

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

The Role of Consultative Selling in Enhancing Sales Performance: Evidence from Indibiz Digital Services

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ARTICLE HISTORY

Received: February 15, 2026

Revised: May 16, 2026

Accepted: May 31, 2026

DOI

<https://doi.org/10.52970/grmilf.v6i3.2111>

ABSTRACT

Low success rates in closing sales deals remain a major challenge in business-to-business (B2B) digital-service markets. This study aims to analyze the implementation of the consultative selling approach in the sales process of Indibiz digital services and examine its role in enhancing the sales performance. This study employs a qualitative approach, with data collected through observation and in-depth interviews with informants involved in sales activities, supported by company documentation. Data validity was ensured through triangulation techniques, and data analysis was conducted through data reduction, data display, and conclusion drawing. The findings show that consultative selling helps sales personnel better understand customer needs, identify business problems, and provide relevant solutions to them. This approach plays an important role in building customer trust and increasing the likelihood of closing sales. In addition, it supports long-term relationships through continuous communication and post-sale assistance. However, several challenges remain, including complex decision-making processes in B2B markets and inconsistent implementation among salespeople. Therefore, future research should explore its application in different industries and combine qualitative and quantitative approaches to better understand its impact on sales performance.

Keywords: Consultative Selling, Sales Performance, Close Deals, Indibiz, B2B Sales.

I. Introduction

The rapid development of digital technology has significantly transformed business activities and increased the demand for Internet connectivity. In Indonesia, Internet usage continues to grow rapidly. Data from the Indonesian Internet Service Providers Association show that internet users reached 221,563,479 people in 2024, representing a penetration rate of 79.5% of the total population (Asosiasi Penyelenggara Jasa Internet Indonesia, 2024). This growth has driven the expansion of the Internet Service Provider (ISP) industry, where companies provide Internet connectivity through various infrastructures, such as fiber optics and wireless networks (Nurajizah et al., 2020). Consequently, Internet services have become a critical component in supporting various business operations and digital transformation initiatives.



To remain competitive, ISP companies must ensure high service quality by managing network attributes, such as bandwidth, latency, packet loss, jitter, and security (Scherrer et al., 2023). The number of ISP companies in Indonesia increased from 331 providers in 2018 to 400 providers in 2019 and continued to grow following the surge in digital demand during the COVID-19 pandemic (Good Stats 2023). In addition, the industry is dominated by several major providers, including PT Telekomunikasi Indonesia Tbk and PT Telekomunikasi Selular, based on the IPv4 allocation capacity (DB IP, 2026). In this competitive environment, transparency in service management and performance is important for maintaining customer trust and regulatory accountability (Chung et al. 2022).

Furthermore, the rise of digital channels has changed how customers access information and interact with sales representatives in the pharmaceutical industry. B2B e-commerce transactions have increased significantly globally over the past decade, indicating a shift in how business customers evaluate and purchase products and services (Bongers et al., 2021). This development intensifies competition among providers and requires companies to adopt more customer-oriented and adaptive sales strategies to remain relevant in the digital era. In the business-to-business (B2B) market, purchasing decisions involve organizations and multiple stakeholders, making the decision-making process more complex than that in consumer markets (Bilro et al., 2023). B2B relationships emphasize long-term collaboration, trust, and ethical business practices among organizations. In response to this environment, telecommunications companies are increasingly developing digital solutions that support business operations, particularly for small and medium enterprises (SMEs) that require reliable and scalable digital infrastructure. One example of such digital solutions is Indibiz services offered by PT Telkom Indonesia, which provides integrated connectivity and digital solutions tailored to the needs of SMEs. Indibiz aims to help businesses improve their operational efficiency and accelerate their digital transformation through various digital service features. As digital solutions become increasingly important for business operations, companies must adopt sales approaches that focus on understanding the needs and problems that business customers face.

Consultative selling is a widely used approach in B2B sales that positions salespeople as advisors who help customers identify business problems and provide solutions tailored to their needs (Hanan, 2011). Instead of focusing solely on product promotion, consultative selling emphasizes understanding customer needs, diagnosing problems, and delivering value-based solutions to address these needs. Previous studies have shown that consultative selling can improve sales conversion rates and strengthen long-term relationships with customers (Johnston et al., 2025). In addition, consultative sales management can increase sales efficiency and company profitability because salespeople are encouraged to analyze customer problems and recommend solutions (Pelham, 2024).

