principal
The principal or producer is the brand owner of the product distributed by the supplier to the retail stall partners. In this research, one of the interviewed respondents is the FMCG (Fast Moving Consumer Goods) principal in the country.

The goals in achieving strategies to increase retail stall loyalty to suppliers in the new digital transformation era are:
a) Increasing Sales Growth
Suppliers promote retail stalls to engage in wholesale shopping, including making purchases or placing their orders. These are expected to be repeated and not turned to another place. Suppliers' main target or focus is to ensure their retail stall partners remain loyal to increase sales.
b) Increasing the Profit of the Supplier Company
One of the goals set to be achieved by the supplier company is profit, and this tends to increase assuming there is an increase in sales and the costs incurred are less than the generated revenues. Sales increase when the stall partners remain loyal by shopping or ordering wholesale goods from the suppliers.
c) Increasing Customer Portfolio
The new customer portfolio is highly considered by the supplier companies and the principal to increase sales. In circumstances where they get a new portfolio in the form of customers, there is a possibility of increased sales.

The alternative strategies to increase retail stall loyalty to suppliers in the new digital transformation era are as follows:
a) Providing reliable services
The supplier companies always support their retail stall partners in conducting their business relationships. This is carried out by rendering reliable services, for instance, on-time delivery of wholesale goods that have been ordered. It increases retail stall loyalty to suppliers. According to Haghkhah et al. (2020), reliable service significantly affects customer loyalty. Quality service in the form of delivery performance which includes the supplier's ability to fulfill such schedules (on-time delivery), is the main reason customers establish cordial relationships with them (Ulaga and Eggert, 2006).
b) Providing helpful policies
The existence of policies related to ordering goods through the application also facilitates retail stalls to engage in wholesale shopping. They need not close their stalls whenever they intend to make wholesale purchases. There is no need for additional fees because of the free delivery policy implemented by the suppliers. The enacted law on the payment system, which is either cash on delivery or the tempo style, certainly affects the satisfaction and loyalty of retail stall partners. Quality service, which is directly

influenced by management policy, also significantly affects customer loyalty (Yuen and Chan, 2010).

c) Product assortment and stock availability

To boost sales, suppliers, in conjunction with retail stall partners, need to pay attention to product assortment and merchandise availability during wholesale shopping. Besides, assuming suppliers can provide a wide variety of merchandise, retail stalls will feel satisfied. When they intend to make wholesale purchases, they tend to choose suppliers with various good (Yongju and Yongsung, 2010).

d) Competitive price

Competitive prices are also important, and there is a close relationship between suppliers and retail stalls. It also has an impact on the satisfaction and loyalty of retail stalls. Customer loyalty also depends on competitive prices.

e) Easy to use items ordering app

In circumstances where suppliers in relation to retail stalls desire to make increased sales and at the same time retain their customers, they also need to pay attention to the quality of the existing ordering application. Besides, applications that are easily used to order goods are an important factor that has to be considered by suppliers in designing such tools, thereby making it easier for retail stalls to order wholesale goods. Website quality plays an important role in driving online purchases (Rasli et al. 2018).

f) Increasing trust, commitment, and satisfaction

Increasing the trust, commitment, and satisfaction of retail stalls towards suppliers is an important factor that needs to be considered in establishing business partnership relationships. It aids in boosting the customers' loyalty to their suppliers. Commitment and trust are key components needed to build and maintain long-term relationships between business partners (Morgan and Hunt, 1994). According to Dhiranty et al. (2017), informing that the User Interface Quality, Information Quality, Perceived Security Risk and Perceived Privacy variables have an influence on satisfaction and trust in online shopping. The satisfaction variable has an influence on trust.

Vertical data processing is conducted to prioritize each element in the hierarchy toward the strategic focus of increasing retail stall loyalty to suppliers. Factors, actors, goals, and alternatives in strategy formulation were obtained from literature studies and interviews with experts. Furthermore, questionnaires were distributed to provide values related to the strategy of increasing retail stall loyalty to suppliers in the new digital transformation era. The AHP questionnaire was distributed to 12 experts in the retail business. The expert assessment was considered consistent, assuming it had a Consistency Ratio (CR) of not more than 0.10. The justification of each expert was inputted and processed using the Expert Choice software, as shown in Figure 2.

