

# Analysis of the Implementation of Marketing Strategy Using a CRM Approach to Increase Probiotic Sales Revenue at PT. Agrikencana Perkasa

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## ABSTRAK

*In the increasingly competitive agricultural biotechnology sector, sales instability remains a challenge, particularly in the probiotic industry. PT. Agrikencana Perkasa has experienced fluctuating sales performance, urging the need for an effective and sustainable marketing strategy. This study aims to analyze the implementation of marketing strategies using a Customer Relationship Management (CRM) approach to increase probiotic sales revenue at PT. Agrikencana Perkasa. A qualitative research method was employed, with data collected from interviews, observations, and documentation. The research involved key informants including company managers and decision-makers, selected through purposive sampling. The study was conducted at PT. Agrikencana Perkasa, located in Klaten Regency, Central Java, from February to April 2025. Findings revealed that the company applies CRM through customer education and Boss-to-Boss business-to-business (B2B) marketing. CRM strategies were implemented via customer empowerment, personalized product explanation, loyalty programs, and digital content, while the B2B approach was applied through direct interactions between top-level executives. These strategies contributed to improved customer trust, loyalty, and repeated purchases. Furthermore, the integration of CRM and tailored digital marketing platforms, although still limited, supports the company's sales growth. The implications of this study highlight the importance of personalized engagement and executive-level partnerships in bio-agriculture marketing practices, serving as a reference for similar businesses facing unstable markets.*

## INTRODUCTION

In the dynamic landscape of today's economy, businesses are continuously striving to fulfill diverse market needs while also aiming to secure a competitive edge. As market competition intensifies, especially in sectors driven by scientific innovation such as biotechnology, effective marketing strategies have become a vital determinant of success. One of the promising biotechnological products in Indonesia is probiotics, known for their ability to enhance host health and improve agricultural productivity (Permadi et al., 2018). However, the unstable nature of probiotic sales presents a critical issue for businesses like PT. Agrikencana Perkasa. For instance, the company experienced a significant sales decline from 2019 to 2021, followed by a steep rise in 2023. This sales fluctuation underlines the urgency for a structured, data-driven marketing strategy that can ensure revenue growth through consistent customer engagement and value-driven promotions (Hajari et al., 2024). Hence, the implementation of Customer Relationship Management (CRM) is seen as a key approach to fostering customer loyalty and increasing company revenue ((Syabania & Rosmawarni, 2021; Voutama, 2022).

PT. Agrikencana Perkasa was selected as the object of this study due to its unique role as a pioneer in integrated agricultural solutions, having operated since 2009 with a specific focus on probiotic production, alongside animal feed and fertilizers. Unlike typical competitors, this company has successfully collaborated with both domestic and international research institutions, securing certifications and gaining public recognition for its innovative approach (Susanto et al., 2024). Moreover, PT. Agrikencana Perkasa has managed to market its products across Indonesia, with notable business partnerships that differentiate it from other firms in the same sector. Its deep-rooted mission to empower

farmers through technology adoption further enhances its relevance for studying CRM-based marketing strategies in the probiotic industry.

This research investigates three central variables: marketing strategy, Customer Relationship Management (CRM), and sales revenue (omzet). Marketing strategy particularly those involving segmentation, targeting, and positioning (STP) is designed to ensure that customer needs are effectively identified and addressed (Alexander et al., 2022). CRM complements this strategy by managing customer interactions and fostering long-term loyalty (Maduri et al., 2021; Voutama, 2022). The ultimate output of this interaction is reflected in sales revenue, a key performance metric that demonstrates how effectively a firm converts its marketing investments into financial outcomes (Mulyati et al., 2021; Tambunan & Sinaga, 2021). These three variables are closely linked and form a strategic triad for sustainable business growth.

