
Application of Customer Value to Increase Perceived Value through Special Business Request Marketing Program

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ABSTRACT

This research was conducted at PT Telkom Indonesia, a company engaged in telecommunications, to evaluate the implementation of the Special Business Request (SBR) marketing program in increasing perceived value by customers. The SBR program is an initiative that offers discounts on large projects to strengthen cooperation with government customers. This research uses a qualitative descriptive method, collecting data from the company through in-depth interviews, observation, documentation, and secondary data. The evaluation was conducted on the effectiveness of the SBR program in increasing customer satisfaction and perceived value, using customer value theory, which emphasizes the difference between the benefits obtained by customers and the costs they incur. The results showed that the SBR program effectively increased customer perceived value, helping PT Telkom Indonesia win significant projects and strengthening long-term relationships with government customers. Recommendations are given to refine the program and introduce more personalized marketing strategies based on individual customer needs to achieve optimal results.

Keywords: Customer Value, Perceived Value, Marketing Strategy, Government Marketing, Digital Solutions

INTRODUCTION

In today's world, the telecommunications industry has grown extremely quickly. The reason for this quick development was that more people realized how important it was to use the services that telecom firms offered. They facilitate rapid and simple communication with customers, access information more efficiently, and enjoy various digital services that support their daily lives. The development of telecommunications technology continues to grow rapidly, with the transition from 4G networks to 5G networks being an important step in the evolution. As mobile access to the internet continues to grow, 5G wireless networks are considered a key communications infrastructure to provide widespread connectivity in the future. (Kunneke et al., 2021). Technological growth has great potential and will be able to influence the progress of a country. These changes open the door to new opportunities where telecommunications companies can customize their services according to end users' increasingly complex and diverse needs. 5G technology also opens

up new opportunities in the field of the Internet of Things (IoT) that can connect various smart devices directly and seamlessly, creating a more connected and intelligent environment.

Customer retention is critical to a business's long-term success in the highly competitive telecoms sector. Customer retention is a crucial measure of the effectiveness of a business's marketing and operational tactics in addition to representing how satisfied consumers are with the services they receive. According to research findings, company continuity and customer retention are positively correlated (Li et al., 2023). Businesses with strong customer retention rates typically have more consistent revenue and can lower their cost of bringing on new clients. Loyal customers tend to buy more products or use more services from the company, thereby increasing customer lifetime value. Loyal customers can help companies expand their customer base without the need to spend additional costs on marketing.

The telecoms sector is among those most impacted by the rapidly changing digital landscape and is crucial to the realization of an



organization's digital goals. Managers believe that there will be two primary advantages to digital transformation: disintermediation and direct client communication, as well as 24/7/365 customer service. (Pentz & Ryke, 2021). The telecommunications industry is faced with demands to continuously innovate and improve their services to meet the increasingly complex needs of customers. Telecommunications companies need to utilize data and technology to identify customer needs and provide the right solutions so that they can win the competition in an increasingly competitive market. Understanding market trends and dynamics and adopting the right marketing strategies are crucial to achieving success in the telecommunications industry's digital transformation era.

High customer satisfaction can contribute to customer loyalty, repeat purchases, and recommendations to others, which in turn can improve company performance and sustainability. The results of the research show that in the telecommunications sector, customer satisfaction is significantly positively correlated with people, processes, promotion, and product variety. (A. et al., 2022). Customer satisfaction is about delivering a satisfactory product or service and building strong and sustainable relationships with customers. Companies should focus on ensuring customer satisfaction, which will often lead to long-term benefits in the form of loyalty, support, and sustainable business growth. Aspects that need to be considered in detail in the context of customer satisfaction in the telecommunications industry are service quality, network coverage, choice and flexibility, customer service, product and service innovation, transparency, and openness. All these aspects pay attention to and fulfill customer needs; companies can increase customer satisfaction, maintain market share, and build strong customer relationships.

PT Telkom Indonesia has long been a pioneer and leader in Indonesia's telecommunications industry. As the country's first and oldest telecommunications company, Telkom has played a very important role in shaping and developing its telecommunications

infrastructure. With an extensive network and a variety of services to offer, Telkom is not only a telecommunications service provider but also an agent of change that brings digital transformation to the people of Indonesia.

Telkom Indonesia's vision is to be the first choice digital telco to advance society. To achieve this vision, Telkom is committed to continuously developing innovative and quality digital infrastructure and services, aiming to provide maximum benefits to society. Telkom works to raise people's standard of living, encourage economic expansion, and hasten the country's transition to a sustainable and inclusive digital society. The goal of Telkom is to hasten the creation of intelligent digital platforms and infrastructure that are affordable, sustainable, and available to the whole community. In order to promote the country's digital capabilities and adoption, Telkom also places a strong emphasis on producing exceptional digital talent. It also coordinates the digital ecosystem to give customers the best possible experience.

One tangible manifestation of Telkom's commitment is through the Government Service Division (DGS), which focuses on marketing to government customers. DGS plays an important role in meeting the government's communication and information technology needs, helping the government provide better public services to the community. By providing the right information technology solutions, DGS supports various government activities, strengthens relationships with government customers, and builds Telkom's reputation as a reliable partner.

Human Resources (HR) at Telkom Indonesia is a key asset in achieving company goals and ensuring business sustainability. Qualified human resources support operations, strategy, and interaction with clients and play a role in improving productivity and service quality. The Great Place to Work certification Telkom received from April 2022 to April 2023 confirms high employee satisfaction. Telkom demonstrated solid financial performance with increased profit and revenue in the January-September 2023 period. Telkom is also leading

the digital transformation and has marketing strategies such as Special Business Request (SBR) to attract large projects despite facing challenges related to price and budget. External factors such as regulatory policies, public preferences, exchange rate fluctuations, and global market conditions affected Telkom's operations and performance. Telkom managed to maintain its position as a market leader by focusing on service quality, innovation, and differentiation strategies. It also strengthened relationships with customers to maintain their satisfaction and loyalty.

