



An Exploration of Supervisor Strategies and Consumer Perceptions in Increasing Skincare Sales in the Digital Era

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Abstract. This study aims to explore supervisory strategies in enhancing sales performance and consumer perception in the form of satisfaction through the policies and practices implemented by supervisors at G2G, a skincare company in Indonesia. The research seeks to identify the effectiveness of these supervisory strategies and their impact on consumer perception. A mixed-methods approach was adopted, consisting of qualitative descriptive exploratory research and quantitative analysis. In the qualitative phase, the study explored comprehensively various strategies applied by supervisors to optimize skincare product sales, particularly in adapting to the digital era. The findings from this stage served as the foundation for the quantitative phase, which measured the extent to which these strategies contributed to consumer satisfaction levels. The results show that supervisors play not only an operational role but also serve as strategic intermediaries between corporate policies and consumer perceptions in the field. Supervisors ensure that promotional messages, product quality, and in-store services align with customer expectations, a role that has rarely been explicitly identified in previous retail skincare literature in Indonesia. The Cartesian diagram analysis further reveals that operational challenges, such as delivery delays and uneven promotional distribution across regions, indirectly affect customer satisfaction. Consequently, this study finds an indirect relationship between supervisory effectiveness and customer satisfaction, mediated by distribution efficiency and promotion consistency. This research introduces the concept of the Integrated Supervisory Performance Model (ISPM), a conceptual framework positioning supervisors as the central link between corporate strategy, field implementation, and consumer perception.

Keywords: Role, Supervisor, Perception.

1 Introduction

Skincare has become an essential part of modern society's pursuit of beauty and self-care. The increasing public interest in skincare has driven the rapid growth of the beauty industry, resulting in a wide variety of products available across different price ranges, from affordable to premium. This opportunity has attracted many entrepreneurs to enter

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the skincare market, recognizing Indonesia as one of the largest and most dynamic markets for beauty products, where people are becoming more conscious of skin health and aesthetics [1]. Supervisors hold a vital position in the organizational hierarchy, bearing responsibility not only for their performance but also for that of their subordinates. They are expected to solve problems, make critical decisions, and take appropriate actions to ensure operational efficiency and performance outcomes [2]. In the skincare industry, supervisors play a strategic role in bridging corporate policies with market implementation. They are primarily responsible for managing sales teams, ensuring product effectiveness, validating promotional programs, and maintaining communication between retail partners and consumers. Previous studies have largely concentrated on supervisors' roles in improving employee performance [3], enhancing skills and competencies [4], and influencing subordinate behavior and motivation [5]. However, limited attention has been given to how supervisors contribute to sales performance and consumer satisfaction, particularly as intermediaries connecting corporate strategy, field execution, and customer perception in the skincare retail context.

This study aims to explore the strategic role of supervisors in enhancing sales performance and consumer satisfaction through the implementation of promotional and managerial strategies in G2G, an Indonesian skincare company. Using a mixed-method approach combining qualitative interviews and quantitative customer satisfaction analysis, this research seeks to identify how supervisory strategies influence consumer perceptions and purchase satisfaction. Theoretically, this study contributes to the literature by introducing the Integrated Supervisory Performance Model (ISPM)—this conceptual framework positions supervisors as strategic connectors between the company, retail partners, and consumers. Practically, the findings are expected to provide insights for skincare companies on how to optimize supervisory performance, integrate digital and interpersonal marketing strategies, and strengthen customer engagement to achieve sustainable satisfaction and loyalty.

