DETERMINANTS OF CUSTOMER SATISFACTION: THE MODERATING ROLE OF SWITCHING COST TOWARDS CUSTOMER LOYALTY IN B2B PACKAGED FOOD RETAIL SETTING

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ABSTRACT

Loyal customers are committed to repeat patronage, making business referrals, and providing publicity for the business. However, rising customer expectations and price consciousness, advancement of technology, lack of product differentiation, and consumer choices have posted more challenges for customer retention. This paper examines the determinants of customer satisfaction in a business-to-business (B2B) packaged food retail setting, with a particular focus on the moderating role of switching cost towards customer loyalty. Using a survey-based approach, data was collected from 382 respondents who were customers of B2B packaged food retailers in Pakistan. The results of the study indicate that product quality, service quality, and price are significant determinants of customer satisfaction. Furthermore, the study finds that switching cost moderates the relationship between customer satisfaction and customer loyalty. In addition, the results show that switching cost has a significant positive effect on customer loyalty, indicating that customers are more likely to remain loyal to a retailer if the switching cost is higher. The study implies that retailers should focus on providing high-quality products and services at fair prices to enhance customer satisfaction and which leads to customer loyalty. Moreover, retailers should consider implementing switching costs strategies to enhance customer loyalty in the B2B packaged food retail setting. The findings of this study have important implications for the development of effective customer satisfaction and loyalty strategies in the B2B packaged food retail industry.

INTRODUCTION

During the last decade, the demand for packaged food has increased significantly in Pakistan. In addition, customers prefer a one-stop-shop which provides a lucrative opportunity for wholesalers and retailers to offer a multitude of services that not only save customers' time and effort lead to high customer satisfaction and customer loyalty. Previous studies mainly focused on the performance and features of the product in B2B context (Rosenbröijer, 2001). The main determinant in the relationship between industrial buyer and seller is service (or product) quality (Martensen & Gronholdt, 2004). In fact, a loyal customer always attracts more customers toward the brand or product, which reduces the threat of rivalry among competitors (Caceres & Paparoidamis, 2007) and decreases marketing costs (Fornell & Wernerfelt, 1987). Customer loyalty generates high profitability (Reichheld, 1996; Lam et al., 2004) because a loyal customer is always ready to pay premium prices (Liu et al., 2015). In B2B context, customer loyalty is exceptionally crucial because of the larger purchase and transaction volumes as compared to other contexts, and the relationship is long-term (Oliver, 1999; Howard & Sheth, 1969). Although Pakistan's retail setting has

become an extremely significant and fastest-growing phenomenon among researchers, few studies focused on customer loyalty in B2B context (Mokhtar & Yusr, 2016).

In the literature on consumer behavior, customer satisfaction, and customer loyalty are the two major determinants of a company's sustainability. However, the highly competitive business environment is making it challenging for companies to meet customers' expectations. Previous studies examined customers' views towards service quality and discussed how a company meets the expectations of its customers. In addition, service quality is examined in many ways; the most common approach from previous research is SERVQUAL (Parasuraman et al., 1988). Moreover, by delivering diverse and high-quality products and/or services, companies can gain customers' trust (Moeliono et al., 2020).

Basically, customer satisfaction which depends on various monetary and non-monetary factors derives from customer loyalty. For instance, Malik et al. (2018) discussed that a customer could be loyal to a product it fulfills her expectations. Similarly, Gusfei and Pradana (2022) found discounts to be effective in deriving customer satisfaction. Moreover, an unsatisfied customer may substitute another product if the switching cost is low (Khadka & Maharjan, 2017), and spread negative word of mouth, which results in shrinking corporate profitability (Yu & Lin, 2010). Therefore, the key to a business's success is customer satisfaction because it not only provides higher economic returns but also strengthens the brand image (Iqbal et al., 2022).

On the other hand, customer loyalty is dependent upon customer satisfaction, and a customer can only be loyal and repurchase the product if she is satisfied with the product or service (Aaker, 1991). In fact, customer satisfaction is a necessary condition for a customer to be loyal (Wantara & Tambrin, 2019). In B2B context, high business growth can be achieved through customer loyalty by enhancing customer satisfaction (Huang et al., 2017). Therefore, companies can enhance their profitability by establishing a strong link with their customers through various loyalty programs or partnerships. In addition, they need to remain aware of the changing needs and preferences of their customers in order to modify their products or services as per customers' requirements. While customer satisfaction is considered to be a main factor of customer loyalty, few recent studies claim that switching cost should be incorporated in the model along with customer satisfaction to formulate effective strategies to achieve customer loyalty because switching cost plays a significant role in substitution among similar products (Kotler & Keller, 2016; Willys, 2018).