METHODS

A descriptive qualitative methodology was used in the research as the data analysis method. The goal of qualitative approaches is to comprehend social processes in great detail. This approach allows researchers to conduct a careful examination of the phenomenon in its natural context, producing rich descriptions and narratives. (Leko et al., 2021). With qualitative methods, researchers can describe individual experiences and perspectives, explore the meanings and processes underlying events, and understand how and why phenomena occur in a particular context.

The primary and secondary data used in this study are primary and secondary data. Primary data is information that has not been published and obtained directly from the first source without being altered by other individuals. (Taherdoost Hamed, 2021). Primary data collection was conducted through in-depth interviews, observation, and documentation. An interview is an interaction in which the researcher asks questions about a person's life experiences, opinions, and expectations (Knott et al., 2022). During the four months that data gathering took place, direct observation was done. Held at Yogyakarta Special Region 's PT Telkom Indonesia Regional Office Yogyakarta, located at Jl., Yos Sudarso 09, Kotabaru, Gondokusuman District, Yogyakarta City February 26 to July 5, 2024. Observation involves using the researcher's five senses to collect data in a participatory or non-participatory manner (Mwita, 2022). The data

obtained was then documented, which involved recording the interviews and then transcribing the audio into a written document, which could then be used for further analysis (Hennink et al., 2020).

Secondary data is information collected from previously published sources. (Taherdoost Hamed, 2021). This data is often used in the literature review section and provides the necessary background information for the research. To make sure the information used is accurate and authentic, the researcher needs to double-check the validity and dependability of secondary data. To find issues with the company's marketing campaign, a direct analytic method was applied in the field during the investigation. The analysis's findings are then connected to the theoretical frameworks examined in academia in order to introduce novel ideas for the business. When primary and secondary data are combined, sought to evaluate the implementation of the Special Business Request marketing program in increasing the perceived value of government customers of PT Telkom Indonesia Witel Yogyakarta, using customer value theory to assess the program's effectiveness in the context of corporate marketing.

RESULTS and DISCUSSION

PT Telkom Indonesia, Tbk (Telkom) has a long and innovative history in Indonesia's telecommunications industry. Starting as a postal and telegraph service provider in 1882, the company evolved into Perusahaan Negara Telekomunikasi (PN Telekomunikasi) in 1974 and then changed its name to Telkom in 1991. Telkom continues to expand and innovate, including establishing its subsidiary Telkomsel as a mobile operator in 1995, launching 4G LTE services in 2014, and acquiring 2,100 towers owned by Indosat Ooredoo in 2019. In 2023, Telkom integrated IndiHome into Telkomsel in an effort to implement Fixed Mobile Convergence (FMC) and launched the ESG Existence for Sustainability by Telkom Indonesia (EXIST) program, which is a form of CSR (Corporate Social Responsibility) from Telkom. Corporate social responsibility (CSR) is a key determinant of loyalty. (Islam et al., 2020).

CSR initiatives, like EXIST, not only demonstrate a business's dedication to social responsibility and environmental sustainability, but they also help to forge enduring bonds with clients and the community. Focusing on initiatives that support sustainability and community well-being strengthens the brand image and increases customer trust, which in turn can influence overall customer loyalty and satisfaction.

Telkom divides its operational areas into seven Regional Divisions (DIVRE) and has many Witel (telecommunication areas) spread across various regions, including Witel Yogyakarta. The Enterprise and Government Service Division located in the Witel Yogyakarta office is not under the responsibility of the GM of Witel Yogyakarta but under the GM of Regional Enterprise and Government, Telkom Regional IV Central Java DIY based in Semarang. This ensures that government service in Yogyakarta is managed specifically according to the needs and dynamics of local and regional governments.

PT Telkom Indonesia Witel Yogyakarta divides customer segmentation into three main divisions: individual, enterprise, and government. The Government Service (DGS) division focuses on government institutions in the Special Region of Yogyakarta by applying the business models of "B to C," "B to B," and "B to G." Geographic segmentation is key to DGS's strategy, dividing the market based on government locations such as provinces, cities, and districts, including TNI and POLRI agencies. With this approach, Telkom Indonesia can optimize resources and marketing strategies to serve government customers more effectively, tailoring services to the unique characteristics of each administrative region. An

in-depth understanding of the needs of each government segment enables Telkom to provide more targeted and efficient telecommunications solutions. Government customer purchases are influenced by various variables that must be carefully considered. In particular, some customer variables, including age, gender, and income, can influence behavioral intentions and should not be ignored. (Marsasi & Yuanita, 2023). These variables provide important insights into each group's specific preferences and needs, enabling more relevant and effective offers. These factors can also develop more appropriate marketing strategies and create solutions that suit each government customer segment.

Through its two divisions, the Enterprise Division and the Government Service Division, it provides a broad range of goods, services, and solutions made to satisfy the demands of various clients, including governments and universities. With digital solutions like Digital Education Solutions, Digital Financial and Banking Solutions, and Digital Healthcare and Welfare Solutions, as well as services like Business Process Outsourcing (BPO), Customer Relationship Management (CRM), and Data Center and Cloud Service, the Enterprise Division primarily caters to large companies and universities. The Government Service Division implements Smart City programs to help the government improve citizens' quality of life, covering various aspects such as community participation, education, and ICT infrastructure. The strategy used is micro-marketing, which produces products or services according to the needs and fields of each customer. This strategy can maximize services, meet the needs of diverse customer groups, and expand the customer base.

