p–ISSN: 2723 - 6609 e-ISSN: 2745-5254
Vol. 5, No. 7 July 2024 http://jist.publikasiindonesia.id/

The Influence of Customer Engagement, Customer Loyalty and Customer Experience on Sales Achievement (Kasus: Imunicare by Bio Farma)

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Keywords: bio farma; satisfaction; loyalty.

ABSTRACT

The Indonesian Ministry of SOEs officially authorized the operation of the Pharmaceutical Holding in early 2020, one of which is Bio Farma. Bio Farma has carried out business development with the Immunicare brand which is engaged in vaccination services with a partnership business model. In a business, customer satisfaction and loyalty are obtained through partnerships and digital marketing, thus reflecting the importance of effective leadership in designing and implementing initiatives that support company productivity and growth. The research method used is descriptive with a quantitative approach. The total population of immunicare partners was 216 with a sample taken to represent the population of 140 respondents after rounding. The data collection tools used are documentation studies and questionnaires. Furthermore, data analysis is carried out using the SmartPLS application. The results showed that the variables of satisfaction, trust, commitment, sensory, affection, behaviour, intellectual, satisfaction with the brand, price perception, and return scheme have a positive and significant influence on customer engagement, experience, and loyalty to Bio Farma company and Immunicare brand products, which have an impact on increasing sales and company revenue with indicators that can vary depending on the type of customer observed.

Introduction

The Ministry of SOEs of the Republic of Indonesia officially approved the operation of the Pharmaceutical Holding in early 2020. This pharmaceutical holding consists of three pharmaceutical SOE companies, namely; Bio Farma as the holding parent, whose shares are still 100% owned by the government, consisting of PT Kimia Farma, Tbk and PT Indofarma, Tbk. The basis for the determination and ratification of Bio Farma as the holding parent of pharmaceutical SOEs is the issuance of an approval letter from the Minister of SOEs as the GMS approving the transfer of all series B shares owned by the State of the Republic of Indonesia in Kimia Farma and Indofarma to PT Bio Farma (Persero). Bio Farma Clinic has been providing vaccination services for the

general public since 1990 and in early 2019, Bio Farma conducted business development with the Imunicare Brand which is engaged in vaccination services with a partnership business model. Imunicare is a brand from a vaccination service outlet owned by Bio Farma or in collaboration with Bio Farma, as one of the solutions to get immunity.

Imunicare opens partnership services with all health facilities that have been registered based on government regulations. The partnership process with Imunicare involves six important stages. Starting from the offer of partnership proposals submitted to interested clinics or hospitals, then continued with the submission of an official cooperation application letter. The next stage includes a credentialing process and a survey to ensure compliance with the set requirements. After approval, a cooperation agreement was made that included the payment of an annual membership fee, with a fee of 5 million rupiah per year for the clinic and 10 million rupiah per year for the hospital. The preparation of the completeness of the vaccination room and vaccination service system is the focus of the next stage before finally entering the stage of comprehensive implementation of the cooperation.

Marketing activities, Imunicare uses various digital marketing channels such as YouTube, Instagram, Facebook, WhatsApp, and their website. They also hold regular events involving local marketers to support local partners, as well as providing promotional materials such as starter kits that include standing banners, product brochures, and other promotional materials to help introduce Imunicare products and services to the wider community. With this strategy, it is hoped that the Imunicare partnership can provide maximum benefits for clinics or hospitals that join their network. Imunicare currently has a total of 216 consumers in health facilities throughout Indonesia with the number of products sold in a total of 35 focus products consisting of bacterial, viral, and combination vaccine products. Of the 216 health facilities, the following are the distribution of transaction and non-transacting outlets:

Figure 1. Imunicare Transaction Outlet Diagram 2023 (January – March 2023)

In the context of marketing, customer satisfaction is usually seen as the main determinant of customer retention (Hennig-Thurau & Klee, 1997). Customers are the main goal of the sales process in both B2B and B2C sales models, as explained (Deleon & Chatterjee, 2017) the B2B industry is changing the business model to focus on customers and provide complete customer solutions. Customer loyalty is an important goal for strategic marketing planning and is an important foundation for developing a sustainable competitive advantage. Loyalty has been defined as "a firmly held

commitment to repurchase or become a regular customer of a consistently preferred product/service in the future" (Oliver, 1997, p. 34).