2 Literature Review

2.1 Personal Selling

A personal presentation conducted by sales personnel is a marketing communication strategy aimed at generating sales while building long-term relationships with consumers. Through direct interaction, sales representatives not only convey information about the product but also seek to understand consumers' needs, preferences, and expectations. This approach helps foster trust and consumer loyalty, ultimately contributing to improved sales performance and the sustainability of business relationships [1]. Personal selling is a form of direct marketing communication that involves a verbal presentation between a salesperson and one or more prospective buyers, with the primary objective of generating sales. In marketing theory, personal selling not only focuses on delivering product information but also emphasizes building interpersonal relationships, influencing purchasing decisions, and creating added value for customers. This activity requires strong communication skills, empathy, and a deep understanding of consumer needs to ensure that the persuasion process is both effective and sustainable

[2]. The importance of personal selling lies not only in direct sales but also in its role in building long-term relationships with customers [3]. Personal selling is a direct interaction between a salesperson and one or more prospective buyers aimed at delivering presentations, providing explanations, and receiving orders. Several key features characterize this activity: it involves personal communication, it allows the development of close relationships between seller and buyer, and it is considered one of the most expensive forms of promotional tools [1]. The principle of personal selling has six stages that can be carried out, namely:

- a. **Prospecting and Qualifying**, the prospecting stage involves identifying and searching for potential customers who are likely to need the company's products and have a high probability of making a purchase. Meanwhile, the qualifying stage focuses on evaluating these potential customers to determine whether they are suitable to be pursued further by assessing factors such as their needs, interests, and purchasing ability.
- b. **Preapproach**, this stage involves planning and research before making direct contact with potential customers, focusing on understanding their needs, store conditions, and purchasing habits to develop a targeted and effective approach.
- c. **Presentation and Demonstration**, this stage involves the salesperson conducting a product presentation and demonstration to showcase the benefits, features, and advantages of the product directly to potential customers. The goal is to convince them that the product being offered can effectively meet their needs.
- d. **Overcoming Objections**, at this stage, potential customers may raise questions or express doubts about the product, requiring the salesperson to provide clear, logical, and empathetic explanations to address those concerns and build customer confidence.
- e. **Closing**, the process in this stage focuses on closing the sale, where the salesperson successfully convinces potential customers to make a purchase, thereby converting prospects into actual buyers.
- f. **Follow-up and Maintenance**, the final stage involves maintaining post-sales relationships by ensuring customer satisfaction with the provided products and services, as well as nurturing the relationship to encourage repeat purchases and foster long-term loyalty.

2.2 Digital Transformation

The digital era enables organizations to operate through AI-driven technologies that have become ingrained as habitual practices, catalyzing change in every business context. This transformation influences all aspects of human life through the extensive use of technology and digitalization[4]. Businesses that fully adopt digital technologies undergo significant transformations in their operations and business models. They leverage modern technologies such as big data, artificial intelligence (AI), and the Internet of Things (IoT) to enhance efficiency, decision-making, and innovation within their operations [5]. Leaders play a crucial role in the success of businesses in the digital era by adopting three key habits: keeping up with emerging technological trends, defining the path for digital transformation and investment strategies, and guiding their teams to

adapt swiftly and accurately to change [6]. In addressing the aforementioned challenges, leadership serves as a key factor that determines an organization's success in responding to emerging challenges and seizing new opportunities. Adaptive and flexible leadership emphasizes the ability to adjust to environmental changes and the evolving needs of the organization [7].

2.3 Customer Satisfaction

In today's increasingly competitive global era, companies in the information technology (IT) outsourcing industry are required to develop and implement effective strategies to gain a competitive edge and enhance profitability. However, as market dynamics evolve and customer expectations rise, the primary focus of business strategy has shifted toward a customer-oriented approach. This approach emphasizes the importance of deeply understanding customer needs, preferences, and experiences as the foundation for creating added value, improving satisfaction, and fostering sustainable long-term relationships (Safitra, Maulana, and Muhdaliha 2025). A positive customer experience plays a crucial role in shaping customer satisfaction. Generally, customer experience reflects the impressions and satisfaction gained from interactions with a service. In every transaction, customers or clients expect high-quality and responsive service, which ultimately determines their overall level of satisfaction with the company's performance. Understanding customer satisfaction requires a strong theoretical foundation within the field of consumer behavior. This study refers to three main theoretical frameworks: the Expectation Disconfirmation Theory (EDT), the Perceived Quality Theory, and the Value-Based Theory (VBT). These three theories play a crucial role in explaining how customers' expectations, perceptions, and evaluations contribute to shaping their level of satisfaction with a product or service [8]. The Expectancy Disconfirmation Theory (EDT) explains that customer satisfaction arises when there is alignment between pre-purchase expectations and post-purchase performance perceptions. Meanwhile, the Perceived Quality Theory emphasizes the consumer's subjective assessment of a product's overall excellence and quality. Lastly, the Value-Based Theory (VBT) highlights that customer satisfaction is determined by perceived value, which is the comparison between the benefits received and the costs incurred to obtain the product. The achievement of customer satisfaction provides various benefits for the company, including the establishment of a harmonious relationship between the company and its customers, the creation of a strong foundation for maintaining customer loyalty, and the increased likelihood of customers repurchasing products or utilizing the company's services in the future [9].

