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BUYER-SELLER RELATIONSHIP CONSTRUCTIONS IN THE BUSINESS BUYER BEHAVIOR: WHOLESALER AND DISTRIBUTOR FAST MOVING CONSUMER GOODS (FMCG) INDUSTRY IN INDONESIAN MARKET PLACE

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ABSTRACT

This study is to further investigate two perspectives of relationship between wholesaler and distributor FMCG in the concept of business buyer behavior. The purposes of this paper are to identify and describe company "marketing mix" policy and culture related with role of salespeople and relationship quality. Observation and in-depth interview method is used to collect data information from peoples in the business of wholesalers and distributor of FMCG in traditional trade. The finding of this study has identified that historical of company policy and culture, which covers: delivery of goods, return of defective goods, resources allocation, trade promotion, changes in price structure, as well as ordering and receivable collection that also includes social culture interpersonal and individual. Each company policy and culture have a focus to deal with essential aspects of relationship quality between buyer-seller salespeople's role, are: interaction and communication related with ordering and collection; commitment related with delivery of goods and return of defective goods; mutual objectives related with trade promotion and changes in price structure; relationship utility related with resources allocation; relationship length related with interpersonal and individual culture; social context related with trade promotion and interpersonal and individual culture; integrity related with trade promotion. Regarding with the results could also give some conceptual propositions and recommendation to academicians and practitioners FMCG Industry.

KEYWORDS

relationship marketing, marketing mix, business to business, relationship quality, business buyer behavior, wholesalers and distributor, fast-moving consumer goods (FMCG) industry, traditional trade.

INTRODUCTION

Fast Moving Consumer Goods (FMCG) uses conventional distribution channel management in marketing their products (Peter and Donnelly, Jr., 2011; Kotler and Armstrong, 2013) or indirect channel (Evans and Berman, 1992). Among these channels there is a relationship between one and another based on their business structure. Relationship is a termed consensus aiming to develop and manage long-term relationship and or trust with customers, distributors, suppliers, or the other parties in its marketing environment (Peter and Donnelly Jr., 2011; Cravens and Piercy, 2009).

Research on relationship in FMCG industry has become a topic of previous research conducted by academics (Williams and Attaway, 1996; Parsons, 2002; Verbeke et al., 2006; Bettles and Hariss, 2010; Leahly, 2011; Kyle and Gruen, 2012). However, they have not conducted a research on relationship construction between distributors and wholesalers in traditional trade. Leahly (2011) suggested that future research to explore the other aspects of consumers market as a potency of relationship development. Suggestion from Parsons (2002) and Bobot (2011) that in study employs two perspectives at once in order to deepen the topic of study. This study is important because wholesalers is a channel from distributors to expand the coverage of their products distribution to retailers. Reibstein and Farris (1995) in Tolba (2011) state that there is a convex relationship between distribution coverage and market share for consumer packaged goods. Currently, business growth is very dependable in the relationship owned by suppliers and demanding (Parsons, 2002). Even though it is important, distribution received minor attention in academic research (Tolba, 2002). The problem is how distributors or its salespeople and wholesalers build the quality of their business relationship? Furthermore, various analyses of findings are expected to contribute in completing various literatures about relationship marketing and business buyer behavior theory.

LITERATURE REVIEW

Stern and Reve (1980) study has proposed concept of relationship between economic-political internal aspect and economic-political external aspect. Dwyer and Welsh (1995) study has proposed model of environment impact on channel structure and process. Williams and Attaway (1996) studied buyer-seller relationship as a result of organizational culture in determining the development of relationship, by depicting the determination of relationship development model. Parsons (2002) explores buyer-seller relationship quality from buyer's perspective by developing the determination of buyer-seller relationship quality model. Song, Su,

Liu dan Wang (2012) studied the impact of business relationship function to the relationship quality and buyer's performance. A different step from previous literatures in this study is that the construction in this study is the process in building the relationship and quality for buyer-seller business interest.

BUYER-SELLER RELATIONSHIP PERSPECTIVE

Distributors' Policy and Culture

Williams and Attaway (1996) study explains that customer orientation, specifically, is a record on organization and group behavior such as salespeople. The result of the study shows that the maximum effect on buyer-seller relationship comes from the synergy of working culture supports of sellers through customer orientation by salespeople. A strategic policy and culture that was predicted to have an important effect is marketing mix (4P's: Product, Price, Place, and Promotion). These predictions refer to the concept described by Kotler and Armstrong (2013), that is: first, the key of customer relationship marketing covers three aspects, financial benefit, social benefit, and structural ties; second, in business buyer relationship the role of buying center is preceded by marketing stimuli (marketing mix "4P's") and other stimuli, such as cultural aspect.

Hankansson and Waluszewskie (2005) in "4P's" theory reinterpretation suggests that not only product should be given special attention but also how product with its facility. Jia Hu (2011) empirical study shows that marketing mix strategy "4P's" has a positive and significant relationship with consumer loyalty. Williams and Attaway (1996) state that as a consequence of customer orientation approach, salespeople of a company will be affected by organizational culture. However, the literature has not specifically mentions "4P's" attributes and culture which become buyer-seller relationship content. Thus, this study wants to reveal these factors and identify it.

Salespeople's Role and Relationship Quality

In handling objection role, salesperson have to use positive approach, look like concealing purposes, talk with customer to clarify purposes, using purposes as a mean to provide information, and extend this purpose to a reason for purchase (Kotler and Armstrong, 2013). Shortly, handling objections take place when salesperson has an interaction and communication with buyers in fulfilling customers' needs by providing solution needed. Furthermore, Kotler and Armstrong (2013) explain that marketing relationship covers the creation, preservation, and development of a strong relationship with customer and other stakeholders. They also explain that the key of customer relationship is an approach to build the power of customer relationship. Here we can see that the aspect of financial, social, and structural benefit played by salespeople in a factor perspective in building buyer-seller relationship.

In accordance with the explanation above, handling objection is salespeople's action in the form of interaction and communication when they perform order taker function. Beetles and Harris (2010) describe about the role of intimacy in a relationship. One of their study results shows that without intimacy there will be no relationship. Thus, they suggest that intimacy is an important demonstration of relationship like consultation style of interaction. Parsons (2002) who explores about the determination of buyer-seller relationship quality found that communication is a very strong variable in determining relationship quality. From review above, the researchers predict that interaction and communication perspective in handling objection aspect played by salespeople is the essence of the efforts to build relationship quality between buyer-seller parties.

Kotler and Armstrong (2013) concept that salespeople in implementing their program and other roles have an orientation to provide financial, social, and structural benefits for their customers in order to build a strong relationship quality. Parsons (2002) uses these three benefits in the form of attribute making for interpersonal aspect that is mutual disclosure, communication, customer orientation domain expertise, and various same aspect of relationship including commitment, mutual objectives, and relationship benefit. These elements are used to measure the determination of relationship quality. Aderson and Waitz (1992) in Verbeke et al. (2006) explain that commitment is an adoption of long-term orientation towards relationship. Trust and commitment is a center in many conceptualization of relationship quality (Grzeskowiak and Al-Khatib, 2009 in Bobot, 2011). Garbarino and Johnson (1999), use commitment as a mediating variable of the relationship between attitude and future intention in the model of trust and commitment as a mediating variable in customer relationship. Explanation about mutual objectives and relationship benefits is has been delivered in Cannon and Perreault (1999) study: first, in buyer-seller relationship construction from customer's perspective in evaluating customer satisfaction, among other using cooperative norms. Thus, it can be predicted that commitment perspective, mutual objectives, and benefit in the financial, social, and structural aspect that played by salespeople is the essence of the effort in building relationship quality between buyer-seller.

The concept of direct linkage between "4P's" content and culture in buyer-seller relationship has not studied in previous research. However, "4P's" contents and culture has been predicted as the antecedents of salespeople's role in buyer-seller relationship. Using analogical approach that "4P's" contents and culture specifically become the background of the essence of relationship quality built between buyer-seller. This is why the purpose of this study is to reveal and identify as well as to describe specifically the linkage between "4P's" contents and culture with the essence of relationship quality.

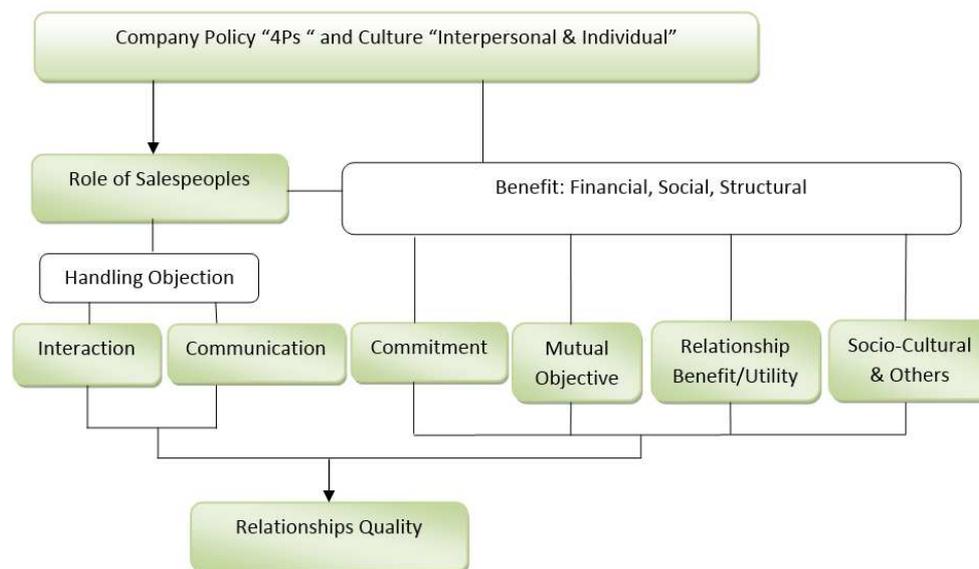
As explained above, the deepening process in this literature review uses relationship marketing and transaction marketing or marketing mix as a reference. However, the paradigm about theory on these concepts is still faces a literature debates. Gronroos (1997) state critically that today the paradigm in marketing mix start to loose its position, relationship marketing is the new well known approach with periodic insertion in marketing literature. Zineldin and Philipson (2007) conduct a study entitled "Kotler and Borden Do Not Die: linkages between relationship marketing and '4P's'". The result of his review states that there is no company which exclusively uses relationship marketing approach. On the other side, Leahy (2011) concludes that relationship does not form between manufacturers with the customer of FMCG market, where the term relationship contributes relatively small in the effectivity of marketing strategy development. This study framework will be used in analysis as depicted in buyer-seller relationship model construction in the concep business buyer behavior (Figure 1).

METHOD

In line with this study objectives, then this study employs a complex qualitative method. The exploration of objects is designed by constructionist and phenomenology approach (Yin, 2003 in Jonker and Pennink, 2010; Fatchan, 2011; Cresweel, 2013) in FMCG industry. The data were acquired from informants or participants from distribution companies and wholesalers FMCG industry. The data collection is performed by non-participation observation, open interviews, and in-depth interviews (Fatchan, 2011; Cresweel, 2013).

This study was conducted in traditional trade in Solo-Raya, Central Java Province, Indonesia. The location is choosed with geographical, historical, and socio-economic reason. Geographically, Solo is surrounded by six districts: Solo, Boyolali, Sragen, Karanganyar, Sukoharjo, and Wonogiri. These districts are encircling Solo, thus Solo located in the center position. The name Solo-Raya is not the official name of the city but is a popular name used by the community. Number of store in Solo-Raya traditional trade 26.120 store or 1% from total universe Indonesian market (AC Nielson, 2010).

FIGURE 1: BUYER-SELLER RELATIONSHIP MODEL IN THE BUSINESS BUYER BEHAVIOR



RESULT

The pattern in realizing merchandise delivery to the traditional trade wholesalers is 1 X 24 hours from ordering point. This requirement is set because delivery is a form of sensitive service from distributors in marketing their products. In certain condition wholesalers will release an order in a large number to fulfil customers' demand.

The return of products from wholesalers to distributors normally are caused by defective products (BS: Bad Stock) in certain condition and based on each product category. There are various factors that can causes damage to goods, among others are the factors of: handling, pass the expiration date, mis-production-quality from manufacturer, and new products that cannot be sold for a long time. Every return policy generally has been informed or understood by personal sales and wholesalers from each companies as a form of regulation, thus in this context is a form interpersonal and organizational promise.

Resources allocation is a form of cooperation between parties in business to business or between distributors and wholesalers. Company resources allocation can be in form of space rent for products display (shelf space) provided by wholesalers in their store. Beside space rent for product display, company placed or assigned several people to work in wholesaler's store, that is: Merchandiser (MD), is a person who in charge to clean, tidy up, and arrange the products in the space rented by company; Sales Promotion Girl (SPG), is a person who in charge to sell company's products in the store or around the store; Motoric Team, is a person who in charge to sell product using motorbike to covers an area around tens of kilometers. The policy of resource allocation usually is performed through a coordination and cooperation between distributor and wholesaler with an approval from the manufacturer. The mechanism for this policy funding is the manufacturer will bear all cost for resources allocation. In case of this policy does not running effectively, then in the future the wholesaler will not get the allocation of resources and the allocation for this wholesaler may be transferred to the other wholesalers.

Trade promotion policy is a promotional program that strategically determined by manufacturers. In this case, distributor acted as implementator or program executor, all program funding will be borne by manufacturers. Manufacturers have various strategic pattern, among other promotion and price discount, product bonus, prizes and other rewards given to wholesalers after gaining certain purchasing target in a certain time period. For wholesalers, trade promotion program from company is not a business secret because wholesalers have communication network among them and it is developed through a natural mechanism of market network. They will acquire a greater more profit, thus improving their business growth. Distributors also get a strategic marketing infrastructure in gaining sales performance target set by manufacturers. In distributorship business, manufacturers periodically conduct an evaluation of distributor performance using parameters such as product business growth and the level in achieving sales target set by manufacturers. The performance will automatically become salespeople's responsibility according to their official capacity in each distributor.