The success of a sales process is often reflected in the ability of salespeople to achieve close deals, which refers to converting potential prospects into actual customers. However, achieving close deals in B2B markets can be challenging because of the complex decision-making processes and multiple stakeholders involved in purchasing decisions. Previous studies indicate that marketing strategies, including product quality, pricing, and communication strategies, influence purchasing decisions (G et al., 2025), whereas strategic partnerships in B2B markets can expand market access and improve organizational performance (Agatha & Komaladewi, 2025). Observations during an internship at Telkom Daerah Bantul indicate that although the number of sales prospects for Indibiz services is relatively high, the conversion rate into closed deals remains limited. Many potential customers perceive that the solutions offered do not fully address their business needs, suggesting that sales interactions still focus on explaining product features rather than understanding customer problems. This gap highlights the importance of implementing a consultative selling approach to improve the effectiveness of the sales process and increase the success rate of closing deals.

Therefore, this study aims to analyze the implementation of consultative selling in the Indibiz sales process and examine its role in improving the success rate of closing deals in the B2B customer segment. This study contributes to the existing literature by providing empirical insights into the implementation of consultative selling in digital service sales, particularly in the context of Indibiz services in Indonesia. It also

highlights how consultative selling can enhance sales effectiveness in complex B2B environments, thereby offering both theoretical and practical insights.

II. Literature Review and Hypothesis Development

SPIN Selling is a consultative sales approach developed based on extensive research involving more than 35,000 sales interactions over ten years (Rackham, 2017). This approach was introduced to address the limitations of traditional selling techniques, particularly in complex and high-value transactions. SPIN Selling emphasizes structured questioning through four stages: Situation, Problem, Implication, and Need-Payoff (SPIN). These stages help salespeople explore customer conditions, identify problems, and demonstrate the value of the proposed solutions. Using this approach, salespeople can shift from product-oriented selling to a more customer-focused process that prioritizes understanding needs and delivering relevant solutions.

The importance of structured selling approaches becomes more evident in the context of business-to-business (B2B) markets. B2B transactions involve organizations and multiple stakeholders, making the decision-making process more complex than in consumer markets (Wibowo et al., 2023). Compared to B2C markets, B2B transactions typically involve fewer customers but higher transaction values and longer purchase cycles (Kotler & Keller, 2022). Value creation in B2B markets also occurs within a broader service ecosystem where multiple actors interact to co-create value (Vargo & Lusch, 2016). This ecosystem requires salespeople to understand not only customer needs but also organizational structures and decision-making dynamics (Razi et al., 2022). These characteristics highlight the need for structured and relationship-oriented sales approaches in B2B environments.

Building on this foundation, consultative selling has emerged as a strategic approach that positions salespeople as advisors rather than product promoters. This approach emphasizes understanding customer needs, diagnosing business problems, and delivering value-based solutions (Hanan, 2011). Consultative selling is also associated with relationship selling, which focuses on building long-term partnerships between companies and customers (Johnston et al., 2025). This aligns with the concept of market orientation, where companies actively identify customer needs and involve them in value creation processes (Pelham, 2024). Salespeople who adopt this approach are expected to develop strong analytical and communication skills to address customer challenges effectively.

The consultative selling approach can also be understood through a structured sales cycle that illustrates how sales activities are carried out systematically, from identifying prospects to maintaining long-term relationships. This process consists of several stages, including prospecting, lead qualification, company research, preparing responses, pitching solutions, closing deals, and continuing customer engagement. Each stage reflects a continuous and iterative process that emphasizes understanding customer needs and delivering tailored solutions to meet those needs.

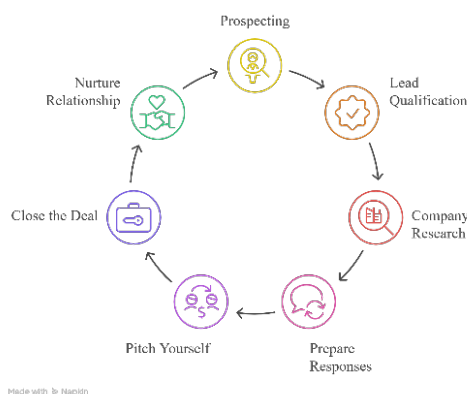


Figure 1 Consultative Selling Technique
Source: (Masud et al., 2025)

The framework highlights that consultative selling is not a one-time transactional activity but a continuous cycle in which each stage influences the next stage. The early stages focus on identifying and understanding customer conditions, whereas the later stages emphasize value delivery, decision-making, and relationship maintenance. This cyclical process reinforces the idea that successful sales outcomes are achieved through consistent interaction, understanding of the problem, and communication of value.

