
Telemarketing Communication in Increase Closing at the Service Company PT. Riviera Publishing

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ABSTRACT

Increasingly competitive business environments compel service companies to adopt effective marketing communication strategies in order to sustain and improve sales performance. Telemarketing remains a highly relevant direct communication strategy, as it enables personal interaction and the progressive development of trust with prospective clients. Despite its continued use, limited empirical research has examined telemarketing communication patterns in the Indonesian scientific publishing sector a context characterized by unique customer profiles and complex decision-making processes. This study aims to analyze the pattern of marketing communications employed through telemarketing activities at PT. Riviera Publishing and its role in increasing the sales closing rate. A qualitative descriptive approach was adopted, involving in-depth interviews, direct observation, open-ended questionnaires, and document analysis. Data analysis was conducted using the interactive model of Miles and Huberman, encompassing data reduction, data display, and conclusion drawing and verification. Triangulation was applied to ensure the credibility of findings. The results indicate that personal, empathetic, dialogic, and flexible communication patterns are significantly more effective than rigid and aggressive approaches. Telemarketing success is more strongly influenced by the quality of communication than by the volume or frequency of calls. Furthermore, the telemarketer's intrinsic motivation plays a critical role in maintaining consistency, patience, and the capacity to establish meaningful rapport with prospective customers. The novelty of this study lies in its integrative examination of marketing communication patterns, telemarketing techniques, and measurable sales closing outcomes within a scientific publication service company — a combination seldom addressed in prior literature. This study concludes that enhancing sales closing rates depends fundamentally on humanistic, adaptive, and customer-needs-oriented communication; accordingly, investment in telemarketer communication competence and work motivation should be a priority for service companies seeking sustainable sales growth.

Keywords: telemarketing communication; sales closing rate; marketing communication pattern; service company

INTRODUCTION

The intensification of competition in the global service industry has compelled companies to develop more sophisticated and effective marketing communication strategies in order to sustain revenue growth and customer retention (Homburg et al., 2017; Lemon & Verhoef, 2016). According to a report by Statista (2023), global spending on direct marketing communications exceeded USD 350 billion, reflecting the continued strategic relevance of personalized communication channels. Among these, telemarketing defined as the use of telephone-based direct communication to introduce products, build relationships, and achieve sales conversion remains one of the most interactive and measurable approaches available to service firms. Kurniawan (2025a) asserts that telemarketing success is fundamentally

dependent upon the communicator's ability to understand customer needs and to deliver the value proposition in a persuasive and personally resonant manner.

Contemporary market competition is no longer confined to price differentiation alone, but extends to response speed, interaction quality, and the overall customer experience (Dwivedi, 2021; Verhoef, 2021). Informed by digital access to comparative information, modern consumers have become increasingly selective and autonomous in their purchasing decisions. Consequently, service companies must adapt by implementing more personalized, dialogue-oriented, and responsive communication strategies. When telemarketing is integrated with a well-designed marketing communication framework, it can function as a strategic differentiator enabling companies to maintain customer relationships and improve sales conversion rates (Kumar, 2020; Payne et al., 2017). Theoretical frameworks such as the dialogic communication theory (Kent & Taylor, 1998) and the relationship marketing paradigm (Payne et al., 2017) provide a conceptual basis for understanding how two-way, empathetic communication facilitates trust-building and behavioral outcomes in sales interactions.

For service companies such as PT. Riviera Publishing which operates in the scientific publication and academic journal sector the primary challenge lies in increasing the sales closing rate amidst rapidly evolving consumer behavior in the digital era. Although digital channels such as social media and email marketing are actively utilized, telemarketing continues to play an indispensable role because it enables direct, real-time interaction and the construction of interpersonal trust both of which are essential prerequisites for high-value, complex purchasing decisions (Bhatia, 2020; Johnston & Marshall, 2020). The effectiveness of telemarketing in this context is, however, highly contingent upon the telemarketer's communicative competence, including the ability to identify customer needs, adapt communication style to individual customer characteristics, and manage objections constructively. This is consistent with the findings of Khumayah and Siswoyo (2019), who confirm that the quality of interpersonal communication plays a pivotal role in establishing trust and emotional connectedness — both of which are critical antecedents of successful persuasive interaction. Empirical observations at PT. Riviera Publishing indicate that communication scripts that are monotonous, inflexible, or lacking in empathy frequently result in customer rejection prior to closing, suggesting the need for a comprehensive investigation into effective marketing communication patterns within the telemarketing process.