Pfeifer (2005) says that acquiring new customers is five times more expensive than retaining existing customers. However, this customer loyalty will be very closely related to the satisfaction of the customer. Srivastava et al. (2012) showed that customer loyalty has mainly been seen as a dual concept with repurchase intention and positive customer attitude as its main dimensions.

Customer satisfaction measurement can be measured by conducting a satisfaction survey and the CS Index as a reference for the value of customer satisfaction with the company (Permadi & Silalahi, 2021). To get satisfaction, customer involvement is necessary. Further engagement is described as generating customer interaction and participation (Kumar & Pansari, 2016). (Bayu, 2020) define engagement as the process of adding customer value to a company. This research shows the importance of engagement, as disengaged customers can lead to dissatisfaction with the company through word-of-mouth negative reviews or other behaviours.

Customer satisfaction can be obtained with effective leadership so that it can create a work environment that encourages employees to provide good service to customers. Well-managed and motivated employees will tend to be more concerned about customer needs and satisfaction, which in turn can increase customer loyalty and overall company productivity. Thus, customer satisfaction not only reflects the quality of services provided but also as a result of a leadership strategy that pays attention to productive human resource management.

Previous research conducted by Russo, I., et al., (2016) stated that the relationship between customer loyalty and its complexity to satisfaction and its contribution to the company is important to understand. Customer loyalty is influenced not only by their level of satisfaction with the product or service but also by the extent to which the company can manage and simplify the customer experience. The better a company is at navigating the complexities that customers may face, the more likely they are to be satisfied and stay loyal. Hamzeh Q. A., (2019) also stated that Physician loyalty is influenced by three main dimensions of relationship quality, namely trust in medical representatives, satisfaction in relationships, and relationship management.

Unlike previous research, the novelty of this research is to explore the importance of leadership in managing productive human resources to understand the impact of customer engagement, customer loyalty, and customer experience on product sales at Imunicare. The study aims to explore how effective leaders can influence customer engagement rates, loyalty, and experience, as well as how these factors contribute to increased product sales in the vaccination industry. This research provides new insights into leadership strategies that support business growth through strengthening relationships with customers and improving the quality of their experience in vaccination services.

Research Methods

This study uses a quantitative approach with a descriptive method. The survey data collected is processed and analyzed to provide information that can be used as a basis for decision-making. In this quantitative research, descriptive analysis is carried out by describing or describing the data as it is, using statistical techniques.

The total population of Imunicare partners is 216 outlets where the relaxation rate is 5% (0.05) so the sample taken to represent the population is 140 respondents after rounding. The sample withdrawal technique was taken from the highest to the lowest purchase because it was considered that there was a positive correlation between the dependent variables and the independent. The data collection tools used are documentation studies and questionnaires. After the data was obtained, he continued with data analysis using the SmartPLS application.

Results and Discussion

The trajectory model built is the 2nd-order SEM (Oplatka & Hemsley-Brown, 2021), whose calculation is carried out in two stages. The first stage includes checking the outer model of the FOC (First-Order Constructs). The second stage includes checking the outer model and inner model of the HOC (Higher-Order Constructs). This model was built using Smart PLS for the first stage calculation, as shown in Figure 1 (Juliandi, 2018).

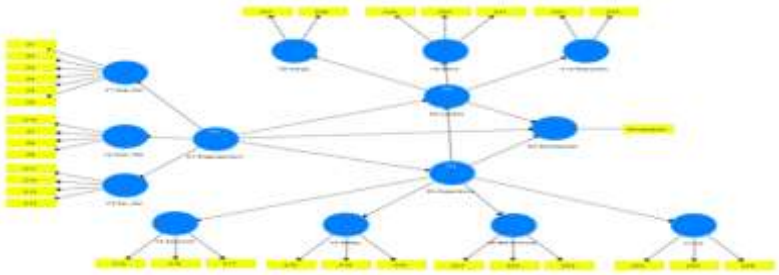

Figure 2. Phase One Calculation Track Model

Validity and Reliability Analysis of Phase One Calculations

An indicator is considered valid if the validity test shows the convergence of indicators with a factor loading value of more than 0.7. The variable reliability of valid indicators was tested using three parameters: Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha. A variable is considered reliable if the AVE value > 0.5; CR > 0.7; and Cronbach's Alpha > 0.7 (Han, Isa, & Marzbali, 2023).

