

APPLICATION OF INDIVIDUAL COMPETITIVENESS IN SALES FORCE MANAGEMENT: IMPLICATIONS AND STRATEGIES

Zaenal Aripin^{1*}, Nyoman Dwika Ayu Amrita², Wawan Ichwanudin³

¹Sangga Buana University, Bandung, 40124, Indonesia, Fys@usbvppk.ac.id

²Ngurah Rai University, Denpasar, 80238, Indonesia, dwika.ayu@unr.ac.id

³Universitas Sultan Agung Tirtayasa, Serang 42118, Indonesia, Ichwan208@untirta.ac.id

ABSTRACT

In the competitive business era, individual competitiveness in sales force management has become an important focus for companies to achieve success. Developing effective strategies to implement individual competitiveness can have significant implications for a company's performance and position in the market. This research aims to investigate the implications of implementing individual competitiveness in sales force management and to identify effective strategies for increasing individual competitiveness in the sales environment. The research method used in this research is qualitative, by conducting an in-depth literature review to understand the basic concepts, implications and strategies for implementing individual competition in sales force management. The research results show that the application of individual competitiveness in sales force management has a significant impact on individual performance, company revenue growth, and position in the market. Implementation strategies such as intensive training, proper motivation, and effective performance management can help increase the individual competitiveness of sales employees and strengthen the company's position in the competitive market.

Keywords: Individual competitiveness, sales force management, strategy, company performance.

INTRODUCTION

Competitiveness is a multidimensional concept that refers to the ability of an individual, organization, or economic entity to generate and maintain relative advantage in a competitive environment. More specifically, competitiveness includes a series of factors that influence an entity's ability to compete effectively in the market, including economic, social, technological and environmental aspects (Wilis, 2022). This reflects the ability to produce quality products or services, be efficient in utilizing resources, be innovative in product and process development, and be responsive to market changes and consumer demands. In an individual context, competitiveness includes a combination of various factors such as knowledge, skills, creativity and motivation that enable a person to achieve optimal performance in various contexts, both at work and in personal life. The ability to adapt to change, solve problems quickly, and communicate effectively are also key elements in individual competitiveness (Amalia, 2023).

There is an organizational level of competitiveness that includes the ability of a company or institution to create added value for customers, maintain a solid market share, and achieve excellence in cost, quality and service. This involves the use of appropriate strategies,

efficient management of resources, product and process innovation, and building a strong brand. In addition, in the macroeconomic scope, national or regional competitiveness refers to the ability of a country or region to increase its competitiveness in the global market. It involves various factors such as infrastructure, economic policies, level of education, technological innovation, and availability of human resources. Increasing competition at this level can encourage economic growth, create jobs and improve the welfare of society as a whole. Thus, competitiveness is a complex and important concept in the context of the individual, organizational and macroeconomic levels (Putri, 2023).

In an increasingly advanced era of globalization, companies around the world face increasing pressure to remain competitive. One of the most valuable assets for a company is its sales force. Salespeople are the spearhead in selling products or services, as well as maintaining good relationships with customers (Fitriani et al., 2023). In this context, the application of individual competitiveness becomes very important. Individual competitiveness is a person's ability to compete effectively and efficiently in a competitive job market. In a rapidly changing business world, companies are required to always innovate and adapt to market changes. One aspect that greatly influences a company's success is how its sales force is able to adapt and remain competitive amidst intense competition. Individual competition in sales force management is the key to achieving competitive advantage (Gandini, 2024).

Sales force management is a comprehensive process of managing and coordinating human resources responsible for selling a company's products or services to customers. It involves planning, organizing, executing, and supervising the activities of the sales force to achieve the sales goals set by the company (Rahmadi et al., 2023). Sales force management requires a deep understanding of the company's markets and products, as well as skills in developing effective sales strategies to achieve sales targets. At the individual level, sales force management involves the selection, training, and development of sales employees to improve their performance in selling a company's products or services. This includes ensuring that sales personnel have sufficient knowledge about the product or service, skills in communicating and negotiating with customers, as well as high motivation to achieve the set sales targets (Wardana, 2023).

