

Data Driven Modelling of Retailer Collaboration Behaviour Using Logistic Regression in B2B

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ABSTRACT

Collaboration between principals and retailers is a strategic factor in improving sales effectiveness in the B2B business sector. However, there is still a gap in understanding the factors that influence the formation of sales collaboration. This study analyzes the influence of retail category, retailer size, and relationship age on the likelihood of sales collaboration between business partners. The method used is a quantitative approach with logistic regression analysis based on survey data from 259 respondents spread across the building materials industry in Java. The results show that only the relationship age variable significantly affects the formation of sales collaboration. Working relationships over five years have created a climate of trust, commitment, and deep organizational learning among business partners. Meanwhile, retail category and retailer size did not significantly affect collaboration. These findings underscore that the success of B2B collaboration is determined more by the quality of long-term relationships and the process of mutual learning rather than by the structural characteristics of the organization. The practical implication of this research is the importance of designing long-term relationship-strengthening strategies as the foundation of sustainable and adaptive sales collaboration to market dynamics. This study also makes a theoretical contribution by enriching the literature on B2B collaboration by integrating relationship duration and inter-partner learning perspectives in emerging markets.

KEYWORDS: Collaboration; logistic regression model; relationship age; retail

INTRODUCTION

The construction materials industry in Indonesia is showing rapid growth, driven by the expansion of infrastructure projects and the real estate sector. The value of Indonesia's construction materials market is expected to grow at a CAGR of 5.6% until 2031 as the government increases investment through housing and mass transportation programs (GMI Research, 2023). In addition, the commercial building market is expected to reach US\$3.4 billion by 2023 and is projected to increase to US\$7.6 billion by 2032 at a CAGR of 9.2% (Yahoo Finance, 2023). These developments represent significant opportunities and new challenges for industry players, particularly in managing distribution and inter-organizational relationships. Supply chain efficiency and partnership strategies are becoming increasingly crucial.

The complexity of the supply chain, the high level of competition, and the need for rapid response to market demand mean that interactions between distribution actors, such as principals and retailers, are no longer merely transactional. Instead, a more strategic, collaborative, and trust-based approach is required. This phenomenon has made collaboration between principals and retailers a critical strategy to improve operational efficiency and performance. In B2B relationships, sales collaboration between channel partners will strengthen strategic partnerships, improve service efficiency, and support sustainable business growth (Ferro-Soto et al., 2025; Shekarian & Nonetheless, empirical studies on the determinants of this collaboration in the Indonesian building materials sector are still minimal. Previous studies suggest that relational elements such as trust and commitment are the

main foundations of cooperation in distribution channels (Jap, 1999; Morgan & Hunt, 1994). Contemporary studies continue to emphasize the importance of these two elements in strengthening B2B business relationships. Arthur et al. (2024) found that trust and commitment are key determinants of sustained customer loyalty through the mediating role of satisfaction. Similar findings were also revealed by Nguyen et al. (2025)), who emphasized that successful collaboration in supply chains is strongly influenced by the level of trust and commitment between partners, even in the context of traditional and relational industries. The dynamics of relationships between suppliers and retailers, primarily through relational communication and information-sharing mechanisms, have been shown to influence channel effectiveness and customer satisfaction (Agarwal & Narayana, 2020).

In addition, integrating digital technologies transforms B2B interactions, enabling greater efficiency and responsiveness in the sales process. The emergence of digital and omnichannel marketing strategies has transformed the traditional sales model by integrating multiple online and offline channels so businesses can respond more quickly to market demands and consumer preferences (Hayes & Kelliher, 2022). Omnichannel strategies facilitate better collaboration between principals and retailers by optimizing customer touchpoints and improving user experience, directly influencing purchasing decisions in a B2B environment. Furthermore, studies on inter-firm IT capabilities show that digital system integration and relational trust support operational synergies and strengthen distribution channel effectiveness (Li et al., 2023).

Effective partnership models based on coordinated sales efforts strengthen distribution channel performance and become the cornerstone of long-term relational strategies in B2B. The interplay between collaborative practices, digital transformation, and market orientation is essential for organizations seeking strong business outcomes (Wirtz & Kowalkowski, 2023). The development of B2B digital services, such as platform-based services and intelligent automation, can potentially cut transaction costs and accelerate value creation between partners in the supply chain. These results suggest that organizations that can align collaborative strategies with digital capabilities and market focus will be in a superior competitive position.