3 Methodology

This study adopts a mixed methods approach, which consists of qualitative descriptive-exploratory research and a quantitative approach. The mixed methods design offers several advantages for addressing complex research issues, as it integrates two major philosophical frameworks, post-positivism and interpretivism, thereby enabling a more

comprehensive understanding of the phenomenon under study [10]. In the qualitative descriptive exploratory stage, the researcher not only focuses on collecting data in the form of words, narratives, and observations but also seeks to describe the phenomenon in a deep, factual, and systematic manner [11]. This approach is used to comprehensively explore various strategies implemented by supervisors to optimize the sales of G2G skincare products, particularly in the context of adaptation to the digital era. Through this approach, the study is expected to provide new insights and uncover findings that have not been widely examined previously.

Meanwhile, the quantitative approach is employed to measure the level of customer satisfaction with G2G skincare products as a form of validation of the effectiveness of the strategies implemented sequentially. The research design is structured sequentially, where the qualitative phase is conducted first to identify and gain an in-depth understanding of the supervisors' strategies. The results from this phase then serve as the foundation for the quantitative stage, which measures the extent to which these strategies contribute to customer satisfaction levels. Thus, the integration of both approaches enables the researcher to gain a more comprehensive understanding of the relationship between supervisory strategies and customer satisfaction perceptions toward G2G skincare products.

The stages to be carried out in this study consist of several systematic steps, as illustrated in the following figure.

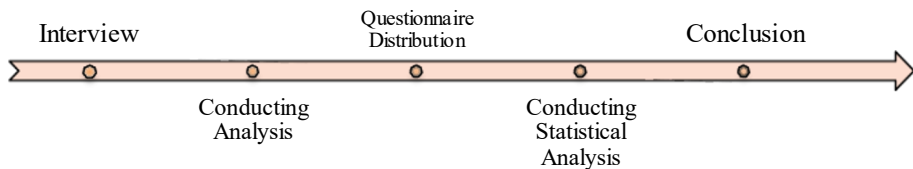


Fig. 1. Research stages

First, the researcher will conduct a qualitative descriptive exploratory phase by carrying out in-depth interviews with supervisors, namely Nuga and Vivi, who are responsible for the G2G skincare area in West Kalimantan, to explore the strategies implemented to improve sales performance in the digital era. At this stage, the researcher will also conduct observations and collect documentation to gain a contextual understanding of the supervision process and sales dynamics in the field. Second, the results of the qualitative phase will be analyzed to identify patterns, themes, and key strategies that contribute to sales improvement. These findings will then serve as the basis for developing the quantitative research instrument. Third, in the quantitative phase, the researcher will distribute questionnaires to G2G skincare consumers to measure the level of customer satisfaction with the products and services offered. Fourth, the quantitative data collected will be processed using descriptive statistical analysis to evaluate the extent to which consumer satisfaction reflects the effectiveness of the strategies implemented by supervisors. The descriptive statistical analysis involves several steps, including collecting and organizing the questionnaire data for analysis, processing the data using statistical software to describe respondent characteristics as well as the levels

of satisfaction and importance, and presenting the results in the form of a Cartesian diagram to facilitate interpretation and conclusion drawing.