RESULTS

Factors, Actors, Goals, And Alternatives In Increasing Retail Stall Loyalty To Suppliers In The New Digital Transformation Era

1. Factor Analysis (Level 2)

In this case, the factor analysis aims to examine which attributes are the most important in influencing the strategy to increase retail stall loyalty to suppliers in the new digital transformation era based on the priority weights from the results of the hierarchy process analysis (AHP). The results are shown in Table 1.

Based on the data analysis results in Table 1, it is evident that the factor with the greatest weight on Focus 1 is merchandising, with 0.397 or 39.7%. This was followed by the retail service quality factor with 0.258 or 25.8%. The next weight is relationship quality with 0.235 or 25.3%, while the lowest is website quality with 0.111 or 11.1%.

This shows that the weight of merchandise is greater than the other factors. In other words, it is the most important factor in influencing the strategy of increasing retail stall loyalty to suppliers in the new business transformation era. The next priority is quality retail service, relationships, and website.

This result is in line with Dharmesti and Nugroho (2013) research that product variations directly and significantly affect customer loyalty in the e-commerce market. Hati and Parlewenti (2017) also stated that merchandising has a positive and significant effect on customer loyalty in the retail industry. Moreover, Dewi and Sulistyawati (2020) reported that product variation has been proving to positively affect customer loyalty, enabling companies to implement this factor as a strategy to attract and retain customers.
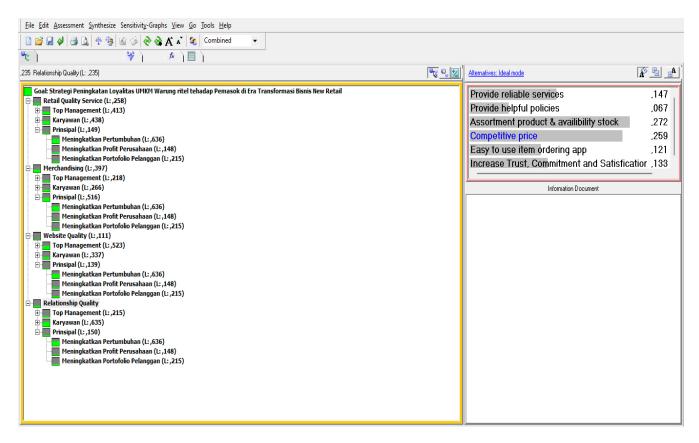
Figure 2. Data processing using Expert Choice 11 software

Table 1. Factor weight for the strategy to increase retail stall loyalty to suppliers in the new digital transformation era

Factor	Weight
Retail Service Quality	0.258
Merchandising	0.397
Website Quality	0.111
Relationship Quality	0.235

Merchandising is the most critical component in implementing strategic suppliers' decisions related to the diversity, availability, and quality of goods. This also includes the pricing strategy offered by the suppliers to these retail stalls. Suppliers' ability to provide various well-maintained quality products and their availability impacts the satisfaction of retail stalls, which affects their loyalty to suppliers. Retail stalls tend to have a good impression of the suppliers supposing they are able to provide the needed and desired goods. Moreover, when an order is placed using an application, the merchandising factor determines the retail stall's decision to either continue buying from the supplier or not. Interestingly, when they order goods, it turns out that the item is not available, in the sense that it is not active on the supplier's application or active

in the application. However, the stock is not available, which leads to dissatisfaction and this, in turn, causes the retail stalls to become disloyal to the supplier in the future.

2. Actor Analysis (Level 3)

Actor analysis determines the most important attributes that increase the retail stall loyalty to suppliers in the new business transformation era. This is based on the priority weights from the Hierarchy Process (AHP) analysis results. Before analyzing the actors as a whole, concerning the hierarchy, it is necessary to examine how their roles shape the factors that influence or increase the retail stall's loyalty to suppliers. The results are shown in Table 2.

In accordance with the results of the data analysis in Table 2, it is evident that the prioritized weights of these actors are based on each factor. The detailed description is reported as follows:

- The actor with the greatest weight or highest priority in developing retail service quality that strategically increases their loyalty to suppliers in the new digital transformation era is 0.438 or 43.8%.
- The actor with the greatest weight or the highest priority in forming merchandising that strategically increase retail stall loyalty to suppliers in the new digital transformation era is a principal of 0.516 or 51.6%.
- The actor with the greatest weight or the highest priority in developing website quality that strategically increases retail stall loyalty to suppliers in the new digital transformation era is the top management of 0.523 or 52.3%.
- The actor with the greatest weight or the highest priority in building relationship quality that strategically increases retail stall loyalty to suppliers in the new digital transformation era is employees of 0.635 or 63.5%.