A growing body of literature corroborates the continued strategic relevance of telemarketing as a marketing communication instrument. Uli and Sawitri (2024a) demonstrated that call frequency and telemarketer skill set significantly influence sales conversion rates in a financial technology service company; however, their study was limited to quantitative measurement and did not examine the qualitative dimensions of communication patterns. Sawlani et al. (2021) found that effective communication and customer information management contribute substantively to competitive advantage, yet their framework was organizationally broad and did not isolate telemarketing-specific communication dynamics.

Rasool Basha (2024) analyzed the effectiveness of telemarketing strategies across multiple industry segments and highlighted the importance of message personalization, though without contextualizing findings within the Indonesian scientific publishing environment. Vanella (2012) emphasized in a practitioner-oriented model that cold-calling effectiveness relies on systematic communication frameworks, rapport-building, and disciplined follow-up

— a perspective that aligns with but does not theoretically extend beyond the descriptive level. Taken together, these studies confirm that telemarketing effectiveness is multidimensional; however, a critical gap remains in the literature concerning the specific communication patterns employed in Indonesian academic publishing service companies and their empirical relationship to sales closing outcomes.

The synthesis of prior research indicates that telemarketing success is not solely determined by the volume or intensity of calls, but rather by the design and adaptive implementation of customer-oriented communication. Nonetheless, most existing studies have focused on general service industries, business-to-consumer retail, or financial services, without specifically addressing the academic publishing sector. This constitutes a significant research gap, given that companies in this field operate with distinct customer profiles primarily academics, researchers, and institutional affiliates who require specialized knowledge-based communication approaches. Telemarketing is sometimes dismissed as an “outdated strategy,” yet evidence consistently demonstrates that when executed with professionalism, empathy, and structured communication protocols, it remains capable of generating substantial and measurable sales outcomes (Bhatia, 2020; Yusditar, 2025).

The novelty of the present study lies in its integrative analytical framework, which simultaneously examines three interrelated components: (1) marketing communication patterns — encompassing message construction, language style, and empathetic orientation; (2) telemarketing as the primary medium of direct customer interaction; and (3) the resultant sales closing rate as a measurable performance indicator. This integrative approach has rarely been employed in prior research, particularly within the context of Indonesian scientific publication service companies, which are characterized by unique customer segments (academics and researchers) and a complex, multi-stage bidding and decision-making process (Homburg et al., 2017). The study thus contributes both theoretical insights by expanding dialogic communication theory into the telemarketing domain and practical recommendations for companies seeking to optimize their direct marketing communication strategies.

This study aims to analyze the effectiveness of telemarketing techniques in increasing the sales closing rate at PT. Riviera Publishing. More specifically, this research examines: (1) the forms and applications of marketing communication conducted through telemarketing techniques; (2) the effectiveness of such communication in improving sales closing performance; and (3) the supporting and inhibiting factors that influence communication effectiveness within the telemarketing process. The findings are expected to yield a comprehensive understanding of the most effective communication strategies for achieving optimal sales outcomes within a scientific publication service context.

This study is expected to yield both practical and academic contributions. In terms of practical significance, the findings may serve as evidence-based recommendations for service companies seeking to refine their telemarketing scripts, design targeted training programs for communication teams, and develop more effective and adaptive marketing communication strategies. Academically, this research enriches the body of Indonesian-language marketing communication literature by providing an empirically grounded analysis of direct marketing interactions in the scientific publishing sector. The broader implication is that if specific marketing communication patterns are shown to significantly influence sales closing outcomes, companies must prioritize the qualitative development of telemarketing rather than merely

increasing call volume since marketing effectiveness is ultimately determined by the quality of each customer interaction and the communicator's capacity to adapt to individual customer characteristics.