However, while more companies are adopting collaborative approaches, there is a lack of in-depth understanding of the determinants of channel collaboration at the retailer level, particularly the demographics of organizations in the building materials sector. Previous literature has highlighted chiefly conceptual relational factors such as trust and commitment but has not quantitatively examined how retailer demographic characteristics affect the likelihood of collaboration (Ferro-Soto et al., 2025; Lasrado et al., 2023; Thaher Amayreh et al., 2025). Meanwhile, in practice, collaborative decision-making on the principal side also considers the profile of business partners, both structurally and historically.

Costa et al. (2017) elaborate that collaboration in B2B relationships consists of three main dimensions, namely antecedents (organizational support and collaboration design), enablers (such as trust, mutuality, and age of the working relationship), and technical aspects such as information exchange and cross-functional coordination. They asserted that successful collaboration depends not only on technology or organizational structure but also on the quality of interpersonal relationships and shared commitment to achieving strategic goals. The pressures of distribution efficiency and the dynamics of market demand make understanding these elements of collaboration crucial to forming adaptive and productive long-term partnerships.

Collaboration is defined as operational cooperation and includes strategic aspects such as joint planning, data exchange, and collective decision-making. Successful partnership is built on a foundation of trust and long-term commitment that enables the creation of synergistic relationships (Ferro-Soto et al., 2025). These findings are reinforced by Lasrado et al. (2023), highlighting that collaborative buyer-supplier relationships influence organizational capabilities in responding to market dynamics through joint innovation and inter-organizational learning. In addition, study results from Agarwal & Narayana (2020) also show that relational communication, consisting of frequency, quality, and information disclosure, shapes trust and relationship satisfaction, leading to

stronger collaboration. The dynamics of this collaboration are fundamental, especially in Indonesia's building materials sector, which is undergoing rapid transformation and growth.

Despite the growing recognition of collaboration as a key strategic capability in B2B markets, empirical investigations that quantitatively explore the influence of retailer demographic profiles on collaboration decisions remain limited. This study addresses that gap by examining how organizational characteristics—such as retail category, size, and the age of the business relationship—relate to the formation of sales collaboration between principals and retailers in Indonesia's building materials sector. The findings are expected to offer both conceptual insights to the B2B collaboration literature and practical guidance for firms in developing more adaptive, relationship-oriented channel strategies.

METHODOLOGY

Research Design

This study uses a quantitative approach with a cross-sectional survey design to examine the relationship between demographic variables and the likelihood of B2B *sales collaboration* between principals and retailers in the building materials industry. The quantitative approach was chosen to provide objective results that were statistically testable and to explain the influence of demographic predictors measurably through binary logistic regression models.

Population and Sample

The population in this study included all owners and/or managers of stores selling building materials on the island of Java. The sampling method used was purposive sampling, with the following inclusion criteria: (1) having a principal relationship, (2) having operated for at least two years, and (3) being willing to fill out the questionnaire completely. The number of respondents collected was 259, which was considered adequate for logistic regression analysis (Hair et al., 2019).

Data Collection

Data were collected through in-person and online distribution of survey questionnaires. The questionnaire was developed based on a literature study, and academic experts and industry players were consulted before it was disseminated. This technique was chosen because it can reach many respondents quickly while allowing standardized answers for statistical analysis.

Tools or Instruments Used

The main instrument in this study was a questionnaire consisting of nominal, ordinal, and Likert 1-5 measurement scales. The questionnaire was divided into two main sections. The first section contains the respondents' demographic data, including retail category, retailer size, years of operation, and relationship age. The second section measures the level of sales collaboration through five statements designed to describe the collaborative engagement between the retailer and the principal. Each statement was scored using a 1-5 Likert scale (1 = strongly disagree to 5 = strongly agree), with a top two boxes approach that scores of 4 and 5 reflect high levels of collaboration. The statements in the questionnaire cover aspects of promotional information sharing, joint sales planning, active support from the principal, logistics coordination, and the principal's openness to retailer input.