The demand for packaged food is relatively high in Asia. For instance, around 29 percent of the total world sales of packaged food are recorded in Asia (Westbrook & Angus, 2020). In Pakistan, the retail setting of packaged food is growing rapidly and becoming competitive gradually because of the direct approach of a retail customer to the supplier (Hobelsberger & Hobelsberger, 2021; Kamran & Rizvi, 2013). Furthermore, past studies discussed the demerits of focusing only on behavioral loyalty, i.e., buying intention using the theory of composite loyalty, which impedes researchers from comprehending loyalty completely (Aurier & de Lanauze, 2012; Rauyruen & Miller, 2007; Rather et al., 2019). Therefore, these studies proposed attitudinal loyalty to formulate effective policies to establish customer loyalty and sustain a business. Moreover, previous studies found that switching cost partially moderates the relationship between customer satisfaction and customer loyalty with the help of the cost-benefit theory (Willys, 2018; Joseph & Joachim, 2009; Xuelin & Jian, 2015).

Theoretical Background

The theoretical background of this paper is based on two theories, i.e., the composite loyalty approach and the cost-benefit theory. The composite loyalty theory combines both aspects of loyalty, i.e., behavioral and attitudinal, and is considered to be the most appropriate approach to measure loyalty (Day, 1969; Jacoby, 1971; Jacoby & Chesnut, 1978; Jacoby & Kyner, 1973). The behavioral loyalty approach mainly focuses on and is measured by the repeated purchase or purchase intention of a customer (Copeland, 1923; Tucker, 1964). However, the attitudinal loyalty approach is defined as providing positive word of mouth and

recommending the brand to other customers (Andreassen & Lindestad, 1998; Zeithaml et al., 1996). Most studies support and recommend the use of the composite loyalty approach over a one-dimensional approach (Day, 1969; Jacoby, 1971; Jacoby & Kyner, 1973; Jacoby & Chestnut, 1978). Based on the suggestions of earlier studies, a composite loyalty approach to measure customer loyalty is a relatively better approach to explain the concept of customer loyalty, especially in the context of B2B retail setting.

Further, the cost and benefit theory argues that a customer in B2B setting weighs the cost and benefits of switching to another supplier (Lam et al., 2004; Russo et al., 2016). The switching cost shows the cost of changing suppliers from one to another, and it may involve monetary or nonmonetary costs (Dick & Basu, 1994; Heide & Weiss, 1995). Generally, B2B buyers are rational and less committed to suppliers (Russo et al., 2016). According to Pick and Eisend (2014), B2B buyers invest more in long-term relationships, which increases the switching cost (Pick & Eisend, 2014). In addition, several studies provided empirical evidence that switching costs have a significant positive impact on B2B customer loyalty (Dick & Basu, 1994; Lam et al., 2004; Pick & Eisend, 2014).

Hypothesis Development

Price and customer satisfaction

A competitive price can enhance customer satisfaction, build their trust, and increase their repurchase rate (Djumarno et al., 2018; Han et al., 2018). Customer satisfaction is gained when the economic benefits exceed the price paid by the customer. Thus, price plays a critical role in determining customer satisfaction and brand loyalty (Wantara & Tambrin, 2019). In addition, most customers react instantly to price changes (Anderson, 1996). Further, there are various aspects of the price which affect customer satisfaction. For instance, a too-high price gives an impression that the firm is generating an excessive amount of profit, whereas if the price is perceived as too low, the quality of the product will be questioned (Stock, 2005).

H_1: Price has a positive impact on customer satisfaction in B2B packaged food retail setting.

Product quality and customer satisfaction

Product quality is another important factor for a customer in making purchase decisions (Caceres & Paparoidamis, 2007; Jahanshahi et al., 2011). According to Djumarno et al. (2018), buyers are more inclined to stick with a brand that produces fine-quality goods (Wantara & Tambrin, 2019). Customer satisfaction is gained if the product quality meets the customer's expectations. In addition, product quality not only enhances customer satisfaction but also creates a competitive advantage that attracts new customers (Nuseir & Madanat, 2015).

H_2: Product quality has a positive impact on customer satisfaction in B2B packaged food retail setting.

Service quality and customer satisfaction

In the literature on customer satisfaction, service quality is an important factor that affects customer satisfaction (Caceres & Paparoidamis, 2007; Hooi Ting, 2004). Service quality can be defined as the customer's evaluation of the service, and a good perceived service quality enhances customer satisfaction (Hutchinson et al., 2009). Moreover, the customer's assessment of service quality depends on the difference between expected and actual service quality experience, which also determines their satisfaction or dissatisfaction levels (Ryu & Han, 2010).