While many studies have examined the effects of marketing strategies on sales performance (Heryati, 2020; Janah et al., 2020; Wijaya et al., 2020), few have specifically explored the role of CRM within the context of the probiotic industry. Prior research has focused predominantly on general marketing mix applications in food retail or fashion industries (Murti & Ekowati, 2019; Putri Aprilia, 2019), without deeply analyzing biotechnology-based enterprises. Moreover, CRM is often overlooked in favor of traditional promotional tactics. This leaves a knowledge gap regarding how CRM can be strategically aligned with marketing initiatives to boost sales in bio-agriculture sectors, especially amidst fluctuating market demand and limited digital marketing adaptation as noted in PT. Agrikencana Perkasa's case.

Therefore, this study offers a novel contribution by exploring the synergy between CRM and marketing strategy in a biotechnology-focused company, specifically within the probiotic market. The novelty lies in combining CRM with a SWOT-based marketing strategy analysis to uncover optimal practices for revenue enhancement. The benefits of this research are both theoretical enhancing academic discourse on CRM and marketing alignment and practical, offering actionable insights for probiotic producers. The objective is to assess and recommend the most effective marketing strategies used by PT. Agrikencana Perkasa to increase probiotic sales revenue, providing a replicable model for similar businesses navigating competitive and innovation-driven markets.

## RESEARCH METHOD

This study adopts a qualitative research method, which is a methodology that produces data in the form of narratives, written descriptions, and behavioral observations (Charismana et al., 2022). The approach emphasizes the interpretation of meaning behind social phenomena, events, and processes through inductive analysis. In this context, the researcher functions as the primary instrument in understanding and interpreting the implementation of marketing strategies by PT. Agrikencana Perkasa to enhance probiotic sales performance.

The research was carried out at PT. Agrikencana Perkasa, located on Unnamed Road, Karang Kulon, Dlimas, Ceper District, Klaten Regency. This location was chosen based on several considerations: first, the company is currently experiencing practical issues related to marketing strategies that are relevant to the study; second, there is adequate availability of data and information needed for the analysis; third, the company has granted official permission for the research to be conducted; and lastly, the researcher intends to analyze how marketing strategy implementations at this company contribute to increasing probiotic sales revenue. The research was conducted during the period from February to April 2025.

The data used in this study were collected from both primary and secondary sources. Primary data were obtained directly through structured and unstructured interviews with key personnel at PT. Agrikencana Perkasa, such as marketing managers and relevant staff. Secondary data were collected from

books, academic journals, previous research findings, and company documents such as sales reports and product catalogs relevant to marketing strategies and CRM.

To support data collection, the researcher employed three main techniques: observation, interview, and documentation. Observation was conducted using a passive participant method, allowing the researcher to observe the marketing and sales activities at PT. Agrikencana Perkasa without direct involvement. This observation helped verify data obtained from interviews and provided contextual understanding of the company's operations. Interviews were carried out with structured questions based on the research objectives, and unstructured interviews were also conducted to explore topics that emerged during conversations. All interview responses were recorded, transcribed, and interpreted for analysis.

**Tabel 1. Interview Questions Based on SWOT Elements**

Aspect	Interview Questions	SWOT Element	Explanation
Current Marketing Strategy	1. What are the strengths of your company? 2. What marketing strategies are currently applied? 3. How is the target market determined? 4. What distribution channels are used? 5. How are prices set? 6. Promotion activities?	Strengths	Analyzes product advantage, branding, and channel strength.
Effectiveness of Current Strategy	1. What are the weaknesses? 2. How do you measure success? 3. Was there a sales increase after strategy implementation? 4. Customer feedback? 5. Main marketing obstacles?	Weaknesses	Identifies distribution and competitiveness issues.
Recommended Strategies & Opportunities	1. What strategies are considered most effective? 2. How is digital marketing utilized? 3. Is product innovation planned? 4. How to increase customer loyalty? 5. Government support?	Opportunities	Explores digital potential, product development, and market expansion.
External Threats	1. Biggest marketing challenges? 2. How strong is competition? 3. Any government	Threats	Analyzes market risks such as competition, regulation, or economic shifts.

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regulations that threaten?  
4. Other external sales  
barriers?