The effectiveness of consultative selling is closely related to the ability of salespeople to close deals. Closing deals represents the final stage of the sales process, where a purchase decision is successfully obtained from the customer (Tracy, 2007). This stage requires salespeople to align customer needs with the proposed solutions and effectively communicate their value. In modern B2B environments, closing deals is increasingly conducted through digital communication channels, such as email, video calls, and social media (Fraccastoro et al., 2021). Salespeople must integrate multiple communication channels to deliver consistent and persuasive messages (Rangarajan et al., 2021). However, challenges such as information overload and resistance to new selling approaches can reduce the effectiveness of closing strategies (Mattila et al. 2021). These challenges highlight the importance of adopting adaptive and customer-oriented sales approaches to achieve successful outcomes.

One example of the application of these concepts can be found in PT Telkom Indonesia through its Indibiz service. Indibiz provides integrated digital solutions designed to support the operational needs of small and medium-sized enterprises (SMEs). The service includes connectivity, cloud solutions, and digital monitoring systems that aim to improve the efficiency of businesses. In this context, consultative selling is highly relevant because salespeople must understand diverse customer needs and offer tailored solutions. However, previous studies have generally focused on consultative selling in broad B2B contexts without examining its implementation in the digital telecommunications services sector. This limitation indicates a research gap, particularly in understanding how consultative selling can improve closing deals in Indibiz's services. Therefore, this study aims to analyze the implementation of consultative selling and examine its role in improving the success rate of closing deals in the B2B customer segment

III. Research Method

This research was conducted using a qualitative approach with a case study strategy to explore the implementation of consultative selling in the Indibiz sales process at PT Telkom Indonesia (Telda Bantul). This approach allows researchers to understand the meanings, perceptions, and experiences of individuals within a specific social context, particularly in B2B sales interactions with SME customers. Qualitative research is defined as an approach used to explore and understand the meaning individuals or groups assign to a social problem (Creswell & Creswell, 2022). The case study design enables an in-depth analysis of a specific phenomenon, namely, the consultative selling strategy applied in Indibiz services. This study also adopts a constructivist paradigm, where the researcher interprets participants' perspectives based on their experiences and interactions (Creswell & Creswell, 2022).

3.1. Sampling and Unit of Analysis

This study applied a purposive sampling technique to select participants directly involved in the Indibiz sales process. Purposive sampling was chosen because it allows the researcher to identify information-rich participants who are relevant to the research objectives (Patton, 2015). The total number of participants in this study was three informants, consisting of:

- 1) 1 Sales Agent
- 2) 1 Sales and Customer Care Officer
- 3) 1 Head of Telkom Daerah (HOTDA) Bantul

- 4) The selection criteria for the participants included the following:
- 5) Direct involvement in the sales process of Indibiz services
- 6) Active participation in customer interaction and sales activities
- 7) Experience in handling B2B customers

Sales agents were selected because they are directly involved in implementing consultative selling strategies in the field and interacting with customers. The Sales and Customer Care Officer was selected to provide insights into customer experience, post-sales interaction, and service continuity. Meanwhile, the Head of Telkom Daerah (HOTDA) was selected to provide a strategic and managerial perspective on sales performance and organizational policy. This combination of participants ensured that the study captured both operational and strategic perspectives in understanding the implementation of consultative selling and its impact on closing deals.

3.2. Validity and Reliability

In qualitative research, validity and reliability are conceptualized as credibility, transferability, dependability, and confirmability (Creswell and Creswell, 2022). In this study, these criteria were operationalized as:

- **Credibility**
Credibility was ensured through data triangulation by comparing information from interviews, observations, and documents. Member checking was conducted by returning the interview summaries to the participants for verification, ensuring that the interpretations accurately reflected their perspectives.
- **Transferability**
Transferability was achieved by providing detailed descriptions of the research context, participants, and procedures, allowing other researchers to assess the applicability of findings in similar contexts.
- **Dependability**
Dependability was ensured by maintaining consistency in data collection and analysis procedures. Observations were conducted repeatedly across different situations to confirm the stability of the findings.
- **Confirmability**
Confirmability was achieved by documenting all research processes through an audit trail, including interview transcripts, field notes, and coding results. This ensured that the findings were based on data rather than researcher bias.

