

Customer Behavior in the Processed Wood Industry during Post Covid-19 Pandemic

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Abstract

As the trend of home renovations increases during the Covid-19 pandemic, a global demand for wood products has declined significantly, mainly due to rising prices. This situation poses a major challenge for wood processing companies, such as PT. Tanahmas Kencana Abadi, which are maintaining its competitive advantage in the middle of increasingly fierce competition and declining consumer purchasing power. Therefore, evaluating customer satisfaction and loyalty is crucial. This study analyzes the factors that influence customer satisfaction and loyalty, focusing on product quality and price. The study population consisted of 50 B2B plywood companies, both domestic and international, selected using a saturated sampling technique. The data collected were analyzed through Smart-PLS, using a Structural Equation Modeling approach focusing on path coefficients and t-tests. The study findings reveal that the environmentally friendly aspect is the most influential factor in the correlation between product quality and customer satisfaction. In addition, customer satisfaction affects customer loyalty and moderates the correlation between product quality and loyalty. In contrast, price does not significantly affect customer satisfaction or loyalty. Based on these findings, companies are advised to improve the certification and marketing communications related to environmentally friendly products to strengthen and enhance their competitive advantage.

Keywords: Product quality, price, customer satisfaction, customer loyalty, B2B.

Received: 28 February 2025

Revised: 13 April 2025

Accepted: 24 May 2025

1. Introduction

The Covid-19 pandemic has triggered a trend of home improvement (renovation) due to stay-at-home orders (Kuzman et al., 2023). According to a report by the Home Improvement Research Institute (HIRI), the market experienced the highest growth rate in 2021 at 15.8% (HIRI, 2023). The high demand for consumer goods, such as household furniture (Al-Haidari et al., 2024) and construction materials has driven the need for processed wood products in the global market (van Kooten & Schmitz, 2022).

As the impact of the pandemic begins to subside, the home improvement market is starting to normalize. Many people are choosing to reduce discretionary spending (Rayburn et al., 2022) and tend to save (Das et al., 2022). Based on the Indicator of Remodeling Activity (LIRA) report, the level of spending on home renovations decreased by almost 14% from 2022 to 2023 and is predicted to continue to decline until 2024 (Pelchen, L., & Grubisic, 2024). Continuous price increases become the main reason for customers to withdraw from renovating their homes (Morris, 2024). This has an impact on the decline in demand for processed wood in various countries including Indonesia. According to the Indonesian Wood Panel Association (APKINDO), demand from countries importing processed wood began to decline towards mid-2022 (AgroIndonesia, 2023).

In Indonesia, exports of processed wood products are dominated by plywood, which has a large export market share. The main markets for Indonesian plywood exports include the United States, the European Union, China, Japan, and South Korea. Currently, the plywood market is still dominated by the Sampoerna Kayoe brand, as the market leader in Indonesia (Cahyadi, 2019). PT. Tanahmas Kencana Abadi or better known as TAKA Wood is one of the processed wood market challengers in Indonesia established in 2016. As a newcomer, PT. Tanahmas Kencana Abadi certainly

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has to maintain its competitiveness in order to compete with the market leader. Based on the data, it is already seen to be competitive, where the volume of plywood sales has continued to increase since 2018 to 2021. Despite a significant increase in sales due to the high demand for plywood exports during the Covid-19 pandemic, in 2022 the plywood sales volume of PT. Tanahmas Kencana Abadi decreased. The problem of declining sales was due to low product repurchases. This indicates a decrease in customer loyalty of PT. Tanahmas Kencana Abadi. Based on the sales report, it is known that in the last two years, the number of PT. Tanahmas Kencana Abadi customers has decreased by 10 companies. These customers represent Taiwan, South Korea, China and West Kalimantan.

The decrease in the number of distributors (customers) at PT. Tanahmas Kencana Abadi indicates that there is dissatisfaction with the product. Previous studies have observed that customer satisfaction plays an important role in determining customer loyalty (Harzaviona & Syah, 2020; Lina, 2022; L. A. A. Putri & Muslichah, 2024). According to (Ahmad Lone & Ahmad Bhat, 2023), product quality is the main determinant of B2B customer satisfaction. In addition, price perception can also drive B2B customer satisfaction (Bag et al., 2020).

