

ANALYSIS OF THE IMPACT OF ERP IMPLEMENTATION ON PROCESS OPTIMIZATION GLOBAL MARKETING AND SALES AT PT SINKONA INDONESIA LESTARI

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Abstract

This research aims to analyze the implementation of the Enterprise Resource Planning (ERP) system at PT Sinkona Indonesia Lestari in the Marketing and International Sales unit. The implementation of ERP is expected to improve operational efficiency and provide better services to consumers, ultimately generating added value and maximizing benefits for all company stakeholders. This study employed a qualitative research method with an interactive qualitative approach. Data were collected through interviews, observations, and documentation studies. The results indicate that the ERP system implementation at PT Sinkona Indonesia Lestari has been running well. The ERP system helps in completing tasks, improving information quality, unifying the company's units, and optimizing operational performance. These findings are supported by interview data from key informants regarding ERP implementation, success factors, and employee adaptation to the ERP system. In conclusion, the implementation of ERP positively impacts the effectiveness and efficiency of the marketing and international sales unit's operations.

Keywords: ERP, efficiency, marketing, international sales, implementation

Abstrak

Penelitian ini bertujuan untuk menganalisis implementasi sistem Enterprise Resource Planning (ERP) di PT Sinkona Indonesia Lestari pada unit Pemasaran dan Penjualan Internasional. Implementasi ERP diharapkan dapat meningkatkan efisiensi operasional dan memberikan layanan yang lebih baik kepada konsumen, yang pada akhirnya menghasilkan nilai tambah dan memaksimalkan manfaat bagi semua pemangku kepentingan perusahaan. Penelitian ini menggunakan metode penelitian kualitatif dengan pendekatan kualitatif interaktif. Data dikumpulkan melalui wawancara, observasi, dan studi dokumentasi. Hasil penelitian menunjukkan bahwa implementasi sistem ERP di PT Sinkona Indonesia Lestari berjalan dengan baik. Sistem ERP membantu dalam menyelesaikan tugas, meningkatkan kualitas informasi, menyatukan unit-unit perusahaan, dan mengoptimalkan kinerja operasional. Temuan ini didukung oleh data wawancara dari informan kunci mengenai implementasi ERP, faktor keberhasilan, dan adaptasi karyawan terhadap sistem ERP. Kesimpulannya, implementasi ERP memiliki dampak positif terhadap efektivitas dan efisiensi operasional unit Pemasaran dan Penjualan Internasional

Kata kunci: ERP, efisiensi, pemasaran, penjualan internasional, implementasi

Introduction

In the current era of globalization, the rapid development of technology has provided many benefits in progress in various social aspects. The use of technology by humans in helping to complete all forms of work is a must in life. However, the development of this technology must also be balanced

with the increase in human resources because it has a major role in realizing technology that makes all activities easier. Humans who use technology must be able to take advantage of existing technology and develop it (Rahman et al., 2025).

One of the developments in the globalization era is information systems in business which have an important role in providing support to each line of the company to be more effective in the company's strategy to gain a competitive advantage. According Aroba et al., (2023) the strategic role of information systems in companies involves the use of information technology to develop a wide range of products, services, and capabilities that give companies a great advantage in the face of competitive pressures in the global market. The role of information technology in a company is very important in controlling the running of the company, especially in the process of selling products. Information systems can also be used to record employees, manage wages and incentives, and many other functions. Companies urgently need a system that can convey information well and support all existing activities.

Currently, the use of information technology is intended to anticipate errors in company systems. Therefore, the role of the system and human resources is very influential, both from the lowest level to the highest level. The information technology applied in companies is Enterprise Resource Planning (ERP), which stands for three elements of the word: Enterprise (Company/Organization), Resource (Resource), and Planning (Planning). According to Jaradat et al., (2025), enterprise Resource Planning (ERP) is a business process management software that allows organizations to use an integrated application system to automate many back-office functions related to services, human resources, and technology as well as manage the business. ERP is an integrated system that supports various business functions to improve productivity and service to consumers. So, Enterprise Resource Planning (ERP) is a concept to plan and manage company resources through integrated and multi-module program application packages designed to serve and support various functions in the company, so that work becomes more efficient and can provide better services to consumers, which in turn can generate added value and provide maximum benefits for all stakeholders company (Chopra et al., 2022; Martins & Santos, 2021).