H_3: Service quality has a positive impact on customer satisfaction in B2B packaged food retail setting.

Customer trust and customer satisfaction

According to Anderson and Narus (1990), to gain trust, one party needs to believe that the second party's actions and outcome will be positive. So, to trust a brand, customer needs to understand quality as positive. Similarly, Doney and Cannon (1997) proposed that trust includes a calculated procedure depending upon the capability of a party to do a transaction to continue the transaction on the estimation of cost-benefit.

That is why the customer does not just look for positive results apart from that who want these results in the future as well. Trust is one of the most crucial factors in a committed relationship. That is why when customers trust any brand at the same time, a positive purchase intention is formed (Lau & Lee, 1999).

H_4: Trust has a positive impact on customer satisfaction in B2B packaged food retail setting.

Brand image and customer satisfaction

In the satisfaction-loyalty literature, brand image has not played a vital role. The main concept is that it develops a halo effect on customer satisfaction. According to Keller (1998), brand image is in the customers mind, and it represents its symbolic meaning linked with the brand. In the European Customer Satisfaction Index, this view is used that brand image impacts both satisfaction and expectation (ECSI Technical Committee, 1998). In addition, the brand image is affected by customer satisfaction. An increase or decrease in the satisfaction of customers is because of the past experience of the customer, whether it is positive or negative, which leads toward a positive or negative brand image (Anselmsson et al., 2014; Yu et al., 2021). Therefore, to increase organizational efficiency and to gain lifetime customer loyalty, brand image is essential. Conforming to Balmer et al. (2011), the reputation of a company is linked with its organizational vision, values, and mission that may be expected to wider its influence. The company's reputation acts as a brand for its range of products or services that comes under its umbrella, while the brand image is for some specific product or service. So, the reputation of the company may lead to customer loyalty because of customer trust, which he/she gets from public relations.

H_5: Brand image has a positive impact on customer satisfaction in B2B packaged food retail setting.

Customer satisfaction and customer loyalty

Satisfied customers develop into supporters of the company and always speak in favor of the product or service and spread positive word of mouth to others (Wan & Schell, 2013). Further, Salameh et al. (2018) found that satisfaction of customers increases their loyalty to the customer. Omoregie et al. (2019) claim that assessing customer loyalty requires careful consideration of consumer satisfaction. Customer satisfaction is the key effect between the customer and the supplier. Also, a satisfied customer may even use or buy more than the unsatisfied ones and may have a strong relationship with the supplier. And it's good for every company to have a continuing relationship with its customers (Picon et al., 2014). And the wish of every customer is not only to get a good price but also better quality against that price with value-added service as per their needs and wants (Fornell et al., 1996). In the background of B2B Packaged Food Retail Setting in Pakistan, it is worth examining the effect of customer satisfaction towards customer loyalty due to the competition and complexity of its nature.

H_6: Customer Satisfaction has a positive impact on customer loyalty in B2B packaged food retail setting.

Switching cost and customer loyalty

Any customer who puts money into maintaining an association with any company or supplier may face some barriers psychologically whenever he/she thinks about switching towards the competitor. Switching cost is defined as all the factors that stop customers from switching towards the competitors by making it more difficult and costly. Many companies use switching cost for attracting and in-locking customers. It is found in previous literature that there is a vital role in switching cost in marketing. According to Joseph and Joachim (2009), in their research about the mobile market of Nigeria, the significant impact of switching cost is towards customer retention. As per the research done by Xuelin and Jian (2015), switching cost is the key reason which makes the buyer stay with the seller or switch towards a new seller.

H_7: Switching Cost has a positive impact on customer loyalty in B2B packaged food retail setting.

Switching cost on customer satisfaction and customer loyalty

Customer satisfaction is the most important factor when we talk about customer loyalty. Earlier studies show that customer satisfaction positively impacts customer loyalty (Deng et al., 2010; Picon et al., 2014).

Because of high rivalry in the market and the availability of a vast range of products, it is very difficult to understand consumer behavior. Additionally, when a satisfied customer thinks about trying a competitor's product, it leads them towards switching. Companies need to make good program values to satisfy customers instead of copying competitor's schemes and increasing switching cost as a defensive technique. But switching cost had both positive and negative impacts (Chung et al., 2015). In a study on the reactions of customers towards switching cost, it is found that the positive impact of switching cost makes a customer loyal and increases the amount of desire to revenge. On the other hand, the negative impact of switching cost takes customers towards exit and revenge. But keeping in mind about the complexity of the behavior of the consumer, switching cost is more effectual towards customer loyalty as compared to customer satisfaction (Narjes & Charles, 2014). Managers have to make a balanced and effective approach to manage switching cost. It is considered that customer satisfaction and switching cost had a complementary link instead of competing for managing customer loyalty (Blut et al., 2015). The conceptual framework of customer loyalty based on theoretical and empirical literature is shown in Figure 1.