Customer satisfaction is an important requirement for the sustainability of B2B businesses (Pacholek et al., 2023; Tedja et al., 2024; M. K. Uddin & Nasrin, 2024; Youssef et al., 2018). So, the need to measure customer satisfaction is crucial to understand customer preferences (Rane et al., 2023). The knowledge of which product attributes are preferred by customers and produce the greatest satisfaction (Antonides & Hovestadt, 2021) and can provide guidance for PT. Tanahmas Kencana Abadi to improve their products because product attributes influence customers in choosing a product (CR et al., 2022; Helfi et al., 2019; Mehta & Bhanja, 2018; Rachman, 2018; Sakolwitayanon et al., 2018; Soujanya & Daniel, 2020; Sudirjo et al., 2023).

PT. Tanahmas Kencana Abadi positions itself as a provider of high-quality plywood products at higher prices than its competitors because it has a relatively small market niche. Even though customers have high trust in the brand and underestimate the price offered (Suhaily & Darmoyo, 2017), setting a high selling price can weaken the competitiveness of the product and may cause customers to switch to competitors (Kamers, 2015). Consumers are more likely to buy a product if they believe the price offered is reasonable or has higher value (Harish B. Bapat, Shilpa C. Shinde, Pallavi, Pooja Varma, 2023). In other words, consumers will be satisfied if the value of a product is commensurate with its price (Zhao et al., 2021). On the other hand, PT. Tanahmas Kencana Abadi has received complaints about product quality, where defects found on the surface (face/back) of plywood, such as open splits, chips, patches. The average defect found was still in a small percentage and did not exceed the criteria permitted based on the Japanese Agricultural Standard (JAS). Complaints are indeed unavoidable in business, but every complaint is an opportunity for PT. Tanahmas Kencana Abadi to make improvements and increase customer relations (Hadi et al., 2024). Ignoring customer complaints can actually result in the loss of loyal customers (Han et al., 2021) thereby eroding customer trust (Omidi et al., 2022).

To remain the customer's first choice amidst the declining demand for processed wood products in various industrial distributions, a more significant advantage is needed than competitors. According to Kumar (2018), in facing market changes and emerging trends, B2B business actors currently need to focus on creating superior value than competitors to meet or even exceed customer expectations. Customer satisfaction can be increased through the provision of high-quality products and customer perceptions of the fairness or competitiveness of the prices they pay, which can ultimately affect customer loyalty levels. When customers perceive a product to be of high quality and reasonably priced, they tend to be satisfied and have a greater intention to make repeat purchases (Luo et al., 2022). Therefore, it is important to conduct a study to measure the extent to which customer satisfaction influences loyalty and purchasing decisions for processed wood products among B2B customers. There are several relevant previous studies that raise the issue of customer satisfaction and loyalty, especially in the context of industrial marketing in various sectors (Ahmad Lone & Ahmad Bhat, 2023); Hoe & Mansori, 2018; Iqbal et al., 2023; Kuniasih & Setyaningrum, 2023; Risnawati et al., 2019; Thomas, 2021). From several studies, product quality and price are positioned as variables that influence customer satisfaction and loyalty. However, the results of the study are inconsistent, such as the findings of Rimawan et al. (2017) who stated that product quality does not affect customer satisfaction and loyalty in the packaging industry. Meanwhile, the findings of (Kuniasih & Setyaningrum, 2023) who tested the determinants of customer loyalty in the oil and gas industry in Indonesia said otherwise. The findings of Iqbal et al., (2023), stated that price influences customer satisfaction, whereas Thomas (2021) findings stated that price significantly influences on both customer satisfaction and customer loyalty, operating through direct and indirect pathways. The objectives in this study are to analyze the impact of product quality and price on customer satisfaction, as well as the subsequent effect on customer loyalty of processed wood products of PT. Tanahmas Kencana Abadi two years after the Covid-19 pandemic.