3.3. Data Analysis Technique

The data were analyzed using a thematic analysis approach to identify patterns and meanings within the qualitative data. Thematic analysis is used to systematically organize and interpret data by identifying recurring themes (Sugiyono, 2023). The analysis process consisted of the following stages:

- Data familiarization through reading all collected data
- Coding relevant data related to consultative selling and closing deals
- Categorizing codes into meaningful groups
- Developing themes based on recurring patterns (Saleh, 2023)
- Interpreting relationships between themes to explain findings

This approach allows the researcher to systematically understand how consultative selling is implemented and how it influences closing deal performance in the Indibiz sales process.

IV. Results and Discussion

4.1. Company Profile

PT Telkom Indonesia (Persero) Tbk is a state-owned enterprise (SOE) established on July 6, 1965, operating in the field of information and communication technology and digital telecommunications services (PT Telkom Indonesia, 2025a). The company was originally formed to support the development of the national communication infrastructure and has since evolved into one of the leading digital telecommunications providers in Indonesia. Over time, PT Telkom Indonesia has transformed from a fixed-line telecommunication provider into a digital telco company that focuses on delivering integrated digital services to support business and societal needs (PT Telkom Indonesia, 2025a). Currently, PT Telkom Indonesia serves various market segments, including enterprises (B2B and B2G), businesses (B2B), and individuals (B2C). Its services include Internet connectivity, cloud computing, data centers, cybersecurity, IoT solutions, and digital platforms such as Indibiz to support business operations and digital transformation (PT Telkom Indonesia, 2025b). The company continues to expand its digital ecosystem through subsidiaries and strategic services that enhance its competitiveness in the global market. With a vision to become a leading digital telco that advances society, PT Telkom Indonesia is committed to accelerating digital infrastructure development, strengthening digital talent, and delivering the best digital experience for its customers (PT Telkom Indonesia, 2025b). At the operational level, this study was conducted at Telkom Daerah (Telda) Bantul, which is part of the regional structure under Witel Yogyakarta, Central Java, South. Telda Bantul is responsible for implementing company strategies, managing sales activities, and maintaining customer relationships in the region. The unit is led by the Head of Telkom Daerah (HOTDA) and is supported by sales and customer care teams who are directly involved in delivering Indibiz services to business customers. Through this structure, PT Telkom Indonesia ensures that its digital solutions are effectively implemented at the regional level while maintaining service quality and customer satisfaction

4.2. Respondent Profile

Table 1. Respondent Description

No	Name	Age	Position	Experience	Role in Indibiz Sales
1	Muhammad Hasan Albana	28	Officer Sales and Customer Care	Involved in Indibiz sales since 2023 through an internal program	Managing prospect data, coordinating with sales teams, assisting communication with business customers
2	Muhammad Aziz Yusuf Latif	52	Head of Telkom Daerah Bantul (HOTDA)	Over 20 years of experience in sales since around 2000	Developing sales strategies and coordinating sales teams
3	Tri Murti	50	Sales Agent Indibiz	Experienced since Speedy and IndiHome era	Handling direct sales activities and interacting with customers

4.3. Data Coding Process

Data coding in this study was conducted based on the results of in-depth interviews with several informants directly involved in the Indibiz sales process at PT Telkom Indonesia Telda Bantul, including the

Head of Telkom Daerah (HOTDA), Officer Sales Operation and Customer Care, and Indibiz Sales Agents. Each interview was conducted once, with a duration of 20–30 minutes. All interviews were recorded with the consent of the participants and were fully transcribed for research analysis. The interview transcripts were then used as the primary data source to understand the implementation of the consultative selling approach in the Indibiz sales process in the company.

The data coding process was performed manually through several stages of qualitative analysis. The first stage involved reading all the interview transcripts repeatedly to understand the context, conversation flow, and narrative patterns emerging from each informant. This stage aimed to develop an initial understanding of the experiences and perspectives of sales personnel regarding the Indibiz sales process.

The second stage involved open coding, which focused on identifying keywords, important statements, and main ideas within the interview transcripts. At this stage, relevant statements were highlighted and grouped based on their similarities in meaning. These statements were primarily related to consultative selling practices, the process of understanding customer needs, communication strategies with business customers, and the closing deal process in Indibiz sales activities.