Based on the analysis results shown in Table 3, it is evident that the actors with the greatest weight in terms of strategically increasing retail stall loyalty to suppliers in the new digital transformation era are employees with 0.419 or 41.9%. This was followed by top management actors with 0.342 or 34.2%. The lowest actor weight is the principal with 0.239 or 23.9%. Employees have the greatest weight, meaning that this actor has the highest influence or impact on the successful improvement of loyalty.

Buyer-seller relationship theory stated that relationship marketing aims to build, maintain, and enhance mutually beneficial relationships. This process requires a clear focus between the firm and its customers to increase value (Dwyer et al. 1987). The role of employees, top management, and the principal is needed to provide certain benefits for retail stalls. The most important employees are responsible for taking wholesale orders from the supplier distribution chain to retail stalls. Others include those tasked with providing merchandise and price settings, workers involved in the operational aspect, as well as those from the technology side responsible for creating applications that are easy to understand and use by retail stalls in making purchase orders.

The top management plays an important role in making strategic decisions in supplier companies closely related to the retail stalls based on quality service and website, including merchandising. Moreover, their ability to implement policies related to reliable services, namely same-day and free delivery services, payment on delivery, and on-time payments, also impacts retail stall loyalty. The top management is also responsible for maintaining good relations with principals who have collaborated with suppliers in distributing and selling goods to retail stalls. These principals are authorized to provide convenience in business-related development areas when they have a cordial relationship with the top management of the supplier company. Furthermore, they play a strategic role in providing directives and policies related to website quality, which essentially means retail stalls can order merchandise through an application that is easy to understand, operate, and offers lots of information and uses.

Table 2. Actor weight on the strategy to increase retail stall loyalty to suppliers in the new digital transformation era

Actor	Factor			
	Retail Service Quality	Merchandising	Website Quality	Relationship Quality
Top Management	0.413	0.218	0.523	0.215
Employees	0.438	0.266	0.337	0.635
Principal	0.149	0.516	0.139	0.150

Table 3. The actor weight on the strategy to increase retail stall loyalty to suppliers in the new digital transformation era

Factor	Weight
Top Management	0.342
Employees	0.419
Principal	0.239

3. Goal Analysis (Level 4)

Goal analysis is used to discern which goals are the most important in strategically increasing the retail stall loyalty to suppliers based on the priority weights from the results of the analytical hierarchy process (AHP). Before analyzing the actors as a whole, it is necessary to study their roles in shaping the factors that influence or increase retail stall loyalty. The results are shown in Table 4.

Based on the results of the data analysis in Table 4, it is obvious that the weight of the goal priorities is dependent on each actor. The detailed description is reported as follows:
- Based on the role of top management in respect to strategically increasing the retail stall loyalty to suppliers in the new digital transformation era, the prioritized goal is to increase the company's profit with a weight of 0.462 or 46.2%.
- Based on the employees' role in strategically increasing the retail stall loyalty to suppliers in the new digital transformation era, the prioritized goal is to increase sales growth with a weight of 0.567 or 56.7%.
- Based on the principal's role in strategically increasing the retail stall loyalty to suppliers in the new digital transformation era, the prioritized goal is to increase sales growth with a weight of 0.636 or 63.6%.

Based on the analysis results in Table 5, it is evident that the goal with the greatest weight in respect to the strategy adopted to boost retail stall loyalty to suppliers in the new business transformation era is to increase sales growth by 0.503 or 50.3%. This was followed by increasing the company's profit by 0.270 or 27%. The lowest goal is to increase the customer portfolio by 0.228 or 22.8%. Fortunately, this simply implies that the goal weight of increasing sales growth is greater than the others. Similarly, this factor is the most important goal in strategically triggering the retail stall loyalty to suppliers in the new business transformation era. According to Haghkhah et al. (2020), developing customer loyalty is the main goal of any organization. This is because it has a significant and positive effect on the profitability of business-to-business (B2B) companies. Customer loyalty is reflected by the ability to remain with the same supplier and reject competitors, thereby providing a stable revenue stream for the company (Lam et al. 2004).