2. Methods

This study used a causal quantitative approach (Oumazzane, 2021), involving all B2B customers of PT. Tanahmas Kencana Abadi who purchased plywood from 2018 to 2024, totaling 50 companies as the research population. The sampling technique used is saturated sampling, considering the relatively small population. Data collection in this study used a survey method with an online-based questionnaire (Google Form) distributed via a link to increase effectiveness and efficiency in reaching respondents. This study focuses on two independent variables, namely product quality (X1) and price (X2), which affect the dependent variable, namely customer loyalty (Y) through the mediating variable, namely customer satisfaction (Z). These variables are explained in several indicators. Product quality is measured using 9 indicators, namely performance, features, reliability, conformity to specifications, durability, perceived quality, aesthetics, ease of service and environmentally friendly. Price was measured using seven indicators, namely price affordability, price suitability with product quality, price competitiveness (Zhao et al., 2021); (Pandey et al., 2021), price suitability with benefits (Pandey et al., 2021), price fairness, relative price (Smoluk-Sikorska et al., 2024), and discount price (Zhao et al., 2021). Consumer satisfaction was then calculated using six indicators of overall customer satisfaction, expectancy disconfirmation (Gilbert & Veloutsou, 2006; Nazari et al., 2016), perceived value (Nazari et al., 2016), perceived delivery of product/service (Abbas & Tayyeb, 2018), affective response (Nazari et al., 2016), and comparison with ideal products/services. Meanwhile, consumer loyalty was measured using four indicators, including repurchase intention, price insensitivity, word-of-mouth and frequent purchase and no switching behavior (Abbas & Tayyeb, 2018; Ahmad, 2012; Marakanon & Panjakajornsak, 2017; Nazari et al., 2016).

Furthermore, these indicators were described into 26 (twenty-six) statement items by following the Likert measurement scale guidelines 1-5. The data analysis method in this study employed structural equation modeling (SEM-PLS) with path coefficient analysis and t-test to analyze the correlation between writing variables.

3. Result and Discussions

3.1. Result

From the 50 questionnaires collected, it can be seen that the majority of respondents are plywood customers of PT. Tanahmas Kencana Abadi from the export market. The largest number of customers comes from Taiwan, while the domestic market is dominated by customers from East Java, and most (52%) of customers have purchased plywood more than twice (Table 1).

Table 1. Respondent Profile

Region	Number of Respondents	Purchase frequency			(%)
		1x	2x	> 2 x	
Taiwan	13	1	6	6	26
Korea	11	5	2	4	22
Hongkong	3	-	2	1	6
China	2	2	-	-	4
Chile	1	1	-	-	2
DKI Jakarta	2	-	-	2	4
West Java	5	-	-	5	10
Banten	1	1	-	-	2
Central Java	2	1	-	1	4
East Java	9	1	1	7	18
West Kalimantan	1	-	-	1	2
Total	50	13	11	26	100

3.1.1. Measurement Model Analysis

SEM-PLS analysis begins with a measurement model to confirm validity and reliability. In terms of construct validity, the factor loading must be more than 0.7 (Joseph F. Hair et al., 2019). The results of the PLS-Algorithm show that the factor loading of the discount price indicator and the price insensitivity indicator are below the threshold value of 0.70. Furthermore, model modification was carried out by eliminating both indicators. This study found that all factor loadings in the measurement model have high values above the threshold value of 0.7 (Figure 3), which means that all items are good indicators of each variable so that they are retained in the study.