The next stage was categorization, where the initial codes were grouped into broader categories to identify the key patterns. This process aimed to explain how consultative selling is implemented by sales personnel and how this approach influences the success of closing deals. In addition to the interview data, this study incorporated observations conducted during the internship period at Telkom Daerah Bantul and internal company documents related to the Indibiz sales process. This triangulation approach was applied to enhance the validity of the findings.

Table 2. Data Coding Results

No	Verbatim Quote (ID + EN)	Code	Theme
1	When we approach customers, we do not immediately offer them products. We start with small talk, gather information, and build rapport.) (Interview with Mr. Bana – Officer Sales and Customer Care)	Initial communication approach	Implementation of Consultative Selling
2	Customers have different characteristics, so we cannot approach them carelessly.) (Interview with Mr. Bana – Officer Sales and Customer Care)	Understanding customer characteristics	Implementation of Consultative Selling
3	We usually start with casual conversations, mostly about internet services.) (Interview with Ms. Murti – Sales Agent Indibiz)	Initial communication approach	Implementation of Consultative Selling
4	The first step is to explore the customer's background and needs.) (Interview with Mr. Yusuf – Head of Telkom Daerah Bantul)	Customer needs analysis	Implementation of Consultative Selling
5	From the problems they face, we can identify their needs.) (Interview with Mr. Bana – Officer Sales and Customer Care)	Identifying customer needs	Implementation of Consultative Selling
6	We have many products, so the challenge is how to present them.) (Interview with Mr. Bana – Officer Sales and Customer Care)	Complexity of digital products	Challenges in Consultative Selling
7	The challenge is translating technical language into customer-friendly language.) (Interview with Mr. Bana – Officer Sales and Customer Care)	Translating technical language	Challenges in Consultative Selling

No	Verbatim Quote (ID + EN)	Code	Theme
8	Indibiz services tend to have relatively high pricing.) (Interview with Ms. Murti – Sales Agent Indibiz)	High service pricing	Challenges in Consultative Selling
9	The Bantul market is different compared to Yogyakarta city.) (Interview with Mr. Yusuf – Head of Telkom Daerah Bantul)	Market differences	Challenges in Consultative Selling
10	The competition is very intense because there are many IT providers.) (Interview with Mr. Yusuf – Head of Telkom Daerah Bantul)	ISP competition	Challenges in Consultative Selling
11	In the B2B segment, we can no longer focus only on products.) (Interview with Mr. Yusuf – Head of Telkom Daerah Bantul)	Solution-based selling	Role of Consultative Selling in Closing Deals
12	What we actually sell is a solution.) (Interview with Mr. Yusuf – Head of Telkom Daerah Bantul)	Value-based solution	Role of Consultative Selling in Closing Deals
13	For Indibiz, we tend to use a consultative selling approach.) (Interview with Ms. Murti – Sales Agent Indibiz)	Application of consultative selling	Role of Consultative Selling in Closing Deals
14	Without a consultative approach, we cannot understand customer needs.) (Interview with Mr. Yusuf – Head of Telkom Daerah Bantul)	Understanding customer needs	Role of Consultative Selling in Closing Deals
15	Customers will not immediately agree in one meeting.) (Interview with Mr. Bana – Officer Sales and Customer Care)	Consultative approach improves deal potential	Role of Consultative Selling in Closing Deals

4.4. Implementation of the Consultative Selling Approach

One of the main themes emerging from the interview results was the implementation of the consultative selling approach in the Indibiz sales process. This approach emphasizes the importance of understanding customer needs before offering products or services to business clients. In practice, sales personnel typically begin interactions by establishing informal communication to create a comfortable atmosphere for discussion. This initial interaction allows salespeople to gather information about the customer's business condition, the Internet services currently used, and the challenges faced by the customer. Through this process, sales personnel can develop a deeper understanding of customer needs before proposing relevant solutions. One respondent explained this approach as follows:

“We do not immediately offer products when we approach customers. Instead, we start with small talk, try to understand them, gather information, and create a more comfortable atmosphere.” (Interview with Mr. Bana – Officer Sales and Customer Care)

Another respondent emphasized the importance of identifying customer needs as the first stage in the sales process:

“The first step is to explore the customer's background, understand what their business is, and identify what they actually need.” (Interview with Mr. Yusuf – Head of Telkom Daerah Bantul)

In addition, another respondent highlighted that the consultative approach is also implemented through informal conversations at the beginning of the interaction.