Table 1. Interview Results

Questions pertaining to	Research Study Findings
How do customers rate Telkom Jogja services overall? What are customers' experiences in working with Telkom on digital solutions?	Customers really appreciate Telkom Jogja's services, which can be said to be excellent and extraordinary. Customers have long collaborated with Telkom in various activities, including the implementation of PPDB. The PPDB application system that customers use is getting smoother

	and better quality and has minimal complaints from the community.
How do similar service companies rate the quality of Telkom's IndiHome service, and what are the strengths and weaknesses?	IndiHome from Telkom offers excellent service and superior cable quality. IndiHome's network has reached almost all corners of the region, indicating a wide coverage. However, the main drawback of this service is the relatively high price. IndiHome is also not yet able to cooperate with other ISPs, which could be an area for improvement in the future.
What shows Telkom as a leader compared to other competitors? Does Telkom have a higher turnover or a wider distribution network than its competitors?	Telkom demonstrates its leadership in Indonesia's telecommunications industry through some striking evidence. First, Telkom has the most extensive fiber optic network in Indonesia today. On the mobile service side, Telkomsel, a subsidiary of Telkom, stands out as the provider with the largest number of users in Indonesia, with the most subscribers and the widest network. Telkom is also known to have the largest revenue in the telecommunications sector, even within the scope of state-owned enterprises (SOEs), making it remain in the top three in recent years and ranked second in the most valuable company category.
How is job satisfaction in the Telkom environment from the perspective of employees of Telkom subsidiaries as well as partners, and is there anything that needs to be optimized?	A Telkom employee stated that he is satisfied working at Telkom, enjoys his job, and feels the benefits for many people, so there is no reason not to be satisfied. Regarding things that need to be optimized, the employee explained that, currently, there is nothing that needs to be optimized. If something needs to be addressed, it is directly handled by Telkom through its partners.

(Lusiana, 2024)

PT Telkom Indonesia positions itself as a provider of high-quality telecommunications services at premium prices. The interview results show that Telkom occupies a position as the leader of the telecommunications industry in Indonesia through its various advantages. Customers in Yogyakarta highly appreciate Telkom's excellent and quality services, especially in cooperation related to digital solutions such as the implementation of PPDB, which is getting smoother every year and has minimal complaints. Telkom's IndiHome service is also considered superior in terms of network quality, reaching almost all regions in Indonesia, although there are notes related to relatively

high prices and unrealized cooperation opportunities with other ISPs.

Telkom also demonstrates its leadership through the widest fiber optic network in Indonesia and Telkomsel's dominance as the mobile service provider with the largest number of users and the widest network. These advantages are reinforced by Telkom's largest revenue in the telecommunications sector, even among State-Owned Enterprises (SOEs), making it remain in the top three in recent years and ranked second in the most valuable company category. Internally, Telkom employees show a high level of satisfaction and state that there are no more aspects that need

to be optimized, as Telkom and its partners have handled all operational needs well. All this shows that Telkom maintains its position as an industry leader and continues improving the quality and range of its services. Telkom's positioning strategy is based on the benefits of the services provided, emphasizing the advantages of fiber optic networks and superior cable quality. This focus, coupled with high responsiveness in service, differentiates Telkom from competitors and justifies its higher prices.

The marketing mix is a crucial element in business development, and it includes product, price, promotion, distribution, people, process, and tangible evidence strategies to achieve the target market. PT Telkom Indonesia implements this marketing mix by focusing on customizing each aspect according to consumer needs and preferences. Telkom's main product is the provision of internet or connectivity, but to meet the needs of government customers, Telkom also offers more comprehensive digital services such as cloud, data center, digital platform, ethernet service, internet service, managed service, software as a service, IP VPN, and voice & call center. These services are designed to address a range of government issues, from internet access to technology support for government projects.

In the product category, Telkom Indonesia applies 5 product levels according to Kotler and Keller, namely essence or core benefits, basic products, expected products, additional products, and potential products. The essence or core benefit of Telkom services is to support the effectiveness and efficiency of government programs, such as improving public services and information accessibility. Basic products are connectivity services specifically designed to support government programs. Expected products include superior service quality and the best technology infrastructure. Ancillary products include additional services that make things easier for government customers, such as recommendations for the procurement of educational devices through Telkom's partners or subsidiaries. Potential products are services developed according to the government's future

needs, supporting digital transformation and community welfare. Providing products to consumers at the right time will encourage consumers to buy (Raewf et al., 2021). This product strategy shows Telkom's commitment to becoming a strategic partner of the government in achieving development goals and public welfare.

PT Telkom Indonesia offers relatively high prices compared to competitors in the telecommunications industry, reflecting the superior quality of its infrastructure and services. Objective pricing affects perceived value at the within-facility level but affects customer satisfaction at the between-facility level. (Matsuoka, 2022). The main factor behind this high price is the quality of the extensive and quality fiber optic network, as well as the fast response service provided. Exceptional selling points can result from presentations centered on credibility and benevolence to differentiate the image. (Paulose & Shakeel, 2021). Large operational costs also contribute to pricing. Telkom Indonesia uses an e-catalog system to offer competitive and transparent pricing, facilitate government monitoring of the procurement process, and provide various service options with clear details. This system supports economic growth and community welfare by providing services that comply with quality standards and government policies. Varying prices according to bandwidth requirements ensures high quality and reliability. This pricing strategy emphasizes product quality leadership and differentiation from competitors through prices that reflect the added value of the services and infrastructure provided.

Account managers conduct personal selling, especially for the enterprise and government segments. They interact directly with customers, explain service features, and build strong relationships. This approach allows Telkom to offer solutions that suit customers' specific needs, increasing market awareness and acceptance of the products and services offered. Customers who know nothing about consumer goods products at all can use question-and-answer sessions with anyone to

learn more about what they're interested in before making a purchase. (Marsasi et al., 2024). Marketing through *personal selling* to government customers aims to provide a clear and direct understanding of the solution to the problem at hand and the appropriate services to overcome it. The main objective is to provide a comprehensive understanding of the product or service offered and explain how it can meet the needs of the government and solve the problems it faces. Personal selling can help raise awareness about a particular product or service, thereby expanding market share and strengthening the company's position in the industry. This marketing approach can build stronger relationships with government customers and ensure long-term business sustainability. An effective marketing strategy in the development of modern enterprises should focus on customer value (Li, 2024). Companies adapt to changing customer needs and preferences and develop offerings that provide more value to customers. So, personal selling is not just about selling products but also about building trust and creating mutually beneficial relationships between companies and customers.