Data Analysis Methods

Data was analyzed using a binary logistic regression approach to examine the influence of four demographic variables on the probability of sales collaboration ($Y = 1$ for collaboration; $Y = 0$ for no collaboration). The analysis was conducted with the help of IBM SPSS Statistics version 26 software, with a significance level of 5% ($p < 0.05$). Model fit tests were conducted through Hosmer-Lemeshow analysis and Nagelkerke R^2 values, as well as odds ratio (OR) testing to interpret the relative contribution of each independent variable.

RESULTS AND DISCUSSION

Demographic Profile of Respondents

A total of 259 respondents participated in this survey, consisting of building material store owners or managers in Java. The distribution of respondents based on demographic variables is presented in Table 1.

Table 1
Demographic Distribution of Respondents

Variable	Category	Number	Percentage (%)
Retail category	Paint shop	55	21.2
	Building material shop	175	67.6
	Modern outlet	29	11.2
Relationship age	1 - 5 years	32	12.4
	6 - 10 years	120	46.3
	More than 10 years	107	41.3
Retailer size	< 500 million	100	38.6
	500 million - 1 billion	88	34
	1 - 3 billion	34	13.1
	> 3 billion	37	14.3

Data Source: Authors' work

Most respondents come from the building material shop category (67.6%). Regarding the length of relationship with the principal (relationship age), most are 6-10 years (46.3%). Meanwhile, in terms of retailer size, 100 stores (38.6%) have an annual turnover of below 500 million. This distribution indicates that most of the respondents are from small to medium-sized building material stores with medium to long relationship duration, which is relevant for testing the influence of long-term relationships on the likelihood of sales collaboration in a B2B context.

Logistic Regression Model

Logistic regression analysis in this study was used to test the effect of the three independent variables, retail category, retailer size, and relationship age, on the dependent variable of sales collaboration (coded as 1 = collaboration occurs; 0 = does not happen). The binary logistic regression model was chosen because it is suitable for predicting dichotomous dependent variables and can estimate the probability of collaboration based on a combination of retailer demographic characteristics.

The general logistic regression equation used in this study is as follows:

$$\ln\left(\frac{p}{1-p}\right) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Where:

- p is the probability of collaboration (Sales Collaboration = 1)
- β_0 is a constant (intercept)
- X_1 = Retail Category
- X_2 = Retailer Size
- X_3 = Relationship Age
- and $\beta_1, \beta_2, \beta_3$ are the regression coefficients of each predictor variable

Table 2 below presents the results of Iteration History at Block 0 before the independent variables are included in the model:

Table 2
Iteration History and -2 Log Likelihood (Block 0)

Iteration	-2 Log Likelihood	Constant
1.0	273.956	1.120
2.0	272.990	1.260
3.0	272.989	1.265
4.0	272.989	1.265

Data Source: Authors' work

The data used in this study are 259, so the degree of freedom (df) value = $259 - 1 = 258$. If the probability is set at 0.050, the chi-square table value is 296.4659. The analysis results show that the -2 Log Likelihood value is 272.989, smaller than the chi-square table value. Thus, it can be concluded that the initial model (before the independent variables are included) has met the goodness of fit test requirements.

Hypothesis Testing

Table 3
Constant Coefficient (Block 0)

B	S.E.	Wald	df	Sig.	Exp(B)
1.265	0.15	71.163	1.0	0.0	3.544

Data Source: Authors' work

The analysis results in Table 3 show that before the independent variables are included in the model, the Beta Coefficient (B) value is 1.265, with an Odd Ratio (Exp(B)) of 3.544 and a significance value (Sig.) of 0.000, which means significant at $\alpha = 0.05$.

Table 4
Iteration and Coefficient Value of Logistic Regression Model (Block 1)

Iteration	-2 Log likelihood	Constant	Retail Category	Retailer Size	Relationship Age
1.0	268.772	1.994	-0.141	0.122	-0.373
2.0	266.844	2.597	-0.211	0.178	-0.553
3.0	266.827	2.673	-0.22	0.185	-0.578
4.0	266.827	2.674	-0.22	0.185	-0.579

Data Source: Authors' work

The -2 Log likelihood value of 266.827 is smaller than the chi-square table value (293.2478), indicating that the model with independent variables is feasible.