Table 1
Results of the Validity and Reliability Test of Latent Variables Against Indicators

Variable	Indicator		*Outer Loading*	*Cronbach's Alpha*	Composite Reliability	*BIRD*
	Second Order	**First Order**				
Customer Engagement (X1)	Customer satisfaction (Y1)	Z1	0,839	0,869	0,901	0,604
		Z2	0,759			
		Z3	0,742			
		Z4	0,792			

		Z5	0,799			
		Z6	0,728			
	Customer commitment (Y2)	Z7	0,807	0,800	0,869	0,624
		Z8	0,789			
		Z9	0,794			
		Z10	0,769			
	Customer trust (Y3)	Z11	0,885	0,857	0,904	0,702
		Z12	0,836			
		Z13	0,763			
		Z14	0,862			
Customer Experience (X2)	Sensorik (Y4)	Z15	0,878	0,855	0,911	0,774
		Z16	0,889			
		Z17	0,873			
	Affection (Y5)	Z18	0,849	0,742	0,853	0,660
		Z19	0,805			
		Z20	0,781			
	Behavioural (Y6)	Z21	0,782	0,728	0,846	0,647
		Z22	0,806			
		Z23	0,824			
	Intelektual (Y7)	Z24	0,767	0,706	0,836	0,630
		Z25	0,841			
		Z26	0,771			
Customer Loyalty (X3)	Price perception (Y8)	Z27	0,877	0,737	0,884	0,791
		Z28	0,902			
	Return form (Y9)	Z29	0,835	0,708	0,837	0,631
		Z30	0,792			
		Z31	0,754			
	Satisfaction (Y10)	Z32	0,852	0,703	0,870	0,770
		Z33	0,902			

Based on Table 1, shows that all indicators that make up the latent variable have a loading factor value of >0.7, meaning that these indicators can be considered valid. The Z1 indicator, with the highest loading factor value of 0.839, is the best indicator for measuring the latent variable of customer satisfaction (Y1), showing the strongest relationship with the variable. Similarly, for the latent variable of customer commitment (Y2), the Z7 indicator has the highest loading factor value (0.807), so it is the best indicator to measure customer commitment. The latent variable of customer confidence (Y3) is supported by the Z11 indicator with the highest loading factor value (0.885), indicating a strong relationship with the latent variable of customer confidence.

The Z16 indicator (0.889) is the best indicator to measure the sensory latent variable (Y4), while the Z18 indicator (0.849) is chosen to measure the affective latent variable (Y5) with the highest loading factor value. Furthermore, the Z23 (0.824) and Z25 (0.841) indicators are the best indicators to measure latent behavioural (Y6) and intellectual (Y7) variables, respectively. The Z28 (0.902) and Z29 (0.835) indicators are used to measure the latent variables of price perception (Y8) and the return scheme (Y9) based on their

highest loading factor values. Finally, the Z33 indicator (0.902) was selected as the best indicator to measure the latent variable of satisfaction (Y10).

To measure the validity of discrimination, two test methods were built, namely the Fornell Larcker Criterion and Heterotrait-Monotrait (HTMT) (Hakim & Dewi, 2021). What is built from the validity of discrimination is that latent variables are not unidimensional or measure the limitations of latent variables compared to other latent variables.

Table 2
Validity of Discrimination with the Fornell-Larcker Criterion

Variabel Laten	X1	X2	X3	X4	Y1	Y10	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9
X1	0,643													
X2	0,43	0,632												
X3	0,454	0,495	0,703											
X4	0,591	0,659	0,631	1										
Y1	0,836	0,299	0,269	0,406	0,777									
Y10	0,355	0,304	0,827	0,422	0,195	0,877								
Y2	0,807	0,405	0,452	0,557	0,446	0,338	0,79							
Y3	0,801	0,347	0,444	0,512	0,495	0,397	0,582	0,838						
Y4	0,481	0,67	0,463	0,688	0,351	0,263	0,416	0,448	0,88					
Y5	0,336	0,802	0,343	0,465	0,243	0,175	0,287	0,27	0,461	0,812				
Y6	0,251	0,831	0,336	0,504	0,159	0,186	0,247	0,211	0,416	0,534	0,804			
Y7	0,274	0,777	0,399	0,415	0,164	0,309	0,322	0,179	0,323	0,465	0,586	0,794		
Y8	0,366	0,432	0,78	0,495	0,194	0,497	0,379	0,354	0,392	0,332	0,335	0,27	0,89	
Y9	0,404	0,478	0,876	0,624	0,269	0,599	0,402	0,36	0,473	0,332	0,307	0,395	0,501	0,794