PT Telkom Indonesia offers a wide range of services, such as connectivity, support services, and other digital solutions, which are channeled through distribution channels tailored to the target market. Plasa Telkom is an authorized outlet that provides information, subscriptions, and product purchases, acting as the main point of contact with consumers for complex markets such as enterprises and government. PT Telkom Indonesia places account managers as internal representatives who understand customers' specific needs and offer appropriate solutions. The company's distribution strategy integrates production and distribution functions under one ownership through the company's marketing channel, where account managers act as a direct link between the company and government customers. This channel enables better coordination, strict quality control, and quick response to customer needs, thereby increasing satisfaction and strengthening long-term relationships with government agencies.

A comprehensive human resource development strategy focuses on enhancing employees' skills, expertise, and contributions to support the company's operational success and innovation. Through initiatives such as an employee-only platform called Diarium and MyDigiLearn digital learning, the company provides intensive training in various fields as well as facilities for continuous development. A transparent performance management system, rigorous selection process, and special selection programs such as the Great People Training Program (GPTP) ensure that employees have relevant skills and maximum potential. Performance appraisals are conducted regularly using Key Performance Indicators (KPIs) that the head office evaluates. With this holistic approach, PT Telkom Indonesia aims to create a team that is skilled, motivated, and ready to face industry challenges while improving services to customers and achieving better business goals.

The personal selling process applied by Telkom Indonesia's government service division account managers begins with the intimation stage, where the marketing team communicates directly with potential customers through meetings and presentations to understand their needs. The second initiation stage involves further exploration of the solution's suitability to the customer's needs through discussion and evaluation. At the product selection stage, the customer chooses the most suitable solution after considering the options available. The deal stage involves agreeing on a contract that includes price and other terms. After the agreement, the delivery stage includes installation and testing of the solution, followed by billing, which includes the billing process according to the contract. The final stage is maintenance, where Telkom provides technical support and regular maintenance to ensure the product functions optimally. This strategy demonstrates a structured approach that focuses on deeply understanding customer needs, providing the right solution, and ensuring satisfaction and long-term relationships through effective communication, careful outreach, and consistent service.

The physical evidence of PT Telkom Indonesia's services includes various elements that customers can feel and experience, such as magnificent office buildings, extensive network infrastructure, state-of-the-art communication equipment, as well as the company's visual identity, such as its logo and corporate design. Service quality, which is reflected in responsiveness, clarity of information, and professionalism of staff, is also an important part of this physical evidence. Telkom's ISO/IEC 27001:2013 information security management system certification confirms the company's commitment to the security of customer data and information, as well as best practices in information security management. This physical evidence successfully strengthens its professional image and credibility, increases customer trust, and confirms its position as a trusted partner in providing communication and information solutions.

PT Telkom Indonesia continues to innovate and maintain its position as Indonesia's telecommunications market leader through a strong differentiation strategy. By serving 524 BUMN, BUMD, and BLU group customers, 1,694 private customers, 618,854 SME customers, and 714 government institutions (PT Telkom Indonesia Annual Report, 2023), Telkom demonstrates its commitment to various market segments. Although some government agencies use services from other companies in Yogyakarta, Telkom offers connectivity services equally with advanced technology that supports fast, reliable, and efficient data transfer. This approach increases customer satisfaction and ensures Telkom remains the top choice in telecommunication and digitalization services. The differentiation strategy implemented allows Telkom to effectively meet customer needs, becoming the key to the company's success in the face of telecommunications market competition.

The position defense strategy is an approach used by companies to maintain their position in the market, one of which is by utilizing subsidiaries. Subsidiaries such as PT Telkom Akses and PT Telkom Infrastruktur Indonesia play a crucial role in this strategy. The use of

subsidiaries that have different specializations can integrate services and products more effectively, provide greater added value to customers, and strengthen its position in the competitive telecommunications market. These subsidiaries spearhead facing competition, offering integrated solutions, and meeting specific government needs, such as telecommunications infrastructure and asset optimization. Telkom Indonesia's position defense strategy leverages the strengths and expertise of its subsidiaries to maintain business relationships with the government and maintain market share in the government services segment. Strong credibility helps in facing competition and maintaining a position in the market. (Pop et al., 2021). Utilizing specialized expertise from subsidiaries ensures more focused and responsive services to the needs of government customers and faster and more effective responses to market changes.

PT Telkom Indonesia can achieve success in business, especially in serving government customers, by embracing the concept of customer value, which involves identifying and solving planning and management problems and ensuring that consumer needs are always a top priority. Since every organization has different marketing needs, it becomes important to create value for unique customers. The Special Business Request (SBR) program run by PT Telkom Indonesia is an initiative to provide price and service discounts to government customers, aiming to ease the large cost demands of the services purchased by customers and strengthen cooperation with attractive offers on large projects. The discount offered varies according to the level of management approval, ranging from 10% by the account manager to 40% by the Executive Vice President (EVP). The program aims to increase Telkom's competitiveness in winning large projects and managing financial risks by considering long-term revenue potential. Through SBR, Telkom affirms its commitment to increase value for customers, strengthen positive perceptions, and provide telecommunications solutions that meet customers' business needs. The SBR process

starts with negotiations with account managers, submission of price agreements, approval from division managers, and the creation of letters and data input to create orders. Each step demonstrates Telkom's dedication to delivering

exceptional value and a satisfying experience, which strengthens customer loyalty and positions Telkom as the first choice in the telecommunications industry.

Table 2. SWOT analysis

Strength	Weaknesses	Opportunities	Threat
Products offered are diverse and can be personalized	Not all customers can use SBR	Flexible price adjustments can attract new customers.	Providing large discounts that can reduce profit margins.
Skilled and professional workforce	The level of customer loyalty to the service is doubtful	Development of new and innovative products through feedback from the SBR program	Price war with competitors
Become an effective tool to attract customers	Certainty from approval procedures that take a long time		Procedural errors can damage reputation and customer satisfaction.