Price structure is a policy set by manufacturers in the form of product price list with purchasing and selling structure for each distribution level. In the normal economic condition, changes in price structure take place only twice a year, in the form of increase in price. In the momentum of increase in price, businessmen in distribution to retailer level will set a position as a business opportunity. The opportunity taken by distributor, wholesaler, and retailer, is trying to get products with the old price, with the intention to acquired excess goods as a supply in their warehouses. In this kind of situation, in order to make all parties' needs are fulfilled, then the information of increase in price should be socialized to distributors. When socialization process and order fulfilment do not meet with customer expectations, then this momentum has an opportunity to become a serious problem in this industry.

Invoice is account receivable of distributors or wholesalers' debt from business-to-business transaction between distributor and wholesalers. Debt-receivable occurs because each company has sales pattern with credit system and various due date between a week up to two weeks or two weeks up to four weeks. Generally, FMCG distributors perform receivable collection through their salesperson together with the next ordering. Only a few distributors use collector service for traditional trade, they only use this service for collecting excess goods from modern trade. When ordering and collection policy do not handle well by salespeople, then there is a potency of disturbance among the parties.

Interpersonal and individual relationship in social relationship of each location has a culture with different patterns. Solo Raya community generally accepts interpersonal and individual relationship and has a 'silaturahmi' culture. They visit each other and attend certain ceremonial by invitation or by oral information from various parties. They conduct gathering (silaturahmi) when one of them has personal ceremony such as wedding, circumcision ceremony, and birth ceremony. Besides that, when one of them is sick or has a funeral for their family members, they will show empathy by look in and attending the funeral. This kind of culture has become interpersonal and individual awareness between wholesalers and distributors. They view this kind of acts as something good in building interpersonal closeness for everybody who has relationship or network.

This study results have identified that there are five elements: interaction, communication, commitment, mutual objectives, and relationship benefits as an essential aspect in building relationship quality. However, these five aspects is not sufficient because the results also identified three other aspects, that is: how long the relationship has taken place and social context and personal integrity which also have a role in string then the essence of relationship quality built.

INTERACTION & COMMUNICATION AND HANDLING OBJECTION OF ORDERING & COLLECTION

Interaction takes place when salespeople perform a visit in order to conduct offering or collection, here the intensity of interaction and communication takes place. When salespeople are good in comport with one self in the interaction and communication, then it will reflect the result of relationship quality. To assess the good or bad one's interaction and communication means is perceived by each party and can be seen from whether each party hold the same understanding.

Wholesalers' Perception

However, if the person is too strict, we refused "even for the current clearly saleable products we do not have spaces for it, then what use for us the new products?" But if the person is polite then we feel reluctant to refuse the offers (BW.1).

Usually a salesperson understands me, he understands my character: "if you want to make a collection do not come when my store is crowded, do not make an order in the morning" (BW.2).

...from my point of view as store side, it will be better if "viewed from personal approach then from certain" It is important for a salesman to explain about product knowledge to me, because in the end I am the one who will explain it to my customers "if the store does not understand, how they can explain it?" (BW.3). For example Milkkuat (a milk brand) "a few moments ago Milkkuat has a boom in their sales", but its salesman and supervisor is arrogant! "Thus, little by little there are a lot of stores who do not like them, now it was drowned!" (BW.4).

First mutual trust, then "understand each other character" that is "understand our weaknesses, and then we will try to cover other's weaknesses" ... Besides that, a routine relationship! It can be in the form of "routine visitation, if there is a time then a additional visitation" but "routine visitation is number one". (BW.5).

I feel the salesman's role is significant,...but even though a product is good "but if the salesman's communication is worse", then wholesalers will view the product stern (BW.6).

Distributor's Perception

Sales team sometimes "flexible in implementing company policy". This is a good thing, if sales are "too leterlek, always rigid in implementing company policy, he will make distance with the outlet and will not accepted by outlet" (BD.1).

If from sales, the emphasize is on product knowledge "then we want to try too, ... sometimes if wholesalers refuse, we stay still... the focus is to make it accepted! (BD.2)

Still patient to all wholesalers "he is the king" as uor buyer. It is not that we brought them a low priced goods and support store; we need each other "If wholesalers do not exist where we will sell out products to? (BD.3)

If we communicate with wholesalers "we should be patient, do not in hurry or emotional", i spend more time to drink and laughing "everytime I visit the store, they always give me a bottled tea" after talk for a half hour the order process just take place (BD.4).

It starts from being "polite", more polite, do not have to pretend like we know them well "but it is enough to be remembered". ... We must close with employees "by calling their name is sufficient" (BD.5).

Usually the way salesman delivers an offer take into account "if it is really convincing then wholesalers will interested" but if salesman hesitates, then it will be difficult. Information on "other products excellence" and "heart-taking way of information-delivery". (BD.6).

The interpretation of above expression, then the results of this study show that interaction and communication aspect is essential factors to build relationship quality in buyer-seller construction. Interaction and communication built is preceded by company's policy content on ordering and receivable collection. How to interact and communicate take form of handling objection in various situation of customers visited.

COMMITMENT AND PRODUCT DELIVERY & RETURN BS

Company policy on return of defective products and delivery realization become the attention of distributor and wholesalers. They view that these policies is a form of distributors' commitment in performing service function to improve wholesalers' trust on distributors. However, the opposite is also possible, when they have a good cooperation sometimes wholesalers are willing to take the products from distributors' warehouse by their self. Salespeople also view that helping the process for defective products settlement is a form of commitment to help wholesalers. However, it is frequent that the process for defective products return cannot handled well by distributors. Consequently, the quality of cooperation in business has potency or tends to get worse.

Wholesalers' Perception

With suppliers who are rarely in time when perform a delivery, I cancelled my order, which means "I don't put them as my main supplier". I have to consider "only for a consistend suppliers" in delivery timeliness (BW.1).

Such as Indofood when we complained they do not give responses "products return is difficult, very difficult!" But when "Mie Sedap" starts to take over their market, they start to make ther return easier (BW.3).

Sometimes he helps to change the expired products, when we face difficulties in returning "he helps us". For us who already has a good relationship "if they can't deliver the products I take it by myself" (BW.4).

A comfortable service is for example: "when we want to make a return they make it easier; if the product is not really good, don't give it to us; if we order one don't deliver 10 (BW.5).

The experience in return that improperly handled "we have!" ...and after that our relationship... "getting worse!" (BW.6)

Distributors' Perception

For example, if wholesalers want to make a return, is it possible or not, also determine wholesalers' trust to accept the distributors. ...it is like "we have to have a commitment" will be recorded in their memories", and become a factor affecting closeness (BD.1).

Lah.. "if we make the return difficult (Javanese: diengel-engel) ... (BD.2)

Once we ever experience an event when Autan Refresh (unsold, a promo released) "buy one get one free" we released such promotion, then it is sold out (BD.3). We must handle as best as we can "(BD.4).

If there are lousy or damaged products "we accept it with open heart (Javanese: legowo)", we also be responsible for the products beside be responsible for our people "heve though sometimes wholesalers got the products from somewhere else" (BD.5).

The interpretation of statement above, thus this study results show that the aspect of commitment is an essential factor to build a relationship quality in buyer-seller relationship construction. Commitment played by salespeople is preceded by company policy content on delivery or defective products return. Products delivery process and defective product replacement performed by salespeople as a form of services that has beneficial principle for each party.

MUTUAL OBJECTIVES & BENEFICIAL PRINCIPLE AND TRADE PROMOTION AND CHANGES IN PRICE STRUCTURE

Both distributors and wholesalers aim to gain profit and business growth. Salespeople aim to gain the target of sales set by company as one of performance measures of salespeople. Based on organizational structure, distributors also aim to gain the target of sales set by manufacturer as one of performance measures of distributors. When the trade promotion program is implemented correctly, then each party feels that they have a good relationship quality. On the contrary, when this mutual objective is not maintained in a sustainable way, then wholesalers will have disappointed and their relationship quality tend to get worse.

Wholesalers' Perception

The benefit if distributors have "a good promotion program".... After help them in their profit "there are some who provide support and some don't" but most of them provide compensation because if they don't or "just quiet" I said "we are not a place where you can always seek for help" (BW.1).

Infamy, such as I sell "Coffe Mix" start from one dozen, and then increased become one carton and then become hundreds of carton. "But stupidly, after the products sold out my credit right is taken over" (BW.2).

....but then distributors and manufacturers always "feel that their product sold out without store's role", ...after their product accepted by market "most of them forget store's role" (BW.3).

"sometimes he call me ask for help" our relationship up to that close. But turns out the product are not quickly sold, then "I complained", finally they help with a promotion program by bring bowl as gift (BW.4).

With the increase in margin our relationship become closer "this happen automatically" because he gives us a benefit. For salesman who ask for help and ask for help without benefit "for me, in the long term I will not purchase from him again, it wasting time" (BW.5).

Distributors' Perception

Because when there is one thing that is cunning "we want to get profit for our self", for example distributors want to get highest profit "especially if they don't care whether wholesalers get profit or not" (BD.1).

For me, I tend to "offer products that profitable for wholesalers, the one that will be the best when there is a promotion" ..the benefit of this act is "when we need more profit" we can use them "to push the order" (BD.2).

We have provide them support for many times for example promotion for certain items "I give you a promotion, this one is for bonus"...Nah, sometimes we ask them for "help" (BD.3).

Every promotion, I convey all company's target, because he has trusted me, because I never lies "if you add this items you will be able to join the promotional program" ... (BD.4)

We always offer a more optimum promotion to wholesalers..(BD.5).

A crack in relationship, due to betrayal, for example "the price set higher" first wholesalers may not know, but finally they will know. Sometimes from promotion, salesperson make a mistakes in conveying and calculation (BD.6).

Besides trade promotion policy, from the deepening process we can identify that company policy to change price structure is also used as an opportunity to achieved mutual objective among the parties. They see that increase in price momentum is an interpersonal opportunity in business-to-business relationship. In the increase in price momentum, wholesalers always want to get an opportunity to purchase products using the old price before the new price is implemented. Contrary, there are a lot of event in the increase of price momentum when wholesalers do not know the information clearly and do not get opportunity to purchase using the old price. In this situation, thus "wholesalers will disappointed" and has a potency to make their relationship quality worse.

Wholesalers' Perception

Like the distributors of Wing, they have a credit limit for each store. That time the price of instant noodle is about to increased and my order exceed the credit limit, but it was approved by mr. Dani, ...thus he trust me because I never exceed credit limit before" (BW.3).

When there is a change in prices "he gives us an optimum opportunity", this is actually the factor that makes our relationship close.... Recently: "Torabika Energen, now I don't sell it anymore" because I wasn't informed when the price is increased. ... "finally the product is downed, now Torabika is not like it used to be" (BW.4). If we already know well, when there is increase in price "usually we get an opportunity to purchase using the old price". There are a lot of cases when salesperson does not provide information ...and after that... "breakup" (BW.5).

For example there is a price volatility or change of prices "even I will appreciate salesman who informs me before the change occur" because after being informed, "I will order before the price increased". There is an experience of "Sasa, condiment" case, ofcourse this is disappointing! (BW.6).

Distributors' Perception

For every increase in price, ideally "we must know the increase long before it is implemented", in order to anticipate this transition. It usually becomes a factor that "hurt businesses!" ... but I observe that there are a lot of increase in price which becomes "the factor of good relationship damage" (BD.1)

Increase in price... "before it was implemented we already informed wholesalers" ... If they didn't get informed... "wuaah ngamuk...(Javanese: furious)! That is why far before the new price is implemented "we have to inform them" (BD.2).

In an increase in price, usually we have an allocation from Mr. Puji (manager)... "if it uses the old price, wholesalers will accept any numbers of cartoon!" ...if there is one who doesn't get the stock... "we always get into a trouble" (BD.3).

"We give to compensate", the price is increasing "if you don't have stock yet, here I have a stock". We use leaflet to announce the increase or if only one or two items increased in price, I inform them orally "I inform them one or two weeks before the increase" (BD.4).

When there is an increase in price we must give them opportunity with the old price "if not...? The salesman will get into trouble", but up to today we have not face something like it (BD.5).

Increase in price is "a way to close our end of month profit". Every time there is an information about increase in price "I always inform them in my visit" (BD.6).

The interpretation of statement above, thus the results of this study show that trade promotion aspect and changes in price structure is essential factors to build relationship quality in buyer-seller relationship construction. Mutual objectives played by sale people is preceded by the content of company policy in trade promotion and changes in price structure. The implementation of company trade promotion program and the momentum of changes in price structure implemented by salespeople is a form of services that have beneficial principle for each party.

RELATIONSHIP UTILITY & BENEFICIAL PRINCIPLE AND RESOURCES ALLOCATION

From the results of deepening we can see that the attribute of company policy on resources allocation is a form of cooperation between wholesalers and company mediated by salespeople from distributors. Wholesalers expect resources allocation, among others in the form of displays spaces rent, MD, SPG, and motoric team. However, distributors cannot perform resources allocation to all wholesalers. Company considers: what kind of allocation? Which wholesaler will get the allocation? Does budget from manufacturer has covers the resources allocation? Without support from salespeople of distributor, definitely wholesalers do not have chances because they do not have connectivity with manufacturer's salespeople. In this condition, each party will be "happy, fulfilled their expectation" because there is a result of relationship benefits. However, the contrary also take place, for example wholesalers "do not pleased" when they get SPG allocation because SPG's work quality is low.

Wholesalers Perception

Usually we need to get helped by SPG who get around the market here, if not so sometimes we forget to sell the products because we have thousands of product items and competitor is not onle one (BW.1).

That is correct that "I frequently get helped from SPG", but now "SPG has a low class, they look relaxed when I sell the products" most of them are like that "if their performance is like that, I don't need them, it is useless to have them" (BW.3).

...there are not so much manufacturers that provide motoric team "for the already strong manufacturer it is probable that they are brave to perform this program" however "for the small manufacturers, of course they will think about cost, they are usually unwilling, including to provide SPG" (BW.4).

A good cooperation! For example, we want to find distributors for Baygon products, say, we don't know baygon yet, the person provides information "Oh I know Baygon there. Here is the number of supervisor who handle the product" something like that proves a good relationship (BW.5).

According to my experience "yes they know",..... There is the one who provide money as support, provide selling team, and etc, "it translates to a more intensive cooperation in the future (BW.6).