METHOD

This study employs a qualitative research approach with a descriptive design, selected on the basis of its suitability for understanding the complex patterns, perceptions, motivations, and behaviors of human actors within their natural social context (Sugiyono, 2013). The qualitative paradigm is particularly appropriate for this investigation, as it enables an in-depth, holistic exploration of marketing communication dynamics in telemarketing without imposing artificial variable manipulation. A descriptive design was chosen to systematically depict the patterns and processes of telemarketing communication at PT. Riviera Publishing as they occur in practice, positioning the researcher as the primary instrument of data collection and interpretive analysis.

The research was conducted at PT. Riviera Publishing, a service company specializing in scientific publication and academic journal publication. The research location was selected purposively due to its direct relevance to the phenomenon under investigation, namely the application of telemarketing communication strategies in an Indonesian academic publishing context. Research subjects were determined through purposive sampling, a non-probability technique that selects participants based on specific criteria of relevance and information richness (Sugiyono, 2013). Key informants comprised the Director of PT. Riviera Publishing, the General Manager of Marketing, Senior and Junior Telemarketers, and staff directly involved in the company's communication and marketing processes. All research participants provided informed consent prior to data collection, and participant confidentiality was maintained throughout the research process. In addition to interviews, the researcher conducted direct observation of live telemarketing interactions with prospective customers to understand, in naturalistic context, the communication patterns deployed during process.

The focus of investigation encompassed the marketing communication patterns employed by the telemarketing team, including verbal and nonverbal dimensions, linguistic style, persuasion techniques, and trust-building strategies. Primary data were collected through in-depth semi-structured interviews with key informants at three organizational levels (managerial, operational senior, and operational junior), supplemented by direct observation of telemarketing interaction sessions and open-ended questionnaires administered to junior team members. Research instruments included a structured interview guide, an observation checklist, and an open-ended questionnaire, each developed in alignment with the research indicators: communication style, empathy, message personalization, objection handling, and closing effectiveness. Secondary data sources included the company's internal sales reports, Standard Operating Procedure (SOP) documents, telemarketing scripts, and promotional materials, which provided triangulatory documentation support.

In qualitative research, the researcher functions as the primary instrument, responsible for observation, interpretation, and analytical judgment (Sugiyono, 2013). To support this role, the researcher employed ancillary instruments including a structured interview guide, an observation recording sheet, and digital audio documentation tools. Data collection was conducted across three interconnected methods: (1) direct observation of customer-

telemarketer interactions in the operational environment; (2) semi-structured interviews with informants across three organizational levels; and (3) document and library research encompassing internal company records and relevant academic literature. This multi-method approach enabled the researcher to collect rich, contextually embedded data from multiple perspectives.

Data analysis was conducted using the interactive model proposed by Miles and Huberman (1994), which encompasses three iterative and concurrent stages: (1) data reduction, involving the selection, focusing, and simplification of raw data obtained from interviews, observations, and documents; (2) data display, organizing and presenting the condensed data in narrative form and tables to facilitate pattern recognition; and (3) conclusion drawing and verification, in which preliminary conclusions were drawn and subsequently tested for consistency and validity. To ensure the credibility and trustworthiness of the findings, methodological triangulation was applied by cross-referencing data from interviews, direct observations, and documentary sources. Source triangulation was also employed by comparing information derived from informants at different organizational levels to detect consistency and identify discrepancies in reported practices and perceptions.

RESULT AND DISCUSSION

Study This held at PT. Riviera Publishing, a company services operating in the field publishing and publication work scientific activities marketing company done through combination of digital media and communication direct, with telemarketing as one of the main strategies in reach candidate client potential.