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*Source: Research Data, 2025*

The research instruments in this study primarily involved the researcher as the key instrument, along with managers, employees, and customers of PT. Agrikencana Perkasa who contributed valuable insights and data related to the implementation of marketing strategies. These individuals served as crucial sources of information in understanding the actual practices and evaluating the effectiveness of the strategies applied.

For the data analysis technique, this study utilized the interactive model developed by Miles and Huberman, which consists of four essential stages. The first stage is data collection, which was carried out through interviews, observations, and the collection of relevant documents. The second stage is data reduction, where the researcher filtered and selected data that were aligned with the research objectives, eliminating information that was irrelevant to the focus of the study. The third stage involves data display, in which the data were presented in summarized narratives, charts, or diagrams to reveal patterns and relationships that support deeper interpretation. Finally, the fourth stage is conclusion drawing, where insights were extracted from the data and synthesized into answers to the research questions posed at the beginning of the study.

To ensure the validity of the data, the researcher employed both source triangulation and method triangulation techniques (Kojongian et al., 2022). Source triangulation was conducted by comparing data gathered from different individuals and sources to verify the consistency and reliability of the information. Meanwhile, method triangulation was applied by combining various data collection methods interviews, observation, and documentation to cross-validate findings. These triangulation techniques were crucial in enhancing the credibility of the research results and in developing a more comprehensive understanding of the effectiveness of the marketing strategy implemented at PT. Agrikencana Perkasa.

## **RESULTS AND DISCUSSION**

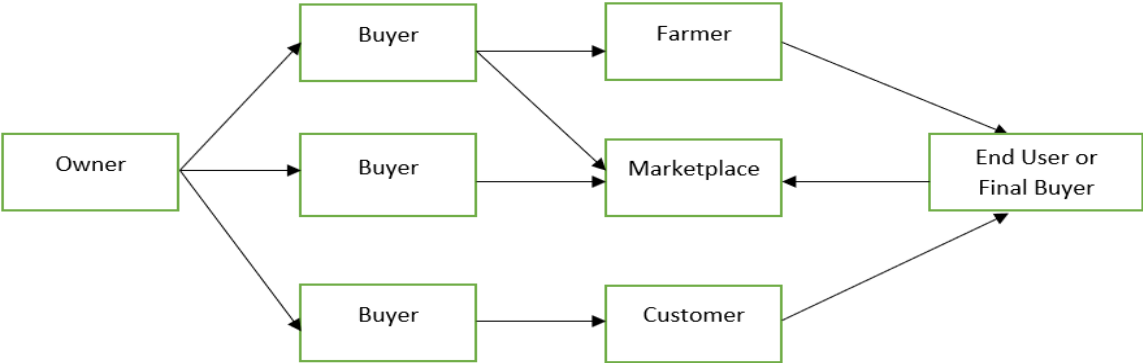
PT. Agrikencana Perkasa is an agribusiness company established in 2009 in Klaten Regency, Central Java. The company was founded by Ir. Andreas Gunapradangga with the aim of becoming part of a self-sufficient society and addressing farmers' needs through sustainable innovation in agriculture, livestock, and waste management based on modern biotechnology. In carrying out its operations, the company has collaborated with both national and international research institutions and has received recognition from various stakeholders, including the government and private organizations. The company focuses on providing high-quality agricultural products such as animal feed, organic fertilizers, and especially probiotics the main product examined in this study. The developed probiotics are formulated from various beneficial bacteria used for feed fermentation, improving digestibility, and restoring soil fertility, making them an eco-friendly alternative solution for modern agriculture and livestock sectors.

The respondents in this study consisted of internal company elements, namely the president director, the research and development (R&D) manager, the production manager, the finance and administration manager, and the marketing manager. Each holds a strategic role in planning and executing the company's business strategies, including the marketing strategy for probiotic products. The respondents were selected purposively due to their authority and capacity in decision-making, as well as their deep understanding of the company's marketing activities. In addition to internal sources, information was also obtained through observations of marketing activities and interactions with customers or business partners who represent the target market for PT. Agrikencana Perkasa's probiotic products. Through in-depth interviews and documentation, a comprehensive picture was obtained

regarding the role of each respondent in designing and implementing marketing strategies to increase probiotic sales revenue amid dynamic market challenges and competition.