Table 5
Omnibus Test of Model Coefficients

	Chi-square	df	Sig.
Step 1			
Step	6.162	3	.104
Block	6.162	3	.104
Model	6.162	3	.104

Data Source: Authors' work

The simultaneous test results (Table 5) show a significance value of 0.104 (> 0.05), which indicates that the three independent variables simultaneously have no significant effect on sales collaboration. Table 6 shows the Cox & Snell and Nagelkerke R Square values. The model explains about 3.6% of the variability in sales collaboration based on the three predictor variables (retail category, retailer size, and relationship age). In comparison, the remaining 96.4% is explained by other factors outside this model.

Table 6
Coefficient of Determination (Model Summary)

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	266.827 ^a	.024	.036

Data Source: Authors' work

The results of partial hypothesis testing are shown in Table 7. Partial analysis results show that only the relationship age variable significantly affects sales collaboration (Sig. = 0.021 < 0.05). In contrast, the other two variables, retail category and retailer size, do not show a significant effect. Simultaneous testing results show a significance value of 0.104 (> 0.05), which indicates that the three independent variables simultaneously have no significant effect on sales collaboration.

Table 7
Partial Hypothesis Testing Results Using Wald Test

Variable	B	S.E.	Wald	df	Sig.	Exp(B)
Retail Category	-0.220	0.302	0.531	1	0.466	0.802
Retailer Size	0.185	0.159	1.351	1	0.245	1.203
Relationship Age	-0.579	0.25	5.335	1	0.021	0.561
Constant	2.674	0.89	9.037	1	0.003	14.504

Data Source: Authors' work

Based on partial hypothesis testing (Table 7), a logistic regression model can be constructed to predict the likelihood of *sales collaboration* based on three demographic variables. The binary logistic regression model obtained is as follows:

$$\ln\left(\frac{p}{1-p}\right) = 2.674 - 0.220X_1 + 0.185X_2 - 0.579X_3$$

In probability:

$$p = (Y - 1) = \frac{1}{1 + e^{-(2.674 - 0.220X_1 + 0.185X_2 - 0.579X_3)}}$$

The positive coefficient on the constant (2.674) indicates that, in general, there is a tendency for sales collaboration, although the contribution of each variable can strengthen or weaken the tendency. The negative coefficients on retail category (-0.220) and relationship age (-0.579) indicate that the higher the categorization code (e.g., from paint store to modern outlet, or from short to long relationship age), the tendency of collaboration tends to decrease. However, only relationship age proves to be statistically significant, indicating that the duration of the working relationship is an essential factor in the formation of sales collaboration. In contrast, the retailer size variable has a positive coefficient (0.185). Still, it is not significant (Sig. = 0.245), which means there is not enough evidence to suggest that retailer size has a real effect on the probability of collaboration.

Discussions

The logistic regression analysis results show that the three independent variables tested, category, retailer size, and relationship age-only relationship age, significantly influence the formation of sales

collaboration. This result is reflected in the significance value, which indicates that the longer the relationship between the retailer and the principal, the greater the likelihood of collaboration in sales activities. This finding aligns with Morgan and Hunt's (1994) Commitment-Trust Theory, which states that trust and commitment that grow in long-term relationships are the primary foundation for establishing B2B collaborative relationships. The results of this study show that relationships that have lasted more than five years allow for the establishment of more mature coordination mechanisms, shared organizational learning, and more solid strategic goal alignment. Long-term relationships allow for the establishment of stable work routines, open information exchange, and increased coordination efficiency, which in turn enhances collaboration between partners (Jap, 1999).

These findings underscore the importance of the long-term relationship process in creating the foundation of trust and mutual commitment needed for effective business collaboration. The study by Haag et al. (2022) extends this understanding by explaining that organizational learning is a key element that drives successful collaboration in collaborative relationships between retailers and logistics service providers. Learning in business relationships occurs through two main capacities: *absorptive capacity* (the ability to absorb, internalize, and apply new knowledge) and *desorptive capacity* (the ability to transfer knowledge to partners). The interaction between these two capacities creates conditions where collaboration is transactional, strategic, and adaptive. Learning in these long-term relationships improves warehouse cost efficiency, customer service quality, and long-term strategic planning.