Sales growth is the most targeted attribute by suppliers in partnering with retail stalls. In the fast-moving consumer goods retail industry, this factor is realized in various ways, including attracting more customers to shop with the suppliers. This also involves increasing purchases with the same customer (basket size), retail stall purchases to suppliers, and developing or adding new areas by suppliers.

Table 4. The goal weight of the strategy for increasing retail stall loyalty to suppliers in the new digital transformation era

Goal	Actor		
	Top Management	Employees	Principal
Increase Sales Growth	0.305	0.567	0.636
Increase Company Profit	0.462	0.199	0.148
Increasing Customer Portfolio	0.234	0.234	0.215

Table 5. The goal weights on the strategies to increase retail stall loyalty to suppliers in the new digital transformation era

Goal	Weight
Increase Sales Growth	0.503
Increase Company Profit	0.270
Increasing Customer Portfolio	0.228

The growth of supplier sales in the FMCG retail industry is largely determined by the number of retail stalls they partnered with and the completeness, availability, and prices of goods obtained from the principal supplier. Under these conditions, supplier companies focus on increasing sales growth rather than generating profits.

The number of retail stalls that partner with these suppliers depends on how suppliers can acquire retail stalls, which are still very large in this industry. Therefore, they want to become supplier partners, and how retail stalls that have become supplier partners remain loyal to become loyal customers of suppliers. In terms of merchandising, the suppliers' ability to provide wholesale merchandise for retail stall partners under various ideal conditions is appropriate for segmentation and competitive prices.

4. Alternative Analysis (Level 5)

In this case, the analysis of alternative strategies aims to discern which tactics are the most important in increasing retail stall loyalty to suppliers in the new digital transformation era. Before analyzing the overall alternative strategy, based on the hierarchy, it is necessary to examine the most important one, as shown in Table 6.

Based on the results of the data analysis in Table 6, it is evident that the prioritized weights of the strategies are based on each goal. The detailed description is reported as follows:

- To increase sales growth, an alternative strategy was adopted to boost the retail stall loyalty to suppliers in the new digital transformation era, with the greatest weight or highest priority being a competitive price of 0.319 or 31.9%.
- An alternative strategy was adopted to increase the retail stall loyalty to suppliers in the new digital transformation era. Product assortment and the stock availability of 0.289 or 28.9% were the greatest weight or highest priority.
- In order to achieve the goal of increasing customer portfolio, an alternative strategy was adopted to increase the retail stall loyalty to suppliers in the new digital transformation era, with the greatest weight or highest priority being product assortment and the stock availability of 0.341 or 34.1%.

Based on the results of the data analysis in Table 7, the main alternative strategy with the greatest weight is product assortment and the stock availability of 0.341 or 34.1%. The second is the competitive price with a weight of 0.196 or 19.6%. Furthermore, the third alternative strategy is providing reliable services with a weight of 0.173 or 17.3%. The fourth is increased trust, commitment, and satisfaction with a weight of 0.142 or 14.2%. Subsequently, the fifth alternative strategy is the easy-to-use item ordering app with a weight of 0.08 or 8%. The sixth is the provision of helpful policies with a weight of 0.069 or 6.9%. Based on these data, the weight of product assortment and stock availability is greater than the other alternatives.

Table 6. The weight of alternative strategies in terms of increasing retail stall loyalty to suppliers in the new digital transformation era is based on each goal

Strategy	Goal		
	Increase Growth	Increase Company Profit	Increasing Customer Portfolio
Providing Reliable Services	0.115	0.185	0.173
Providing Helpful Policies	0.047	0.101	0.069
Product Assortment and Stock Availability	0.234	0.289	0.341
Competitive Price	0.319	0.199	0.196
Easy to use Item Ordering App	0.155	0.091	0.080
Increasing Trust, Commitment, and Satisfaction	0.130	0.134	0.142

Table 7. The weight of alternative strategies adopted to increase retail stall loyalty to suppliers in the new digital transformation era

Goal	Weight
Providing Reliable Services	0.173
Providing Helpful Policies	0.069
Product Assortment and Stock Availability	0.341
Competitive Price	0.196
Easy to use Item Ordering App	0.080
Increasing Trust, Commitment, and Satisfaction	0.142