Subject study consists of from management and telemarketing team, which are selected purposively based on involvement direct in activity communication marketing and closing process. The following identity informant study served in a way complete in Table 1:

Table 1. List of Informants

Informant Code	Position	Length of work	Method
I-01	Director of PT. Riviera Publishing	±5 years	Interview
I-02	General Manager Marketing	±3 years	Interview
I-03	Senior Telemarketer	±2 years	Interview
I-04	Junior Telemarketer	±1 year	Interview
I-05	Junior Telemarketer	±8 months	Questionnaire & Observation

Source: Documentation Researcher, 2025

Informant main covering Director company, General Manager Marketing, and member active telemarketing team do communication with candidate customers. In addition, research this also involves observation direct to telemarketing activities in the environment Work company.

Communication Process at PT. Riviera Publishing

Communication that took place at PT. Riviera Publishing shows that telemarketing is still viewed as means effective communication in build connection direct with candidate clients, in particular in context service services that require explanation in-depth and personal interactions.

The results of the interview with the Director of PT. Riviera Publishing stated that :
“Telemarketing is an important strategy for company Because allows communication directly building trust client since stage the beginning of the bidding process .. ”

Statement the show that telemarketing is positioned as a communication strategy main in guard quality interaction with candidate customer. View This Then reinforced by the results interview deep with the General Manager of Marketing of PT. Riviera Publishing who emphasized importance quality communication in the sales process.

The results of the interview with the General Manager of Marketing at PT. Riviera Publishing stated that that :
“Telemarketing at PT. Riviera Publishing is still very effective Because our clients need explanation directly. We don't demand amount phone, but quality communication.”

Management explain that pattern marketing communications implemented emphasize a personal and flexible approach. Telemarketing scripts are prepared as guide general, but telemarketers are given freedom For adapt style communication with character and needs candidate customers so that interactions No impressed stiff and more dialogic.

More further, management confirm that closing success is not measured from amount calling only, but from quality built interactions During the communication process, the General Manager of Marketing at PT. Riviera Publishing stated that :

“We are indeed use language that is not stiff. Telemarketer is free adapt style talk during still polite and appropriate standard company .”

Management also emphasized that improvement quality communication, such as ability listen in a way active, empathetic, and clear delivery information, assessed more influential to increased closing compared to improvement intensity telemarketing calls. View the reinforced by the statement acquired telemarketing team through interview deep.

A member the telemarketing team delivered that :

“If it's direct sales usually rejected, I usually ask Formerly need client, new enter to offer.”

Other telemarketers add that :

“Follow-up is important. Many clients close not on the phone First.”

PT. Riviera Publishing's Telemarketing Activities

Observation done in a way direct to telemarketing activities at PT. Riviera Publishing, with focus on the communication process since opening conversation until closing conversation. Observation show that successful telemarketers tend to do closing use style relaxed communication However still professional.

The telemarketer active submit question open For dig need customer before convey offer. Explanation service delivered in a way gradually, with adjustment language and intonation voice in accordance response customers. In addition, telemarketers who successfully close do not force decision, but rather give time for customer For consider offer.

In contrast, telemarketers are direct convey offer without excavation process need tend get rejection. Observations also show that action carry on done through calling repeat or WhatsApp messages accordingly with agreement beginning, which aims guard communication still intertwined.

The system i is analyzed in study This covering telemarketing scripts, internal reports regarding performance sales, as well as material promotion company . Documents script show that pattern communication designed in a number of stage, namely opening, identification needs, delivery benefit service, handling objections, and closure.

Internal reports show that company more emphasize evaluation quality communication compared to just quantity call. Promotional materials used as supporters communication so that the information conveyed by telemarketers remains consistent with image company. Overview Telemarketing activities are presented in Table 2:

Table 2. Recap Activity

Activity	Information
Number of active telemarketers	5 people
System Work	Daily shift
Media follow-up	Phone & WhatsApp
Evaluation	Weekly

Source: Documentation Researcher, 2025

Form and Application Marketing Communication Through Telemarketing Techniques at PT. Riviera Publishing

Marketing communications carried out through telemarketing techniques in companies PT. Riviera Publishing services are implemented in a way structured, personal, and based on SOP (*Standard Operating Procedure*) to improve effectiveness communication as well as success of the *closing* process.