In this study, most respondents have been in a working relationship for more than five years, creating a natural opportunity for the *mutual learning* process described. Long-term relationships allow for knowledge exchange, joint evaluation of work processes, and collaborative innovation, strengthening sales collaboration. This finding means that the relationship age reflects the duration of collaboration, the depth of cognitive interaction, and mutual adaptation in market dynamics. The results of this study also reinforce the importance of designing strategic initiatives that focus not only on incentive structures or store formats (as represented by *retail category* and *retailer size*) but also on creating a shared learning ecosystem among supply chain actors. In other words, the key to successful collaboration in the B2B context lies not in the physical characteristics of the organization but rather in the quality of communication and learning processes between partners, as expressed in the *absorptive-desorption learning* framework by Haag et al. (2022).

The results of this study are further enriched by the study of Arthur et al. (2024) which underscores the critical role of commitment, trust, and relative dependence as key determinants in shaping B2B customer satisfaction in emerging markets. Relationship age not only reflects the length of interaction but is also an indicator of the gradual development of these key elements. The existence of a long-term relationship is a strong foundation for a stable sales collaboration that benefits both parties. The quality of interpersonal relationships plays a vital role in shaping satisfaction, which drives loyalty and intentions to build long-term collaborations (Ferro-Soto et al., 2023). In addition, high satisfaction levels in B2B relationships also encourage more open communication, flexibility in problem-solving, and willingness on both sides to share risks and strategic information. When the relationship has lasted more than five years, as in the case of most respondents in this study, psychological conditions are created that favor the development of closer collaborative mechanisms.

In contrast, the retail category and retailer size variables did not significantly influence sales collaboration, indicating that neither the type of store nor the scale of the business is a significant determinant in the formation of a partnership; rather, it is the quality and depth of relationships between business partners. The success of collaboration is more determined by the alignment of goals and good communication, not merely the type or size of the company. This result is reinforced by Oyedijo et al. (2022), who note that inhibiting factors such as power imbalance, role ambiguity, and silo-based organizational structures often hinder effective collaboration implementation, especially in emerging markets. Without trust and long-term commitment, the size of the business entity does not automatically determine the success rate of collaboration. Collaboration in sales is influenced by one-way driving forces and inhibiting forces such as closed organizational cultures, low levels of mutual trust, or lack of incentives to share information.

This finding is consistent with the research results of Agarwal and Narayana (2020), which emphasize the importance of relational communication in building relationship satisfaction between business partners. The quality of information shared, interaction frequency, and communication transparency have more impact on relationship strength than structural attributes such as firm size. In this context, consistent and quality communication creates the basis for trust and long-term commitment, which are key prerequisites for a solid and sustainable sales collaboration.

In addition, a study by Arthur et al. (2024)) also shows that commitment, trust, and relative dependence are key determinants in shaping B2B partner satisfaction, which ultimately leads to loyalty and relationship sustainability. Relationships based on the quality of social interactions and shared experiences are more likely to result in effective sales collaboration, regardless of business size or type. Thus, a relationship-based approach is more relevant in building sales collaboration strategies in B2B markets than simply an organizational attribute-based approach.

CONCLUSION

This study examines the influence of *retail category*, *retailer size*, and *relationship age* on the formation of *sales collaboration* in the context of B2B relationships between principals and retailers. The logistic regression analysis results show that of the three variables tested, only relationship age significantly influences sales collaboration. This finding confirms that longer relationship duration encourages trust, commitment, and shared learning, which are essential foundations for strategic partnerships between business partners.

This research expands the understanding of the factors that drive sales collaboration in B2B contexts, particularly in emerging markets. It highlights the importance of relationship age as a catalyst for shared learning and successful long-term strategic partnerships. Theoretically, these results support the *Commitment-Trust Theory* framework and the *absorptive-desorptive capacity* approach in organizational relationships. Long-term relationships reflect the stability of cooperation and create an ecosystem of learning and coordination that strengthens the effectiveness of collaboration.

The practical implications of this study suggest that companies need to invest in long-term relationship building with their channel partners rather than focusing solely on physical characteristics such as business type or scale. In addition, it is essential to create an open communication system, strengthen mutual trust, and align strategic goals as key prerequisites for successful B2B collaboration. As a direction for future research, it is suggested that this study be extended with a longitudinal approach and involve other relational dimensions such as communication quality, role clarity, and mutual incentive mechanisms. Future research could also adopt a dyadic perspective to understand better the dynamics of collaboration in supply chains in the retail sector and other industries.

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