H_8: Switching cost moderates the relationship between customer satisfaction and customer loyalty in B2B packaged food retail setting.
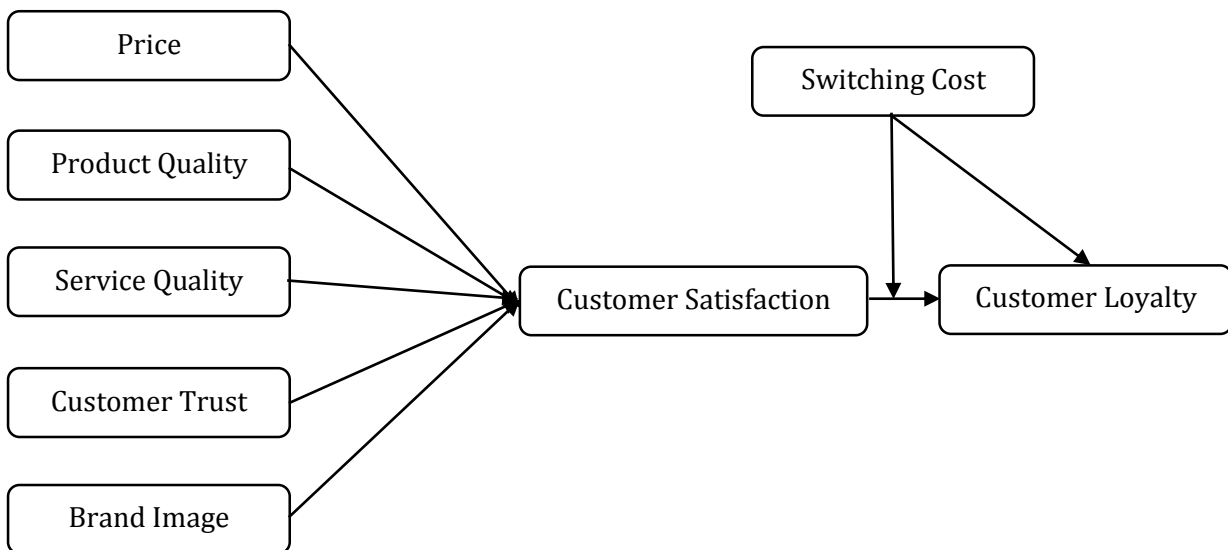
Figure 1. The Conceptual Framework of Customer Loyalty

METHODOLOGY

Data Collection and Sampling

The use of closed-ended questionnaires has resulted in the collection of data for this quantitative study. From March 2022 to April 2022, data were collected for the cross-sectional study. The data was gathered by a questionnaire survey that was distributed among the target population via social media platforms, which is known as a primary data collecting strategy distributed to the three major cities of Pakistan. The majority of Pakistan's population is represented by the chosen cities. Before distributing the questionnaires, respondents' permission is obtained. During questionnaire distribution, the majority of respondents were hesitant to complete the questionnaire since it was long, and they didn't have much time to fill it. Many respondents consented to complete the survey after being prompted numerous times. The study's participants were given access to 462 questionnaires in all. After running a number of screening procedures, we analyzed 382 complete sets of valid data with an 82.68% response rate.

Measurements

The eruption from the earlier studies has been adapted for this study. The entire evidence of evaluation eruption was verified by the specialist's instruction. The questionnaire was distributed to the four marketing specialists. They appraise the details and design of this questionnaire. Moreover, they suggested reducing the questionnaire's constructs and making semantic corrections to expedite the questionnaire's intended use. The questionnaires were approved for a pilot study with 65 respondents following approval from the experts. The pilot test's conclusion was satisfactory, which led to the final data collection. In Table 1 below, the respondents' profile such as proportion of male and female, age group, and education level are shown.

Table 1. Respondents profile.