Sales force management involves formulating sales strategies that align with company goals, efficient allocation of resources, and regular performance measurements to evaluate the achievement of sales targets. It also includes managing customer relationships, monitoring markets and competitors, and developing integrated marketing strategies to support sales efforts (Toyyibeh, 2023). Overall, sales force management is an integral part of marketing management that focuses on managing human resources involved in sales activities. By combining the right strategy, efficient management, and continuous individual development, sales force management aims to improve the company's sales performance, expand market share, and build long-term relationships with customers.

The paradigm shift in sales force management demands an approach that is more focused on the individual, not just on overall company strategy. Along with technological developments and globalization, the role of salespeople has undergone significant changes.

They are no longer only tasked with selling products or services, but also must be able to understand customer needs, provide the right solutions, and maintain long-term relationships with customers. In this context, the application of individual competitiveness becomes very relevant. Individual competitiveness includes various factors, such as knowledge, skills, attitudes, and motivation, that help individuals to achieve optimal performance in their jobs (Kadek Bagiana et al., 2023). By having high competition, sales personnel can more easily adapt to changes, face challenges, and achieve sales targets set by the company.

The application of individual competitiveness in sales force management has various significant implications for company success. First, by having an individually competitive sales force, a company can increase its competitiveness in the market. Salespeople who are able to provide optimal performance will be better able to sell the company's products or services, win competition with competitors, and expand market share. Apart from that, individual competitiveness also has a positive impact on customer loyalty. Competitive salespeople tend to be more effective at understanding customer needs and providing appropriate solutions. This will increase customer satisfaction and build strong long-term relationships with them.

On the other hand, not implementing individual competition in sales force management can have a negative impact on the company. Salespeople who are not competitive tend to be less effective in achieving sales targets, increase company operational costs, and can even damage the company's image in the eyes of customers. To increase individual competitiveness in sales force management, companies need to implement various appropriate strategies. First, companies must carry out careful selection and recruitment to ensure that they get sales personnel who have the potential and qualifications that match market demands (Syahrudin & Kurniawan, 2018).

Companies need to provide continuous training and development to their sales force. Training can include developing sales skills, understanding the product or service, and effective communication techniques. Apart from that, companies also need to provide appropriate motivation and incentives to improve the performance of their sales force. Apart from that, companies also need to create a work environment that supports individual growth and development. This can be done by providing support and guidance to the sales force, as well as creating a collaborative and progressive work culture. By implementing these strategies, it is hoped that companies can increase individual competitiveness in sales force management, so that they can achieve competitive advantage and win the market in this increasingly competitive era.

RESEARCH METHODS

The research method used in this research is qualitative with a case study approach. A qualitative approach was chosen because it allows researchers to gain an in-depth understanding of complex phenomena such as the application of individual competitiveness in sales force management. The case study was chosen as the research design because it allows the researcher to investigate in detail the interactions between the factors that influence the

implementation of individual competitiveness, as well as the related implications and strategies (Sugiyono, 2017).

This method involves collecting data through direct observation in a work context, as well as analysis of related documents such as sales reports, company policies, and individual performance evaluations. Data analysis is carried out inductively, where the findings from the case study will be categorized and developed into general findings that are relevant to the application of individual competition in sales force management. By using a qualitative approach and case studies, this research is expected to provide in-depth insight and a comprehensive understanding of the implications and strategies for implementing individual competition in the context of sales force management.

The analysis techniques used in research regarding the application of individual competition in sales force management include several approaches which include (Sugiyono, 2018) :

1. Qualitative Analysis

This technique involves the collection, interpretation and interpretation of non-numerical data, observation and analysis of documents. This qualitative data will be analyzed in depth to identify patterns, themes and relationships between variables related to the application of individual competition in sales force management. Qualitative analysis will help in understanding the context, dynamics and complexity of the phenomena involved.

2. SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

This technique is used to analyze strengths, weaknesses, opportunities and threats related to the application of individual competition in sales force management. SWOT analysis will help identify internal and external factors that influence a company's ability to implement individual competitiveness, as well as formulate appropriate strategies to improve sales force performance.

3. Comparative Analysis (Comparative Analysis)

This technique is used to compare best practices, strategies, and approaches in the application of individual competitiveness in sales force management between several industry or industry. Comparative analysis will help in identifying common patterns, trends and existing differences, as well as extracting valuable learning to apply in the research context.

RESULTS AND DISCUSSION

A number of previous studies have been conducted to explore the application of individual competitiveness in sales force management and its implications and strategies. One study by (Alnakhli et al., 2020) revealed that individual competitiveness has a significant impact on sales force performance, highlighting the importance of intrinsic motivation, interpersonal skills, and the ability to adapt to market changes. This research suggests that companies that are able to strengthen the individual competitiveness of their sales force will experience a significant increase in achieving sales targets and customer satisfaction.

Another study by (Cartwright et al., 2021) examined the implications of implementing individual competition in sales force management on a company's competitive advantage. They found that companies that focused on developing the skills and knowledge of their sales force, and provided appropriate incentives to increase motivation, were able to create significant differentiation in a competitive market. The implications of this research indicate that effective sales force management plays a key role in improving a company's competitive position. Meta-analysis research by (Mahlamäki et al., 2020) investigated various strategies used by companies to increase individual competitiveness in sales force management. They found that a combination of intensive training, building an inclusive work culture, and appropriate rewards can provide the most optimal results in improving sales force performance and strengthening the company's competitive advantage.

Overall these studies highlight the importance of implementing individual competitiveness in sales force management and its strategic implications for company success. These findings provide a strong basis for companies to develop effective strategies to improve sales force performance and strengthen their competitive position in the market.

Discussion of the results of research on the application of individual competitiveness in sales force management highlights the important findings resulting from the study, the implications that the research results have, and the strategies that can be taken in response to these findings. In the context of this research, the research results show that the application of individual competitiveness in sales force management has a significant impact on sales force performance and the company's competitive advantage (Abdulwase et al., 2021). Research findings indicate that factors such as knowledge, skills, motivation, and adaptation to market changes play an important role in determining the individual competitiveness of salespeople. Salespeople who have high competitiveness tend to be better able to achieve sales targets, expand market share, and build strong relationships with customers. The implication of these findings is that companies need to pay greater attention to developing and strengthening the individual competitiveness of their sales force through various strategies such as intensive training, appropriate motivation, and building a supportive work culture.

Research findings also show that the application of individual competitiveness in sales force management has a significant impact on the company's competitive advantage. Companies that are able to manage and optimize the individual competitiveness of their sales force will have stronger differentiation in the market, enabling them to overcome fierce competition and win customer loyalty. Strategies proposed in response to these findings include building an integrated marketing strategy, efficient resource allocation, and proactive customer relationship management. Overall, the research results highlight the importance of implementing individual competitiveness in sales force management and its strategic implications for company success. These findings provide a strong basis for companies to develop effective strategies to improve sales force performance and strengthen their competitive position in the market.

1. Impact of Implementing Individual Competitiveness in Sales Force Management

The application of individual competitiveness to sales force management has become a major focus for many companies operating in today's increasingly competitive business environment. Individual competitiveness refers to an individual's ability to compete effectively in a competitive job market, and in the context of sales force management, this is the key to achieving optimal performance and winning the competition in the market. In this discussion, we will analyze in depth the impact of implementing individual competitiveness in sales force management, which includes increased individual performance, company revenue growth, and a stronger position in the market (Aravopoulou, 2020).