(Lusiana, 2024)

Table 2 describes the SWOT analysis of SBR, where these weaknesses pose obstacles for the company in maintaining the loyalty of all customers. Customer engagement is a crucial phenomenon in the process of forming, maintaining, and strengthening relationships between businesses and their customers (Kucia et al., 2021). Customer value theory covers a wide range of values, including economic, functional, emotional, social, and symbolic benefits that customers perceive in response to a product or service in relation to the costs they incur. (Rintamaki & Saarijarvi, 2021). Several important elements make up the value that government customers get from PT Telkom Indonesia's personalized sales. First, economic benefits are seen through pricing and customized service packages created to save the government budget. Second, functional benefits include solutions tailored to the government's operational needs, such as a strong network and fast technical support. Third, emotional benefits occur when government customers feel listened to and valued through personal interactions with salespeople. Fourth, social benefits come from the positive image built by the government agency through its partnership with Telkom, which is known as a leading and trusted service provider. In personal

selling, account managers focus on all four aspects of value. They strive to generate economic benefits by offering cost-effective solutions and offering special discounts that fit the government's budget.

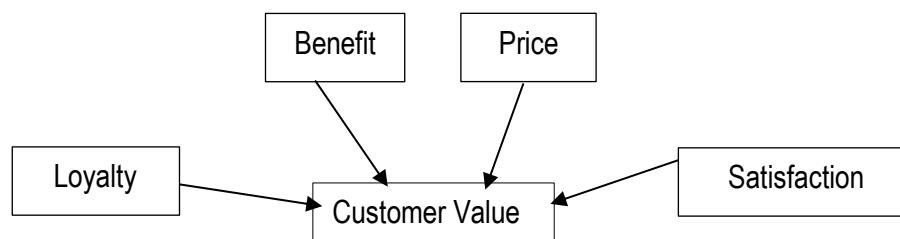
Consumers develop inclinations and intentions based on past experiences as well as information provided by marketers, friends, and reference groups. (Sheth, 2021). Past experiences with Telkom services and recommendations from other agencies greatly influence their decision to choose the same product or service in the future, especially in the procurement of strategic projects. Customers value products that they buy frequently, with low involvement, and in a place that is easy and convenient to shop (Zeqiri et al., 2021). For the government as a customer of PT Telkom Indonesia, ease of access to services and efficiency in the procurement process are important factors, especially in ensuring that the telecommunications and IT services needed can be provided quickly and without excessive bureaucratic obstacles. Optimizing the procurement process and ensuring easy access to services, PT Telkom Indonesia increases government customer satisfaction and strengthens long-term relationships with government agencies.

Consumers feel satisfied when product performance meets their expectations (confirmation). Conversely, if they perceive product performance as better or worse than expected, they feel satisfied (positive confirmation) or dissatisfied (negative confirmation). (Coletta et al., 2021). For government customers of PT Telkom Indonesia, such satisfaction is very important because they rely on this service for daily operations. Performance that exceeds expectations can strengthen trust and long-term cooperation between the government and Telkom. Effective management of perceived customer value, along with maintaining the competency level of delivery personnel, will help improve customer satisfaction (Uzir et al., 2021). PT Telkom Indonesia needs to ensure that personnel serving government customers are highly competent and able to provide solutions that meet the specific needs of government agencies, thereby increasing satisfaction and supporting the sustainability of business relationships.

Long-term relationship building and maintenance, guaranteeing customer

happiness, forecasting consumer loyalty, and directing customer behavior analysis are all components of customer value. (Barari et al., 2020; Amegbe et al., 2023). By focusing on customer value, the company can create products and services that are more in line with customers' needs and desires, strengthening and maintaining a strong relationship with customers. The company's understanding of the value provided to customers allows it to predict the level of customer loyalty and use customer behavior analysis to improve the overall customer experience. Customer value is a broad and subjective concept, which includes a wide variety of thoughts, feelings, and other psychological factors that may play a role when individual customers make purchasing decisions. (Nicholson et al., 2022). Factors such as personal preferences, prior experience, and situational context can also influence how customers assess the value of a product or service. Companies need to deeply understand the various psychological and emotional aspects that influence customer value perceptions to create maximum value for customers.

Figure 1. Visualization of Customer Value Theory



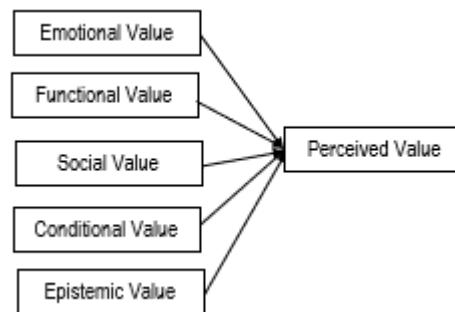
(Law, 2020)

Customer Value Theory in Figure 1 Customer value theory illustrates how customers assess the value they get from a product or service based on the benefits received compared to the price they pay. Benefits include various aspects, such as usability, quality, and emotional satisfaction generated by the product or service. If customers feel that the benefits they get exceed the price paid, they will feel satisfied (satisfaction). Customer loyalty is largely influenced by customer happiness since happy consumers are more likely to make repeat purchases and even refer others to the good or

service. As a result, the company's profits grow steadily, and the long-term relationship between the consumer and the business is strengthened. Together, these elements create the value that consumers perceive, which influences their happiness and loyalty. Customer value encompasses the customer's perceived preference, the assessment of product attributes, the effectiveness of these features, and the outcomes that stem from their utilization. Barnes (2021). In usage scenarios, customer value either helps or hinders the accomplishment of customer objectives and intentions. The monetary value of the customer

is included in the monetary value of the product or service and the psychological, social, and functional values perceived by the customer.

Figure 2. Visualization of the Perceived Value Concept



(Chi et al., 2021)

Perceived value is a concept that defines the difference between what consumers give in terms of cost, effort, or time and the benefits they get from the products or services they buy. (Farhan & Marsasi, 2023). This perceived value is particularly important in telecommunication service procurement decisions, where cost efficiency and service effectiveness are key considerations. Figure 2 explains that this concept focuses on how consumers value a product or service based on their perceptions of cost, effort, or time and perceived benefits, and all four have an effect on perceived value. Perceived value is the total assessment of the utility of a service or product provided to consumers, which is based on the superiority of the product in the form of benefits provided compared to its relative cost. (Singh et al., 2020; Ofori et al., 2022; Song et al., 2022). For government customers of PT Telkom Indonesia, the utility and benefits of telecommunication services, such as network stability and data security, are very important, especially in supporting critical government tasks. Utility refers to the usefulness or benefits that consumers get from the product or service, while cost includes all aspects that consumers must spend, either in the form of money, time, or effort, to obtain the product or service.