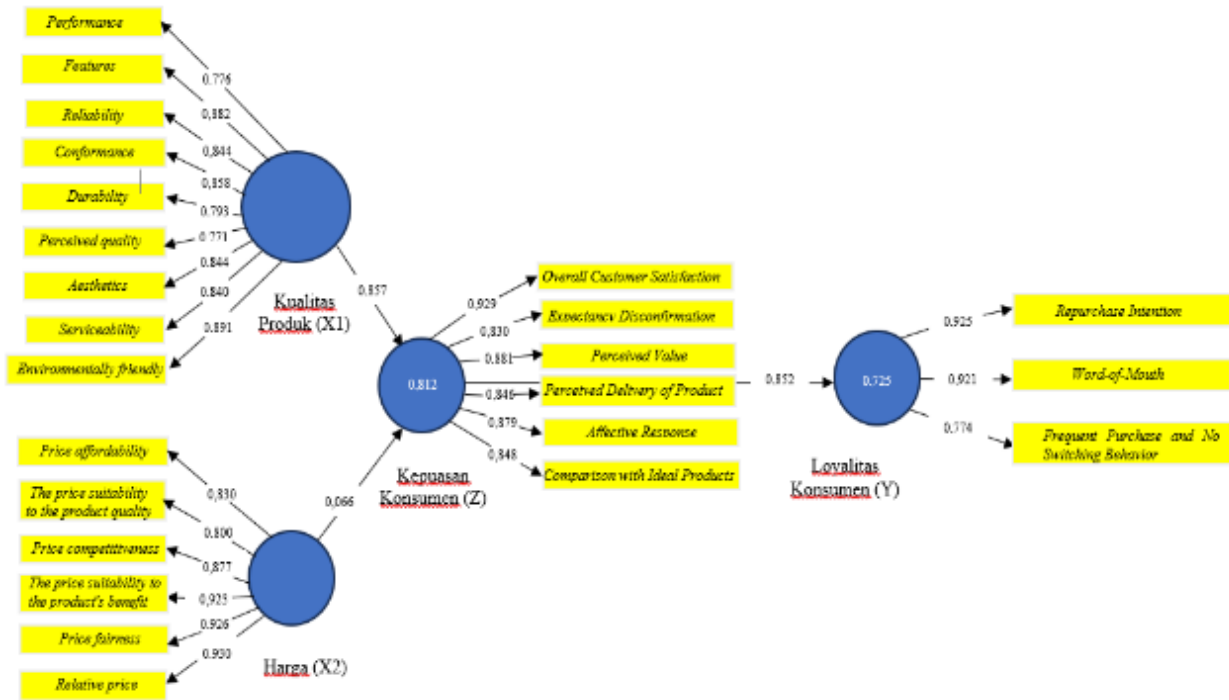


Figure 1. Measurement Model (in Indonesia)

The next construct validity test aimed to evaluate the Average Variant Extracted (AVE) value. As shown in Table 2 below, the AVE values for the four study variables exceed the threshold of 0.50 (Joseph F. Hair et al., 2019), thus confirming that all constructs are valid and convergent in explaining the variance of their items.

Table 2. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	AVE
Product Quality	0.945	0.954	0.696
Price	0.942	0.955	0.779
Customer Satisfaction	0.935	0.949	0.756
Consumer Loyalty	0.849	0.908	0.768

Composite reliability values and Cronbach's Alpha were used to examine the reliability and consistency of the constructs. All reliability values and Cronbach's Alpha obtained were greater than the recommended value for adequate reliability of 0.70 (Joseph F. Hair et al., 2019). It can be concluded that all constructs are consistent.

3.1.2. Structural Model Analysis

After the measurement model meets all the criteria, the next step aims to test the model using the bootstrapping method. How well the model accurately predicts causal relationships between variables is determined based on standard criteria from Joseph F. Hair et al. (2019), namely the coefficient of determination (R²) (Table 3); effect size (f²) (Table 4); and predictive relevance (Q²) (Table 5).

Table 3. Coefficient of Determination (R²)

Variables	R-square	Adjusted R-square
Customer satisfaction	0.812	0.805
Customer Loyalty	0.725	0.720

The R-square value presented in Table 3 above shows the level of model prediction accuracy. According to the literature of Joseph F. Hair et al. (2019), the results indicate that the model has a substantial level of accuracy of 0.812 exceeding the threshold of 0.75, in predicting customer satisfaction. On the other hand, the model has a moderate level of accuracy of 0.725 as it is below the threshold of 0.75 but exceeds 0.50, in predicting customer loyalty.