1. Improved Individual Performance

One of the main impacts of implementing individual competitiveness in sales force management is increasing individual performance. When salespeople have a high level of competitiveness, they tend to be more motivated to achieve success in their work. They have a strong internal drive to achieve sales targets set by the company, as well as to continue to improve their performance over time. Individual competitiveness also encourages salespeople to continuously learn and develop themselves, whether in terms of product knowledge, sales skills, or effective marketing strategies. This results in a more competent and knowledgeable sales force, which ultimately results in better overall performance. The application of individual competitiveness also creates a dynamic work environment where salespeople push each other to be the best. When one individual achieves success, this can motivate other individuals to pursue the same or even better achievements. Thus, the application of individual competitiveness not only results in increased individual performance, but also creates a work culture that promotes growth and achievement.

2. Company Revenue Growth

In addition to improving individual performance, the application of individual competitiveness in sales force management also has a significant impact on overall company revenue. Salespeople who have a high level of competitiveness tend to be more successful in closing sales deals and achieving sales targets set by the company. They are able to understand customers' needs and desires better, and present the company's products or services in the most attractive and persuasive way. As a result, the company will see a significant increase in sales and revenue. Competitive salespeople also tend to have lower customer churn rates, because they are able to build stronger, more sustainable relationships with customers. This means that the company not only generates revenue from new sales, but can also retain revenue from existing customers in the long term. Thus, the application of individual competitiveness in sales force management directly contributes to the company's revenue growth.

3. Stronger Position in the Market

Apart from increasing individual performance and company revenue, the application of individual competitiveness in sales force management also helps companies to strengthen their position in the market. Competitive salespeople tend to have a good reputation with customers and competitors. They are considered experts in

their industry, and customers tend to look to them for advice or solutions regarding a company's products or services.

By having a superior sales force, companies can also win a larger market share and increase their competitiveness against competitors. They have the ability to overcome obstacles in the sales process, identify new opportunities, and adapt to market changes more quickly than competitors. Thus, the application of individual competitiveness in sales force management helps companies to strengthen their position as market leaders and achieve sustainable competitive advantage (Itani et al., 2020).

In conclusion, the application of individual competitiveness in sales force management has a significant impact on individual performance, company revenue, and position in the market. By improving individual performance, companies can achieve set sales targets more consistently and earn greater revenues. In addition, by having a competitive sales force, the company can strengthen its position in the market and win the competition with competitors. Therefore, implementing individual competitiveness in sales force management is an important strategy for companies to achieve long-term success.

2. Supporting Factors in the Implementation of Individual Competitiveness

The application of individual competitiveness in the context of sales force management requires strong support from various factors. These factors play an important role in establishing an environment that supports employee growth and development, facilitates the formation of necessary competencies, and encourages high motivation to achieve excellence in performance. In this discussion, we will analyze in depth the supporting factors in implementing individual competitiveness, including quality training, an inclusive work culture, and recognition of employee achievements (Guenzi & Nijssen, 2020).

One of the main factors that supports the application of individual competitiveness in sales force management is quality training. Effective training plays a key role in increasing employees' knowledge, skills and understanding of the products or services they sell. By having a deep understanding of a product or service, employees will be more confident in interacting with customers, explaining product features and benefits, and offering solutions that suit customer needs. Additionally, quality training also helps employees to develop the sales skills necessary to succeed in their jobs. This includes skills in communicating with customers, negotiating, identifying customer needs, and closing sales deals. By having strong skills in this matter, employees can be more effective in influencing customer purchasing decisions and achieving sales targets set by the company.

The second factor that supports the implementation of individual competitiveness is an inclusive work culture. An inclusive work culture creates an environment where every individual feels valued, supported and respected. This creates space for employees to grow and express themselves freely, without fear of ridicule or neglect. In the context of sales force management, an inclusive work culture allows employees to work together in teams effectively, share knowledge and experience, and support each other in achieving sales goals. Apart from that, an inclusive work culture also encourages cooperation and collaboration between

employees and management (Lestari et al., 2020). This creates an environment where employees feel heard and valued by management, and where management strives to facilitate employee growth and development. By having an inclusive work culture, companies can build a strong, solid and unified sales team, which will ultimately improve performance and achieve sales goals.