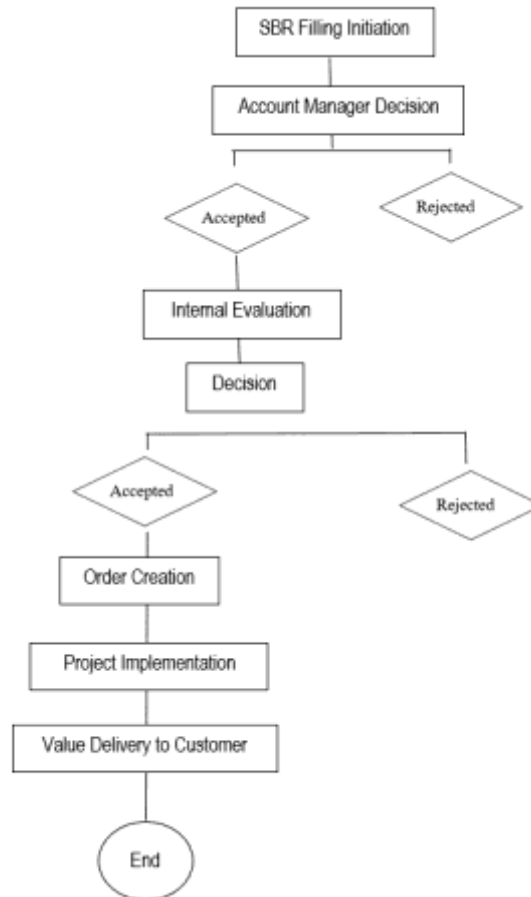
Perceived value is also identified as an indicator of customer loyalty that leads to

recommendations and repeat purchases. (Kim et al., 2020; Preko et al., 2020; Hamilton-Ibama et al., 2022). The relationship between perceived value and customer value is very close. Perceived value reflects how customers assess the benefits they get from the service compared to the costs they incur. These benefits can consist of service quality, emotional value, and reputation, while costs consist of the perception of monetary costs and non-monetary costs. Service quality includes aspects such as reliability, responsiveness, and product quality, while emotional value relates to the positive emotional experience customers receive. High perceived value can result in high customer satisfaction and good post-purchase intentions. (Jauhar & Marsasi, 2024). Reputation refers to the image and credibility of the service provider in the eyes of the customer. Perception of monetary cost includes the costs that customers have to pay to get services, while non-monetary costs include time, effort, and convenience that customers sacrifice. Customer value includes the overall experience and satisfaction resulting from interactions with service providers. Telkom Indonesia focuses on increasing perceived value through personalization and managing customer expectations, which is the key to creating high customer value. Buyer motivation depends on consistency between thoughts and behavior (Jeong & Ko, 2020). Consistency

between the promised service expectations and the actual experience received is critical to maintaining trust and satisfaction. When the services provided match the expectations that

have been set, the buyer's motivation to continue cooperation and recommend the service to other agencies will increase.

Figure 3. SBR procedure



(Lusiana, 2024)

Figure 3. describes the Special Business Request (SBR) Program designed to strengthen customer relationships by offering discounts on major projects, with a focus on increasing customer value and customer perceived value. The flowchart illustrates the process flow from SBR submission to customer acceptance, emphasizing how each stage contributes to customer perceived value. The process begins with initiating an SBR submission, where an Account Manager identifies a major project opportunity and submits a discount proposal to management. This step demonstrates AM's proactive efforts to deliver more value to customers through offering solutions that can reduce their costs. An internal evaluation is conducted by the division manager, who reviews the discount proposal, considers the

long-term revenue potential, and evaluates the risks and benefits. These evaluations ensure that the projects offered provide significant value to the customer and the company, demonstrating Telkom's commitment to providing sustainable and reliable solutions. In the next stage, AM negotiates with the customer, discusses their specific needs, and offers a customized solution. This process allows the AM to structure a solution that suits the customer's unique needs, increasing their relevance and satisfaction. After negotiation, approval of the discount is done by the divisional manager or CEO, ensuring that the discount provided is in accordance with the agreed terms and conditions. This approval demonstrates Telkom's commitment to delivering better value for money to customers, which improves

customers' perception of the benefits they receive. If exporting companies better understand competitors' pricing and value, they can strengthen their position in price negotiations with foreign customers. (Bodlaj & Cater, 2021).

The next step is order generation through the system, with efficient and transparent administrative processing, increasing customer confidence in Telkom's operational capabilities. Project execution is carried out in accordance with the agreement, with good monitoring and project management, ensuring customers receive high-quality services. The final stage is delivering value to the customer, where project outcomes are

measured, customer satisfaction is assessed, and services are adjusted where necessary. These evaluations and adjustments demonstrate Telkom's efforts to deliver maximum value and respond to customer feedback, increasing their loyalty and satisfaction. This process flow focuses on providing high-value services and ensures that customers perceive the value positively. The SBR process strengthens customer relationships and creates the perception that Telkom is a reliable, responsive, and proactive business partner that meets their needs, ultimately increasing perceived value and customer satisfaction.