Table 4. Effect Size (f^2)

Variable Relationship	Effect Size (F^2)
Product quality → Customer satisfaction	2.200
Price → Customer satisfaction	0.013
Customer Satisfaction → Customer Loyalty	2640

The results in Table 4 indicate that all product quality indicators have a significant effect on customer satisfaction because the f-square value exceeds the threshold of 0.35 (Joseph F. Hair et al., 2019). In addition, customer satisfaction has a strong influence on customer loyalty. Meanwhile, price does not have an effect on customer satisfaction because the f-square value is below the threshold of 0.02 (Joseph F. Hair et al., 2019).

Table 5. Predictive Relevance (Q^2)

Variables	SSO	SSE	$Q^2(=1-SSE/SSO)$
Product Quality	450.000	450.000	
Price	300.000	300.000	
Customer satisfaction	300.000	134.145	0.553
Customer Loyalty	150.000	69.627	0.536

An alternative method to assess the predictive accuracy of a model aims to calculate the Predictive Relevance (Q^2) value, which is based on the blindfolding procedure. The results in Table 5 show that the model has high predictive accuracy because the Q^2 values for both variables exceed the threshold value of 0.50 (Joseph F. Hair et al., 2019). Therefore, this model can be considered relevant to predict customer satisfaction and loyalty. The final stage in the structural model analysis is hypothesis testing. Significance was evaluated through path coefficient analysis and t-statistic values based on errors. In order for the hypothesis to be accepted, the t-statistic value must be greater than 1.64 at a significance level of 5% (Joseph F. Hair et al., 2019). Meanwhile, the magnitude of the direct or indirect influence and the direction of the positive or negative relationship can be determined by the path coefficient value.

Table 6. Path Coefficient and T-test

Hypothesis	β	t	p	Information
H1	0.857	6.094	0.000	Hypothesis accepted
H2	0.066	0.391	0.348	Hypothesis rejected
H3	0.852	11.962	0.000	Hypothesis accepted
H4	0.730	5.146	0.000	Hypothesis accepted
H5	0.056	0.420	0.338	Hypothesis rejected

3.1.3. Direct Effect

Product quality was analyzed to have a positive ($\beta = 0.827$) and significant ($t = 6.094$, $p < 0.05$) influence on customer satisfaction. In other words, the quality of plywood products offered by PT. Tanahmas Kencana Abadi plays an important role in determining customer satisfaction. This finding is consistent with the results of studies conducted by (Ahmad Lone & Ahmad Bhat, 2023); (Iqbal et al., 2023; Kuniasih & Setiyaningrum, 2023); (Rua et al., 2020; Siswanto et al., 2020). Among the product quality indicators, the one with the greatest influence on customer satisfaction at PT. Tanahmas Kencana Abadi is the environmentally friendly indicator with a loading factor value of 0.891, which is then followed by the feature indicator, conformity to specifications, and reliability indicators.

The correlation between price and customer satisfaction was analyzed and the results showed that there was no significant effect ($t = 0.391$, $p > 0.05$). This means that the quality of the price set by PT. Tanahmas Kencana Abadi does not affect customer satisfaction. This finding is contrary to studies conducted by Tanti et al. (2024), Iqbal et al. (2023); Thomas (2021), and Gelderman et al. (2021), which stated that price has a positive and significant effect on customer satisfaction. In theory, the higher the price, the lower the level of customer satisfaction with the product. However, in the B2B context, customers tend to be insensitive to price. The price indicator that has the highest impact on customer satisfaction is the relative price indicator with a factor loading value of 0.930, followed by the price fairness indicator and the price suitability indicator with benefits. The correlation between price and customer satisfaction was analyzed and showed that there was no significant effect ($t = 0.391$, $p > 0.05$). This means that the price quality set by PT. Tanahmas Kencana Abadi does not affect customer satisfaction. This finding is contrary to studies conducted by Tanti et al. (2024), Iqbal et al. (2023); Thomas (2021), and Gelderman et al. (2021) which stated that price has a positive

and significant effect on customer satisfaction. In theory, the higher the price, the lower the level of customer satisfaction with the product. However, in the B2B context, customers tend to be insensitive to price. The price indicator that has the highest impact on customer satisfaction is the relative price indicator with a factor loading value of 0.930, followed by the price fairness indicator and the price suitability indicator with benefits.