“Usually, we start with casual conversations, mostly related to internet services.” (Interview with Ms. Murti – Sales Agent Indibiz)

These findings indicate that consultative selling in the Indibiz sales process is primarily implemented through a structured communication approach that prioritizes understanding the customer’s needs. Rather than directly offering products, sales personnel focus on building rapport, exploring customer conditions, and identifying business problems to provide tailored solutions. This approach reflects the core principles of consultative selling, wherein value is created through a deeper understanding of customer needs and the delivery of tailored solutions.

The implementation of the consultative selling approach in this study can be analyzed using the SPIN Selling framework developed by Rackham. This framework explains that an effective sales process is not solely focused on delivering product information but rather on understanding customer needs through a structured questioning process. SPIN Selling consists of four main stages: situation, problem, implication, and need-payoff questions. These stages help salespeople understand customer conditions, identify problems, assess their impact, and demonstrate the value of proposed solutions. In the context of Indibiz sales at Telkom Daerah Bantul, this approach is particularly relevant, as most customers belong to the business-to-business (B2B) segment, which is characterized by diverse technological needs and complex decision-making processes. In addition, the Indibiz sales process can also be understood through the business process flow, which begins with prospect identification and ends with either a successful deal or no transactions. Each stage in this process aligns with the SPIN Selling framework, as both emphasize understanding customer needs before offering solutions to them. This alignment indicates that consultative selling is conceptually relevant and practically implemented in the sales process.

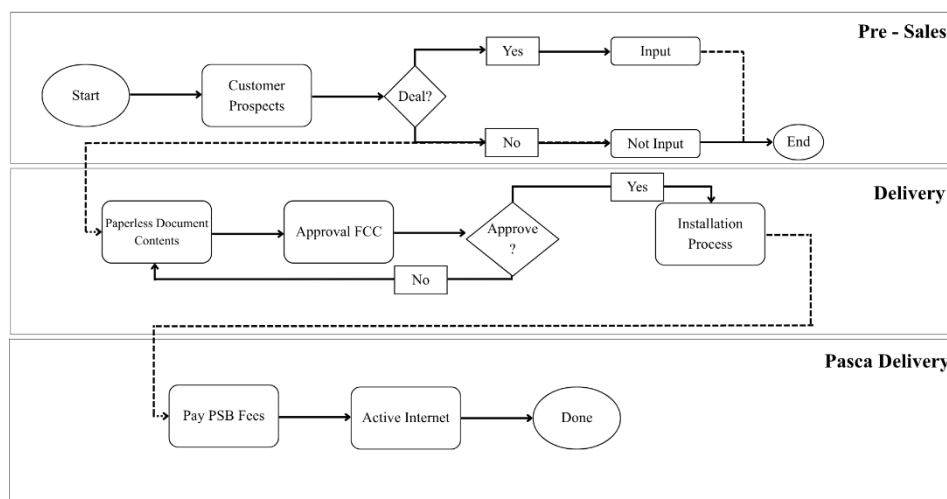


Figure 2. Flowchart Process Indibiz

a. Situation Question

The first stage in the SPIN Selling approach is the situation question, where salespeople aim to understand the customer’s initial condition before offering any solutions. In the Indibiz sales process, this stage corresponds to the prospecting phase. Sales personnel identify potential customers who may require digital services, such as business Internet connectivity or other technological solutions. At this stage, salespeople initiate communication to gather information about the customer’s

business, including the type of business, the scale of operations, and the existing technological systems. This information provides a comprehensive overview of the customer's situation and serves as the foundation for proposing relevant solutions. This approach reflects the principles of consultative selling, where salespeople act as advisors who prioritize understanding the customer's context rather than directly offering products to them.

b. Problem Question

The second stage is the problem question, where salespeople identify the challenges faced by customers in their business operations. In the Indibiz sales process, this stage occurs after prospect identification, where sales personnel explore issues related to Internet connectivity and digital system usage. Salespeople typically ask questions about problems such as unstable Internet connections, limited digital capabilities, or inefficiencies in business operations. These discussions help customers recognize existing issues that may have been previously overlooked. Simultaneously, this stage strengthens communication and builds trust, as customers feel that their concerns are understood. In B2B sales, the ability to identify customer problems is a critical factor in determining sales success because it increases customer openness to proposed solutions.

c. Implication Question

The third stage is the implication question, where salespeople explain the consequences of the customer's problems if they remain unresolved. In the Indibiz sales process, this stage occurs before customers make a purchase decision. Sales personnel highlight how issues such as slow or unstable Internet connections can negatively affect business productivity, communication, and operational efficiency. By emphasizing these implications, customers become more aware of the potential risks associated with not addressing their problems with the product. This stage also allows salespeople to demonstrate the value of the proposed solution as customers begin to understand the importance of improving their current situation. In consultative selling, this step is essential for linking customer problems to the benefits of the solution offered.