Table 3. Questionnaire Results

Questionnaire Questions	Yes	No
Does Telkom offer products or services that meet customer needs and expectations?	8	-
Do Telkom services have additional features or characteristics that add value to customers?	8	-
Has the promotion done to government customers been effective?	8	-
Do account managers and staff involved in promotions have sufficient knowledge of the products or services offered?	8	-
Has the process of identifying solutions or services been successful in improving customer satisfaction and strengthening relationships with government customers?	8	-
At the beginning of the offer by the account manager, was the information about SBR clearly conveyed?	6	2
Can information about Telkom promos increase buyer interest?	8	-
Has promotion with SBR been effective in reaching and attracting government customers?	4	4
Are SBRs effective in incentivizing customers to make more frequent purchases?	3	5
Is Telkom able to meet the difficult demands in its industry, and is it a way for Telkom to convey its superior customer value?	8	-

(Lusiana, 2024)

Table 3. The questionnaire was administered to 8 sample customers with four government sector divisions. There were customers who stated that information about SBR was not clearly conveyed at the beginning of the offer by the account manager, indicating a shortcoming in communication that needs to be improved. SBR promotion has not been effective in reaching and attracting government customers

and does not provide sufficient incentives to increase the frequency or number of purchases, so the marketing strategy and incentives of the program also need improvement. In overcoming the problems of communication and effectiveness of the SBR program faced by PT Telkom Indonesia, a special website for government customers with integrated

consultation, feedback, and reward features was created.

Figure 2. Consultation Feature

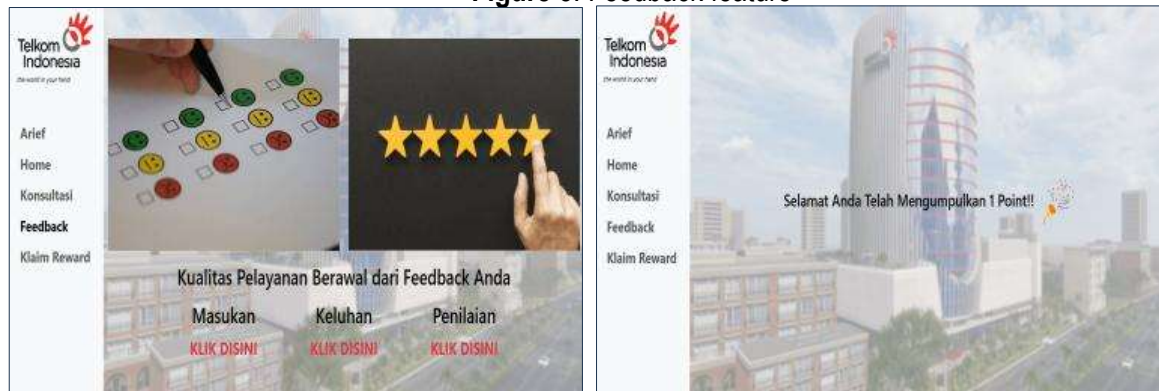


(Lusiana, 2024)

The consultation feature on the web is intended to improve communication deficiencies by providing clearer and more comprehensive information about the SBR program at the beginning of the account manager's offer. After finding the account manager's contact in each region, customers will be directed to WhatsApp chat and will provide information about the offer first before a direct meeting or personal selling process. The implementation of the consultation

feature on the web resulted in more effective communication between account managers and customers, improved customer understanding of the SBR program, reduced confusion, and increased customer satisfaction with clearer and more comprehensive information at the start of the offer. By creating a sense of social presence, service providers can create rapport and trust, which in turn leads to satisfaction and loyalty. (Fernandes & Oliveira, 2020).

Figure 3. Feedback feature



(Lusiana, 2024)

After consulting or exchanging information about the needs or problems faced by customers by account managers in WhatsApp sessions, customers can directly provide feedback. Figure 3 shows a page containing three feedback types: input, complaints, and ratings. Customers will get 1 point each from filling in 1 type of feedback, as shown in Figure 3. Feedback can be filled in after customers provide feedback on consultations, services, or total solutions

provided by Telkom and invitations to webinars or events by Telkom to customers events organized by Telkom. The feedback feature on the web is aimed at improving shortcomings in SBR promotions by gathering input from customers regarding the effectiveness of promotions and incentives. Customers who provide feedback will earn points that can be collected and claimed for incentives. This feature can increase the frequency or number of purchases by offering attractive incentives to

customers who participate in providing feedback. Angry customers are more likely to experience expectation violations because they must overcome adversity and blame others (e.g., giving lower satisfaction ratings, bad

reviews, or withholding the offending party from future business) (Crolic et al., 2021). This feature can also provide insight to companies regarding what customers feel in receiving the services provided.

Figure 4. Reward claim feature



(Lusiana, 2024)

Customers can accumulate more points during the subscription period, which can be redeemed per 20 points, as shown in Figure 4. All points can be redeemed by showing the number of points to the account manager during the visit. The reward claim feature provides outputs in the form of increased customer engagement with the system, acquisition of broader and more diverse feedback data, and increased customer satisfaction and loyalty. Customers who provide feedback will earn points that can be redeemed for various forms of incentives, such as discounts or gifts. This increases customer motivation to participate more actively in providing useful feedback to the company.

It is important to know the type of value that customers perceive to meet their specific needs (Wang et al., 2021). Companies can design more relevant web consultation features that not only offer clear information on programs such as SBR but also provide solutions that suit the needs of government customers. Because the relative consequences of customers' cognitive, emotive, and social responses vary between relationship stages, web design should take this into account. (Miao et al., 2022). This indicates the need for features that are flexible and responsive to changing customer needs and preferences over time. Consideration of these aspects ensures that the services provided remain relevant and effective in supporting

government operations. Customer perceived value, customer support, assurance, speed, and company innovation are important components of an effective customer experience model (Barbu et al., 2021). Each element is well integrated into every interaction with government customers, as customer satisfaction and loyalty depend heavily on how they perceive the value of the service provided. Feedback features on the web can play an important role in collecting customer experience and program effectiveness data, allowing companies to adjust marketing strategies and incentives based on this feedback. Analysis of the feedback received can identify areas for improvement and develop solutions that better suit the unique needs of government customers. By adopting a proactive approach to responding to customer feedback, companies can strengthen long-term mutually beneficial relationships, enhance their reputation, and ensure that services are relevant and of high quality. It can also open up opportunities for better service innovations in the future, which can improve operational efficiency and support the government's mission to achieve its goals.

This project's concept of social responsibility suggests that customers can judge how fairly or unfairly a company treats them by assessing the appropriateness, correctness, or fairness of what is received and the perceived value. (Tasya & Marsasi, 2023).