3.1.4. Indirect Effect

An analysis of the indirect correlation between product quality and customer loyalty through satisfaction shows a significant positive effect ($\beta = 0.730$) ($t = 5.146$, $p < 0.05$). In other words, customer satisfaction functions as a mediator that connects product quality with customer loyalty. Therefore, good product quality plays an important role in customer satisfaction, which in turn affects customer loyalty of PT. Tanahmas Kencana Abadi. This finding is supported by several previous studies (Fredyca et al., 2024; Jannah et al., 2019; Rut Winasis & Sabar, 2024; Suharyono & Widiyanto, 2021).

Analysis of the indirect correlation between price and customer loyalty through customer satisfaction shows that there is no significant effect ($t = 0.420$, $p > 0.05$). In other words, customer satisfaction does not function as a strong enough mediator in the correlation between price and customer loyalty. This finding is contrary to studies conducted by Christopher Alexander Mahidin et al. (2024); Fredyca et al. (2024); Kusumo et al. (2021), which concluded that price affects customer loyalty through customer satisfaction. However, it is supported by the study of Hasrat et al. (2020). Thus, although customers are satisfied with the price set, it is not the main reason for customers to repurchase PT. Tanahmas Kencana Abadi plywood products. This is because B2B customers tend not to pay much attention to the prices offered by PT. Tanahmas Kencana Abadi, they prioritize high-quality products, especially on environmentally friendly indicators.

3.2. Discussion

After the Covid-19 pandemic, PT. Tanahmas Kencana Abadi experienced a decrease in the number of customers in Taiwan, South Korea, China, and West Kalimantan, which was influenced by a decrease in the level of satisfaction with the quality of plywood products. Customer complaints regarding defects on the surface of plywood products previously indicated problems with product performance. However, this study shows a shift in priorities among customers, with the environmentally friendly dimension now being the main factor influencing their level of satisfaction. This phenomenon is likely related to the level of emissions of PT. Tanahmas Kencana Abadi's products, which are still classified as class E1, while plywood products from its main competitor, Sampoerna Kayoe, have met the E0 standard, which is the highest emission class for plywood products. Plywood with E0 emissions is considered safer and healthier due to its lower formaldehyde concentration compared to E1/E2 (Ayrilmis, 2022; Popović et al., 2020).

The results of this study are relatively new, considering that previous studies have shown that wood product customers tend to be more satisfied with products that have good performance and design (Toivonen, 2012) or are reliable (Kianpour et al., 2014) in terms of quality. Therefore, this finding may raise pros and cons. However, along with the increasing awareness of global customers towards climate change and environmental sustainability issues, the forestry industry is required to meet the demand for quality wood products while minimizing negative impacts on the environment and human health (Adhikari & Ozarska, 2018). Moreover, wood product export activities in Asia contribute significantly to increased emissions. Therefore, it is natural for customers to make environmentally friendly factors the main consideration in assessing the quality of PT. Tanahmas Kencana Abadi plywood products. Therefore, in order to increase trust in the quality of wood products, companies need to provide reliable, evidence-based information that includes specific data on the environmental impacts caused, by improving product certification (Roos et al., 2023).

The perceived quality of environmentally friendly products is an important factor in consumers' decisions to pay premium prices (Sun et al., 2023). Besides being a product's added value (Antov et al., 2023; Sakagami & Sakaguchi, 2022), it can also build a good image in the eyes of consumers (Akbarina et al., 2023). However, in terms of quality, increasing the added value of a product is not only limited to the environmentally friendly dimension. PT. Tanahmas Kencana Abadi also needs to innovate and develop the features of its processed wood products as a differentiator from competing products, as well as offer products that meet customer standards and needs. In addition, the company needs to maintain product accuracy and consistency (reliability) by investing in the technology used and developing human resources.