Finally, the results of both approaches will be integrated to obtain a comprehensive conclusion, which not only illustrates how supervisory strategies are implemented but also explains how these strategies influence consumer perceptions and satisfaction with G2G skincare products.

4 Results

4.1 Supervisor Strategy

The presence of beauty products in the digital era no longer serves merely as a secondary need but has become an essential part of the modern lifestyle [12]. G2G faces a major challenge not only in offering high-quality products but also in building an emotional connection with customers through innovative marketing strategies that are relevant to current developments. Supervisors play a crucial role in maximizing sales and increasing company revenue, in line with the monthly targets set by the company. The main responsibilities of G2G supervisors generally include sales management and active outlet development, which are the core pillars contributing to the company's profit and overall success.

According to informant Nuga, "sales targets are determined periodically every month by taking into account the average sales results of the previous three months. These targets are set to ensure consistent sales growth within the range of 5 to 15 percent each month."

To achieve these targets, supervisors implement a series of systematic strategies involving planning, task delegation, continuous monitoring, and performance evaluation. The strategies implemented by G2G regional supervisors include the following:

The first strategy involves supervisors breaking down sales targets for each salesperson based on the percentage of their sales contribution in the previous month. This approach is considered effective as it takes into account individual capacity and performance, allowing each salesperson to pursue realistic yet challenging targets.

The second strategy is aligned with the company's national program, which the head office regularly launches to increase the number of active outlets across Indonesia. Supervisors play a crucial role in ensuring the implementation of this program within their respective areas of responsibility by adding new stores actively selling G2G skincare products.

As stated by informant Nuga, "Every day or week, we as supervisors monitor the sales team before they depart for their respective stores."

Informant Vivi added, "The monitoring is conducted to evaluate whether the assigned targets have been achieved within the predetermined timeframe or not."

The third strategy involves supervisors conducting performance monitoring of each salesperson on a daily and weekly basis to ensure that target achievement progresses according to the established time rate. This supervision serves to detect early signs of performance decline so that corrective actions can be taken immediately.

The fourth strategy involves supervisors conducting regular evaluations to identify issues that may potentially hinder target achievement. One of the issues found in the field is the delay in product delivery. Although the delivery schedule is supposed to take place weekly, in practice, shipments can be delayed until the third week. Supervisors then provide feedback to the relevant parties and recommend corrective solutions to ensure that the distribution process runs more efficiently.

Based on interviews with informants, it was revealed that the personal selling strategy implemented by G2G supervisors plays a crucial role in increasing skincare product sales across partner stores. Supervisors not only serve as sales overseers but also as facilitators who guide, motivate, and ensure that promotional programs are executed effectively and in line with the company's objectives.

As part of the sales enhancement strategy, G2G provides promotional budget support through a tier-based system determined by the value of product purchases made by each store, ranging from 2% to 5%. Supervisors are responsible for ensuring that the promotional funds are utilized efficiently, for instance, for digital promotions, discount programs, or the provision of marketing materials in stores.

Informant Vivi added that "the cashback program serves as a financial incentive that encourages stores to increase their product purchase volume." Supervisors also play a key role in maintaining professional and communicative relationships with store owners.

Through intensive communication and a persuasive approach, informants Nuga and Vivi stated that "supervisors also assist stores in understanding promotional strategies, identifying customer needs, and optimizing sales activities in the field."

This approach not only focuses on achieving short-term targets but also on building long-term relationships between G2G and its business partners. Supervisors believe that the most effective forms of promotional support are digital promotions and price discounts, as these are seen to enhance product attractiveness and broaden consumer reach. Through digital media, product information can be disseminated quickly and accurately, providing a significant impact on brand awareness.

4.2 The Role of Supervisors in Increasing Sales

The role of the supervisor in achieving sales targets is not directly related to consumers but rather to store owners. Supervisors act as behind-the-scenes players who hold a crucial role in achieving sales goals, while the front-line sales representatives are responsible for direct interaction with customers. The initial step taken by supervisors is to provide product knowledge training to salespeople so that they fully understand the characteristics and benefits of each product. This ensures that the information delivered to customers is accurate and does not create unrealistic expectations, as stated by the informants.