Distributors' Perception

In the traditional trade area "usually we have a special support, usually for new product launching events". We place one SPG there to go around the market area with basecamp in one of stock case outlet. For MD.. "usually MD in the last 10 years has been taken into account to displaying the product" using third party service. (BD.1).

If the products are new, usually we have SPG, who help to sell the product in wholesalers, their role is important, to educate consumers. For wholesalers that already have SPG there is a big opportunity to buy the product (BD.3)

Then I will help "I go to the market to offer to the stores around" like in Purwantoro market place (BD.4)

Wholesalers' trust to us "is not only a word but have to be consequent", we directed retail outlet to a certain wholesalers "this is already help" (BD.5).

Help sales from manufacturers "don't worry I will help because there is a team from company". ..Participate in cleaning and arranging products in the stores "even though that is not my duty, that is MD's duty" (BD.6).

The interpretation of statement above, thus the results of this study show that the aspect of relationship utility is an essential factor to build relationship quality in buyer-seller relationship construction. Relationship benefit provided by salespeople preceded by the content of company policy on resources allocation. Resources allocation determined by salespeople as a form of support on the excess and shortages of infrastructures for each party which has beneficial principle between parties.

RELATIONSHIP PERIOD/LENGTH & BENEFICIAL PRINCIPLE AND INTERPERSONAL-INDIVIDUAL CULTURE

The period since the introduction between salespeople and wholesalers owner and the period when the business transaction start between wholesalers and distributors, up to this time is an experience of the journey of each party relationship. Wholesalers see that it also contributes in build a strong relationship and create the feeling of *pekewuh*. However, the period of relationship for salespeople naturally does not reflected in their perception. Following are the statements from wholesalers:

When I want to sell it sometimes it's depend on market situation (purchase to resell) "considering a long time relationship" (BW.1).

Considered..! Like this: because sales are like fleas, "tomorrow in Baygon company and keep corresponded with me, tomorrow in Unilever keep corresponds". We see sales from how long we have correspond even though he is like fleas, we don't see the products but how long we have correspond "like miss Elly" (BW.2). So, for new salesman to approach us is "difficult" because people who can get close to me is "they who has a long period of relationship, for the new one, it is difficult!" (BW.4).

If the offerer has experience, he is well known everywhere and he is a good person "it is not difficult to sell the new products" (BW.5).

With the distributors that have a long period of cooperation "I will trust them more" because he has run the old products, moreover the product has run in market well "a tendency to trust is higher". (BW.6).

The interpretation of statements above, thus this study finding show that the aspect of relationship length is an essential factor in building relationship quality in buyer-seller relationship construction. Relationship length between salespeople and wholesalers is preceded by cultural content on "social aspect" about "interpersonal and individual relationship".

SOCIAL CONTEXT & BENEFICIAL PRINCIPLE AND TRADE PROMOTION & INTERPERSONAL AND INDIVIDUAL CULTURE

Social context here can be defined as a social-interpersonal relation or cultural or usually called "Sesrawungan" by Javanese people or a social life, which is not related to company policy. However, there was a time when company policy about the realization of trade promotions uses a package with social context. Based on that it was revealed, from them, that the aspect of social context can creates closeness, intimacy and interpersonal harmony, even they regarded as close family or like 'their own brother'. Social context related with company policies are, for example: managers and supervisors at one time or on a scheduled basis took a visit to the store to help the salesperson's role or simply exchanging news about the related business; realize trade promotion program through gatherings or tours and so forth. Thus, what they do in social context is an effective pattern to build relationship quality.

Wholesalers' Perception

With suppliers among us "there are some of them who has been like our own family" sometimes we have more than business relationship. Sometimes good relationship is not limited to a business relationship "sometimes it is a heart to heart". We are not only talking about business, sometimes we do *silatutohmi*, visit each other, share, other than talk about business we also talk about family "with that we feel closer". (BW.1)

As with Mr. Bambang when there is a ceremonial and I invite him "he will come" this is the same with Cik Thing-Thing "if I invite her, she will come".Gathering... "if we get a present we are happy....". (BW.2).

After we have a conversation and we know that we have the same hobby finally we play badminton together. "This makes us closer" because in the time off we can talk about store condition and the other thing "information exchange and sharing". .. Unilever sometimes held a gathering like Baygon, sometimes "the invitation is for husband and wife". (BW.3)

Sometimes, because of a good close relationship, it motivates us to accept its product. For example: we have known them for a long time, they come to our store often, we often meet with each other informally "thus, sometimes if we want to reject their product we are shy". (BW.4)

For example long time ago I don't know Baygon "because I was invited to a ceremony, dinner, there was a present" we came to the ceremony.Gathering is "build a relationship!" not every corporation do it but most of them do." (BW.5).

Correct! as with Mr. Santos "I have a good relationship up to the level of his supervisor in Wonogiri". Outside of the business context when we meet on the road "we say hello and then eat together" these is a way to build relationships.....Gathering and tour program for me is "a form of tribute to us" (BW.6).

Distributors' Perception

Although for a supervisor level I, "whenever they come, they do not necessarily have to go home with an order! Unlike salesperson". Although the visitation times for wholesale only 5-10 minutes "for a wholesaler, it will be very...convincing" that this business will be supported by all parties "especially if the principal also come periodically". Even, sometimes! We do not talk about business, because business has been conducted periodically by the salesperson (BD.1)

Now it is accustomed "it is not only us, other product usually held a gathering as well", so, wholesaler is "happy" if we bring them to gathering.sometimes there is "a wedding invitation, usually we get an invitation...". "When we are close like that, on its own behalf ... when we are close the invitation is addressed personally". (BD.2)

They are visited routinely "not just bypassed" buy or not "when it is the route we come to the store". Although goods are still a lot of "if there is incomplete item they will also bought". We have a session for wedding and celebration or pregnant position, "at least we congratulate or give a present" (BD.3).

If indeed wholesalers have a celebration we will be informed "I am happier", I often get invitations from small wholesalers, "for example circumcision ceremony". Such as previous gathering, certain wholesalers were invited, I presume it to be better and more familiar "not all invited, only certain parties... (BD.4).

The effort we take to know their family has been a good thing, "only with listen to them, suddenly we become close". For example school, where do they work and so forth, "where does your child work?" (BD.5).

With my stores "when they had a celebration we are invited", if it is a large wholesaler "I know the husband / wife and their children" from the stories. When there is a gathering we accompany them continuously and we serve them "perhaps because of the eat and drink factors ", finally we know their appetite and drinking habit (BD.6).

The interpretation of the expressions above, the finding of this study shows that the aspects of social context is an essential factor to build relationship quality in the construction of buyer-seller relationship. Social context between salespeople with wholesaler is preceded by the cultural charge "social" about individual interpersonal relationships between the related parties. Additionally, these findings also show that the aspects of social context between salespeople with wholesaler is preceded by the context of company policy about the packaging of promotion program "supervisors and managers visitation, gathering and tour".

INTEGRITY 'LOYAL-HONEST-JUST' & BENEFICIAL PRINCIPLE AND TRADE PROMOTION

The last and very interesting is that, apparently the integrity of the salespeople is in the important spotlight for all parties. There are values of loyalty, honesty and fairness, on a personal profession, who works as a salespeople professional. Wholesaler is uncomfortable when seeing salespeople who do not have a loyal attitude toward his profession or company, for example, too often switch companies. Wholesale will respect them (the salespeople) when they switching companies because they have achievements to better prospect. Associated with honesty, wholesalers are also not happy if salespeople have a case in the promotion program implementation. Wholesale will have confidence when salespeople give truthful information. Honesty especially can be seen when a salespeople informing promotional programs equitably and in accordance with applicable program.

Wholesalers' Perception

When assessing a person who switches company there are two opinions: When he moved from small companies to large enterprises with better prospective "we are salud or we praise him" we judge him as a good person. But, when their switch is like fleas "it appears that they does not have the competitiveness, have no loyalty" sometimes it makes "us irritated / annoyed". (BW.1).

As a Salesman of Indomarco "he has a good looking, but after he moved out and replaced with new personnel" there are several things that are not true "I finally know because of when there is a "buy one cardboard get two' bonus promotion program, I only get one cardboard bonus", trust to the salesman is that "he is, honest" (BW.3).

Of promotional activities at the lower level "normally is informed", sometimes they are not doing promotion but "they lied, thus we want to buy". Instead for salesman, sometimes "cheat will be a boomerang!" It means that, when I had been willing to buy, but there is no buyer of customers "it makes me upset" then, at other times when "you come I will not buy, but will do a return" (BW.4).

Sasa case..., about the business consequences, I do not see it "he would give material compensation or not? For me it's not important ". The things I want are an open attitude, and admit his mistake "it is enough!" (BW.6).

Distributors' Perception

Time is a factor to convince relationship, besides "the level of honesty, decline, commitment, business is commitment!". When we have A commitment, it has to be executed according to A commitment (BD.1).

But all this time "honest is the most important", if there is a promotional program we should give it correctly, then there is "no problem" (BD.2).

If providing support in promotion we should make it just because wholesalers give information among them "thus we have to act just to all wholesalers" (BD.3).

As salesman, to be trusted by store owner "my base is honesty...honesty!" for example if there is excess in money and refund "even 100 rupiah if they don't ask me to bring, i don't dare to bring the money" (BD.4).

Including "provide information about price in outside must be delivered honestly", even if we deliver the information unintentionally (BD.6).

The interpretation of statements above, thus the findings of this study show that the aspect of integrity is an essential factor to build relationship quality in buyer-seller relationship construction. Integrity of salespeople with wholesalers is preceded by company policy content especially in trade promotion. The implementation of trade promotion program applied by salepeople honestly and fairly has beneficial principle for each party.

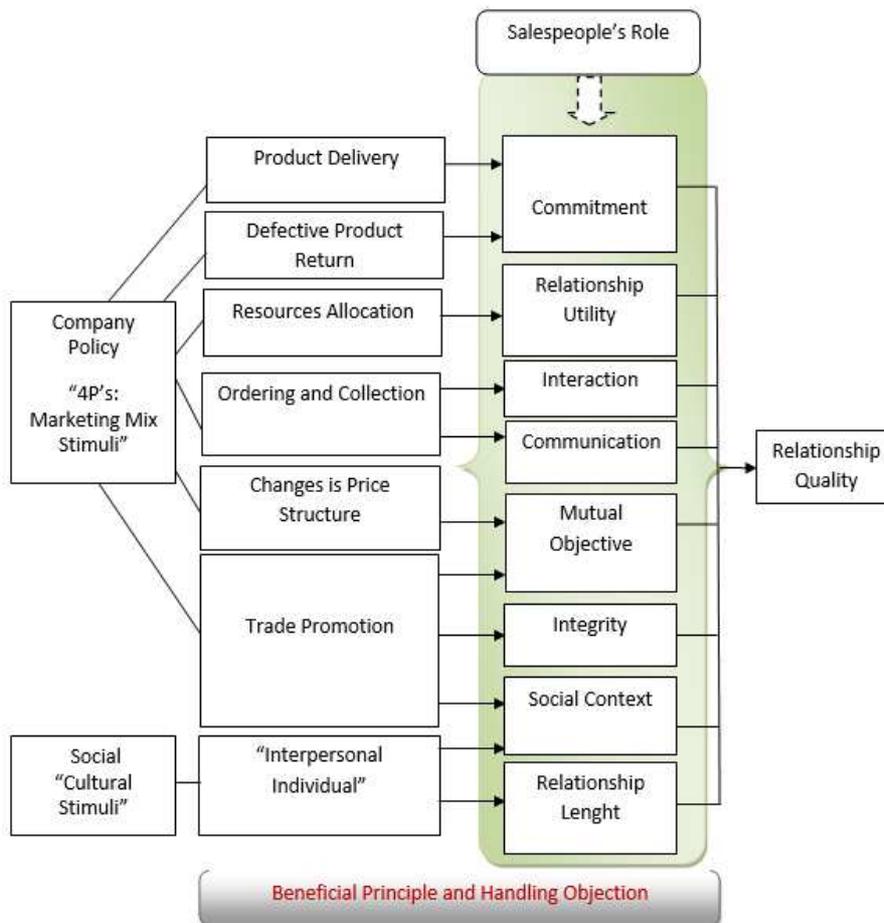
From all identification, description and and explanation on the presentation of results, thus it can be illustrated in schematic chart of buyer-seller relationship in the business buyer behavior operationalization (Figure 2). Briefly, it shows that the content of company policy in "4P's" and social culture are the antecedents of salespeople's role in building the essence of relationship quality for their customers. Essential aspects of the relationship are the role of salespeople to do handling objection and provide beneficial principle to its business inter-party.

DISCUSSION

Company Policy of 4P's & Culture and Salespeople's Role

In order to avoid perception differences of transactional marketing theory, thus the 4P's and culture that occurred in the prior periods can be used as a reference of assessment perception to the salespeople in buyer-seller relationship construction. From various marketing management literature, it can be explained that the company policy contents above are 4P's paradigm (Kotler and Armstrong, 2013; Evans and Berman, 1992) about: product delivery to channel group is a part of place concept or product distribution; defective product return is a part of product concept related to product quality; changes in price structure is a part of price concept related to pricing strategy in the term of pricing adjustments; receivable collection is a part of price concept related to terms of payment; resources allocation, ordering, trade promotion are part of promotion; interpersonal and individual relationship in the social environment is salespeople's role out of company policy context.

FIGURE 2: OPERATIONALIZATION OF THE BUYER-SELLER RELATIONSHIP CONSTRUCTION IN THE BUSINESS BUYER BEHAVIOR



The conceptual explanation of the main problem in accordance with environment stimulation concept in business buyer behavior, where the 4P's are the marketing stimuli and social relationship is another stimuli which is cultural stimuli (Kotler and Armstrong, 2013). Thus, this result supports the research concept conducted by William and Attaway (1996) which give the construct result that organization culture of seller companies through salesperson behavior have some impact to the buyer-seller relationship development. However, from the prior proposition through the perspective of William dan Attaway (1996), Hankansson and Waluszewskie (2005), Jia Hu (2011) and concept conducted by Kotler and Armstrong (2013), it can be explained that 4P's have an explicit correlation of company policy with salespeople's role. In the other side, this study result has already exposed that the company policy is an implementation of marketing transactional concept, 4P's, that already occurred or a transactional historical among the buyer-seller parties. Thus, this finding gives the first proposition as:

P1: Historical of company policy implementation of 4P's is the antecedent of salespeople's role in buyer-seller relationship construction in the business buyer behavior.