Price does not have a direct correlation with customer loyalty, but customer satisfaction plays a role as a factor that drives the formation of loyalty. However, price and quality are interrelated, where consumers tend to want value that is similar with their spending, which in this case is a product with high quality (Nuseir & Madanat, 2015). Satisfied customers are willing to spend more money but not sacrifice quality standards. The factor that caused the decline in customer loyalty of PT. Tanahmas Kencana Abadi was not caused by dissatisfaction with high prices, but by the feeling that the costs incurred were not similar with the quality of the product received. So far, PT. Tanahmas Kencana Abadi has positioned itself as a provider of high-quality processed wood by setting prices above its competitors.

Product pricing in the B2B context cannot be considered trivial. Therefore, to strengthen customer loyalty, PT. Tanahmas Kencana Abadi can offer high-quality products that are certified environmentally friendly at a reasonable price and comparable to the value of its quality. With this approach, customers will feel more satisfied, which strengthens them to repurchase and even recommend the product to other customers. This strategy is expected to be effective in retaining customers, increasing sales, promoting brand value, and maintaining the company's market position.

Similar cases can also be found in consumer products. For example, in a study conducted by Ali Selamat & Eddyono (2024), it was found that product features are the most important attributes for customers in making decisions to switch to smartphone products, followed by marketing communications, especially promotions through content on social media. Thus, companies will find it easier to introduce the advantages of their products through various features and content available. As suggested in the study by Arief Rachman & Eddyono (2024), content marketing can have a direct influence on brand awareness and subsequently influence purchasing decisions. As a result of the prolonged pandemic crisis, content marketing through social media has been shown to help B2B companies create value and interact with customers more effectively (Habel et al., 2020).

PT. Tanahmas Kencana Abadi has actually obtained an environmentally friendly certification, but information about it may not have been conveyed effectively to customers. Therefore, companies need to improve their marketing communication strategies to promote product excellence, especially in terms of environmental friendliness (Ms. Nisha Gupta & Ms. Farzin Daruwalla, 2024). Companies can use several methods to communicate and promote environmentally friendly certified products and other activities that demonstrate the company's commitment to the environment, one of which is the use of green labels or packaging (Proi et al., 2023). Creating effective designs and content for environmental messages on packaging can build competitive advantages for products and brands (Jerzyk, 2016). Products with environmentally friendly labels or sustainability logos (Siraj et al., 2022) can increase customer trust and create positive attitudes towards products, which can influence purchasing decisions (Khan et al., 2022; Profile, 2024; S. M. F. Uddin & Khan, 2018). Labeling is considered as a more effective communication strategy in influencing purchasing decisions than advertising, as it allows products to be identified as certified. Customers need information about sustainability aspects to make informed choices (V. P. Putri, 2023), therefore the role of marketing communication is crucial in driving purchasing decisions (Atwadkar et al., 2024; Correia et al., 2023).

Environmental issues have become increasingly important in the engineered wood industry due to the increasing global awareness of sustainability and the negative impacts of industrial activities on the environment. Consumers, especially in developed markets, such as the US, EU, Japan, now prefer environmentally friendly products, such as plywood with low formaldehyde emissions (class E0), which is considered safer and healthier. Increasingly stringent regulations in various countries, such as the formaldehyde emission standard in the United States, are forcing manufacturers to improve the quality and sustainability of their products (EPA, 2016). Environmental certification, such as FSC, is increasingly important to enter the global market and meet consumer demands (Fernholz et al., 2021; Yamamoto & Matsumoto, 2022). In addition, pressure from environmental organizations, including Greenpeace encourages companies to reduce negative impacts, such as deforestation and the use of hazardous chemicals. Thus, environmental issues are not only a social responsibility, but also a key factor in competitiveness in the international market.

4. Conclusions

This study found that the indicator of environmentally friendly products has the most significant influence on customer satisfaction, and furthermore, this indicator also affects customer loyalty.

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