**Marketing Strategy at PT. Agrikencana Perkasa**

Based on observations and interviews conducted, several marketing strategies have been implemented at PT. Agrikencana Perkasa, which are as follows:



**Figure 1. Scheme of Marketing Strategy at PT. Agrikencana Perkasa**

*Customer Relationship Management (CRM) Strategy Through Customer Education (Soft Marketing) at PT. Agrikencana Perkasa*

Based on the research findings obtained through interviews with the first resource person, Drs. Priyo Djatmiko, the Manager of R&D and QC, it was explained that PT. Agrikencana Perkasa implements a marketing strategy by educating customers, which is a form of Customer Relationship Management (CRM) practice. In the interview, Mr. Priyo stated: “*The marketing system used in this company is a type of soft marketing, namely customer education to build long-term relationships with customers.*” This statement indicates that the marketing approach used by PT. Agrikencana Perkasa falls under the CRM category. CRM (Customer Relationship Management) is a business strategy focused on creating and maintaining long-term relationships with customers.

In marketing strategy, CRM plays a vital role because it emphasizes customer satisfaction and loyalty as key elements for increasing sales. Furthermore, Mr. Priyo explained: “*Customer education is provided to clients who experience problems; in such situations, we try to become their partner and apply an empowerment concept to the customer.*” This highlights that one of the core approaches in CRM is customer education, which involves providing information, insights, or training to help customers better understand the products/services offered and their benefits.

Customer education is one of the essential innovations in CRM strategy aimed at enhancing the customer's understanding of the products or services being offered. The company strives to improve product and service quality, reach new customers and markets, and strengthen its market position through such innovations. Innovative behavior such as developing new products, services, and solutions results in positive performance outcomes (Kussudyarsana et al., 2023). Mr. Priyo further stated: “*We provide direction, but we don’t appoint agents because the education required goes beyond simple product descriptions; there are people who are difficult to educate, so we need approaches or innovations tailored to each customer’s situation and condition.*” This explanation indicates that by providing relevant and accurate information and applying personalized approaches, the company can build stronger relationships with customers, improve satisfaction, and ultimately increase sales. This is precisely what PT.

Agrikencana Perkasa does by educating customers ranging from business owners and partners to the general public through well-directed guidance.

Based on the interview results, it can be concluded that the goal of implementing soft marketing strategies in the form of customer education at PT. Agrikencana Perkasa is to enhance customer or business partner understanding of the products/services, build trust and company credibility, reduce customer resistance toward purchasing, increase loyalty as customers feel valued and involved, and encourage repeat orders and continued purchases due to strengthened customer confidence. The implementation of customer education at PT. Agrikencana Perkasa is typically carried out through socialization activities, direct mentoring, and the use of educational content shared via the company's website and social media platforms.

Based on the interview explanation above, the implementation of CRM through customer education at PT. Agrikencana Perkasa can be detailed as follows:

1. The implementation of the CRM system at PT. Agrikencana Perkasa allows customers to access information about products, services, and loyalty programs, as well as enables the company owner to monitor sales transactions in real-time. This enhances customer service and strengthens customer trust in the products.
2. By developing a web-based system that provides detailed product information, comprehensive promotional offers, and the benefits of each product, customers can more easily access information and make purchases. This system also facilitates the company in managing and storing sales reports.