The implementation of a good Enterprise Resource Planning (ERP) system is not only limited to the company's internal environment, but can also be extended vertically and horizontally. This system requires the integration of existing data, so that the data is not only stored in the system, but can also provide benefits. Enterprise Resource Planning (ERP) depends on the size of the business, the scope of change, and the customer's participation. The Enterprise Resource Planning (ERP) system combines business procedures ranging from purchasing, storing, and selling with record-keeping procedures in the financial and accounting departments to generate financial information. Many industries in Indonesia are currently trying to convert their systems to Enterprise Resource

Planning (ERP) systems. The change in the system from manual to ERP system indicates that a company is committed to continuously developing itself in a better direction (El-Baz et al., 2023; Gupta & Agarwal, 2024).

The reason this research was conducted at PT Sinkona Indonesia Lestari is because this company already uses the Enterprise Resource Planning (ERP) system, which is used to assist human resources (HR) in completing tasks. The use of an ERP system can also improve the quality of information between units, because ERP is able to unite each unit in the company and help superiors control their subordinates. In addition, by using ERP, there are many complete modules so that companies can be more practical and adjust to their needs. The company's supervision and operational procedures can be monitored anytime and anywhere. By using ERP, companies can address existing weaknesses and result in better performance.

Based on the results of initial observations and interviews regarding the implementation of the Enterprise Resource Planning (ERP) system for PT Sinkona Indonesia Lestari employees in the International Marketing and Sales unit, the implementation of ERP can help complete work faster. This is because the ERP is integrated with other units, thus providing faster and more accurate information. The average job that can be completed in a day can reach five or even more, depending on the Pre-Order (PO) that exists on that day. From the background described above, the researcher is interested in conducting research at PT Sinkona Indonesia Lestari with the research title: "Analysis of the Implementation of Enterprise Resource Planning (ERP) in the International Marketing and Sales Unit at PT Sinkona Indonesia Lestari, Subang.

Research Method

This study uses a qualitative approach that focuses on data collection through in- depth observation. Qualitative research aims to provide a comprehensive understanding of the phenomenon being studied. The type of research used is qualitative descriptive, which is a method that utilizes qualitative data that is described descriptively. According to Miles et al., (2013), qualitative descriptive research is suitable for answering questions about who, what, and where events or experiences occurred, as well as obtaining data directly from informants.

Data Collection techniques are carried out in several ways, namely:

1. Interview

Interviews are conducted in a structured or unstructured manner. In a structured interview, the researcher prepares written questions in advance. While unstructured interviews are conducted more flexibly, they are often used in initial research to obtain more in-depth information about respondents.

2. Observation

Observation involves observing, recording, analyzing, and interpreting behavior or events that occur. Based on the main dimensions, observations can be carried out in a controlled or uncontrolled manner, participant or non-participant, structured or unstructured, and hidden or unconcealed. Unstructured observations are used to generate a set of hypotheses that will be tested in future research.

This method ensures that the data collected is relevant and comprehensive, providing a clear picture of the phenomenon being studied.

Results and Discussion

1. Implementation of Enterprise Resource Management (ERP) at PT Sinkonai Indonesia Lestari

The research results are presented first. Contains anything that is seen and heard by the author/researcher. Avoid assumptions or words like "should", "could be", "if", "likely", etc. Research results do not need referrals. Better to include tables and figures. There is no need to describe the location or research object, it is enough to mention the location, for example "this research was carried out at SMA N 1 Bandung". For quantitative research, it is sufficient to include only the results of the analysis. Research questions do not need to be included. The research attachment does not need to be included.

Figure 1. How ERP Marketing Unit Works



Source: PT Sinkonai Indonesia Lestari

The implementation of Enterprise Resource Planning (ERP) at PT Sinkona Indonesia Lestari, especially in the International Marketing and Sales unit, is designed to integrate and coordinate information across all business areas through one integrated database system. This system allows companies to manage various business processes such as sales, inventory, product delivery, and accounting in one platform, namely Odoo ERP.

ERP runs according to the procedures that have been set by the company. This process involves system introduction, user training, implementation, and evaluation of work related to the use of ERP systems. ERP is very helpful in completing tasks in this division, especially in the sales and customer service processes. In addition, the system also facilitates data integration between different business units, which facilitates coordination and improves operational efficiency. The implementation of the Enterprise Resource Planning (ERP) system in the International Marketing and Sales Unit of PT Sinkona Indonesia Lestari has helped in accelerating the flow of the marketing process and providing information in real-time. In addition, the ERP system is also able to integrate between divisions, so that data can be accessed by every line that needs relevant information.