"The first step we take is to ensure that salespeople understand the products they are selling in detail so that the information provided to customers is accurate," said Informant Nuga.

“We also make sure that the messages conveyed align with the product’s strengths, and we collect feedback from customers through coordination with store owners,” added Informant Vivi.

Supervisors ensure that promotional messages, whether on social media or in-store, accurately reflect the true strengths of the products, thereby preventing any gap between customer expectations and actual product performance.

They also regularly seek feedback from customers through partner stores regarding their experiences with G2G skincare products to confirm that satisfaction aligns with initial expectations. This focus aims to build and fulfill customer expectations through clear communication and consistent service, ensuring there is no discrepancy between what customers anticipate and what they actually experience, which could otherwise diminish customer satisfaction.

Supervisors direct the sales team to conduct product knowledge sessions or beauty demonstrations in stores to showcase the benefits and quality of G2G products firsthand. Additionally, they implement skin check activities as a promotional gimmick to attract customers. Supervisors also instruct store-based sales teams to offer skin check promotions either as a complimentary service or tied to a minimum purchase, depending on store policy.

“We provide skin check tools to several stores as part of our strategy to attract customers. These skin checks can be used as a promotional approach, either free of charge or based on a minimum purchase, depending on the store’s policy,” explained Informant Nuga.

Informant Nuga further added that, “Products displayed in stores must be in good condition, and the planogram layout should be well-organized so that promotions can run effectively.”

Supervisors are responsible for managing the planogram, arranging product placement on shelves to highlight specific items that are prioritized for sales growth, such as premium or bestselling variants. They also ensure that products delivered to stores are in good condition, adequately stocked, and within their expiration period. During promotional activities, supervisors emphasize G2G’s core value propositions, including high-quality ingredients, visible results, and product safety for all skin types. In this regard, the supervisor’s primary focus is to enhance consumer perceptions of the quality and reliability of G2G products and services.

Supervisors hold the primary responsibility for ensuring the achievement of sales targets set by the head office. They ensure that stores receive promotional budget support of 5% from headquarters for outlets with a minimum purchase volume above IDR 100 million, along with a 2% quarterly cashback to provide price incentives for customers. This mechanism has proven to have a positive impact on sales motivation at both the supervisor and partner store levels.

“G2G applies a cashback scheme of around 2% to 3% every quarter and allocates 5% to 10% promotional funding to stores within specific categories,” explained Informant Vivi.

“We also direct sales representatives to offer additional purchase incentives to customers, for instance, if they buy a minimum of IDR 100,000 worth of products, they can receive a discount or another promotional offer.” Informant Nuga

Cross-selling and up-selling serve as key directives from supervisors to salespeople, encouraging them to offer complementary or additional products so that customers gain more value from their purchases. Supervisors also assist stores in creating promotional content on social media, aiming to expand market reach without significantly increasing costs. Additionally, supervisors have the flexibility to adjust pricing strategies based on the purchasing power of customers in each area. Their main focus is to maintain an optimal balance between product benefits and the price paid by customers, thereby enhancing the perception that G2G products deliver value and benefits that match or even exceed their price.

Based on the results of in-depth interviews with supervisors, various insights were obtained regarding the strategies implemented to enhance sales performance. These findings served as the foundation for developing questionnaire items in the quantitative phase of the study. The qualitative findings reveal that supervisors play an active role in optimizing promotional strategies, managing sales teams, and maintaining relationships with partner stores through several key approaches. First, supervisors support the creation of promotional videos on store social media accounts, the use of point-of-purchase (POP) materials to strengthen promotional communication on store shelves, and the implementation of cross-selling and up-selling techniques to encourage customers to purchase more than one product. Second, supervisors distribute sales targets to each salesperson based on their contribution in the previous month, monitor daily and weekly sales performance, and evaluate operational issues such as delays in product delivery to ensure continuous improvement. Third, supervisors manage promotional budget support through a tiered system ranging from 5% to 10%, as well as a store cashback program of 2% to 3% per quarter. These programs aim to increase sales motivation while strengthening collaboration between supervisors and store owners. Fourth, supervisors ensure clear communication between sales teams and customers, maintain product reliability, and respond promptly to customer feedback and complaints to ensure customer satisfaction.