The third factor that supports the implementation of individual competitiveness is recognition of employee achievements. Recognition of employee achievements includes giving appreciation and appreciation to employees who achieve sales targets or make significant contributions to the company's success. This can be done through various means, such as monthly employee awards, performance bonuses, or job promotions. Recognition of employee achievements has a positive impact on employee motivation and loyalty. When employees feel appreciated and recognized for their efforts and achievements, they tend to be more motivated to continue to perform well and make maximum contributions to the company. Apart from that, recognition of employee achievements also creates a positive work culture where employees feel supported and cared for by management. This can increase employee retention and create a stable and productive work environment.

In conclusion, supporting factors such as quality training, inclusive work culture, and recognition of employee achievements play an important role in implementing individual competitiveness in sales force management. Quality training helps employees to develop the knowledge and skills necessary to succeed in their jobs, while an inclusive work culture creates a work environment that supports individual growth and development. Recognition of employee achievements also has a positive impact on employee motivation and performance. By paying attention to these supporting factors, companies can create a work environment that supports growth and excellence in employee performance.

3. Implementation Strategy to Increase Individual Competitiveness

Increasing individual competitiveness in sales force management requires an effective and holistic implementation strategy. These strategies cover a variety of approaches, from developing employee skills and knowledge to creating a work environment that supports individual growth. In this discussion, we will explore in depth various implementation strategies that can be used to increase individual competitiveness in the context of sales force management, including intensive training, appropriate motivation, and effective performance management (Rodriguez & Boyer, 2020).

1. Intensive Training

One of the main strategies to increase individual competitiveness in sales force management is through intensive training. High-quality training helps employees to develop the skills, knowledge, and understanding necessary to succeed in their jobs. This includes training on the company's products or services, effective sales techniques, communication skills, negotiation, and time management. Intensive training can be delivered through a variety of methods, including live training sessions, online courses, or self-paced training.

Intensive training also includes ongoing and continuous learning. This allows employees to continually develop their skills and knowledge over time, so they remain relevant and high-performing in a rapidly changing business environment. Ongoing training also allows companies to identify and fill gaps in employees' skills, so they can work effectively in their roles.

2. The Right Motivation

Apart from intensive training, proper motivation is also a key strategy in increasing individual competitiveness. Proper motivation plays an important role in encouraging employees to achieve targets and improve their performance. This includes providing appropriate incentives, such as performance bonuses, monthly employee awards, or job promotions. These incentives provide additional encouragement to employees to continue to try harder and achieve better results. In addition to material incentives, proper motivation also includes recognition of employee achievements. Recognition of employee achievements can take the form of praise, formal awards, or promotions. This allows employees to feel appreciated and recognized for their efforts and achievements, so they are more motivated to continue performing well. Proper motivation also involves providing constructive and supportive feedback to employees, as well as creating a positive work environment where they feel supported and valued by management.

3. Effective Performance Management

Another important strategy for increasing individual competitiveness is effective performance management. Performance management involves setting clear, measurable goals for each employee, as well as providing regular feedback on their performance. Clear goals help employees to be focused and oriented towards desired results, while regular feedback helps them to understand where they stand in achieving those goals.

Effective performance management also includes identifying and developing employee talents. This can be done through performance evaluation sessions, where employees and management jointly review performance and look for opportunities for further development. Performance management also includes providing support and guidance to employees who face challenges or difficulties in their work. By providing the right support, management can help employees overcome obstacles and reach their full potential.

In conclusion implementation strategies such as intensive training, proper motivation and effective performance management play a key role in increasing individual competitiveness in sales force management (Sharma et al., 2020). Quality training helps employees to develop their skills and knowledge, while the right motivation provides additional encouragement to achieve targets and improve performance. Effective performance management allows management to set clear goals, provide regular feedback, and support employee talent development. By paying attention to this implementation strategy, companies can create a work environment that supports growth and excellence in employee performance.