From the results of observations and observations on the implementation of the ERP system at PT Sinkona Indonesia Lestari, it can be seen that this system has a positive impact on employees in completing work. The work process that was previously done manually has now switched to a more efficient system. However, some employees still experience confusion in running an ERP system, likely due to a lack of understanding of how the system works.

ERP System Implementation Plan Stage

The implementation of the Enterprise Resource Planning (ERP) system is usually carried out through six stages that have specific roles and objectives. Here are the six stages in implementing an ERP system:

a. **Discovery and Planning**

At this stage, a project team is formed that will be responsible for the implementation of the ERP system. This team will prepare an implementation plan, set targets to be achieved, and ensure competent human resources for ERP implementation. Decisions related to project design and management are also made in this planning stage.

b. **Design**

The design stage focuses on creating detailed system specifications. The project team uses the right methods to develop a system design that suits the company's needs. In addition, the main task of the design stage is to design a more effective and efficient workflow to improve the work process in the company.

c. **Development**

Once the design is complete, the development stage begins. This development includes system configuration and adjustments necessary to make the ERP system fit the company's needs. Along with the development of the system, the company must also conduct training to help employees adapt to the new system.

d. Testing

Thorough system testing is carried out to ensure that all functions are running properly. At this stage, employees are also involved in testing the ERP system in completing the existing work. This is important to ensure that the system can be used optimally in the work environment.

e. Application

In the process of implementing an ERP system, companies must be prepared to face various challenges that may arise. Although maximum efforts have been made to minimize the problem, the possibility of obstacles remains. Therefore, support from colleagues and management is essential to ensure a smooth transition to the new system.

f. Support and Repair

The company must provide ongoing support and coaching to employees after the implementation of the ERP system. This aims to maintain employee satisfaction regarding the new system and ensure that the ERP system can achieve the goals that have been set. Over time, additional development and configuration may be required in order for the ERP system to continue to function optimally in the company (Alsughayer, 2024; Chinta, 2022).

Benefits of Using ERP

The use of an ERP (Enterprise Resource Planning) system can provide many benefits for companies, especially in the sales and marketing process. Here are some of the main benefits that can be obtained from the implementation of an ERP system in the sales and marketing unit:

a. Increased Productivity

ERP systems can automate many routine tasks such as report creation, inventory monitoring, and customer management. This allows sales and marketing staff to focus on more strategic and productive activities.

b. Better Data Analysis

ERP systems provide powerful data analysis tools, so companies can better collect, analyze, and understand information about customers, market trends, and sales performance. As a result, companies can make smarter decisions in planning marketing strategies.

c. Better Customer Service

With the help of the CRM (Customer Relationship Management) module in the ERP system, companies can provide better customer service. Centralized customer information allows staff to respond to customer requests more quickly and accurately.

d. Cost Savings

Business process automation and error reduction in ERP systems can reduce operational costs. With increased efficiency, companies can save time and resources previously used for administrative tasks.

e. Better Inventory Management

ERP systems help companies in managing inventory better, so they can avoid stock shortages or excessive inventory buildup. This can reduce inventory costs and improve customer satisfaction (Di Camillo, 2023; Jawad & Balázs, 2024).

Success factors in the implementation of PT Sinkona Indonesia Lestri's Enterprise Resource Planning (ERP) system

The success of the implementation of the ERP (Enterprise Resource Planning) system is influenced by various factors in its implementation. The following are the results of an interview with Mr. Agri Muhammad Aulia regarding the implementation of the ERP system:

The main factor for the success of implementing an ERP system is to provide employees with an introduction to the system that will be implemented in the company. The introduction of ERP systems is carried out before implementation so that during implementation, employees already have a basic understanding of how the ERP system works. After employees are given an introduction, they are then trained in detail on how to use the ERP system so that it can be used optimally. This training helps employees understand how the ERP system works, the features used, and other important elements. To optimize the implementation of ERP systems, the company also recruits competent IT personnel, particularly in the field of ERP, to oversee and address obstacles that may arise during implementation. If the ERP system runs optimally, companies will get a lot of benefits from this system.

Another very important factor in the successful implementation of ERP is the support from top management. This support is the most crucial aspect, as all decisions related to the implementation of ERP systems must be based on top management policies. The right decision in choosing an ERP package greatly influences the success of the implementation. In this case, the company chose to use Odoo ERP software, which has the advantage of integrating each unit in the company and can also be adjusted to the company's specific needs. Another success factor is the company's strategy, which is to provide introductions in advance so that employees are not surprised when using the ERP system. Furthermore, the company provides training on how ERP works so that employees can optimize the system used. Choosing the right ERP package is also important to suit the company's needs, so that the ERP performance at PT Sinkona Indonesia Lestari has a positive impact.