Customers who feel that they are treated fairly by the company tend to have higher loyalty and are more likely to continue a long-term relationship with the company. The reward claim feature not only serves as an incentive for active engagement but also as an important tool in reinforcing positive perceptions of fairness and appreciation from the company. Providing rewards that match customer contributions can demonstrate a real commitment to the value of fairness, which in turn can strengthen the company's image as a socially responsible and ethical entity. This approach can also help reduce the gap between customer expectations and experiences, creating a positive feedback loop where customers feel heard and valued, thereby increasing overall satisfaction and strengthening customer loyalty in the long run.

Market-driving marketing innovations on firm value are fully mediated by the level of current and potential future cash flows. (Tang et al., 2021). Reward features not only serve to increase customer motivation to provide feedback but also have the potential to improve the company's cash flow through increased engagement and purchases. Effective implementation of reward programs will attract more customers and increase the frequency and volume of transactions, thus contributing to the stability and growth of the company's cash flow in the long run. Consumers who are engaged in a vivid experience will more easily find positive expectations (Panyekar & Marsasi, 2024). Therefore, web consultation, feedback, and reward features can help create positive experiences and strengthen customer loyalty. This satisfying experience will also encourage customers to more actively interact with the

services provided, increasing the sense of emotional attachment to the brand. When customers feel cared for and appreciated through such features, they will be more inclined to share their positive experiences with their social networks, which in turn can enhance brand reputation and attract new customers. Ultimately, these positive experiences strengthen long-term relationships with customers and increase the company's competitiveness in the market.

The role of consumers is becoming increasingly crucial in building and maintaining a strong brand image. Managers either recognize (if they support high participation) or ignore (if they discourage participation) the role of today's influential consumers in building brand image (Palazón et al., 2022). This support for consumer participation can be key to creating deeper and more authentic customer relationships. By building a comprehensive marketing program that includes consultation, feedback, and reward features, companies can strengthen their brand image and improve their reputation compared to competitors (Hanaysha et al., 2021). This program has the potential to deliver better customer value, increase satisfaction, and foster positive long-term relationships with government customers. Actively engaging customers in the feedback and reward process can create deeper loyalty and build more solid relationships, ultimately contributing to a company's success and growth in a competitive market. Investing in programs that encourage customer engagement not only increases satisfaction and loyalty but also supports the company's long-term strategy of maintaining and expanding market share.

Table 4. Application of evaluation suggestions

Aspects	Description
Destination	<ol style="list-style-type: none"> <li data-bbox="555 1697 1386 1765">1. The short-term goal is to attract customer attention by offering attractive and competitive incentives for each feedback. <li data-bbox="555 1765 1386 1951">2. The long-term goal is to increase government customer satisfaction and loyalty by consistently customizing offerings based on customer-perceived value, thereby strengthening Telkom's position as a strategic partner in major projects and increasing the company's long-term revenue. <li data-bbox="555 1951 1386 2018">3. The specific objective is to increase the satisfaction scores of government customers by identifying and meeting their specific

	needs, tracking improvements in customer retention and positive recommendations, and achieving the target of increasing the percentage of customer satisfaction based on feedback received through the dedicated web within a year.
Time Period	1 Year
Person in Charge	<i>Account Manager</i>
Activities	<ol style="list-style-type: none"> 1. Consultation and solution by Account manager 2. Completing feedback on services and consultations provided 3. Collection of points from feedback 4. Total points can be claimed
Target	1. Program targets for government customers.
Output	<ol style="list-style-type: none"> 1. Increased business volume, <i>brand awareness</i>, and profitability 2. Strong customer relationships

(Lusiana, 2024)

Table 4 describes the implementation of suggestions designed to address this aspect by offering incentives, consultations, and customized solutions to build strong and satisfying customer relationships. This is important because high customer value directly relates to customer loyalty and reducing churn rates. Customer value is processual in the sense that it is not only related to the object of exchange itself but also depends on the overall relationship between the parties involved (Komulainen et al., 2022). This means that customer value changes over time based on customers' interactions and experiences with the company. High customer value tends to result in better customer loyalty, which can reduce customer churn rates. (Zhao et al., 2023). A strong and sustainable relationship between the company and the customer plays an important role in determining this customer value, as positive interactions and satisfying experiences can significantly increase customer value. Companies need to pay attention to the products or services they offer and how they build and maintain good relationships with customers to increase overall customer value.

CONCLUSIONS

The conclusion of the analysis of PT Telkom Indonesia Witel Yogyakarta shows that the company applies a segmentation strategy with a geographic approach, targeting to serve government agencies in the Yogyakarta area with a micromarketing approach and positioning using an approach through a focus on superior benefits at competitive prices. PT Telkom uses

a comprehensive marketing mix strategy, including product customization, personal selling promotions, and a transparent and competitive pricing and distribution system. In its competitive strategy, Telkom utilizes differentiation and position defense to maintain its position as a market leader through service integration with its subsidiaries. The Special Business Request (SBR) program adds value to customers with financial incentives, supports the concept of customer value and perceived value, and strengthens customer loyalty. The implementation of a dedicated website for government customers is also proposed to improve customer interaction and satisfaction, strengthen long-term relationships, and reinforce Telkom's position as a customer-oriented service provider. The consultation, feedback, and reward features will make SBR promotion more effective in reaching and attracting government customers. Customers can provide valuable feedback after receiving a service or consultation, and as a token of appreciation, they will earn reward points that can be redeemed for various attractive incentives. This aligns with the concept of perceived value, where customers will feel appreciated for their contribution to improving the service. Giving reward points creates additional value through emotional and psychological recognition, which strengthens their positive perception of Telkom. With this reward system, customers will be more motivated to increase the frequency and amount of their purchases because they feel they get

more benefits from their active participation. The integration of customer value theory and the concept of perceived value in this website will help Telkom create a more positive customer experience, strengthen emotional connections, and increase the value perceived by customers.

The implications of this research provide

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practical and academic guidance to improve government customer interaction and satisfaction through an integrated and responsive digital platform.

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