SALESPeOPLE'S ROLE AND THE ESSENCE OF RELATIONSHIP QUALITY

Interaction and Communication Aspect

Interaction and communication are the form of interpersonal relationship of salespeople with the store owner when they meet each other in a business relation. This result supports the study conducted by Parson (2002); he states that communication strongly affects relationship quality. This research result also strengthen the research finding from Leahy (2011), which shows that communication gap and interaction obstacle are evidence of there is no relationship developed. However, all those literatures have not shown the explicit correlation of the essence of relationship quality and policy content of 4P's that cause it. In the other side, the findings show that company policy of ordering and receivable collection become the content of interaction and communication aspects performed by salespeople in handling objection. Thus, this construct finding can deliver the second proposition, as:

P2: 4P's historical implementation of ordering and collection is the antecedent of salespeople's role on interaction and communication in buyer-seller relationship to develop relationship quality.

Commitment Aspect

Commitment to the mutual agreement when they perform business transaction and finally fulfilled is a form of their obedience to keep their promise. Commitment in developing a relationship is the enlargement of trust part in maintaining relationship is very important as the maximum gurantee in maintaining it (Morgan and Hunt, 1994 in Parsons, 2002). Thus, commitment of keeping the promises and expectations among the parties is important factors that can affect relationship quality. This result is different with Parsons (2002), which showed that commitment is a strong indicator to support mutual objective, but does not support relationship quality.

In this phenomenologist study, the difference in findings can be explained that wholesalers in traditional trade can be seen from its interest, such as: First, if the product delivery is late, customers will lose their trust to the wholesalers because wholesalers characterized as trader. Second, if wholesalers do not perform the defective product return, the wholesalers will suffer from financial loss, because defective product return believed as supplier responsibility, it is not wholesalers' error. Thus, this study results support the study conducted by Garbarino and Johnson (1999) in developing the model of "trust and commitment" as the mediator of customer relationship. Besides, it is in line with the study conducted by Grzeskowiak and Al-Khatib (2009) in Bobot (2011) which states that trust and commitment as the center in conceptualization of relationship quality.

To strengthen the accordance and differences with the prior literatures, explicit correlation of the essence of relationship quality aspect with 4P's policy content that cause it need to be stated. The findings show that company policy of product delivery and defective product return become a content of commitment aspect performed by salespeople in delivering benefit for each party. According to this finding, this construct can give the third proposition as:

P3: 4P's historical implementation of product delivery and defective product return realization is the antecedent of salespeople's role of commitment in buyer-seller relationship to develop relationship quality.

Mutual Objectives Aspect

This study results show that mutual objectives aspect is the essence to develop buyer-seller relationship quality. This is in accordance with research finding from Parsons (2002), which states that mutual objectives positively and significantly affect relationship quality. Besides, this result also explained by Cannon and Perreault (2009), they state that in buyer-seller relationship construction, from customer perspective in evaluating their satisfaction (customer satisfaction), use this cooperative norm of "mutual objectives". This finding also contributes in explaining one of the relationship main keys, which use value building approaches that mainly focus on adding financial benefits on customer relationship (Kotler and Armstrong, 2013). The financial utility can be explained that sales promotion and changes in price structure policy automatically related with profit rate gained by wholesalers business. Explicitly this concept needs to be strengthened, thus finding of this construct can deliver the forth proposition as:

P4: 4P's historical implementation of sales promotion and changes in price structures are the antecedent of salespeople's role on mutual objectives in buyer-seller relationship to develop relationship quality.

Relationship Utility Aspect

Both of buyer and seller need each other help in developing their business objectives, in this case are resources allocation and other interpersonal benefits. This study finding can be explained that relationship utility is a form of supporting effort from each party. They see the principle of structural relationship benefit of each party can improve relationship quality. Thus, this study result is supporting Parsons (2002) finding which states that relationship benefit positively and significantly affect relationship quality. This finding also contributes in explaining that in order to develop a strong relationship customer needs to strengthen the structural ties (Kotler and Armstrong, 2013). To strengthen the contribution of various literatures, this construct delivers the fifth proposition as:

P5: 4P's Historical implementation of resources allocation is the antecedent of salespeople's role on mutual objectives in buyer-seller relationship to develop relationship quality.

Relationship Lenght Aspect

For wholesalers, time period of knowing each other and having interpersonal and individual relationship is a judgement in assessing relationship quality. This judgement can be explained there is interpersonally psychological emotional, considering there is Javanese culture called Pekewuh. However, this problem does not naturally showed by salespeople's perception. This result can be explained that there is a gap or difference of time period related to seller-buyer relationship. This problem caused by marketing management pattern, where company provides job rotation of salesperson that has maintained a long time relationship with customers. This pattern is performed by considering salesman's roles, ordering function, and collection function. Sales rotation is important to be done periodically in order to perform the company internal control. Thus the appearance of relationship period element in this study is very important, because it distinguish buyer's expectation and seller's objectives. This result supports the concept developed by Lusch and Brown (1996) which measure behavior rationality in channel marketing, such as by using relationship length factor. However, the analysis result shows that relationship length factor is not a good factor of long term relationship orientation by distributor. Thus the finding of individual, interpersonal culture, and relationship period aspect need to be clarified, thus this construct can deliver the sixth proposition as:

P6.1: In buyer-seller relationship construction, historical culture of interpersonal and individual about relationship length is a gap of buyer's expectation and seller's orientation.

P6.2: Historical culture of interpersonal and individual is the antecedent of salespeople's role on relationship length in buyer-seller relationship to develop relationship quality.

Social Content Aspect

They are who develop a relationship or sesrawungan will get closer if they interact with each other in social content, out of business context. In the business context they can interact with informal pattern by hold a gathering or tour program. As described before, gathering and tour program are part of sales promotion. Both of buyer and seller will experience many substantial values interpersonally in developing relationship. Thus the finding of social content aspect can be explained that social content is an effort to strengthen interpersonal relationship quality that can improve relationship quality. This finding contributes in explaining the marketing relationship key, besides financial and structural benefit there is social benefit (Kotler and Armstrong, 2013). To explain it, thus explicitly this construct finding can deliver the seventh proposition as:

P7.1: 4P's historical implementation of trade promotion is the antecedent of salespeople's role on social content in buyer-seller relationship to develop relationship quality.

P7.2: Historical culture of interpersonal and individual is the antecedent of salespeople's role on social content in buyer-seller relationship to develop relationship quality.

Integrity Aspect

Wholesalers see salespeople's integrity value through their profession and personality. Integrity is related to the pattern of movement from one company to another company. Integrity is honesty in performing their function and role, also fairness in treating each customer. Honesty and fairness become main focus of promotion program implementation. Salespeople also have a principal related to wholesalers, honesty, and fairness thus they can gain customer's trust. It is very important to be considered. Thus, the finding of integrity aspect contributes in explaining the concept developed by Ganesan (1994). The concept shows that long term orientation of retailer and supplier, is one of the impacting factors, that is trust and it is the antecedent of reputation. Reputation has fairness content, where it is stated that negative reputation will decrease trust among channel groups. This result accordance with research conducted by Verbeke et al. (2006), they measure trust factors using integrity and commitment element. To make it clearer, this concept needs to explicitly clarified, this construct can delivered the eight proposition as:

P8: 4P's historical implementation of trade promotion is the antecedent of salespeople's role on integrity in buyer-seller relationship to develop relationship quality.

Overall, this study explores the construct of buyer-seller relationship. The differences with relationship quality construct developed by Parsons (2002) are the appearance of interaction aspect, relationship period aspect, social, and integrity content, where all of the aspects also strengthen the essence of relationship quality development. To support this finding we can use common sense approaches. To illustrate this approach, for example the party in a relationship is in a certain relationship condition: Interaction: When they often meet each other they will get closer or in another side they will get bored by each other? Relationship period: When they have long term relationship they will have empathy to each other or there is no empathy? Social content: When they meet each other in special occasion they will have excitement or more concerns? Integrity: When they develop a relationship with honest and fair people they will have trust or doubt on them?

CONCLUSION**Company Policy of 4P's and Culture**

This study results show that buyer-seller relationship consists of various company policies and marketing mix, as well as management culture. Thus, we can conclude that: First, theoretically, the development of relationship marketing is begun with 4P's transaction marketing. Philosophically, it is clearly shows that paradigm of marketing mix is the ground towards relationship marketing paradigm. This conclusion supports the statement from Zinaldin and Philipson (2007), they state that fundamentally relationship marketing aims to develop and maintain the relationship with client or customer, meanwhile transaction marketing prioritizes company sales. Second, it can be concluded that marketing relationship theory approach is very important in product distribution of FMCG industry at business to business relationship level among channel distribution level. This study denies Leahly (2011) statement, but it clarified to avoid controversies in academic literature. As the clarification of marketing relationship theory, Leahly analyzed the relationship between manufacturer and customer. This study is exploring the relationship between channel distribution and wholesalers. Thus, this study results support Gronroos (1997) theory which states that relationship construction and marketing management, that commonly called as relationship marketing, is a new popular approach and also have been included in marketing literature. This conclusion also supports the definition of relationship as period consensus that aims to develop and maintain long-term relationship or trust with customer, distributor, supplier, and other parties in marketing environment (Peter and Donnelly, Jr., 2011; Cravens and Piercy, 2009).

Transaction Marketing and Relationship Marketing Concept

The explanation of this study result states that company policy and culture content are constructs that essential in relationship quality. Thus, it can be concluded that in order to develop relationship quality of buyer and seller, policy or culture decided by each parties is needed as the foundation. Relationship quality of buyer and seller is determined by each company's 4P's policy and salespeople's interpersonal and individual culture. This conclusion supports the determinant of relationship development construct that developed by Williams and Attaway (1996).

Salespeople's Role

From the exploration of salespeople's role concept, it can be concluded that: First, salespeople's role, whether it is interpersonally or individually in business to business relationship is the main actor of buyer-seller relationship quality representation. This conclusion is in accordance with Parson (2002) finding which states that relationship quality determines by interpersonal variables. Salomon (2013) states that business to business marketing always need salesperson more than advertising and promotion activities. Wilkie (1990) states that it is one of the stages towards relationship marketing between supplier and customer cooperation as a long-term advantage. Second, business to business relationship developed by financial, social, and structural benefit principles. It is in line with Parson (2002) who states that relationship quality is determined by relationship aspects. Kotler and Armstrong (2013) find that the keys of marketing relationship are financial, social, and structural benefit.

IMPLICATION

Distributors and manufacturers need to consider each company strategic policy by look at the potential effects that may occur on relationship quality among channel group. Manufacturers as the product business principal, need to explore various alternatives to support channel group to develop sustainability relationship with each other. Wholesalers channel group have to maintain and develop relationship quality through some distributor groups because it will provide more business opportunity.

Distributors and manufacturers need to take extra care to new salespeople, in order to develop their selling skill, especially handling objection and relationship development strategy with their customers. In performing salespeople rotation, company needs to look thoroughly at relationship period, by performing the evaluation and transition plan and by considering relationship quality interpersonally with their customer.

LIMITATION

This study uses qualitative method with phenomenology approach to FMCG industry in traditional market in Solo Raya area. Thus the researchers realize that this study results cannot be generalized. Some important aspects that become the limitation of this study, such as: uniqueness of research location, from this research it can be seen that Solo Raya area contain Javanese culture, there are some cultural values that can have different perception in different area with different culture. This study subject uses wholesalers of traditional trade as unit analysis. Thus, it is possible that there are differences in research subject in modern trade channel which has buying center. This study object is FMCG industry products, thus it is possible there are differences if the research object uses perspective of non-FMCG industry products. Thus from this study results, researcher gave various recommendations to follow up the academic research opportunities in the future.

RECOMMENDATION

By considering this study limitations, suggestion that can be given to academic researchers in the future are to develop marketing relationship theory by performs exploration method that can potentially contribute in literature updates. Some suggestions that can be delivered are: exploring other objects and subjects, such as: area location, country regions, market groups, channel groups, industrial types, product types, or other subjects and objects that have not been used in this study. It is possible to provide different buyer-seller relationship construction that have been developed in this study. Supporting various examination of proposition by using quantitative research methods, this is aim is to generalize buyer-seller relationship developed in this study.

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APPENDIX

APPENDIX 1

TABLE 2: INFORMANT FORM WHOLESALER BUSINESS

No.	Name of Wholesaler	Name of Owner	Store Address	Lenght Business	Range from Solo City
1.	Toko Tri Tunggal	H. Jumadi	Bunder Trade Center- Sragen	34 years	32 KM
2.	Toko Tarto	Sutarto	Palur Trade Center – Karanganyar	20 years	7 KM
3.	Toko Anyar	Yakob Nugraha	Kartasura Trade Center- Sukoharjo	26 years	10 KM
4.	Toko Baru	Arif	Jagalan Valege-Solo City	12 years	3 KM
5.	Toko Rahayu	Muhkuri	Karang Gede Trade Center- Boyolali	25 years	45 KM
6.	Toko Untung	Andre Hartanto	Purwatoro Trade Center-Wonogiri	> 40 years	73 KM

Informant Code: **BW.1-BW.6**

Note: Trade center position in the tradisional market place.