Individual Characteristics		Frequency	Percentage
Gender	Male	275	71.98%
	Female	107	28.02%
	Total	382	100%
Age Group	24 to 28 years	145	37.95%
	29 to 35 years	107	28.01%
	36 to 42 years	61	15.96%
	43 to 50 years	38	9.94%
	50 & above	23	6.02%
	Total	382	100%
Education	Intermediate	152	39.79%
	Bachelors	108	28.27%
	Masters	120	31.14%
	Doctorate	02	0.52%
Total	Total	382	100%

Respondents' Profile

The Google Forms-based online survey had 382 complete responses. Among respondents, 71.7% (275) were males, whereas 28.3% (107) were females. It shows that men are more frequently doing jobs in the packaged food retail setting industry as compared to women. Although, 28.3% (107) of respondents were female, indicating that women were also working in the packaged food retail setting industry. Respondents aged between 24 to 28 years is 38.7% (145), respondents aged between 29 years to 35 years is 28.8% (107), respondents aged between 36 to 42 years is 16% (61), whereas respondent aged between 43 years to 50 years is 10.2% (38) and 6.3% (23) were aged between 50 or above years. However, 20.7% (76) respondents were students, 44.8% (168) respondents were employed, 16.8% (61) respondents were home workers, and 17.8% (65) respondents were retired. Whereas the education of the respondent, 39.79% (152) were intermediate, respondent 28.27% (108) were bachelor, respondent 24.07% (92) were master, respondent 7.59% (29) were doctorate.

RESULTS AND DISCUSSION

The commenced research used smart PLS software to analyze the data. This portion includes two parts of the research's outcomes. The first segment describes factor loading, construct authenticity, and effectiveness (measurement model); however, the second segment describes direction study and assumption trials (structural model) as shown in "Figure 3. Structural model". The SPSS software was used to first determine and refine the statistics. The mean, median, mode, and range of the data are examined with descriptive statistics because they provide useful information about the data (Hasan et al., 2022; Hashmi et al., 2022; Sajid et al., 2021). Further, the values of kurtosis and skewness were used to identify

the data's deformity (Zia et al., 2022). In Smart PLS, approve the data permanently following the multivariate outlier's test. Figure 2 shows the measurement model, and the values of Cronbach's alpha, composite reliability (CR) and average variance extracted (AVE) are shown in Table 2.
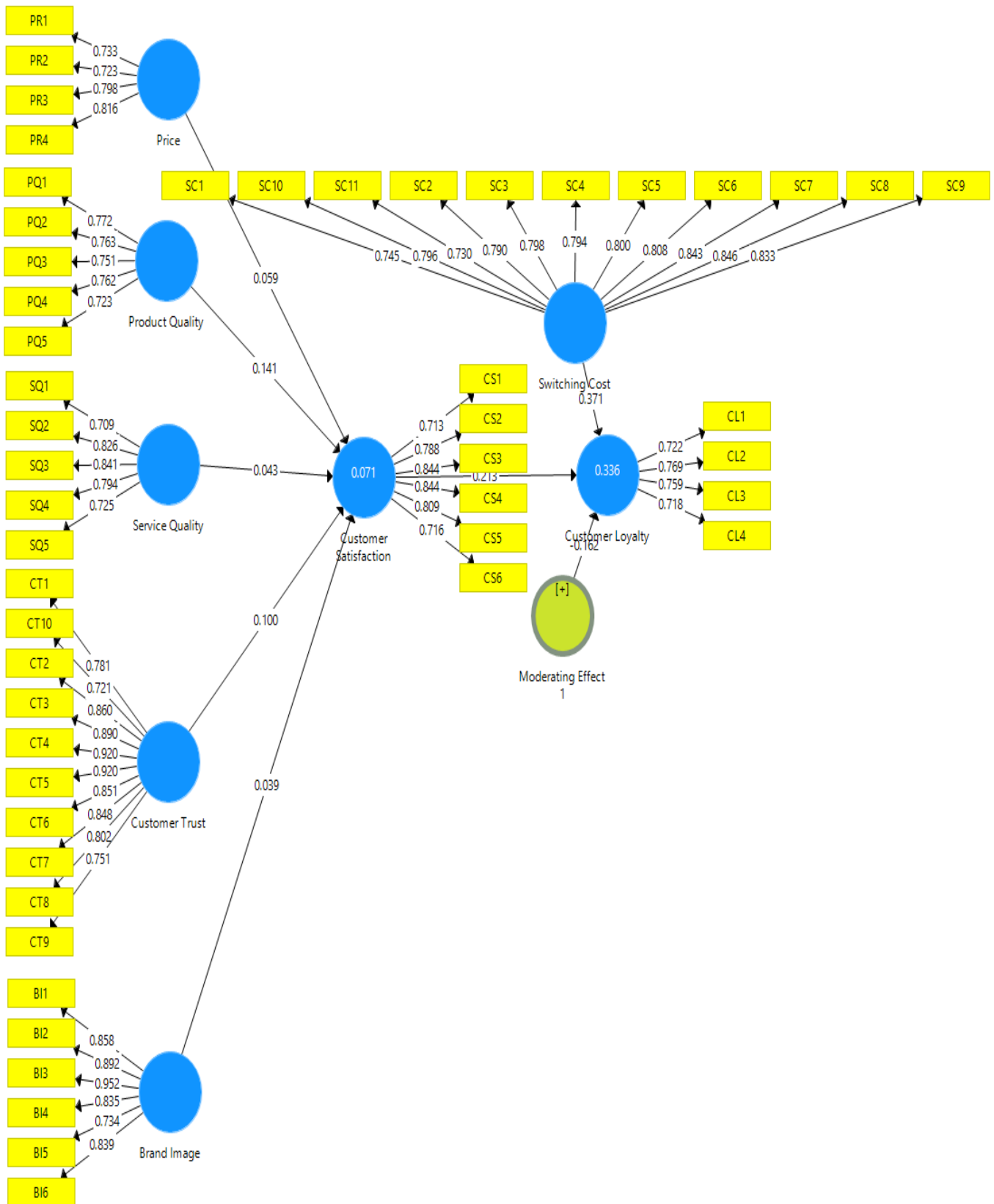