4.3 Results Cartesian Diagram

Table 1. Recapitulation of respondents' answers

No	Question	Satisfaction	Average	Interest	Average
1	G2G products meet my expectations as I imagined before purchasing	0 3 5 20 17 186		5 5 5 20 15 185	
2	G2G product performance is in accordance with the promotion delivered	1 1 3 25 20 212		0 1 3 20 26 219	
3	I feel the results of using G2G products are as good as I expected	0 0 2 23 25 223		5 4 1 20 20 196	
4	Overall, my experience using G2G products met my expectations	2 5 10 18 15 189		0 0 0 25 25 225	
5	G2G products deliver better results than my previous expectations	0 0 0 25 25 225		0 0 5 25 20 215	

6	G2G products have superior quality compared to other similar brands	0	0	3	27	20	217	1	3	2	27	22	231		
7	G2G products have ingredients or formulas that are safe and effective for the skin.	5	2	13	15	10	158	4	6	7	13	20	189		
8	G2G products have attractive packaging and are practical to use	0	0	7	13	30	223	1	2	2	20	25	216		
9	G2G products give real results to my skin care	2	5	3	10	30	211	1	1	1	26	21	215		
10	I rate the quality of G2G products as very good overall	1	2	0	34	13	206	2	5	8	10	25	201		
11	The price of the G2G product is commensurate with the benefits I get	0	0	3	25	22	219	0	0	5	25	20	215		
12	I feel I get great value from purchasing G2G products	5	5	3	20	17	189	0	2	0	20	28	224		
13	G2G products often offer promotions and discounts so that the benefits obtained are greater than the costs incurred	0	0	0	25	25	225	0	0	4	21	25	221		
14	Overall, G2G products provide good value for money for me	1	0	0	25	24	221	0	1	2	26	21	217		
15	I feel that the decision to purchase G2G products is the right choice in terms of value	0	0	0	25	25	225	0	0	1	25	24	223		
Total Average								208,6							212,8

Based on the table above, the customer satisfaction score is lower than the importance score, indicating a gap between customer expectations and the actual performance of G2G products in the field. This suggests that G2G products have not fully met consumer expectations, leading to the conclusion that consumers are not yet satisfied with G2G products. These results reinforce the findings from interviews with supervisors, which revealed that although promotional and distribution strategies have been implemented, there are still operational challenges, such as product delivery delays and uneven promotional effectiveness across regions. These issues can influence consumers' perceptions of service quality and brand reliability. This perception is further supported by the results of the Importance-Performance Analysis (IPA), as illustrated in the following figure.