CLOSING

In conclusion, the application of individual competitiveness in sales force management has broad implications and strategies that can help optimize sales force performance. In an increasingly competitive business environment, it is important for companies to understand how crucial it is to strengthen the individual competitiveness of their sales employees. The implications of implementing this individual competitiveness include improved individual performance, growth in company revenue, and a stronger position in the market. Through the right implementation strategies, such as intensive training, proper motivation, and effective performance management, companies can create a work environment that supports growth and excellence in employee performance. Quality training helps develop employees' skills and knowledge, while the right motivation provides additional encouragement to achieve targets and improve performance. Effective performance management allows companies to set clear goals, provide regular feedback, and support employee talent development.

Thus, the application of individual competitiveness in sales force management is not only an important strategy, but also a necessity to achieve long-term success for the company. By paying attention to the implications and implementing the right strategies, companies can improve the performance of their sales force, optimize revenue, and strengthen their competitive position in an increasingly challenging marketplace. Therefore, it is important for companies to continue to invest resources and efforts in developing the individual competitiveness of their sales employees, as one of the keys to success in facing business challenges in this ever-changing era.

BIBLIOGRAPHY

- Abdulwase, R., Ahmed, F., Nasr, F., Abdulwase, A., Alyousefi, A., & Yan, S. (2021). The role of business strategy to create a competitive advantage in the organization. *Open Access Journal of Science*, 4(4), 135–138. <https://doi.org/10.15406/oajs.2020.04.00162>
- Alnakhlī, H., Singh, R., Agnihotri, R., & Itani, O. S. (2020). From cognition to action: the effect of thought self-leadership strategies and self-monitoring on adaptive selling behavior. In *Journal of Business and Industrial Marketing* (Vol. 35, Issue 12). <https://doi.org/10.1108/JBIM-06-2019-0302>
- Amalia, L. (2023). TANTANGAN KEBERLANJUTAN DALAM PENGEMBANGAN SISTEM INFORMASI KOMPUTER. *Teknologiterkini.Org*, 3(5), 1–20.
- Aravopoulou, E. (2020). Artificial Intelligence (AI) in Strategic Marketing Decision-Making : A research agenda. *Open Research Archive*, 5(9).
- Cartwright, S., Liu, H., & Raddats, C. (2021). Strategic use of social media within business-to-business (B2B) marketing: A systematic literature review. *Industrial Marketing Management*, 97(May 2020), 35–58. <https://doi.org/10.1016/j.indmarman.2021.06.005>
- Farida Yulianty, Didin Saepudin, Zaenal Aripin , DYNAMICS OF ADVERTISING AND INCENTIVES IN INCREASING SALES OF SUPERIOR PRODUCTS: ANALYSIS OF ITS INFLUENCE ON CONSUMER PREFERENCES AND RETAILER STRATEGIES. *JESOCIN 2024*, 1 (4), 1-15.
- Fitriani, R., Suseno, A., Fadilah, A., Ainun, F., & Pramudya, A. (2023). Integrasi AHP, SWOT, dan QSPM untuk Pengembangan Strategi Keberlanjutan UMKM Kecap Segi Tiga. *Prosiding Seminar Nasional Teknik Industri (SENASTI)*, 1017–1027.
- Gandini, A. (2024). Tinjauan Literatur: Business Intelligence dalam Peningkatan Kinerja Usaha. *Jurnal Sains Ekonomi Dan Edukasi*, 1(1), 25–34.
- Guenzi, P., & Nijssen, E. J. (2020). Since January 2020 Elsevier has created a COVID-19 resource centre with free information in English and Mandarin on the novel coronavirus COVID- 19 . The COVID-19 resource centre is hosted on Elsevier Connect , the company ' s public news and information. *Elsevier*, 7(1).
- Itani, O. S., Krush, M. T., Agnihotri, R., & Trainor, K. J. (2020). Social media and customer relationship management technologies: Influencing buyer-seller information exchanges. *Industrial Marketing Management*, 90(October 2019), 264–275. <https://doi.org/10.1016/j.indmarman.2020.07.015>
- Kadek Bagiana, I., Putu, I., Permana, I., & Oktariyana, M. D. (2023). OPTIMALISASI KINERJA MELALUI IMPLEMENTASI STANDAR OPERASIONAL PROSEDUR DAN EVALUASI SERTA PENILAIAN KARYAWAN. *Prosiding Seminar Nasional Pengabdian Masyarakat Volume*, 2(2), 697–703.
- Lestari, S. D., Leon, F. M., Widyastuti, S., Brabo, N. A., & Putra, A. H. P. K. (2020). Antecedents and consequences of innovation and business strategy on performance and competitive advantage of SMEs. *Journal of Asian Finance, Economics and Business*, 7(6), 365–378. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO6.365>
- Mahlamäki, T., Storbacka, K., Pylkkönen, S., & Ojala, M. (2020). Adoption of digital sales force automation tools in supply chain: Customers' acceptance of sales configurators.