Figure 2. Measurement model.

Table 2. Measurement model.

Constructs	Items	Loading	Cronbach's alpha	CR	AVE
Price	PR1	0.733	0.791	0.852	0.591
	PR2	0.723			
	PR3	0.798			
	PR4	0.816			
Product Quality	PQ1	0.772	0.812	0.868	0.569
	PQ2	0.763			
	PQ3	0.751			
	PQ4	0.762			
	PQ5	0.723			
Service Quality	SQ1	0.709	0.841	0.886	0.610
	SQ2	0.826			
	SQ3	0.841			
	SQ4	0.794			
	SQ5	0.725			
Customer Trust	CT1	0.781	0.954	0.959	0.701
	CT2	0.860			
	CT3	0.890			
	CT4	0.920			
	CT5	0.920			
	CT6	0.851			
	CT7	0.848			
	CT8	0.802			
	CT9	0.751			
	CT10	0.721			
Brand Image	BI1	0.858	0.926	0.942	0.730
	BI2	0.892			
	BI3	0.952			
	BI4	0.835			
	BI5	0.734			
	BI6	0.839			
Customer Satisfaction	CS1	0.713	0.891	0.907	0.620
	CS2	0.788			
	CS3	0.844			
	CS4	0.844			
	CS5	0.809			
	CS6	0.716			
Customer Loyalty	CL1	0.722	0.729	0.830	0.551
	CL2	0.769			
	CL3	0.759			
	CL4	0.718			
Switching Cost	SC1	0.745	0.943	0.951	0.639
	SC2	0.790			
	SC3	0.798			
	SC4	0.794			
	SC5	0.800			
	SC6	0.808			
	SC7	0.843			
	SC8	0.846			
	SC9	0.833			
	SC10	0.769			
	SC11	0.730			

Note: CR = Composite Reliability; AVE = Average Variance Extracted.

Validity and Reliability Analysis

The effectiveness and authenticity values were evaluated in this present research. The threshold value of an element lade is 0.7 or greater and is contemplated as sustainable (Henseler et al., 2015). Furthermore, conforming to Chin (1998) threshold value of element lade is 0.5, contemplated sustainable, and lesser than 0.5 were discarded. In the present study, the element lade values raze in the implied ranges. Cronbach's Alpha's threshold value of 0.7 or 0.6 is considered sustainable (Van Griethuijsen et al., 2015), whereas this study declared that the lowest Cronbach Alpha value, 0.729, is admissible. The compound reliability threshold is 0.70. In the present study, the compound reliability values are larger than 0.70, which is contemplated more advanced than the threshold values. In the present study, the compound reliability least value is 0.830, which is scrutinized as incredible, and the average variance extracted (AVE) least value is 0.551, which converges the lowest threshold (Hair et al., 2017).

Table 3. Discriminant validity.

Variables	BI	CL	CS	CT	PR	PQ	SQ	SC
BI	0.854							
CL	0.093	0.742						
CS	0.063	0.371	0.788					
CT	0.039	0.143	0.191	0.837				
PR	0.012	0.148	0.187	0.528	0.769			
PQ	0.076	0.248	0.221	0.317	0.422	0.754		
SQ	0.200	0.168	0.173	0.318	0.374	0.487	0.781	
SC	0.089	0.466	0.220	0.231	0.142	0.145	0.158	0.799

Table 4. Heterotait-Monotrait Ratio (HTMT).