APPENDIX 2

TABLE 2: INFORMANT FORM DISTRIBUTOR BUSINESS

No.	Name	Year Old	Job Title	Professional Lenght Service
1.	Puji Sanyoto	48	Operation Manager	27 years
2.	Fitri Wulaningsih	36	Sales Supervisor	6 years
3.	Sri Darini	40	Sales Supervisor	7 years
4.	Heri Prayitno	54	Salesman	9 years
5.	Triyanto	40	Salesman	2 years
6.	Alek Nugroho	30	Salesman	4 years
Product & Brand				
Baygon, Autan, Bayclin, Kiwi				
Principal		PT Johnson Home Hygiene Products (JHHP)		
Area Distribution		Solo-Karanganyar,-Sragen,-Boyolali-Sukoharjo-Wonogiri District		
Market Coverage		General/Traditional Trade, Modern Trade and others Institutional.		
Company Name		PT Ultralang Sembada		
Business Lenght		>30 years		
Adress		Jl. Veteran No.148, Kratonan, Surakarta, Central Java		

Informant Code: **BD.1-BD.6**

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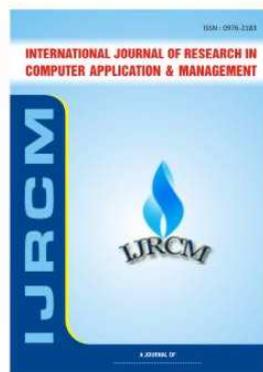
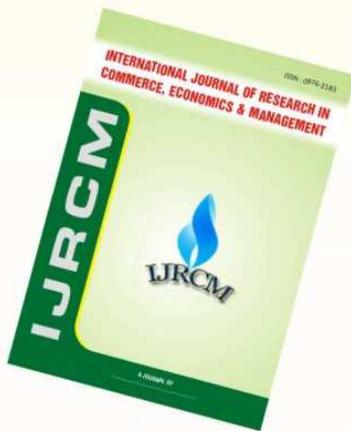
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BUYER-SELLER RELATIONSHIP CONSTRUCTIONS IN THE BUSINESS BUYER BEHAVIOR: WHOLESALER AND DISTRIBUTOR FAST MOVING CONSUMER GOODS (FMCG) INDUSTRY IN INDONESIAN MARKET PLACE

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ABSTRACT

This study is to further investigate two perspectives of relationship between wholesaler and distributor FMCG in the concept of business buyer behavior. The purposes of this paper are to identify and describe company "marketing mix" policy and culture related with role of salespeople and relationship quality. Observation and in-depth interview method is used to collect data information from peoples in the business of wholesalers and distributor of FMCG in traditional trade. The finding of this study has identified that historical of company policy and culture, which covers: delivery of goods, return of defective goods, resources allocation, trade promotion, changes in price structure, as well as ordering and receivable collection that also includes social culture interpersonal and individual. Each company policy and culture have a focus to deal with essential aspects of relationship quality between buyer-seller salespeople's role, are: interaction and communication related with ordering and collection; commitment related with delivery of goods and return of defective goods; mutual objectives related with trade promotion and changes in price structure; relationship utility related with resources allocation; relationship length related with interpersonal and individual culture; social context related with trade promotion and interpersonal and individual culture; integrity related with trade promotion. Regarding with the results could also give some conceptual propositions and recommendation to academicians and practitioners FMCG Industry.

KEYWORDS

relationship marketing, marketing mix, business to business, relationship quality, business buyer behavior, wholesalers and distributor, fast-moving consumer goods (FMCG) industry, traditional trade.

INTRODUCTION

Fast Moving Consumer Goods (FMCG) uses conventional distribution channel management in marketing their products (Peter and Donnelly, Jr., 2011; Kotler and Armstrong, 2013) or indirect channel (Evans and Berman, 1992). Among these channels there is a relationship between one and another based on their business structure. Relationship is a termed consensus aiming to develop and manage long-term relationship and or trust with customers, distributors, suppliers, or the other parties in its marketing environment (Peter and Donnelly Jr., 2011; Cravens and Piercy, 2009). Research on relationship in FMCG industry has become a topic of previous research conducted by academics (Williams and Attaway, 1996; Parsons, 2002; Verbeke et al., 2006; Bettles and Hariss, 2010; Leahly, 2011; Kyle and Gruen, 2012). However, they have not conducted a research on relationship construction between distributors and wholesalers in traditional trade. Leahly (2011) suggested that future research to explore the other aspects of consumers market as a potency of relationship development. Suggestion from Parsons (2002) and Bobot (2011) that in study employs two perspectives at once in order to deepen the topic of study. This study is important because wholesalers is a channel from distributors to expand the coverage of their products distribution to retailers. Reibstein and Farris (1995) in Tolba (2011) state that there is a convex relationship between distribution coverage and market share for consumer packaged goods. Currently, business growth is very dependable in the relationship owned by suppliers and demanding (Parsons, 2002). Even though it is important, distribution received minor attention in academic research (Tolba, 2002). The problem is how distributors or its salespeople and wholesalers build the quality of their business relationship? Furthermore, various analyses of findings are expected to contribute in completing various literatures about relationship marketing and business buyer behavior theory.

LITERATURE REVIEW

Stern and Reve (1980) study has proposed concept of relationship between economic-political internal aspect and economic-political external aspect. Dwyer and Welsh (1995) study has proposed model of environment impact on channel structure and process. Williams and Attaway (1996) studied buyer-seller relationship as a result of organizational culture in determining the development of relationship, by depicting the determination of relationship development model. Parsons (2002) explores **buyer-seller relationship quality from buyer's perspective** by developing the determination of buyer-seller relationship quality model. Song, Su,

Liu dan Wang (2012) studied the impact of business relationship function to the relationship quality and buyer's performance. A different step from previous literatures in this study is that the construction in this study is the process in building the relationship and quality for buyer-seller business interest.

BUYER-SELLER RELATIONSHIP PERSPECTIVE

Distributors' Policy and Culture

Williams and Attaway (1996) study explains that customer orientation, specifically, is a record on organization and group behavior such as salespeople. The result of the study shows that the maximum effect on buyer-seller relationship comes from the synergy of working culture supports of sellers through customer orientation by salespeople. A strategic policy and culture that was predicted to have an important effect is marketing mix (4P's: Product, Price, Place, and Promotion). These predictions refer to the concept described by Kotler and Armstrong (2013), that is: first, the key of customer relationship marketing covers three aspects, financial benefit, social benefit, and structural ties; second, in business buyer relationship the role of buying center is preceded by marketing stimuli (marketing mix "4P's") and other stimuli, such as cultural aspect.

Hankansson and Waluszewskie (2005) in "4P's" theory reinterpretation suggests that not only product should be given special attention but also how product with its facility. Jia Hu (2011) empirical study shows that marketing mix strategy "4P's" has a positive and significant relationship with consumer loyalty. Williams and Attaway (1996) state that as a consequence of customer orientation approach, salespeople of a company will be affected by organizational culture. However, the literature has not specifically mentions "4P's" attributes and culture which become buyer-seller relationship content. Thus, this study wants to reveal these factors and identify it.

Salespeople's Role and Relationship Quality

In handling objection role, salesperson have to use positive approach, look like concealing purposes, talk with customer to clarify purposes, using purposes as a mean to provide information, and extend this purpose to a reason for purchase (Kotler and Armstrong, 2013). Shortly, handling objections take place when salesperson has an interaction and communication with buyers in fulfilling customers' needs by providing solution needed. Furthermore, Kotler and Armstrong (2013) explain that marketing relationship covers the creation, preservation, and development of a strong relationship with customer and other stakeholders. They also explain that the key of customer relationship is an approach to build the power of customer relationship. Here we can see that the aspect of financial, social, and structural benefit played by salespeople in a factor perspective in building buyer-seller relationship.

In accordance with the explanation above, handling objection is salespeople's action in the form of interaction and communication when they perform order taker function. Beetles and Harris (2010) describe about the role of intimacy in a relationship. One of their study results shows that without intimacy there will be no relationship. Thus, they suggest that intimacy is an important demonstration of relationship like consultation style of interaction. Parsons (2002) who explores about the determination of buyer-seller relationship quality found that communication is a very strong variable in determining relationship quality. From review above, the researchers predict that interaction and communication perspective in handling objection aspect played by salespeople is the essence of the efforts to build relationship quality between buyer-seller parties.

Kotler and Armstrong (2013) concept that salespeople in implementing their program and other roles have an orientation to provide financial, social, and structural benefits for their customers in order to build a strong relationship quality. Parsons (2002) uses these three benefits in the form of attribute making for interpersonal aspect that is mutual disclosure, communication, customer orientation domain expertise, and various same aspect of relationship including commitment, mutual objectives, and relationship benefit. These elements are used to measure the determination of relationship quality. Aderson and Waitz (1992) in Verbeke et al. (2006) explain that commitment is an adoption of long-term orientation towards relationship. Trust and commitment is a center in many conceptualization of relationship quality (Grzeskowiak and Al-Khatib, 2009 in Bobot, 2011). Garbarino and Johnson (1999), use commitment as a mediating variable of the relationship between attitude and future intention in the model of trust and commitment as a mediating variable in customer relationship. Explanation about mutual objectives and relationship benefits is has been delivered in Cannon and Perreault (1999) study: first, in buyer-seller relationship construction from customer's perspective in evaluating customer satisfaction, among other using cooperative norms. Thus, it can be predicted that commitment perspective, mutual objectives, and benefit in the financial, social, and structural aspect that played by salespeople is the essence of the effort in building relationship quality between buyer-seller.

The concept of direct linkage between "4P's" content and culture in buyer-seller relationship has not studied in previous research. However, "4P's" contents and culture has been predicted as the antecedents of salespeople's role in buyer-seller relationship. Using analogical approach that "4P's" contents and culture specifically become the background of the essence of relationship quality built between buyer-seller. This is why the purpose of this study is to reveal and identify as well as to describe specifically the linkage between "4P's" contents and culture with the essence of relationship quality.

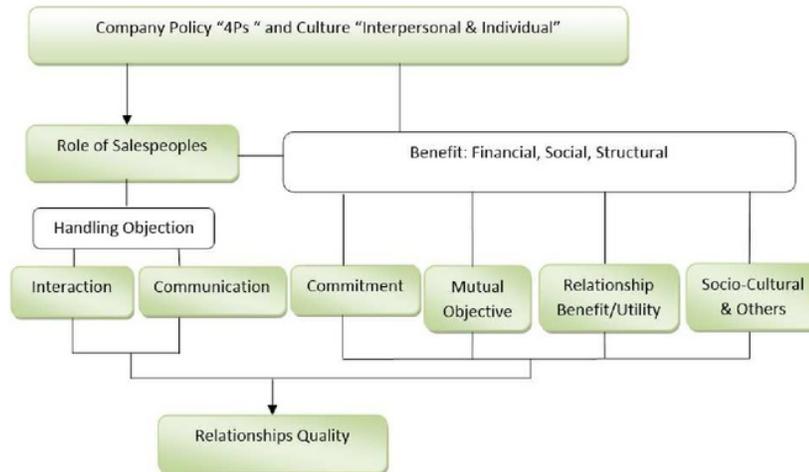
As explained above, the deepening process in this literature review uses relationship marketing and transaction marketing or marketing mix as a reference. However, the paradigm about theory on these concepts is still faces a literature debates. Gronroos (1997) state critically that today the paradigm in marketing mix start to loose its position, relationship marketing is the new well known approach with periodic insertion in marketing literature. Zineldin and Philipson (2007) conduct a study entitled "Kotler and Borden Do Not Die: linkages between relationship marketing and '4P's'". The result of his review states that there is no company which exclusively uses relationship marketing approach. On the other side, Leahy (2011) concludes that relationship does not form between manufacturers with the customer of FMCG market, where the term relationship contributes relatively small in the effectivity of marketing strategy development. This study framework will be used in analysis as depicted in buyer-seller relationship model construction in the consep business buyer behavior (Figure 1).

METHOD

In line with this study objectives, then this study employs a complex qualitative method. The exploration of objects is designed by constructionist and phenomenology approach (Yin, 2003 in Jonker and Pennink, 2010; Fatchan, 2011; Cresweel, 2013) in FMCG industry. The data were acquired from informants or participants from distribution companies and wholesalers FMCG industry. The data collection is performed by non-participation observation, open interviews, and in-depth interviews (Fatchan, 2011; Cresweel, 2013).

This study was conducted in traditional trade in Solo-Raya, Central Java Province, Indonesia. The location is choosed with geographical, historical, and socio-economic reason. Geographically, Solo is surrounded by six districts: Solo, Boyolali, Sragen, Karanganyar, Sukoharjo, and Wonogiri. These districts are encircling Solo, thus Solo located in the center position. The name Solo-Raya is not the official name of the city but is a popular name used by the community. Number of store in Solo-Raya traditional trade 26.120 store or 1% from total universe Indonesian market (AC Nielson, 2010).

FIGURE 1: BUYER-SELLER RELATIONSHIP MODEL IN THE BUSINESS BUYER BEHAVIOR



RESULT

The pattern in realizing merchandise delivery to the traditional trade wholesalers is 1 X 24 hours from ordering point. This requirement is set because delivery is a form of sensitive service from distributors in marketing their products. In certain condition wholesalers will release an order in a large number to fulfil customers' demand.

The return of products from wholesalers to distributors normally are caused by defective products (BS: Bad Stock) in certain condition and based on each product category. There are various factors that can causes damage to goods, among others are the factors of: handling, pass the expiration date, mis-production-quality from manufacturer, and new products that cannot be sold for a long time. Every return policy generally has been informed or understood by personal sales and wholesalers from each companies as a form of regulation, thus in this context is a form interpersonal and organizational promise.

Resources allocation is a form of cooperation between parties in business to business or between distributors and wholesalers. Company resources allocation can be in form of space rent for products display (shelf space) provided by wholesalers in their store. Beside space rent for product display, company placed or assigned several people to work in wholesaler's store, that is: Merchandiser (MD), is a person who in charge to clean, tidy up, and arrange the products in the space rented by company; Sales Promotion Girl (SPG), is a person who in charge to sell company's products in the store or around the store; Motoric Team, is a person who in charge to sell product using motorbike to covers an area around tens of kilometers. The policy of resource allocation usually is performed through a coordination and cooperation between distributor and wholesaler with an approval from the manufacturer. The mechanism for this policy funding is the manufacturer will bear all cost for resources allocation. In case of this policy does not running effectively, then in the future the wholesaler will not get the allocation of resources and the allocation for this wholesaler may be transferred to the other wholesalers.

Trade promotion policy is a promotional program that strategically determined by manufacturers. In this case, distributor acted as implementator or program executor, all program funding will be borne by manufacturers. Manufacturers have various strategic pattern, among other promotion and price discount, product bonus, prizes and other rewards given to wholesalers after gaining certain purchasing target in a certain time period. For wholesalers, trade promotion program from company is not a business secret because wholesalers have communication network among them and it is developed through a natural mechanism of market network. They will acquire a greater more profit, thus improving their business growth. Distributors also get a strategic marketing infrastructure in gaining sales performance target set by manufacturers. In distributorship business, manufacturers periodically conduct an evaluation of distributor performance using parameters such as product business growth and the level in achieving sales target set by manufacturers. The performance will automatically become salespeople's responsibility according to their official capacity in each distributor.