Customer education through CRM strategies has had a positive impact on increasing sales revenue at PT. Agrikencana Perkasa, particularly by enhancing customer satisfaction and loyalty. The second interviewee, Mr. Toni, who serves as the Production and Bio Agro Manager, added: *“To ensure consumer loyalty, we need to maintain product quality, so that once they buy, the product remains consistently excellent and never declines in quality.”* This statement illustrates that maintaining consistent product quality is one of the key ways to secure customer loyalty. Providing high and consistent product quality contributes to greater customer satisfaction, which in turn fosters loyalty, encourages repeat purchases, and ultimately increases revenue. Furthermore, the CRM system (website) integrated with customer education enables the company to manage customer data more efficiently, reduce errors, and accelerate the sales process all of which contribute to improved sales performance.

PT. Agrikencana Perkasa employs several stages in its CRM strategy, including:

1. Acquiring new customers (Acquire):  
New customers are attracted by providing easy access to information, innovative offerings, and appealing services.
2. Enhancing relationships with existing customers (Enhance):  
The company strives to build stronger relationships with existing customers through excellent customer service. Implementing cross-selling or up-selling during this phase helps increase company revenue and reduce the cost of acquiring new customers.
3. Retaining customers (Retain):  
This stage involves efforts to gain customer loyalty by actively listening to customer needs and striving to fulfill them.
4. Increasing customer loyalty (Loyalty):  
This step focuses on deepening relationships with existing customers. Loyalty programs, exclusive offers, and rewards for returning customers are among the methods used to enhance loyalty.

5. Boosting conversion rates (Conversion):

The final stage aims to convert prospects into paying customers. With the right CRM strategies such as personalized customer education or special offers businesses can encourage more prospects to make purchases, thereby increasing conversion rates.

*Business to Business (B2B) Strategy Through Boss to Boss Marketing at PT. Agrikencana Perkasa*

Based on the research findings through interviews with the second respondent, Ir. Toni Hermanto, who serves as the Production and Bio Agro Manager, it was explained that PT. Agrikencana Perkasa also implements a B2B (Business to Business) marketing strategy through a “Boss to Boss” system. In the interview, Mr. Toni stated: *“The marketing system we apply from promotion to sales improvement is mostly carried out directly by Mr. Andreas as the company’s owner. Nearly 90% of the target market comprises partner companies, such as feed factories or agricultural firms that use probiotics, through direct interaction from boss to boss, not via distribution, marketing, or retail.”* From this explanation, it can be concluded that PT. Agrikencana Perkasa uses a B2B marketing strategy by employing a Boss to Boss approach. B2B marketing is a strategy that focuses on selling products or services from one business to another. In this context, the Boss to Boss approach refers to direct interactions between key decision-makers from both companies, such as CEOs, owners, directors, or senior managers. This approach aims to build strong and mutually beneficial business relationships through direct communication between company leaders.

Mr. Toni further explained: *“In terms of sales volume or revenue targets, if the target is a large company, the orders are automatically in tons, not just 1 or 2 bottles, compared to retail which only sells around 20 liters a day. That’s why we sell directly to large-scale livestock companies.”* This highlights that the Boss to Boss B2B strategy is effective in increasing revenue. By establishing direct relationships with other company leaders or targeting large enterprises, the decision-making process becomes faster, the transaction value is much higher, and customer loyalty is better maintained through long-term executive-level relationships.

The Boss to Boss marketing system at PT. Agrikencana Perkasa has several distinct characteristics compared to other marketing systems, including:

1. Close personal and professional relationships, involving more intimate and informal communication, with a more human-centered approach based on leadership experience and intuition.
2. Faster decision-making, as both parties have full authority, enabling quicker business agreements without going through bureaucratic layers.
3. Strategic and long-term negotiations, which go beyond just pricing or one-time transactions and include potential strategic partnerships, service integration, and long-term collaboration.
4. High Trust Selling, where the approach heavily depends on the trust built between company leaders, rather than solely relying on sales proposals.

The implementation of B2B strategies through the Boss to Boss approach at PT. Agrikencana Perkasa includes several stages:

1. Market Identification and Segmentation

The first step is to identify the target market that aligns with the company’s products or services. As explained by Mr. Toni in the interview: *“The main target of B2B marketing is large companies with ton-level orders, unlike retail which operates in much smaller volumes.”* Market segmentation is done based on industry, company size, specific needs, and potential business value. This allows the company to focus on prospects with high conversion potential.