d. Need-Payoff Question

The final stage is the need-payoff question, where salespeople demonstrate the benefits customers will gain from adopting the proposed solution. In the Indibiz sales process, this stage corresponds to the closing phase, which includes decision-making and transaction completion. At this stage, sales personnel explain how Indibiz services can improve business efficiency through stable connectivity and integrated digital solutions to the customer. Customers are guided to recognize the value of the solution and how it directly addresses their business requirements. Once customers perceive clear benefits, they are more likely to proceed with the purchase decision, increasing the probability of closing the deal. After the agreement, the process continues with administrative procedures, marking the completion of the sales transaction. This stage highlights the importance of value communication in influencing customer decisions within a consultative selling approach

4.5. Challenges in the Implementation of Consultative Selling

The second theme emerging from the interview results relates to the various challenges faced by sales personnel in implementing the consultative selling approach. One of the main challenges identified is the relatively long sales cycle for selling Indibiz services to business customers. Unlike consumer products that can be sold quickly, digital service sales in the B2B segment often require multiple interactions before customers make a decision to purchase. One respondent explained that the sales process frequently involves several visits before reaching a successful deal, as reflected in the following statement:

"It can take around five to seven meetings with a single prospect before they finally agree to a deal." (Interview with Ms. Murti – Sales Agent Indibiz)

In addition to the lengthy sales process, competition with other Internet service providers also poses a significant challenge. The presence of multiple competitors in the market increases the difficulty of convincing customers to choose Indibiz's services. This was highlighted by one respondent:

"The competition is very intense, as there are many other IT providers in this area." (Interview with Mr. Yusuf – Head of Telkom Daerah Bantul)

Another challenge identified is the complexity of the digital products offered by the company. Sales personnel are required to explain a wide range of digital solutions, which can be difficult for customers to understand fully. Consequently, salespeople must simplify and communicate technical information in a manner that is accessible and relevant to customers. This challenge was described by one of the respondents as follows:

"We have a large number of products, even hundreds, so the challenge is how to package and present them in a way that customers can easily understand." (Interview with Mr. Bana – Officer Sales and Customer Care)

These findings indicate that the implementation of consultative selling in the Indibiz sales process is influenced by several key challenges, including intense market competition, the complexity of digital product offerings, and the extended decision-making process of corporate customers. These factors highlight the need for adaptive communication strategies and strong product understanding to effectively apply consultative selling in the B2B context.

4.6. The Role of Consultative Selling in Increasing Closed Deals

The third theme emerging from the interview results relates to the role of the consultative selling approach in increasing the likelihood of successful sales and closing deals. The consultative approach enables sales personnel to develop a deeper understanding of customer needs, allowing them to offer solutions that are more relevant to the customer's business. This approach also supports the development of stronger relationships between salespeople and customers, which, in turn, enhances customer trust in the services offered. One respondent explained that in the business-to-business (B2B) segment, sales activities are no longer limited to product offerings but are focused on delivering solutions, as reflected in the following statement:

"In the B2B segment, we can no longer focus only on products, he said. What we actually sell is a solution." (Interview with Mr. Yusuf – Head of Telkom Daerah Bantul)

Another respondent emphasized that the consultative approach plays a crucial role in understanding customer needs, which directly influences the relevance of the solutions provided.

"Without a consultative approach, we wouldn't be able to understand what the customer truly needs." (Interview with Mr. Yusuf – Head of Telkom Daerah Bantul)

In addition, another respondent highlighted that consultative selling increases the probability of closing deals, particularly because customers rarely make immediate decisions in a single interaction.

"With a consultative selling approach, it's unlikely that customers will immediately agree in just one meeting." (Interview with Mr. Bana – Officer Sales and Customer Care)

These findings indicate that consultative selling plays a significant role in improving sales success by enabling salespeople to better understand customers' needs, build stronger relationships, and enhance customer trust. Furthermore, the approach supports a more adaptive and iterative sales process, which is essential in B2B environments, where decision-making typically requires multiple interactions and careful evaluation.