Based on Table 2, each latent variable has a latent square root of AVE > other square roots of AVE. These values are as follows: customer engagement (X1; 0.643), customer engagement (X2; 0.632), customer engagement (X3; 0.703), sales achievement (X4; 1), customer satisfaction (Y1; 0.777), customer commitment (Y2; 0.790), customer trust (Y3; 0.838), sensory (Y4; 0.880), affection (Y5; 0.812), behavioral (Y6; 0.804),

intellectual (Y7; 0.794), price perception (Y8; 0.890), return scheme (Y9; 0.794), and satisfaction (Y10; 0.877).

Then for the validity test of discrimination with HTMT, the HTMT Ratio can be said to be valid if the value is less than 0.9 so that it can meet the requirements for the validity value of discrimination.

Table 3
Validity of Discrimination with HTMT

Variabel Laten	X1	X2	X3	X4	Y1	Y10	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9
X1														
X2	0,496													
X3	0,522	0,595												
X4	0,623	0,714	0,692											
Y1	0,971	0,347	0,315	0,431										
Y10	0,438	0,387	1,078	0,49	0,247									
Y2	0,939	0,493	0,546	0,619	0,516	0,437								
Y3	0,903	0,416	0,525	0,554	0,559	0,507	0,695							
Y4	0,55	0,784	0,554	0,743	0,402	0,333	0,502	0,525						
Y5	0,412	1,005	0,434	0,536	0,301	0,232	0,37	0,345	0,567					
Y6	0,305	1,045	0,432	0,588	0,195	0,247	0,321	0,266	0,516	0,713				
Y7	0,352	1,015	0,524	0,496	0,211	0,436	0,426	0,25	0,413	0,64	0,811			
Y8	0,441	0,548	0,991	0,575	0,233	0,673	0,486	0,446	0,496	0,448	0,463	0,374		
Y9	0,506	0,623	1,145	0,744	0,343	0,844	0,525	0,458	0,611	0,4	0,43	0,564	0,681	

	5
	6

Based on Table 3, all HTMT ratio values of these indicators are < 0.9. This shows that all indicators are valid in measuring latent variables that are well-established and have unidimensional properties.

Phase Two Outer Model Analysis

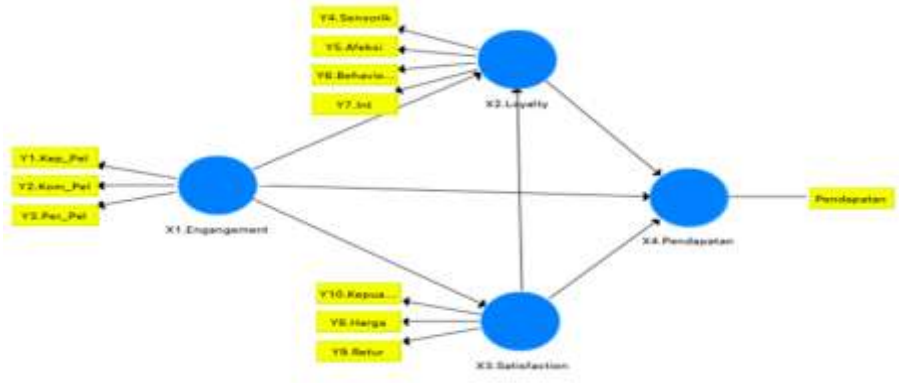

Figure 2. PhaseTwo Calculation Track Model

The next step involves building a pathway model for the second stage of the analysis. This process includes the analysis of the outer model and the inner model. After that, the assumptions related to the latent variables of HOC are checked.