However, for suppliers to succeed in boosting the loyalty of their retail stall partners, they need to pay attention to a complete product assortment that suits the requirements of retail stalls and maintain merchandise (stock) availability. When the suppliers can provide product assortment with sufficient stock availability, the retail stalls certainly feel satisfied and, in most cases, decide to purchase assorted wholesale goods. This is in line with Yongju and Yongsung (2010) research stating that the purchase of assorted wholesale goods from suppliers positively impacts customer satisfaction. Wang and Huarng (2002) further stated that the main concern of dissatisfied customers is the factor of merchandise availability in inadequate stock from suppliers when they place shopping orders. Preliminary research reported that product variations directly and significantly affect customer loyalty in the e-commerce market (Dharmesti and Nugroho, 2013). According to Mustaqimah et al. (2019) in their research stated that marketing mix variables such as products and prices and promotions affect consumer satisfaction and also inform that satisfaction has a significant influence on customer loyalty.

Therefore, supplier companies can apply the merchandising aspect to product assortment and stock availability as one of the appropriate strategies to attract new customers and certainly retain existing ones. Interestingly, product assortment and stock availability are the first moment of truth assessed by the customer when deciding to make purchases from a supplier. For instance, assuming the goods purchased by the retail stalls are available in the supplier's application (not out of stock), they are bound to make purchases. In ordering wholesale goods using the applications, retail stalls need to pay close attention to the assortment and availability of goods to be purchased. The price factor does not affect retail stalls; the needed goods are made available by the supplier whenever an order is placed. This is also in accordance with the research carried out by Carter and Charter (2009) that price negatively affects loyal behavior. Retail stalls act rationally, especially when the orders placed are always available. They tend to immediately repurchase from suppliers with a clear product assortment and stock availability rather than shopping from various other suppliers.

Consistency Ratio

Consistency Ratio (CR) is an index that shows the consistency value of experts in answering AHP questions at each level. They are reported to consistently assume the CR value is <10% or 0.1 (Saaty, 2008). The results of the CR are shown in Table 8. Based on the output, the average CR is 0.052 or 5.2%; therefore, it was concluded that the experts consistently answered the questions at each level.

The main priorities in increasing retail stall loyalty to suppliers in the new digital transformation era in Indonesia are shown in Figure 4 and concluded as follows:
1. Factor level
   The most important factor in boosting retail stall loyalty to suppliers in the new digital transformation era is merchandising, with a weight of 0.397. This attribute, including product completeness and assortment, stock availability, and information on competitive prices listed on the ordering application, promotes retail stalls to be loyal to their suppliers.
2. Actor level
   The most dominant actor in terms of triggering retail stall loyalty to suppliers in the new digital transformation era is employees, with a weight of 0.419. They need to ensure that goods ordered by retail stalls through the application are always quality items available in stock and delivered on time. It is also important for suppliers to ensure employees continue educating retail stalls about the ordering applications to ensure that they are properly understood.

Table 8. The weight of alternative strategies for increasing retail stall loyalty to suppliers in the new digital transformation era

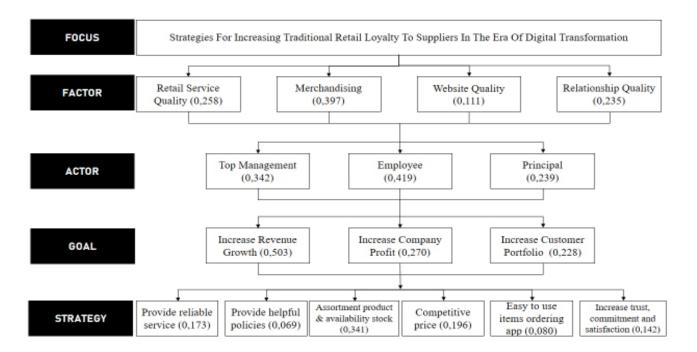| LEVEL	WEIGHT
Level 2 (Factors)	0.03
Level 3 (Actors)	0.09
Level 4 (Goals)	0.05
Level 5 (Alternatives)	0.04
Average	0.052

Figure 2. The processing results of the strategy hierarchy for increasing retail stall loyalty to suppliers in the digital transformation era

3. Goal level

The most important goal to increase retail stall loyalty to suppliers in the new digital transformation era is to boost sales growth with a weight of 0.503.