4.7. Discussion

The findings of this study demonstrate that the implementation of consultative selling in the Indibiz sales process is not only conceptually aligned with established sales theories but is also practically embedded in real B2B sales. The results indicate that sales personnel consistently prioritize understanding customer needs before offering solutions, which reflects the core principles of consultative selling and the SPIN Selling framework. This finding supports the argument proposed by Rackham that effective selling in complex environments requires a structured approach to uncover customer needs rather than focusing solely on product promotion.

From the perspective of the SPIN Selling model, the Indibiz sales process follows a sequential pattern that begins with situation analysis and progresses toward value demonstration. Sales personnel actively gather information about customer conditions, identify operational problems, and explain the implications of these problems before presenting solutions. This process confirms that consultative selling is particularly suitable for B2B contexts, where purchasing decisions involve multiple stakeholders and require a careful evaluation. These findings are consistent with previous studies that emphasize the importance of need-based selling and relationship building in improving sales effectiveness in B2B markets.

However, this study also reveals that the effectiveness of consultative selling is highly dependent on the ability of salespeople to translate complex digital products into customer-friendly languages. Unlike the findings in the general B2B literature, where relationship-building is often highlighted as the primary success factor, this study shows that value communication and simplification of technical information play a critical role in influencing customer decisions. This suggests that in the digital service industry, consultative selling must be supported by strong product knowledge and communication skills to ensure that customers fully understand the benefits of the proposed solutions.

In addition, the study highlights that the consultative selling process in Indibiz is inherently iterative, requiring multiple interactions before reaching a closing decision. The finding that sales processes may require five to seven meetings before achieving a deal indicates that closing is not a single event but rather a gradual process of trust-building and value clarification. This aligns with the characteristics of B2B purchasing behavior, where decision-making is often prolonged and involves risk considerations. Therefore, the role of follow-up activities is crucial, as continuous engagement allows salespeople to refine their understanding of customer needs and strengthen relationships over time.

Despite its effectiveness, the implementation of consultative selling faces several challenges. This study identifies key obstacles, such as intense market competition, high service pricing, and the complexity of digital product offerings. These challenges suggest that consultative selling alone is insufficient to guarantee sales success. Instead, it must be supported by competitive pricing strategies, clear value propositions, and effective differentiation from competitors. This finding provides a more balanced perspective than previous studies, which tend to emphasize the benefits of consultative selling without addressing its practical limitations.

Furthermore, the findings indicate that consultative selling's role in improving closing deals is mediated by three key factors: customer understanding, relationship quality, and perceived value of the solution. Salespeople who can accurately identify customer needs and communicate relevant solutions are more likely to build trust and influence purchasing decisions. This reinforces the idea that successful closing in B2B sales is not driven by persuasion alone but by the alignment between customer needs and the value offered.

This study has several limitations. The research is based on a limited number of participants in a single organizational context, which may affect the generalizability of the findings. In addition, this study relies primarily on qualitative data and does not incorporate quantitative performance metrics, such as conversion rates or revenue growth. Future research should adopt a mixed-method approach to provide a more comprehensive evaluation of the effectiveness of consultative selling. Further studies could also explore comparative analyses across different industries or regions to better understand the applicability of this approach in diverse business contexts

V. Conclusion

In summary, the findings of this study indicate that the implementation of consultative selling in the Indibiz sales process at PT Telkom Indonesia (Telda Bantul) plays a crucial role in improving the success of closing deals in the B2B segment. Sales personnel can apply a structured approach that prioritizes understanding customer needs, identifying business problems, and delivering value-based solutions. This approach aligns with the SPIN Selling framework, where each stage—situation, problem, implication, and need-payoff—supports a more effective and customer-oriented sales process. The results also show that consultative selling contributes to stronger customer relationships, higher levels of trust, and more relevant solution offerings, which ultimately increase the likelihood of successful sales transactions. However, the effectiveness of this approach is influenced by several challenges, including intense market competition, the complexity of digital product offerings, and the relatively long decision-making process in B2B sales environments. These challenges indicate that consultative selling must be supported by strong communication skills, product knowledge and adaptive sales strategies. Therefore, the strategic direction for improving sales performance in Indibiz services should focus on enhancing the capability of sales personnel to translate complex digital solutions into customer-friendly value propositions, strengthening follow-up strategies, and optimizing relationship-building with business customers. Additionally, integrating digital communication channels and developing more targeted solution-based selling strategies can further improve market competitiveness. In the long term, sustainable sales performance can be achieved through continuous capability development, customer-centric innovation, and strengthening B2B sales ecosystems in the digital service industry.

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