2. Building Personal Relationships

The Boss to Boss approach emphasizes building personal relationships between company leaders. As explained by Mr. Toni: *“Mr. Andreas, the owner, usually already has connections either friends, family, or partners and starts with a personal approach before introducing the probiotic products and their benefits.”* This is often done through face-to-face meetings, direct phone calls, or other personal communications to foster trust and deep understanding of each party's business needs and goals.

### 3. Offering Customized Solutions

After understanding the client's specific needs, the company offers tailored solutions. According to Mr. Toni: *“For farmer groups or the general community, it's not about promotions but about empowering them and solving agricultural or livestock problems by offering probiotics as a solution.”* This shows the company's commitment to providing added value and relevant solutions for clients.

#### *Direct Selling and Marketplace Strategy (Tokopedia)*

The direct selling strategy involves direct interaction or face-to-face meetings between the seller and potential buyers or regular customers. According to a direct interview with the company owner, Mr. Andreas: *“We use a word-of-mouth distribution system or present the product directly to our network.”* This indicates that the owner personally engages in direct marketing and product demonstrations. As added by Mr. Toni: *“Many people buy and then resell through a retail or reseller system.”* Thus, several resellers are involved in redistributing the probiotic products.

In addition to direct selling, sales are also conducted through online marketplaces like Tokopedia and via digital marketing. In his interview, Mr. Andreas explained: *“The probiotic products are sold online by third parties who purchase from us and then market the products using our brand name, selling them on Tokopedia.”* This shows that beyond offline marketing, PT. Agrikencana Perkasa also engages in online sales through intermediaries using well-known marketplaces. With the rapid advancement of technology, agricultural product marketing is no longer limited to conventional methods but has expanded to online platforms such as Tokopedia, Shopee, and other e-commerce platforms (Niti Sabda & Kussudyarsana, 2023). Regarding online marketing, it aligns closely with digital marketing. Apart from marketplaces, PT. Agrikencana Perkasa also uses digital systems.

Mr. Toni stated: *“We have a website, and Mr. Andreas also uses Facebook and Instagram, but not through a marketing team. The use of social media exists, but it's not well-structured; the owner is not yet interested in entering the retail market more deeply due to the lack of a dedicated marketing division.”* From this interview excerpt, it can be concluded that the company's digital marketing efforts are still insufficient due to the absence of a structured marketing team. Therefore, the use of social media platforms such as Facebook and Instagram, as well as the company website, for probiotic product sales is not yet optimized.

## **CONCLUSIONS AND SUGGESTIONS**

PT. Agrikencana Perkasa applies a combination of marketing strategies, including Customer Relationship Management (CRM) through customer education (soft marketing), Business to Business (B2B) with a Boss to Boss approach, and direct selling via marketplaces like Tokopedia. These strategies have been tailored to suit the characteristics of its target market consisting of business owners, partners, farmers, and the general public and have proven effective in driving sales revenue, especially through CRM. The CRM approach, which emphasizes long-term and personalized relationships, stands out as the most impactful in fostering customer loyalty and ensuring consistent bulk purchases. Theoretically, this research enriches the application of CRM in the agribusiness context, while practically, it offers a model for other companies seeking to stabilize and grow their sales. However, the study is limited to a single



case and does not deeply explore the role of structured digital marketing, which could be crucial in future research and applications.

To enhance marketing performance, it is recommended that PT. Agrikencana Perkasa form a dedicated digital marketing team to better utilize social media and online platforms in attracting younger, tech-savvy consumers. Furthermore, the company should consider expanding into retail segments by developing a reseller network or opening new distribution outlets to reduce dependence on large corporate clients. Regular training for the marketing team on CRM practices, customer education techniques, and soft marketing strategies is also advised to improve the quality and effectiveness of promotional efforts. These improvements are expected to support more sustainable growth and greater market reach for probiotic products in both institutional and individual consumer segments.

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