4. Alternative strategy level

The most important alternative strategy to increase retail stall loyalty to suppliers in the recent digital transformation era is product Assortment and stock availability, with a weighted value of 0.341. Presently, whenever retail stalls place an order through an application, the main factor that needs to be considered is whether the ordered goods are complete and vary according to their needs and the stock availability. Additionally, ideal product assortment and stock availability encourage the placement of orders and repeat purchases.

Managerial Implications

The results of the analysis have managerial implications in terms of supplying goods to the FMCG retail industry in Indonesia. This is realized by combining several data processing results obtained from interviews with experts, focus group discussions (FGD), and the analytical hierarchy process (AHP).

The following are managerial implications carried out by FMCG retail supply companies in Indonesia.

1. For suppliers to build successful relationships with retail stalls to retain their customers, it is important to consider certain variables, namely trust, commitment, and satisfaction.

2. Merchandising is the most important factor that strategically influences or increases retail stall loyalty to suppliers in the new business transformation era.

3. Employees should also reinforce retail stalls' loyalty to suppliers in Indonesia. Therefore, it is important

to improve their ability to relate with their retail stall partners concerning the supply distribution chain.

4. The top management role is needed to make important strategic decisions in supplier companies closely related to the quality of retail service, merchandising, website, and relationship.

5. Supplier companies need to increase sales and profits to ensure their continued survival and development. The highly recommended attributes are the addition of more partners, increasing the number of purchases, and developing new areas.

6. Supplier companies usually adopt several alternative strategies to boost the loyalty of retail stalls. They apply the merchandising side to product assortment and stock availability in their company as one of the right strategies to attract new customers and retain existing customers. The next strategy is to provide reliable service, increase trust, commitment and satisfaction of retail stalls to suppliers, Easy to use items ordering app and provide helpful policies.

7. The government's policy in regulating the provision of discounts by e-commerce services in Indonesia needs to be emphasized, especially in terms of prohibiting all forms of predatory pricing practices, to create a good business ecosystem and healthy competition in the FMCG retail industry.

CONCLUSIONSANDRECOMMENDATIONS

Conclusions

The buyer-seller relationship in B2B marketing describes the main business relationship of a supplier company to achieve long-term relationships with its traditional retail stall business partners. The importance of B2B buyer-seller relationships in marketing has received great attention. With regard to B2B marketing in buyer-seller relationships, creating beneficial value for traditional retail stalls through relational marketing can increase the loyalty of traditional retail stalls to supplier companies. In the process of determining the hierarchy in this study, it was found that the most dominant factors in the formation of retail shop loyalty to suppliers in the new retail digital transformation era were merchandising, retail service quality, website quality and relationship quality. Actors in retail service quality, merchandising, website quality and relationship quality in FMCG retail supply companies, the most dominant are employees. The company's main goal to increase retail shop loyalty to suppliers is to increase retail shop sales to suppliers and continue to increase profits for supplier companies. The second alternative strategy is competitive price and the next alternative is provide reliable services, increase trust, commitment and satisfaction of retail stalls to suppliers, Easy to use items ordering app and provide helpful policies.

Based on empirical research, it was concluded that most of the supplier companies associated with FMCG are public firms managing to increase customer loyalty by carrying out several relationship marketing activities. However, for a supplier company to survive, it needs to formulate the appropriate marketing strategy in dealing with traditional retail stalls. These firms are considered successful, supposing they can attend to the needs of the retail stalls, promote attractive offers and provide long-term relationships. Therefore, the supplier company needs to be able to benefit the retail stall.

Recommendations

Recommendations for further research are to examine the business-to-business relationship between suppliers and retail stalls with regard to product (product assortment and availability stock) related to price (competitive price) and provide reliable services in terms of retail shop satisfaction and its impact on retail shop loyalty to suppliers.

The main focus of this research is to develop a business strategy for FMCG retail industry supplier companies to boost the customers' loyalty by discovering alternative solutions using several variables. This includes quality retail service, merchandising, website and relationships. According to Hunt et al. (2006), a factor can be used as a variable in the success of a relationship marketing-based strategy that can be applied in further research, namely the CRM (customer relationship management) by implementing a data-based CRM program to manage the relationship between suppliers and retail stalls efficiently and effectively.

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