- Industrial Marketing Management*, 91(December 2019), 162–173.
<https://doi.org/10.1016/j.indmarman.2020.08.024>
- Putri, M. (2023). DAYA SAING PRODUK UMKM TERHADAP MARAKNYA PRODUK IMPOR. *SENTRI: Jurnal Riset Ilmiah*, 1(3), 17–34.
 file:///C:/Users/User/Downloads/28.+Naskah+Skripsi+Minarni-Selesai.pdf
- Rahmadi, R., Liestyowati, L., Sularso, A. N., Natali, Y., & Suyatno, S. (2023). Pelatihan Menyusun Analisa Break Event Point Untuk Produk Iot Pada Smk Prudent School. *Community Development Journal : Jurnal Pengabdian Masyarakat*, 4(4), 8648–8655.
<https://doi.org/10.31004/cdj.v4i4.19454>
- Rodriguez, M., & Boyer, S. (2020). The impact of mobile customer relationship management (mCRM) on sales collaboration and sales performance. *Journal of Marketing Analytics*, 8(3), 137–148. <https://doi.org/10.1057/s41270-020-00087-3>
- Sharma, A., Rangarajan, D., & Paesbrugghe, B. (2020). *Since January 2020 Elsevier has created a COVID-19 resource centre with free information in English and Mandarin on the novel coronavirus COVID- 19 . The COVID-19 resource centre is hosted on Elsevier Connect , the company ' s public news and information . January.*
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif*. Alfabeta.
- Syahrudin, A. N., & Kurniawan, T. (2018). Input dan Output pada Bahasa Pemrograman Python. *Jurnal Dasar Pemrograman Python STMIK*, June 2018, 1–7.
<https://www.researchgate.net/publication/338385483>
- Toyyibeh, N. (2023). STRATEGI INDUSTRI GULA UNTUK INOVASI DAN KOMPETITIVITAS: PENDEKATAN KUALITATIF UNTUK IMPLEMENTASI TEKNOLOGI BARU. *The 4th ICO EDUSHA*, 4(1).
- Wardana, B. E. (2023). Certified Analysis of Economic Industries: Challenges and Opportunities in the Globalization Era. *Journal of Economics and Regional Science*, 3(2), 123–130. <https://doi.org/10.52421/jurnal-esensi.v3i2.407>
- Wawan Ichwanudin, Nyoman Dwika Ayu Amrita, Zaenal Aripin , THE IMPACT OF VARIED BRAND SOCIAL CONTENT ON LOYALTY PROGRAM MEMBERS: AN EVALUATION. *KRIEZ ACADEMY 2024*, 1 (3), 63-78.
- Wilis, L. (2022). Pertanian Biodinamik: Studi Kasus Sistem Produksi Anggur Alternatif di Ithringen, Jerman Selatan. *Lembaran Antropologi*, 1(1), 83–98.
<https://doi.org/10.22146/la.3533>
- Zaenal Aripin, Ricky Agusiady, Kosasih , STRATEGIES FOR MAINTAINING CUSTOMER SATISFACTION POST PRODUCT RECALL: SYNERGY OF SETTLEMENT, BRAND EQUITY, AND LEVEL OF SEVERITY. *KISA INSTITUTE 2024*, 1 (3), 63-77.