Price structure is a policy set by manufacturers in the form of product price list with purchasing and selling structure for each distribution level. In the normal economic condition, changes in price structure take place only twice a year, in the form of increase in price. In the momentum of increase in price, businessmen in distribution to retailer level will set a position as a business opportunity. The opportunity taken by distributor, wholesaler, and retailer, is trying to get products with the old price, with the intention to acquired excess goods as a supply in their warehouses. In this kind of situation, in order to make all parties' needs are fulfilled, then the information of increase in price should be socialized to distributors. When socialization process and order fulfillment do not meet with customer expectations, then this momentum has an opportunity to become a serious problem in this industry.

Invoice is account receivable of distributors or wholesalers' debt from business-to-business transaction between distributor and wholesalers. Debt-receivable occurs because each company has sales pattern with credit system and various due date between a week up to two weeks or two weeks up to four weeks. Generally, FMCG distributors perform receivable collection through their salesperson together with the next ordering. Only a few distributors use collector service for traditional trade, they only use this service for collecting receivables from modern trade. When ordering and collection policy do not handle well by salespeople, then there is a potency of disturbance among the parties.

Interpersonal and individual relationship in social relationship of each location has a culture with different patterns. Solo Raya community generally accepts interpersonal and individual relationship and has a 'silaturahmi' culture. They visit each other and attend certain ceremonial by invitation or by oral information from various parties. They conduct gathering (silaturahmi) when one of them has personal ceremony such as wedding, circumcision ceremony, and birth ceremony. Besides that, when one of them is sick or has a funeral for their family members, they will show empathy by look in and attending the funeral. This kind of culture has become interpersonal and individual awareness between wholesalers and distributors. They view this kind of acts as something good in building interpersonal closeness for everybody who has relationship or network.

This study results have identified that there are five elements: interaction, communication, commitment, mutual objectives, and relationship benefits as an essential aspect in building relationship quality. However, these five aspects is not sufficient because the results also identified three other aspects, that is: how long the relationship has taken place and social context and personal integrity which also have a role in string then the essence of relationship quality built.

INTERACTION & COMMUNICATION AND HANDLING OBJECTION OF ORDERING & COLLECTION

Interaction takes place when salespeople perform a visit in order to conduct offering or collection, here the intensity of interaction and communication takes place. When salespeople are good in comport with one self in the interaction and communication, then it will reflect the result of relationship quality. To assess the good or bad one's interaction and communication means is perceived by each party and can be seen from whether each party hold the same understanding.

Wholesalers' Perception

However, if the person is too strict, we refused "even for the current clearly saleable products we do not have spaces for it, then what use for us the new products?" But if the person is polite then we feel reluctant to refuse the offers (BW.1).

Usually a salesperson understands me, he understands my character: "if you want to make a collection do not come when my store is crowded, do not make an order in the morning" (BW.2).

...from my point of view as store side, it will be better if "viewed from personal approach then from certain" It is important for a salesman to explain about product knowledge to me, because in the end I am the one who will explain it to my customers "if the store does not understand, how they can explain it?" (BW.3). For example Milkkuat (a milk brand) "a few moments ago Milkkuat has a boom in their sales", but its salesman and supervisor is arrogant! "Thus, little by little there are a lot of stores who do not like them, now it was drowned!" (BW.4).

First mutual trust, then "understand each other character" that is "understand our weaknesses, and then we will try to cover other's weaknesses"... Besides that, a routine relationship! It can be in the form of "routine visitation, if there is a time then a additional visitation" but "routine visitation is number one". (BW.5).

I feel the salesman's role is significant,...but even though a product is good "but if the salesman's communication is worse", then wholesalers will view the product stern (BW.6).

Distributor's Perception

Sales team sometimes "flexible in implementing company policy". This is a good thing, if sales are "too leterlek, always rigid in implementing company policy, he will make distance with the outlet and will not accepted by outlet" (BD.1).

If from sales, the emphasize is on product knowledge "then we want to try too, ... sometimes if wholesalers refuse, we stay still... the focus is to make it accepted! (BD.2)

Still patient to all wholesalers "he is the king" as uor buyer. It is not that we brought them a low priced goods and support store; we need each other "If wholesalers do not exist where we will sell out products to? (BD.3)

If we communicate with wholesalers "we should be patient, do not in hurry or emotional", i spend more time to drink and laughing "everytime I visit the store, they always give me a bottled tea" after talk for a half hour the order process just take place (BD.4).

It starts from being "polite", more polite, do not have to pretend like we know them well "but it is enough to be remembered". ... We must close with employees "by calling their name is sufficient" (BD.5).

Usually the way salesman delivers an offer take into account "if it is really convincing then wholesalers will interested" but if salesman hesitates, then it will be difficult. Information on "other products excellence" and "heart-taking way of information-delivery". (BD.6).

The interpretation of above expression, then the results of this study show that interaction and communication aspect is essential factors to build relationship quality in buyer-seller construction. Interaction and communication built is preceded by company's policy content on ordering and receivable collection. How to interact and communicate take form of handling objection in various situation of customers visited.

COMMITMENT AND PRODUCT DELIVERY & RETURN BS

Company policy on return of defective products and delivery realization become the attention of distributor and wholesalers. They view that these policies is a form of distributors' commitment in performing service function to improve wholesalers' trust on distributors. However, the opposite is also possible, when they have a good cooperation sometimes wholesalers are willing to take the products from distributors' warehouse by their self. Salespeople also view that helping the process for defective products settlement is a form of commitment to help wholesalers. However, it is frequent that the process for defective products return cannot handled well by distributors. Consequently, the quality of cooperation in business has potency or tends to get worse.

Wholesalers' Perception

With suppliers who are rarely in time when perform a delivery, I cancelled my order, which means "I don't put them as my main supplier". I have to consider "only for a consistent suppliers" in delivery timeliness (BW.1).

Such as indofood when we complained they do not give responses "products return is difficult, very difficult!" But when "Mie Sedap" starts to take over their market, they start to make their return easier (BW.3).

Sometimes he helps to change the expired products, when we face difficulties in returning "he helps us". For us who already has a good relationship "if they can't deliver the products I take it by myself" (BW.4).

A comfortable service is for example: "when we want to make a return they make it easier; if the product is not really good, don't give it to us; if we order one don't deliver 10 (BW.5).

The experience in return that improperly handled "we have!" ...and after that our relationship... "getting worse!" (BW.6)

Distributors' Perception

For example, if wholesalers want to make a return, is it possible or not, also determine wholesalers' trust to accept the distributors. ...it is like "we have to have a commitment" will be recorded in their memories", and become a factor affecting closeness (BD.1).

Lah.. "if we make the return difficult (Javanese: diengel-enge!) ... (BD.2)

Once we ever experience an event when Autan Refresh (unsold, a promo released) "buy one get one free" we released such promotion, then it is sold out (BD.3).

We must handle as best as we can "(BD.4).

If there are lousy or damaged products "we accept it with open heart (Javanese: legowo)", we also be responsible for the products beside be responsible for our people "heve though sometimes wholesalers got the products from somewhere else" (BD.5).

The interpretation of statement above, thus this study results show that the aspect of commitment is an essential factor to build a relationship quality in buyer-seller relationship construction. Commitment played by salespeople is preceded by company policy content on delivery or defective products return. Products delivery process and defective product replacement performed by salespeople as a form of services that has beneficial principle for each party.

MUTUAL OBJECTIVES & BENEFICIAL PRINCIPLE AND TRADE PROMOTION AND CHANGES IN PRICE STRUCTURE

Both distributors and wholesalers aim to gain profit and business growth. Salespeople aim to gain the target of sales set by company as one of performance measures of salespeople. Based on organizational structure, distributors also aim to gain the target of sales set by manufacturer as one of performance measures of distributors. When the trade promotion program is implemented correctly, then each party feels that they have a good relationship quality. On the contrary, when this mutual objective is not maintained in a sustainable way, then wholesalers will have disappointed and their relationship quality tend to get worse.

Wholesalers' Perception

The benefit if distributors have "a good promotion program".... After help them in their profit "there are some who provide support and some don't" but most of them provide compensation because if they don't or "just quiet" I said "we are not a place where you can always seek for help" (BW.1).

Infamy, such as I sell "Coffe Mix" start from one dozen, and then increased become one carton and then become hundreds of carton. "But stupidly, after the products sold out my credit right is taken over" (BW.2).

...but then distributors and manufacturers always "feel that their product sold out without store's role", ...after their product accepted by market "most of them forget store's role" (BW.3).

"sometimes he call me ask for help" our relationship up to that close. But turns out the product are not quickly sold, then "I complained", finally they help with a promotion program by bring bowl as gift (BW.4).

With the increase in margin our relationship become closer "this happen automatically" because he gives us a benefit. For salesman who ask for help and ask for help without benefit "for me, in the long term I will not purchase from him again, it wasting time" (BW.5).

Distributors' Perception

Because when there is one thing that is cunning "we want to get profit for our self", for example distributors want to get highest profit "especially if they don't care whether wholesalers get profit or not" (BD.1).

For me, I tend to "offer products that profitable for wholesalers, the one that will be the best when there is a promotion" ..the benefit of this act is "when we need more profit" we can use them "to push the order" (BD.2).

We have provide them support for many times for example promotion for certain items "I give you a promotion, this one is for bonus" ...Nah, sometimes we ask them for "help" (BD.3).

Every promotion, I convey all company's target, because he has trusted me, because I never lies "if you add this items you will be able to join the promotional program" ... (BD.4)

We always offer a more optimum promotion to wholesalers..(BD.5).

A crack in relationship, due to betrayal, for example "the price set higher" first wholesalers may not know, but finally they will know. Sometimes from promotion, salesperson make a mistakes in conveying and calculation (BD.6).

Besides trade promotion policy, from the deepening process we can identify that company policy to change price structure is also used as an opportunity to achieved mutual objective among the parties. They see that increase in price momentum is an interpersonal opportunity in business-to-business relationship. In the increase in price momentum, wholesalers always want to get an opportunity to purchase products using the old price before the new price is implemented. Contrary, there are a lot of event in the increase of price momentum when wholesalers do not know the information clearly and do not get opportunity to purchase using the old price. In this situation, thus "wholesalers will disappointed" and has a potency to make their relationship quality worse.

Wholesalers' Perception

Like the distributors of Wing, they have a credit limit for each store. That time the price of instant noodle is about to increased and my order exceed the credit limit, but it was approved by mr. Dani, ...thus he trust me because I never exceed credit limit before" (BW.3).

When there is a change in prices "he gives us an optimum opportunity", this is actually the factor that makes our relationship close.... Recently: "Torabika Energen, now I don't sell it anymore" because I wasn't informed when the price is increased. ... "finally the product is downed, now Torabika is not like it used to be" (BW.4).

If we already know well, when there is increase in price "usually we get an opportunity to purchase using the old price". There are a lot of cases when salesperson does not provide information ...and after that... "breakup" (BW.5).

For example there is a price volatility or change of prices "even I will appreciate salesman who informs me before the change occur" because after being informed, "I will order before the price increased". There is an experience of "Sasa, condiment" case, ofcourse this is disappointing! (BW.6).

Distributors' Perception

For every increase in price, ideally "we must know the increase long before it is implemented", in order to anticipate this transition. It usually becomes a factor that "hurt businesses!" ... but I observe that there are a lot of increase in price which becomes "the factor of good relationship damage" (BD.1)

Increase in price... "before it was implemented we already informed wholesalers" ... If they didn't get informed... "wuaah ngamuk...(Javanese: furious)! That is why far before the new price is implemented "we have to inform them" (BD.2).

In an increase in price, usually we have an allocation from Mr. Puji (manager)... "if it uses the old price, wholesalers will accept any numbers of cartoon!" ...if there is one who doesn't get the stock... "we always get into a trouble" (BD.3).

"We give to compensate", the price is increasing "if you don't have stock yet, here I have a stock". We use leaflet to announce the increase or if only one or two items increased in price, I inform them orally "I inform them one or two weeks before the increase" (BD.4).

When there is an increase in price we must give them opportunity with the old price "if not...? The salesman will get into trouble", but up to today we have not face something like it (BD.5).

Increase in price is "a way to close our end of month profit". Every time there is an information about increase in price "I always inform them in my visit" (BD.6).

The interpretation of statement above, thus the results of this study show that trade promotion aspect and changes in price structure is essential factors to build relationship quality in buyer-seller relationship construction. Mutual objectives played by sale people is preceded by the content of company policy in trade promotion and changes in price structure. The implementation of company trade promotion program and the momentum of changes in price structure implemented by salespeople is a form of services that have beneficial principle for each party.

RELATIONSHIP UTILITY & BENEFICIAL PRINCIPLE AND RESOURCES ALLOCATION

From the results of deepening we can see that the attribute of company policy on resources allocation is a form of cooperation between wholesalers and company mediated by salespeople from distributors. Wholesalers expect resources allocation, among others in the form of displays spaces rent, MD, SPG, and motoric team. However, distributors cannot perform resources allocation to all wholesalers. Company considers: what kind of allocation? Which wholesaler will get the allocation? Does budget from manufacturer has covers the resources allocation? Without support from salespeople of distributor, definitely wholesalers do not have chances because they do not have connectivity with manufacturer's salespeople. In this condition, each party will be "happy, fulfilled their expectation" because there is a result of relationship benefits. However, the contrary also take place, for example wholesalers "do not pleased" when they get SPG allocation because SPG's work quality is low.

Wholesalers Perception

Usually we need to get helped by SPG who get around the market here, if not so sometimes we forget to sell the products because we have thousands of product items and competitor is not onle one (BW.1).

That is correct that "I frequently get helped from SPG", but now "SPG has a low class, they look relaxed when I sell the products" most of them are like that "if their performance is like that, I don't need them, it is useless to have them" (BW.3).

...there are not so much manufacturers that provide motoric team "for the already strong manufacturer it is probable that they are brave to perform this program" however "for the small manufacturers, of course they will think about cost, they are usually unwilling, including to provide SPG" (BW.4).