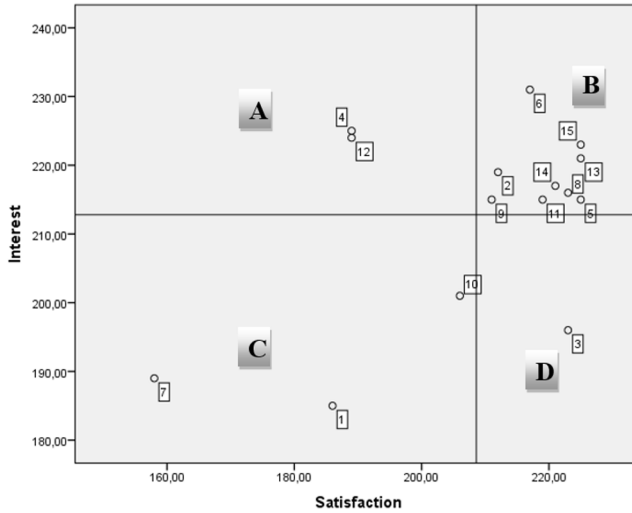


Fig. 2. Cartesian diagram results

The results of the Importance-Performance Analysis (IPA) presented in the diagram indicate that most consumer satisfaction items fall within Quadrant B, which signifies that these aspects are considered highly important but are currently performing at a relatively low level. Therefore, strategic improvements are needed in areas directly related to customer interaction, such as ensuring that G2G products meet consumer expectations and provide high perceived value. These items are positioned in Quadrant A, meaning they are of top priority for improvement, as they are deemed highly important yet currently underperforming. Furthermore, several items including “G2G product performance aligns with promotional claims,” “G2G products deliver better results than expected,” “G2G products have superior quality compared to similar brands,” “G2G packaging is attractive and practical,” “G2G products produce visible skincare benefits,” “G2G pricing is proportional to the benefits obtained,” “G2G frequently offers promotions and discounts,” “G2G provides good value for money,” and “purchasing G2G products is the right decision in terms of value” are positioned in Quadrant B, indicating that these aspects are considered important and satisfactory, and therefore should be maintained. Meanwhile, items such as “G2G products meet pre-purchase expectations,” “G2G formulations are safe and effective for the skin,” and “overall G2G product quality is rated as very good” are located in Quadrant C, suggesting low priority since they are perceived as less important and less satisfying. Lastly, the item “the results of using G2G products are as good as expected” falls within Quadrant D, indicating that it is overperformed, meaning it is less important but highly satisfying to customers.

Based on the results of interviews and statistical analysis, it can be inferred that although supervisors have implemented fairly comprehensive promotional and monitoring strategies, these strategies have not yet fully met customer satisfaction. This study shows that supervisors not only play an operational role but also serve as strategic links

between head office policies and consumer perceptions in the field. Supervisors are responsible for ensuring that promotional messages, product quality, and store services align with customer expectations. Therefore, the most effective strategy is not solely digital-based (such as social media and promotional content) but should also be combined with direct interpersonal approaches, such as sales team training, product demonstrations, and personal communication with store owners. This combination creates a hybrid supervisory model that effectively enhances engagement between the brand, stores, and customers. The IPA results confirm that operational challenges such as delivery delays and uneven promotional distribution across regions indirectly affect customer satisfaction. Thus, this study identifies an indirect relationship between supervisory effectiveness and customer satisfaction, mediated by distribution efficiency and promotional consistency. Theoretically, this research expands the understanding of the supervisor's role within a relationship-based retail sales model, positioning supervisors as key actors in maintaining the balance between promotional strategies and customer satisfaction. Practically, G2G can enhance its supervisory effectiveness by implementing a two-way feedback loop system between stores and customers, strengthening digital-based training, and ensuring more equitable product distribution and promotional coverage across regions. This study introduces the concept of an "Integrated Supervisory Performance Model", in which the supervisor functions as a central link connecting corporate strategy, field execution, and consumer perception, positioning supervision as a primary instrument in creating sustainable customer satisfaction.

5 Conclusion

Although various promotional and supervisory strategies have been implemented, the results of this study indicate that these strategies have not yet fully met consumer expectations regarding G2G products. The supervisor does not merely function as an operational overseer but also serves as a strategic link between the company, retail stores, and customers. An approach that combines digital strategies (such as social media and promotional content) with direct interpersonal engagement (such as training, product demonstrations, and personal communication) has proven to be more effective in enhancing customer engagement and building a positive brand perception. The results of the Importance Performance Analysis (IPA) show that there remains a gap between the level of importance and performance, particularly in aspects related to product distribution and the consistency of promotional effectiveness across regions. This highlights the need to improve distribution efficiency and ensure consistent implementation of promotional strategies to enhance overall customer satisfaction. Theoretically, this study introduces the concept of the "Integrated Supervisory Performance Model", a model that positions the supervisor as a central connector integrating corporate strategy, field implementation, and consumer perception. This conceptual novelty emphasizes that integrated supervisory effectiveness can create sustainable customer satisfaction and strengthen G2G's competitive advantage in the skincare retail market.

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