Form The marketing communications used by PT. Riviera Publishing are communication direct marketing *communication* which is two- way. Telemarketing allows occurrence personal interaction between telemarketers and potential authors, so that message marketing can delivered in a way more clear, persuasive, and tailored with the needs of each candidate customer . Communication This packed in a way :

1. Personal, with mention the name and title of the author
2. Professional and polite, appropriate ethics communication
3. Empathetic, with dig author's needs and readiness
4. Responsive, with time response maximum 5 minutes

In In practice, telemarketing at PT. Riviera Publishing is carried out according to the communication SOP that has been set. Telemarketers are mandatory use polite and professional language, including emoticons enough For create atmosphere warm communication, as well as guard speed response so that prospective authors feel valued.

In addition, each telemarketing interactions followed with author data recording, including name, target journal, target month published, and university of origin. The data Then

input to in a spreadsheet and classified based on the status *of the leads*, namely *hot*, *warm*, or *cool*, as base determining communication strategy continued.

Implementation marketing communication in telemarketing is carried out follow systematic flow. Telemarketers start communication with *greeting* (greeting), continued with dig publication plans and targets journals, as well as evaluate readiness script prospective author. Next, the telemarketer provides recommendation relevant journals, explaining KUM value, as well as strengthen trust prospective author through delivery legality companies and SINTA and Scopus testimonials. At this stage end, delivered information related price, benefits, and invoice as part from the *closing* process.

If prospective author yet take decision, telemarketers do *follow up* manually for at least two days after communication last. *Follow up* done in a way polite and persuasive without coercion . If prospective author states rejection, then the status *of the leads* set as a PRAYER, according to with the applicable SOP. The entire marketing communication process via telemarketing at PT. Riviera Publishing is based on mark Work professional, consistent and responsible answer. Telemarketers are sued For Work beyond standard services to build trust term long with prospective author, as reflected in mark working SOP PT. Riviera Publishing.

Effectiveness Marketing Communication Through Telemarketing in Improving Sales Closing Rates at PT. Riviera Publishing, a service company

Marketing communication through telemarketing techniques in companies PT. Riviera Publishing's services are assessed effective in increase level *closing* sales, because executed in a way structured and consistent based on the SOP that has been set. Telemarketing allows occurrence communication direct and personal between telemarketers and potential authors. With implementation of communication SOPs that emphasize use Language polite, pronunciation author title, as well as delivery legality and testimonials of SINTA and Scopus, level trust prospective author towards PT. Riviera Publishing's services have increased. Trust This become factor important thing that drives prospective author for take decision purchase (*closing*).

Through channel systematic telemarketing communication, telemarketers are able to dig need prospective author in-depth, such as the target publication journal, readiness scripts, and needs KUM value. Information the used For give recommendation relevant and realistic journals. Approach This make the solutions offered felt appropriate target, so that increase opportunity *closing* sales.

Delivery information in a way direct about price, benefits, and publishing process journal help reduce doubt prospective author. In addition, the existence of SOP marketing *tools* such as legality company and evidence testimoni strengthen perception credibility service. This is contribute to acceleration taking decision by the prospective author. PT. Riviera Publishing's telemarketing SOP requires recording and classification *leads* (*hot*, *warm*, *cool*) as well implementation *follow up* in a way scheduled. *Follow up* is done at least two days in advance after communication final guard continuity communication without give pressure excessive to prospective author.

Management organized *leads* This proven increase opportunity conversion from prospects become customer. clear SOP make all telemarketers have standard work and patterns same communication. Consistency This impact positive to quality marketing communications

delivered to prospective author. With quality maintained communication, level *closing* sales can increase in a way sustainable.

Effectiveness marketing communications through telemarketing at PT. Riviera Publishing can seen from:

1. Increasing amount hot *leads*
2. The height response positive to *follow up*
3. Improvement number of ongoing deals to invoice and payment stage
4. Decreased miscommunication in the *closing* process

In study this, found that the success of telemarketing at PT. Riviera Publishing is more influenced by the telemarketer's ability to understand need candidate customers and customize message with characteristics individual they, who are in line with Schiffman's theory about importance personalization message in telemarketing. As Schiffman explains, successful telemarketers must capable building a dialogue based on understanding need customers, not only just do offer. Findings study This show that the telemarketer who interacts more personal and empathetic, and which is active dig need customer before convey offer, have opportunity more big For reach *closing*. With Thus, the results study This support Schiffman's theory emphasizes that telemarketing is effective relies on two - way communication, focusing on the relationships built through dialogue, as well as emphasize importance preparation and adjustment message For increase opportunity sale.