Variables	BI	CL	CS	CT	PR	PQ	SQ	SC
BI	-							
CL	0.119	-						
CS	0.067	0.365	-					
CT	0.083	0.166	0.161	-				
PR	0.072	0.180	0.171	0.569	-			
PQ	0.103	0.319	0.256	0.352	0.485	-		
SQ	0.253	0.209	0.184	0.357	0.417	0.587	-	
SC	0.106	0.552	0.188	0.242	0.163	0.162	0.175	-

Analysis of Discriminant Validity

The test of discriminant validity was conducted through two procedures recommended by the investigators (Hair et al., 2017). To begin, we applied the Fornell and Larcker (1981) criteria to evaluate the discriminant validity. The constructs' diagonal values must be greater than the interdependence between the constructs in this approach. The study ratifies the presence of discriminant legitimacy in this technique, as every one of the slanting qualities was more amazing than the interdependence between the constructs as shows in Table 3. Second, the Heterotrait-Monotrait Ratio (HTMT) method was utilized. In this procedure, the consequence of the constructs should be fewer than 0.90 or 0.85 (Henseler et al., 2015). All HTMT values (as shown in Table 4) are below 0.85, indicating that the constructs have discriminant validity.
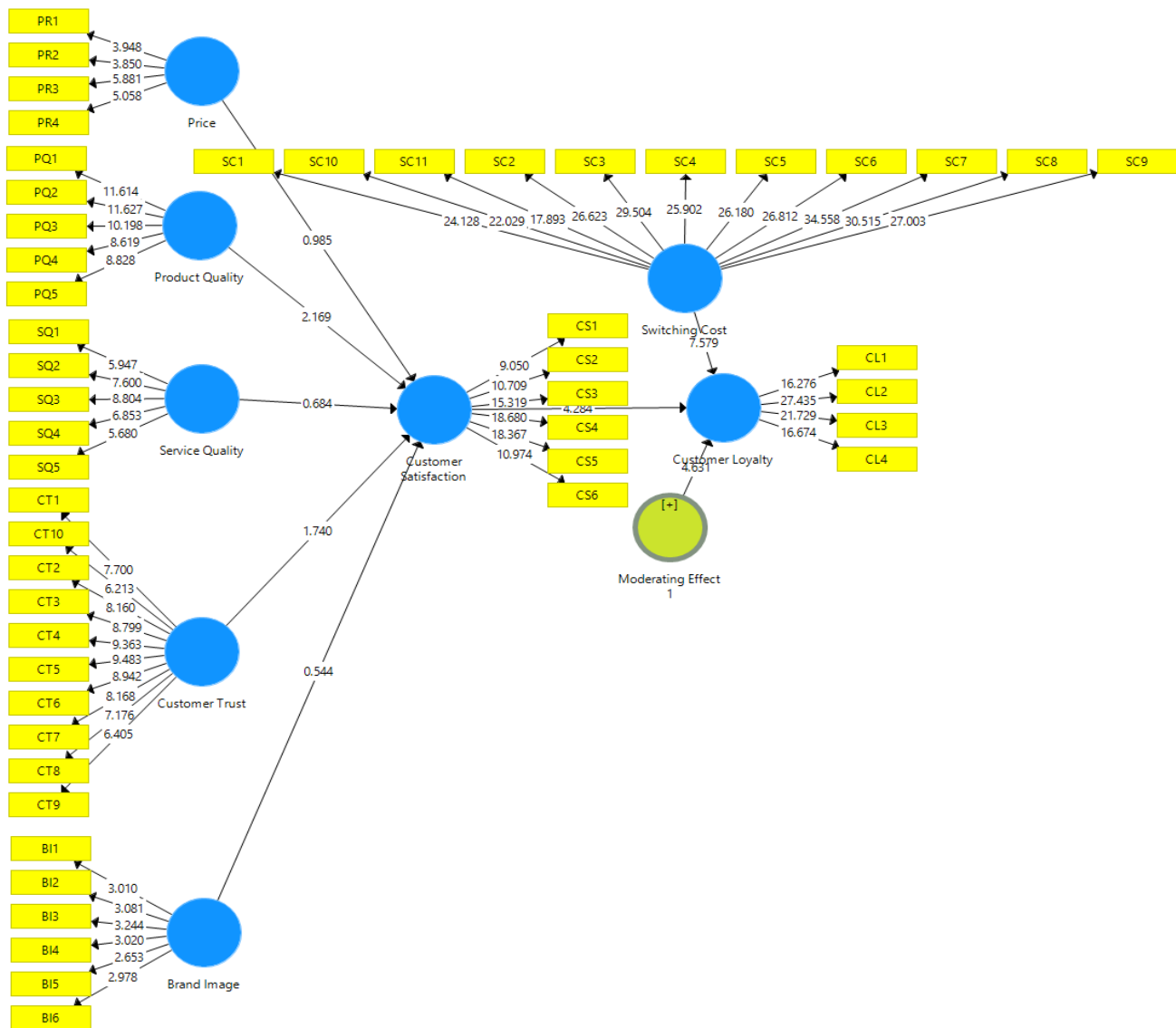
Figure 3. Structural Model.