A good cooperation! For example, we want to find distributors for Baygon products, say, we don't know baygon yet, the person provides information "Oh I know Baygon there. Here is the number of supervisor who handle the product" something like that proves a good relationship (BW.5).

According to my experience "yes they know",..... There is the one who provide money as support, provide selling team, and etc, "it translates to a more intensive cooperation in the future (BW.6).

Distributors' Perception

In the traditional trade area "usually we have a special support, usually for new product launching events". We place one SPG there to go around the market area with basecamp in one of stock case outlet. For MD.. "usually MD in the last 10 years has been taken into account to displaying the product" using third party service. (BD.1).

If the products are new, usually we have SPG, who help to sell the product in wholesalers, their role is important, to educate consumers. For wholesalers that already have SPG there is a big opportunity to buy the product (BD.3)

Then I will help "I go to the market to offer to the stores around" like in Purwantoro market place (BD.4)

Wholesalers' trust to us "is not only a word but have to be consequent", we directed retail outlet to a certain wholesalers "this is already help" (BD.5).

Help sales from manufacturers "don't worry I will help because there is a team from company". ..Participate in cleaning and arranging products in the stores "even though that is not my duty, that is MD's duty" (BD.6).

The interpretation of statement above, thus the results of this study show that the aspect of relationship utility is an essential factor to build relationship quality in buyer-seller relationship construction. Relationship benefit provided by salespeople preceded by the content of company policy on resources allocation. Resources allocation determined by salespeople as a form of support on the excess and shortages of infrastructures for each party which has beneficial principle between parties.

RELATIONSHIP PERIOD/LENGTH & BENEFICIAL PRINCIPLE AND INTERPERSONAL-INDIVIDUAL CULTURE

The period since the introduction between salespeople and wholesalers owner and the period when the business transaction start between wholesalers and distributors, up to this time is an experience of the journey of each party relationship. Wholesalers see that it also contributes in build a strong relationship and create the feeling of pekeuwuh. However, the period of relationship for salespeople naturally does not reflected in their perception. Following are the statements from wholesalers:

When I want to sell it sometimes it's depend on market situation (purchase to resell) "considering a long time relationship" (BW.1).

Considered..! Like this: because sales are like fleas, "tomorrow in Baygon company and keep corresponded with me, tomorrow in Unilever keep corresponds".

We see sales from how long we have correspond even though he is like fleas, we don't see the products but how long we have correspond "like miss Elly" (BW.2). So, for new salesman to approach us is "difficult" because people who can get close to me is "they who has a long period of relationship, for the new one, it is difficult!" (BW.4).

If the offerer has experience, he is well known everywhere and he is a good person "it is not difficult to sell the new products" (BW.5).

With the distributors that have a long period of cooperation "I will trust them more" because he has run the old products, moreover the product has run in market well "a tendency to trust is higher". (BW.6).

The interpretation of statements above, thus this study finding show that the aspect of relationship length is an essential factor in building relationship quality in buyer-seller relationship construction. Relationship length between salespeople and wholesalers is preceded by cultural content on "social aspect" about "interpersonal and individual relationship".

SOCIAL CONTEXT & BENEFICIAL PRINCIPLE AND TRADE PROMOTION & INTERPERSONAL AND INDIVIDUAL CULTURE

Social context here can be defined as a social-interpersonal relation or cultural or usually called "Sesrawungan" by Javanese people or a social life, which is not related to company policy. However, there was a time when company policy about the realization of trade promotions uses a package with social context. Based on that it was revealed, from them, that the aspect of social context can creates closeness, intimacy and interpersonal harmony, even they regarded as close family or like 'their own brother'. Social context related with company policies are, for example: managers and supervisors at one time or on a scheduled basis took a visit to the store to help the salesperson's role or simply exchanging news about the related business; realize trade promotion program through gatherings or tours and so forth. Thus, what they do in social context is an effective pattern to build relationship quality.

Wholesalers' Perception

With suppliers among us "there are some of them who has been like our own family" sometimes we have more than business relationship. Sometimes good relationship is not limited to a business relationship "sometimes it is a heart to heart". We are not only talking about business, sometimes we do silatutohmi, visit each other, share, other than talk about business we also talk about family "with that we feel closer". (BW.1)

As with Mr. Bambang when there is a ceremonial and I invite him "he will come" this is the same with Cik Thing-Thing "if I invite her, she will come"Gathering... "if we get a present we are happy....". (BW.2).

After we have a conversation and we know that we have the same hobby finally we play badminton together. "This makes us closer" because in the time off we can talk about store condition and the other thing "information exchange and sharing". .. Unilever sometimes held a gathering like Baygon, sometimes "the invitation is for husband and wife". (BW.3)

Sometimes, because of a good close relationship, it motivates us to accept its product. For example: we have known them for a long time, they come to our store often, we often meet with each other informally "thus, sometimes if we want to reject their product we are shy". (BW.4)

For example long time ago I don't know Baygon "because I was invited to a ceremony, dinner, there was a present" we came to the ceremony.Gathering is "build a relationship!" not every corporation do it but must of them do." (BW.5).

Correct! as with Mr. Santos "I have a good relationship up to the level of his supervisor in Wonogiri". Outside of the business context when we meet on the road "we say hello and then eat together" these is a way to build relationships.....Gathering and tour program for me is "a form of tribute to us" (BW.6).

Distributors' Perception

Although for a supervisor level I, "whenever they come, they do not necessarily have to go home with an order! Unlike salesperson". Although the visitation times for wholesale only 5-10 minutes "for a wholesaler, it will be very...convincing" that this business will be supported by all parties "especially if the principal also come periodically". Even, sometimes! We do not talk about business, because business has been conducted periodically by the salesperson (BD.1)

Now it is accustomed "it is not only us, other product usually held a gathering as well", so, wholesaler is "happy" if we bring them to gathering.sometimes there is "a wedding invitation, usually we get an invitation....". "When we are close like that, on its own behalf ... when we are close the invitation is addressed personally". (BD.2)

They are visited routinely "not just bypassed" buy or not "when it is the route we come to the store". Although goods are still a lot of "if there is incomplete item they will also bought". We have a session for wedding and celebration or pregnant position, "at least we congratulate or give a present" (BD.3).

If indeed wholesalers have a celebration we will be informed "I am happier", I often get invitations from small wholesalers, "for example circumcison ceremony". Such as previous gathering, certain wholesalers were invited, I presume it to be better and more familiar "not all invited, only certain parties... (BD.4).

The effort we take to know their family has been a good thing, "only with listen to them, suddenly we become close". For example school, where do they work and so forth, "where does your child work?" (BD.5).

With my stores "when they had a celebration we are invited", if it is a large wholesaler "I know the husband / wife and their children" from the stories. When there is a gathering we accompany them continuously and we serve them "perhaps because of the eat and drink factors ", finally we know their appetite and drinking habit (BD.6).

The interpretation of the expressions above, the finding of this study shows that the aspects of social context is an essential factor to build relationship quality in the construction of buyer-seller relationship. Social context between salespeople with wholesaler is preceded by the cultural charge "social" about individual interpersonal relationships between the related parties. Additionally, these findings also show that the aspects of social context between salespeople with wholesaler is preceded by the context of company policy about the packaging of promotion program "supervisors and managers visitation, gathering and tour".

INTEGRITY 'LOYAL-HONEST-JUST' & BENEFICIAL PRINCIPLE AND TRADE PROMOTION

The last and very interesting is that, apparently the integrity of the salespeople is in the important spotlight for all parties. There are values of loyalty, honesty and fairness, on a personal profession, who works as a salespeople professional. Wholesaler is uncomfortable when seeing salespeople who do not have a loyal attitude toward his profession or company, for example, too often switch companies. Wholesale will respect them (the salespeople) when they switching companies because they have achievements to better prospect. Associated with honesty, wholesalers are also not happy if salespeople have a case in the promotion program implementation. Wholesale will have confidence when salespeople give truthful information. Honesty especially can be seen when a salespeople informing promotional programs equitably and in accordance with applicable program.

Wholesalers' Perception

When assessing a person who switches company there are two opinions: When he moved from small companies to large enterprises with better prospective "we are salud or we praise him" we judge him as a good person. But, when their switch is like fleas "it appears that they does not have the competitiveness, have no loyalty" sometimes it makes "us irritated / annoyed". (BW.1).

As a Salesman of Indomarco "he has a good looking, but after he moved out and replaced with new personnel" there are several things that are not true "I finally know because of when there is a "buy one cardboard get two' bonus promotion program, I only get one cardboard bonus", trust to the salesman is that "he is, honest" (BW.3).

Of promotional activities at the lower level "normally is informed", sometimes they are not doing promotion but "they lied, thus we want to buy". Instead for salesman, sometimes "cheat will be a boomerang!" It means that, when I had been willing to buy, but there is no buyer of customers "it makes me upset" then, at other times when "you come I will not buy, but will do a return" (BW.4).
 Sasa case..., about the business consequences, I do not see it "he would give material compensation or not? For me it's not important ". The things I want are an open attitude, and admit his mistake "it is enough!" (BW.6).

Distributors' Perception

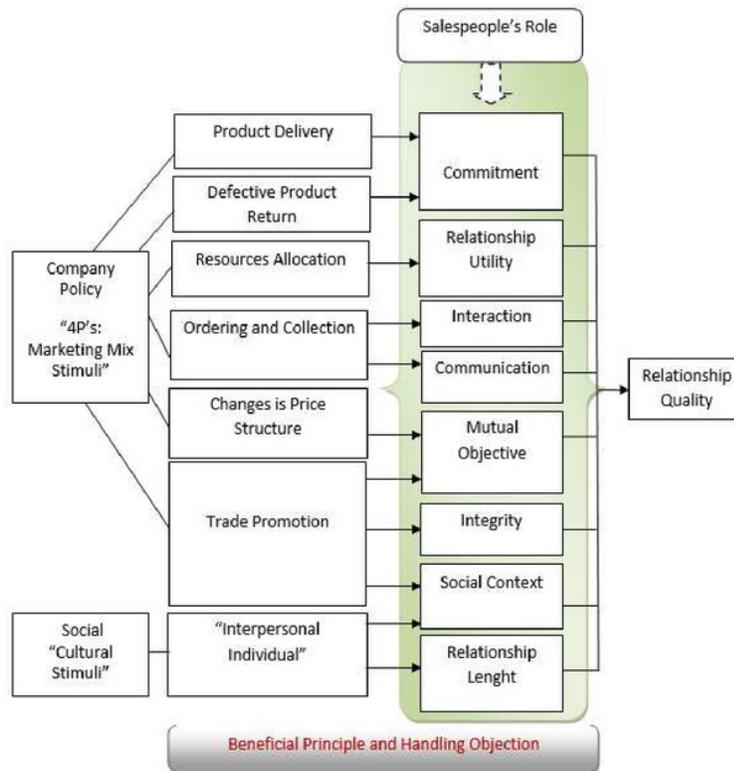
Time is a factor to convince relationship, besides "the level of honesty, declipline, commitment, business is commitment!". When we have A commitment, it has to be executed according to A commitment (BD.1).
 But all this time "honest is the most important", if there is a promotional program we should give it correctly, then there is "no problem" (BD.2).
 If providing support in promotion we should make it just because wholesalers give information among them "thus we have to act just to all wholesalers" (BD.3).
 As salesman, to be trusted by store owner "my base is honesty...honesty!" for example if there is excess in money and refund "even 100 rupiah if they don't ask me to bring, i don't dare to bring the money" (BD.4).
 Including "provide information about price in outside must be delivered honestly", even if we deliver the information unintentionally (BD.6).
 The interpretation of statements above, thus the findings of this study show that the aspect of integrity is an essential factor to build relationship quality in buyer-seller relationship construction. Integrity of salespeople with wholesalers is preceded by company policy content especially in trade promotion. The implementation of trade promotion program applied by salepeople honestly and fairly has beneficial principle for each party.
 From all identification, description and explanation on the presentation of results, thus it can be illustrated in schematic chart of buyer-seller relationship in the business buyer behavior operationalization (Figure 2). Briefly, it shows that the content of company policy in "4P's" and social culture are the antecedents of salespeople's role in building the essence of relationship quality for their customers. Essential aspects of the relationship are the role of salespeople to do handling objection and provide beneficial principle to its business inter-party.

DISCUSSION

Company Policy of 4P's & Culture and Salespeople's Role

In order to avoid perception differences of transactional marketing theory, thus the 4P's and culture that occurred in the prior periods can be used as a reference of assessment perception to the salespeople in buyer-seller relationship construction. From various marketing management literature, it can be explained that the company policy contents above are 4P's paradigm (Kotler and Armstrong, 2013; Evans and Berman, 1992) about: product delivery to channel group is a part of place concept or product distribution; defective product return is a part of product concept related to product quality; changes in price structure is a part of price concept related to pricing strategy in the term of pricing adjustments; receivable collection is a part of price concept related to terms of payment; resources allocation, ordering, trade promotion are part of promotion; interpersonal and individual relationship in the social environment is salespeople's role out of company policy context.

FIGURE 2: OPERATIONALIZATION OF THE BUYER-SELLER RELATIONSHIP CONSTRUCTION IN THE BUSINESS BUYER BEHAVIOR



The conceptual explanation of the main problem in accordance with environment stimulation concept in business buyer behavior, where the 4P's are the marketing stimuli and social relationship is another stimuli which is cultural stimuli (Kotler and Armstrong, 2013). Thus, this result supports the research concept conducted by William and Attaway (1996) which give the construct result that organization culture of seller companies through salesperson behavior have some impact to the buyer-seller relationship development. However, from the prior proposition through the perspective of William dan Attaway (1996), Hankansson and Waluszewskie (2005), Jia Hu (2011) and concept conducted by Kotler and Armstrong (2013), it can be explained that 4P's have an explicit correlation of company policy with salespeople's role. In the other side, this study result has already exposed that the company policy is an implementation of marketing transactional concept, 4P's, that already occurred or a transactional historical among the buyer-seller parties. Thus, this finding gives the first proposition as:

P1: Historical of company policy implementation of 4P's is the antecedent of salespeople's role in buyer-seller relationship construction in the business buyer behavior.