Table 4
Validity and Reliability Test (HOC) Results

Variable	Indicator	*Outer Loading*	*Cronbach's Alpha*	Composite Reliability	*BIRD*
Customer Engagement (X1)	Customer satisfaction (Y1)	0,650	0,711	0,835	0,631
	Customer commitment (Y2)	0,858			
	Customer trust (Y3)	0,858			
Customer Experience (X2)	Sensorik (Y4)	0,788	0,743	0,836	0,561
	Affection (Y5)	0,752			
	Behavioural (Y6)	0,767			
	Intelektual (Y7)	0,684			
Customer Loyalty (X3)	Price perception (Y8)	0,782	0,723	0,843	0,642

Return form (Y9)	0,831			
Satisfaction (Y10)	0,790			
Revenue (x4)	1	1	1	1

Based on Table 4, shows that the factor loading value of all indicators in the second stage of latent variable development is > 0.5, confirming that all indicators are valid. The latent variables Y2 and Y3 had the highest average factor loading value (0.858), indicating the strongest relationship with the customer engagement variable or as the best indicator to measure customer engagement. The latent variable of customer experience builder (X2) also had a factor loading value of > 0.5, with the latent variable Y4 (0.788) having the highest average factor loading value, indicating a strong relationship with customer experience. The latent variable that builds customer loyalty (X3) is also valid with a factor loading value of > 0.5, and the latent variable Y9 (0.831) has the highest average factor loading value, indicating the strongest relationship with customer loyalty.

Then the validity of discrimination with the Fornell Larcker Criterion and Heterotrait-Monotrait (HTMT) is also carried out in the second stage of calculation.

Table 5
Validity of Discrimination

Validity of Fornell Larcker Discrimination				
	X1	**X2**	**X3**	**X4**
X1	0,795			
X2	0,425	0,749		
X3	0,476	0,513	0,801	
X4	0,547	0,696	0,627	1
Validity of HTMT Discrimination				
X1				
X2	0,550			
X3	0,636	0,676		
X4	0,626	0,781	0,789	

Based on Table 5, each latent variable has a latent square root of AVE > other square roots of AVE. For example, customer engagement (X1; 0.795), customer engagement (X2; 0.749), customer engagement (X3; 0.801), and sales achievement (X4; 1). In addition, the HTMT value of all latent variables < 0.9, indicates that all of these variables are valid in the context of the validity of discrimination.

Analisa Inner Model

The inner model is a structural model for predicting causal relationships between latent variables. The feasibility of the inner model itself is carried out by measuring the feasibility of the model or goodness of fit. The goodness of fit measures used are R-square, SRMR, and NFI. The assessment of the magnitude of diversity can be explained by exogenous factors to endogenous variables in the model or R-Square, because the indicator is built more than 1, so the adjusted R-Squared size is used. A model is considered feasible if the R square is> 0.1.

Table 6. R-Square

	R Square	R Square Adjusted	Model Qualification
X4. Income	0,617	0,609	Fulfilled
	Saturated Model	**Estimated Model**	
SUMMER	0,09	0,09	Fulfilled
NFI	0,733	0,733	Unfulfilled

Based on Table 6, R-squared adjusted shows a > value of 0.1, indicating that the variation in the latent variable has been well explained by the model. This model can be considered feasible because other exogenous variables can explain customer satisfaction by 74.3%. In addition, the feasibility evaluation of the model uses two additional parameters, namely NFI (Normed Fit Index) with a > value of 0.8, and SRMR (Standardized Root Mean Square) with a feasibility value of < 0.1. Based on Table 6, the overall SRMR of the model shows an absolute value of 0.09, indicating that the model as a whole is feasible in terms of both absolute and incremental feasibility. Therefore, the model analysis can be continued to check the hypothesis.

Latent Variable Influence Analysis

The trajectory model of the second stage in this study contains four assumptions based on the direct influence of each latent variable and the simultaneous influence between these latent variables. This trajectory model was evaluated for hypothesis testing using a complete bootstrapping method with 5000 sub-samples. The assumption that the influence has significance can be stated if the p-value of the t-statistic test is less than 0.05.