Table 5. Hypotheses assessment summary.

Variables	Original Sample	Sample Mean	S.D.	t-statistics	p-values
BI -> CS	0.039	0.052	0.071	0.551	0.582
CS -> CL	0.213	0.212	0.050	4.267	0.000
CT -> CS	0.100	0.098	0.056	1.783	0.075
Moderator -> CL	-0.162	-0.160	0.035	4.605	0.000
PR -> CS	0.059	0.070	0.059	0.995	0.320
PQ -> CS	0.141	0.142	0.064	2.203	0.028
SQ -> CS	0.043	0.049	0.062	0.691	0.490
SC -> CL	0.371	0.375	0.049	7.525	0.000

Note: SD= Standard deviation.

Hypotheses Testing

The present research accommodates seven hypotheses that examine the customer satisfaction-loyalty association model. The outcomes disclose that all hypotheses are supported. Concerning hypothesis 1, it was revealed that the capacity of CS, i.e., brand image, has a positive effect on CS in Pakistan is supported (β=0.039, p=0.582). Hypotheses 2 mentioned that CS has a positive impact on CL is supported (β=0.213, p=0.000). Hypothesis 3 disclosed that the capacity of the CS, i.e., Customer Trust has a positive impact on

CS, is also supported (β=0.100, p=0.075). Hypothesis 4 disclosed that PR leads to the CS being supported (β=0.059, p=0.320). Hypothesis 5 revealed that the capacity of the CS, i.e., Product Quality has a positive impact on CS, is also supported (β=0.141, p=0.028). Hypothesis 6 disclosed that SQ importantly affects CS is supported (β=0.043, p=0.490). Hypothesis 7 disclosed that SC positively impacts CL is supported (β=0.371, p=0.000).

CONCLUSIONS AND POLICY IMPLICATIONS

This study aimed to examine the determinants of customer satisfaction in a B2B packaged food retail setting, with a focus on the moderating role of switching costs on customer loyalty. The findings of this study suggest that perceived product quality, customer service, and price have a significant positive impact on customer satisfaction, which in turn leads to customer loyalty. However, switching costs were found to moderate the relationship between customer satisfaction and loyalty, indicating that higher switching costs lead to stronger customer loyalty. These results have important implications for businesses operating in the packaged food retail industry. Companies should focus on improving product quality, customer service, and pricing strategies to enhance customer satisfaction and build customer loyalty. Additionally, businesses can use switching costs as a tool to increase customer loyalty and retention. Overall, this study provides valuable insights into the determinants of customer satisfaction and the role of switching costs in enhancing customer loyalty. Further research can expand on this study by exploring other moderating factors that may impact the relationship between customer satisfaction and loyalty.

The findings of this study on the determinants of customer satisfaction and the moderating role of switching costs have important policy implications for businesses operating in the B2B packaged food retail setting. Firstly, policymakers should encourage businesses to focus on improving product quality, customer service, and pricing strategies to enhance customer satisfaction. This can be achieved through the implementation of quality standards and regulations, the provision of training and support programs for businesses, and the establishment of industry associations and networks that promote best practices. Secondly, policymakers can consider implementing measures that incentivize businesses to increase switching costs for customers, which in turn can lead to higher levels of customer loyalty and retention. These measures can include tax incentives, grants, or subsidies for businesses that implement customer retention strategies, or regulatory frameworks that support the use of loyalty programs and other retention tactics. Thirdly, policymakers can promote greater transparency and information sharing between businesses and customers, which can help to build trust and improve customer satisfaction. This can be achieved through the development of industry-wide standards for transparency and disclosure, the promotion of consumer education initiatives, and the implementation of regulations that require businesses to disclose relevant information about their products and services. Overall, the policy implications of this study highlight the importance of enhancing customer satisfaction and loyalty in the B2B packaged food retail setting. By implementing policies and strategies that support these goals, businesses can improve their competitiveness, reduce customer churn, and contribute to the growth and sustainability of the industry.

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