SALESPeople's ROLE AND THE ESSENCE OF RELATIONSHIP QUALITY

Interaction and Communication Aspect

Interaction and communication are the form of interpersonal relationship of salespeople with the store owner when they meet each other in a business relation. This result supports the study conducted by Parson (2002); he states that communication strongly affects relationship quality. This research result also strengthens the research finding from Leahy (2011), which shows that communication gap and interaction obstacle are evidence of there is no relationship developed. However, all those literatures have not shown the explicit correlation of the essence of relationship quality and policy content of 4P's that cause it. In the other side, the findings show that company policy of ordering and receivable collection become the content of interaction and communication aspects performed by salespeople in handling objection. Thus, this construct finding can deliver the second proposition, as:

P2: 4P's historical implementation of ordering and collection is the antecedent of salespeople's role on interaction and communication in buyer-seller relationship to develop relationship quality.

Commitment Aspect

Commitment to the mutual agreement when they perform business transaction and finally fulfilled is a form of their obedience to keep their promise. Commitment in developing a relationship is the enlargement of trust part in maintaining relationship is very important as the maximum guarantee in maintaining it (Morgan and Hunt, 1994 in Parsons, 2002). Thus, commitment of keeping the promises and expectations among the parties is important factors that can affect relationship quality. This result is different with Parsons (2002), which showed that commitment is a strong indicator to support mutual objective, but does not support relationship quality.

In this phenomenologist study, the difference in findings can be explained that wholesalers in traditional trade can be seen from its interest, such as: First, if the product delivery is late, customers will lose their trust to the wholesalers because wholesalers characterized as trader. Second, if wholesalers do not perform the defective product return, the wholesalers will suffer from financial loss, because defective product return believed as supplier responsibility, it is not wholesalers' error. Thus, this study results support the study conducted by Garbarino and Johnson (1999) in developing the model of "trust and commitment" as the mediator of customer relationship. Besides, it is in line with the study conducted by Grzeskowiak and Al-Khatib (2009) in Bobot (2011) which states that trust and commitment as the center in conceptualization of relationship quality.

To strengthen the accordance and differences with the prior literatures, explicit correlation of the essence of relationship quality aspect with 4P's policy content that cause it need to be stated. The findings show that company policy of product delivery and defective product return become a content of commitment aspect performed by salespeople in delivering benefit for each party. According to this finding, this construct can give the third proposition as:

P3: 4P's historical implementation of product delivery and defective product return realization is the antecedent of salespeople's role of commitment in buyer-seller relationship to develop relationship quality.

Mutual Objectives Aspect

This study results show that mutual objectives aspect is the essence to develop buyer-seller relationship quality. This is in accordance with research finding from Parsons (2002), which states that mutual objectives positively and significantly affect relationship quality. Besides, this result also explained by Cannon and Perreault (2009), they state that in buyer-seller relationship construction, from customer perspective in evaluating their satisfaction (customer satisfaction), use this cooperative norm of "mutual objectives". This finding also contributes in explaining one of the relationship main keys, which use value building approaches that mainly focus on adding financial benefits on customer relationship (Kotler and Armstrong, 2013). The financial utility can be explained that sales promotion and changes in price structure policy automatically related with profit rate gained by wholesalers business. Explicitly this concept needs to be strengthened, thus finding of this construct can deliver the fourth proposition as:

P4: 4P's historical implementation of sales promotion and changes in price structures are the antecedent of salespeople's role on mutual objectives in buyer-seller relationship to develop relationship quality.

Relationship Utility Aspect

Both of buyer and seller need each other help in developing their business objectives, in this case are resources allocation and other interpersonal benefits. This study finding can be explained that relationship utility is a form of supporting effort from each party. They see the principle of structural relationship benefit of each party can improve relationship quality. Thus, this study result is supporting Parsons (2002) finding which states that relationship benefit positively and significantly affect relationship quality. This finding also contributes in explaining that in order to develop a strong relationship customer needs to strengthen the structural ties (Kotler and Armstrong, 2013). To strengthen the contribution of various literatures, this construct delivers the fifth proposition as:

P5: 4P's Historical implementation of resources allocation is the antecedent of salespeople's role on mutual objectives in buyer-seller relationship to develop relationship quality.

Relationship Length Aspect

For wholesalers, time period of knowing each other and having interpersonal and individual relationship is a judgement in assessing relationship quality. This judgement can be explained there is interpersonally psychological emotional, considering there is Javanese culture called Pekewuh. However, this problem does not naturally showed by salespeople's perception. This result can be explained that there is a gap or difference of time period related to seller-buyer relationship. This problem caused by marketing management pattern, where company provides job rotation of salesperson that has maintained a long time relationship with customers. This pattern is performed by considering salesman's roles, ordering function, and collection function. Sales rotation is important to be done periodically in order to perform the company internal control. Thus the appearance of relationship period element in this study is very important, because it distinguishes buyer's expectation and seller's objectives. This result supports the concept developed by Lusch and Brown (1996) which measure behavior rationality in channel marketing, such as by using relationship length factor. However, the analysis result shows that relationship length factor is not a good factor of long term relationship orientation by distributor. Thus the finding of individual, interpersonal culture, and relationship period aspect need to be clarified, thus this construct can deliver the sixth proposition as:

P6.1: In buyer-seller relationship construction, historical culture of interpersonal and individual about relationship length is a gap of buyer's expectation and seller's orientation.

P6.2: Historical culture of interpersonal and individual is the antecedent of salespeople's role on relationship length in buyer-seller relationship to develop relationship quality.

Social Content Aspect

They are who develop a relationship or sesrawungan will get closer if they interact with each other in social content, out of business context. In the business context they can interact with informal pattern by hold a gathering or tour program. As described before, gathering and tour program are part of sales promotion. Both of buyer and seller will experience many substantial values interpersonally in developing relationship. Thus the finding of social content aspect can be explained that social content is an effort to strengthen interpersonal relationship quality that can improve relationship quality. This finding contributes in explaining the marketing relationship key, besides financial and structural benefit there is social benefit (Kotler and Armstrong, 2013). To explain it, thus explicitly this construct finding can deliver the seventh proposition as:

P7.1: 4P's historical implementation of trade promotion is the antecedent of salespeople's role on social content in buyer-seller relationship to develop relationship quality.

P7.2: Historical culture of interpersonal and individual is the antecedent of salespeople's role on social content in buyer-seller relationship to develop relationship quality.

Integrity Aspect

Wholesalers see salespeople's integrity value through their profession and personality. Integrity is related to the pattern of movement from one company to another company. Integrity is honesty in performing their function and role, also fairness in treating each customer. Honesty and fairness become main focus of promotion program implementation. Salespeople also have a principal related to wholesalers, honesty, and fairness thus they can gain customer's trust. It is very important to be considered. Thus, the finding of integrity aspect contributes in explaining the concept developed by Ganesan (1994). The concept shows that long term orientation of retailer and supplier, is one of the impacting factors, that is trust and it is the antecedent of reputation. Reputation has fairness content, where it is stated that negative reputation will decrease trust among channel groups. This result accordance with research conducted by Verbeke et al. (2006), they measure trust factors using integrity and commitment element. To make it clearer, this concept needs to explicitly clarified, this construct can delivered the eight proposition as:

P8: 4P's historical implementation of trade promotion is the antecedent of salespeople's role on integrity in buyer-seller relationship to develop relationship quality.

Overall, this study explores the construct of buyer-seller relationship. The differences with relationship quality construct developed by Parsons (2002) are the appearance of interaction aspect, relationship period aspect, social, and integrity content, where all of the aspects also strengthen the essence of relationship quality development. To support this finding we can use common sense approaches. To illustrate this approach, for example the party in a relationship is in a certain relationship condition: Interaction: When they often meet each other they will get closer or in another side they will get bored by each other? Relationship period: When they have long term relationship they will have empathy to each other or there is no empathy? Social content: When they meet each other in special occasion they will have excitement or more concerns? Integrity: When they develop a relationship with honest and fair people they will have trust or doubt on them?

CONCLUSION**Company Policy of 4P's and Culture**

This study results show that buyer-seller relationship consists of various company policies and marketing mix, as well as management culture. Thus, we can conclude that: First, theoretically, the development of relationship marketing is begun with 4P's transaction marketing. Philosophically, it is clearly shows that paradigm of marketing mix is the ground towards relationship marketing paradigm. This conclusion supports the statement from Zinaldin and Philipson (2007), they state that fundamentally relationship marketing aims to develop and maintain the relationship with client or customer, meanwhile transaction marketing prioritizes company sales. Second, it can be concluded that marketing relationship theory approach is very important in product distribution of FMCG industry at business to business relationship level among channel distribution level. This study denies Leahly (2011) statement, but it clarified to avoid controversies in academic literature. As the clarification of marketing relationship theory, Leahly analyzed the relationship between manufacturer and customer. This study is exploring the relationship between channel distribution and wholesalers. Thus, this study results support Gronroos (1997) theory which states that relationship construction and marketing management, that commonly called as relationship marketing, is a new popular approach and also have been included in marketing literature. This conclusion also supports the definition of relationship as period consensus that aims to develop and maintain long-term relationship or trust with customer, distributor, supplier, and other parties in marketing environment (Peter and Donnelly, Jr., 2011; Cravens and Piercy, 2009).

Transaction Marketing and Relationship Marketing Concept

The explanation of this study result states that company policy and culture content are constructs that essential in relationship quality. Thus, it can be concluded that in order to develop relationship quality of buyer and seller, policy or culture decided by each parties is needed as the foundation. Relationship quality of buyer and seller is determined by each company's 4P's policy and salespeople's interpersonal and individual culture. This conclusion supports the determinant of relationship development construct that developed by Williams and Attaway (1996).

Salespeople's Role

From the exploration of salespeople's role concept, it can be concluded that: First, salespeople's role, whether it is interpersonally or individually in business to business relationship is the main actor of buyer-seller relationship quality representation. This conclusion is in accordance with Parson (2002) finding which states that relationship quality determines by interpersonal variables. Salomon (2013) states that business to business marketing always need salesperson more than advertising and promotion activities. Wilkie (1990) states that it is one of the stages towards relationship marketing between supplier and customer cooperation as a long-term advantage. Second, business to business relationship developed by financial, social, and structural benefit principles. It is in line with Parson (2002) who states that relationship quality is determined by relationship aspects. Kotler and Armstrong (2013) find that the keys of marketing relationship are financial, social, and structural benefit.

IMPLICATION

Distributors and manufacturers need to consider each company strategic policy by look at the potential effects that may occur on relationship quality among channel group. Manufacturers as the product business principal, need to explore various alternatives to support channel group to develop sustainability relationship with each other. Wholesalers channel group have to maintain and develop relationship quality through some distributor groups because it will provide more business opportunity.

Distributors and manufacturers need to take extra care to new salespeople, in order to develop their selling skill, especially handling objection and relationship development strategy with their customers. In performing salespeople rotation, company needs to look thoroughly at relationship period, by performing the evaluation and transition plan and by considering relationship quality interpersonally with their customer.

LIMITATION

This study uses qualitative method with phenomenology approach to FMCG industry in traditional market in Solo Raya area. Thus the researchers realize that this study results cannot be generalized. Some important aspects that become the limitation of this study, such as: uniqueness of research location, from this research it can be seen that Solo Raya area contain Javanese culture, there are some cultural values that can have different perception in different area with different culture. This study subject uses wholesalers of traditional trade as unit analysis. Thus, it is possible that there are differences in research subject in modern trade channel which has buying center. This study object is FMCG industry products, thus it is possible there are differences if the research object uses perspective of non-FMCG industry products. Thus from this study results, researcher gave various recommendations to follow up the academic research opportunities in the future.

RECOMMENDATION

By considering this study limitations, suggestion that can be given to academic researchers in the future are to develop marketing relationship theory by performs exploration method that can potentially contribute in literature updates. Some suggestions that can be delivered are: exploring other objects and subjects, such as: area location, country regions, market groups, channel groups, industrial types, product types, or other subjects and objects that have not been used in this study. It is possible to provide different buyer-seller relationship construction that have been developed in this study. Supporting various examination of proposition by using quantitative research methods, this aim is to generalize buyer-seller relationship developed in this study.

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APPENDIX

APPENDIX 1

TABLE 2: INFORMANT FORM WHOLESALER BUSINESS

No.	Name of Wholesaler	Name of Owner	Store Address	Lenght Business	Range from Solo City
1.	Toko Tri Tunggal	H. Jumadi	Bunder Trade Center- Sragen	34 years	32 KM
2.	Toko Tarto	Sutarto	Palur Trade Center – Karanganyar	20 years	7 KM
3.	Toko Anyar	Yakob Nugraha	Kartasura Trade Center- Sukoharjo	26 years	10 KM
4.	Toko Baru	Arif	Jagalan Valege-Solo City	12 years	3 KM
5.	Toko Rahayu	Muhkuri	Karang Gede Trade Center- Boyolali	25 years	45 KM
6.	Toko Untung	Andre Hartanto	Purwantoro Trade Center-Wonogiri	.> 40 years	73 KM

Informant Code: **BW.1-BW.6**

Note: Trade center position in the tradisional market place.

APPENDIX 2

TABLE 2: INFORMANT FORM DISTRIBUTOR BUSINESS

No.	Name	Year Old	Job Title	Professional Lenght Service
1.	Puji Sanyoto	48	Operation Manager	27 years
2.	Fitri Wulaningsih	36	Sales Supervisor	6 years
3.	Sri Darini	40	Sales Supervisor	7 years
4.	Heri Prayitno	54	Salesman	9 years
5.	Triyanto	40	Salesman	2 years
6.	Alek Nugroho	30	Salesman	4 years
Product & Brand				
Baygon, Autan, Bayclin, Kiwi				
Principal	PT Johnson Home Hygiene Products (JHHP)			
Area Distribution	Solo-Karanganyar,-Sragen,-Boyolali-Sukoharjo-Wonogiri District			
Market Coverage	General/Traditional Trade, Modern Trade and others Institutional.			
Company Name	PT Ultralang Sembada			
Business Lenght	>30 years			
Adress	Jl. Veteran No.148, Kratonan, Surakarta, Central Java			

Informant Code: **BD.1-BD.6**

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