Based on the testing of the relationship between the variables that have been carried out, the results of the test show that all hypotheses of this study are accepted. The researcher then described the findings of the study as follows:

1. The effect of customer engagement on customer satisfaction, commitment, and trust values.

Customer engagement refers to the level of participation and relationship of an individual with a company's offer or activity, regardless of who initiates the interaction, be it the customer or the company (Mada, 2020). This variable is explained by 14 indicators, where in this study, the indicator of customer trust in Bio Farma during a visit is the one that best reflects customer engagement. The results show that customer engagement has a positive influence and a direct relationship with customer satisfaction, commitment, and trust, so the first to the third hypothesis is acceptable. The higher the customer's trust in the company, the more satisfied and committed the customer will be to continue to contact or use the company's products.

This finding is in line with Sanaji's (2015) research, which states that the better the relationship/engagement between the customer and the company, the more satisfied the

customer is. Customers tend to trust the company more because of the mutually beneficial relationship. Customers feel confident in the reliability, consistency of capabilities, and integrity that the company has. Another study by Roushdy & Ali (2017) shows that all dimensions of customer engagement have a significant and positive influence on consumer equity in making purchases. Long-term assets with consumers are based on relationships that are both established from the beginning and lasting (Ho & Chung, 2020).

2. The influence of customer experience on sensory, affective, behavioural, and intellectual values.

Customer experience is the result of physical or psychological interactions between consumers and products or services that have been purchased, companies, or other parts of the organization, which cause reactions in the form of feelings, knowledge, or the desire to act (Hasniati, Indriasar, & Sirajuddin, 2021). This variable is explained by 12 indicators, where in this study, the Imunicare brand gives a strong visual impression as the indicator that best reflects customer experience. The results showed that customer experience had a positive influence and a direct relationship with sensory, affective, behavioural, and intellectual, so the fourth to seventh hypothesis was acceptable. The higher the customer's sensory value towards the Imunicare brand, the more positive the customer's impression of the brand increases.

These findings are in line with research by (Ahn & Back, 2018), which states that customers are more engaged when they experience fun, exhilarating, and exciting encounters with the company, thus strengthening the customer's emotional bond with the brand. A good and memorable experience through the five senses will make customers feel satisfied, so they will be interested in using or buying the product again. Another study by Syahid et al. (2014) shows that if customers get a positive experience, then there will be a desire to buy, which at the same time will affect the customer's behavioural intention.

3. The influence of customer loyalty on satisfaction value, price perception, and return schemes.

Customer loyalty is a strong commitment to purchasing and supporting a chosen product or service in the future, although situational effects and marketing efforts can encourage customers to switch (Oplatka & Hemsley-Brown, 2021). This variable is explained by 7 indicators, where in this study, the Imunicare brand that always provides solutions to customer problems is the indicator that best reflects customer loyalty. The results show that customer loyalty has a positive influence and a direct relationship with satisfaction, price perception, and return policy, so the eighth to tenth hypothesis is acceptable. The higher customer satisfaction with the Imunicare brand in providing solutions, the more positive customer impressions of the brand will increase.

The results of this finding are in line with the research of (Masitoh, Wibowo, & Ikhsan, 2019), which stated that customer loyalty is influenced by customer trust and satisfaction with the brand. The greater the customer's trust, the higher the customer's loyalty. Thus, the higher the quality of service, the more satisfied the customer is, which

in turn increases their trust and loyalty. The quality of service can also affect the percentage of returns by customers. Returns/returns of goods can occur due to customer error when purchasing, damaged goods during delivery, or goods exchanged with other customers' orders, all of which are related to customer complaints (Marjani & Sutisna, 2019). Research by (Putra, Rudiansyah, Darmawan, Mardikaningsih, & Sinambela, 2022) shows that price perception can affect customer loyalty, customers will not consider other products at low prices attractive if the product in question has more benefits that are felt.

Conclusion

Based on the results of the study, it can be concluded that the factors of satisfaction, trust, commitment, sensory, affection, behavioural, intellectual, brand satisfaction, price perception, and return scheme have a positive and significant influence on customer engagement, experience, and loyalty to the Bio Farma company and Imunicare brand products. These variables influence each other in achieving an increase in sales and company revenue. The results also show that the specific indicators of each variable can reflect different relationships depending on the type of customer observed.

The implications of this study suggest that companies in the pharmaceutical industry need to focus on building and maintaining customer trust in the company and its products as the key to increasing customer participation. This can be achieved by maintaining product quality, improving the visual impression of the product, and consistently providing effective solutions to problems faced by customers, to maintain customer loyalty to their products.

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