Inhibiting Factors Effectiveness Marketing Communications in the Telemarketing Process at PT. Riviera Publishing

Effectiveness Marketing communication through telemarketing at PT. Riviera Publishing is influenced by various factors. Factors, both of a physical nature supporters and inhibitors. Factors the related with implementation of SOPs, telemarketer competencies, and characteristics prospective author.

Supporting Factors Effectiveness Marketing Communication

The existence of marketing SOPs becomes factor main supporting effectiveness of telemarketing at PT. Riviera Publishing. SOP provides clear guidance about channel communication, ethics communicating, using marketing *tools*, to the *follow-up* process. With this SOP, telemarketers have standard same work so that communication delivered more consistent and professional.

Telemarketing allows two -way communication of a personal nature. Mentioning the author's name and title, use of polite language, as well as approach empathetic in dig author's needs to create candidate customer feel appreciated. Approach This increase trust and enlarge opportunity occurrence *closing sales*. Use legality company, SK increase position functional, letter proof cumulative, as well as SINTA and Scopus testimonials become factor supporters important. *Tools* This functioning as proof credibility that is capable reduce doubt prospective authors and strengthen belief they to PT. Riviera Publishing services.

Implementation classification *leads (hot, warm, cool)* as well *follow up* scheduled for at least two days after communication final help guard continuity communication. Management neat *leads* allows telemarketers to focus energy on the most potential prospects, so that

effectiveness communication and level *closing* increased . Fast response conditions maximum 5 minutes make prospective author feels cared for and served with good. Responsiveness This influential positive to perception quality service and encourage prospective author for continue the communication process until stage *closing*.

Inhibiting Factors Effectiveness Marketing Communication

One of obstacle main in the telemarketing process is readiness script potential authors who are not yet optimal. Although marketing communication is running effective, *closing process* can delayed if script Not yet Ready or Still need revision substantial. Some prospective authors still own doubt related to the publication process journal, cost, and time published. Lack of understanding This can hinder effectiveness communications, although telemarketers have convey information in a way complete and according to SOP. Not all *leads* can converted become *closing*. In SOP PT. Riviera Publishing, rejected *leads* categorized as a PRAYER. Rejection factor This become obstacles of a nature external and outside telemarketer control.

Even though the SOP has been available, difference ability communication, persuasion, and experience between telemarketers can influence effectiveness delivery marketing messages. Telemarketers who are less adaptive potential lower quality communication. Prospective authors who have busyness tall often difficult contacted or postpone taking decision. Condition This can prolong the communication process and hinder occurrence *closing* in time short.

CONCLUSION

Based on the research findings and discussion presented in this study, it can be concluded that the effectiveness of telemarketing at PT. Riviera Publishing is fundamentally determined by the quality of communication practiced in every interaction with prospective customers, rather than by the quantity of calls made. Telemarketing functions as a strategic communication medium when executed through a relationship-oriented, empathetic, and adaptive approach consistent with dialogic communication theory and the principles of relationship marketing. The marketing communication patterns observed at PT. Riviera Publishing demonstrate that the capacity to adapt messages to individual customer needs, to sustain open and genuine dialogue, and to uphold professional communication ethics are critical determinants of successful purchasing decisions.

The work motivation, emotional resilience, empathy, and communicative consistency of individual telemarketers constitute key determinants of the quality of customer engagement. These human competencies must be systematically developed through structured training and organizational support in order to sustain high performance over time. This study is subject to certain limitations, including its single-site qualitative design, which constrains the generalizability of findings to other organizational or sectoral contexts. Future research is recommended to employ comparative multi-site designs or mixed-method approaches that incorporate quantitative measurement of closing rates across different telemarketing communication styles.

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