From the results of observations and observations during the study, the success factor for the implementation of ERP at PT Sinkona Indonesia Lestari lies in careful planning. Some employees receive training and briefings on how the ERP system works. Top management support is also very influential, with top management sometimes coming directly to inquire about the implementation of ERP systems in the International Marketing and Sales unit. To optimize the performance of the ERP system, the company formed a special unit that focused on ERP systems. If something goes wrong in

the International Marketing and Sales unit, the IT team comes immediately to fix it. If employees face obstacles in running the ERP system, they also help each other solve them.

Top management support is essential in the successful implementation of an ERP system, as they have the authority to take important actions in the company. The role of top management at PT Sinkona Indonesia Lestari is very good in making decisions, as evidenced by their decision to use an ERP system that can improve the company's performance. They are also sensitive to the needs of the company, by forming a special unit in the IT department that is tasked with supervising and controlling the running of the ERP system as well as handling any disruptions that arise. Another important factor is the unification of the vision between top management and employees to achieve common goals.

Employee Adaptation to the New Enterprise Resource Planning (ERP) System at PT Sinkona Indonesia Lestari

At the beginning of the ERP system implementation, employees are given time to adapt first from the initial system to the ERP system. Usually, employees have habits in work and mindsets that have been embedded for a long time, so an adjustment process is needed first. Socialization about the new system that will be implemented in the company is introduced early so that employees are not surprised by how the new system works. Therefore, ERP systems are introduced long before they are implemented, so that employees already know the overview of the new system and have the opportunity to adapt from the old system to the new system.

Whenever a new system is implemented in a company, employees need time to adapt to the implementation of the system. This adaptation process typically includes an introduction and training provided by the company to help employees understand how the system works optimally. The implementation of the ERP system at PT Sinkona Indonesia Lestari is relatively fast because the company provides training and technical support in stages. ERP systems make it easier for employees to complete work and help business processes become more efficient.

With the implementation of an ERP system, employees can complete existing tasks faster and more efficiently. In addition, the ERP system also helps top management in monitoring all existing business processes in the company because all units are integrated in one system. Employees in the International Marketing and Sales Unit, as the spearhead of the company in earning revenue, also feel helped by this ERP system. This system automates many processes that were previously done manually, thereby improving productivity and the quality of information needed by the company.

Although the adaptation process is going relatively well, there is a variation in abilities among employees. Some employees who are used to using computers can easily adapt, while others have difficulty because they are not familiar with technology. The company met this challenge by

providing intensive training to all employees, as well as instructing employees who already mastered ERP systems to help colleagues who were struggling.

The family work culture at PT Sinkona Indonesia Lestari also helps accelerate the adaptation process. Employees often discuss how to use the ERP system during breaks or in between other activities, such as after prayer or lunch. These informal discussions help smooth the adaptation process and ensure that each employee can understand the ERP system well.

To help the employee adaptation process, the company implements several steps, including:

1. **Eliminate Employees' Fear of Digital Technology:** Companies should make it clear to employees that the technology applied can help them get work done more effectively and efficiently.
2. **Conduct Socialization:** Socialization about the system to be used is important to provide employees with an initial understanding so that they are ready to face technological changes.
3. **Convey the purpose of using the technology:** Explain the purpose of using the new system so that employees know the benefits for the company's operations.
4. **Providing Training to Employees:** Training is tailored to the employee's abilities and backgrounds so that all layers in the company can understand the ERP system well.
5. **Evaluation:** The company conducts periodic evaluations of the use of new systems to determine the extent to which their implementation helps operations, as well as receives feedback from employees for improvements.

Through a comprehensive approach, employees' adaptation to the ERP system at PT Sinkona Indonesia Lestari went relatively smoothly, and the implementation of this system succeeded in increasing the efficiency and effectiveness of the company's operations.

The success of ERP implementation is also influenced by various factors, one of which is the training provided to employees before the system is implemented. This is so that employees are not confused when the system starts operating. Top management also plays an important role in making decisions regarding the implementation of this system, such as choosing the right ERP software package according to the company's needs. Odoo was chosen because of its flexibility in integrating business units and its ability to be customized. Overall, the implementation of ERP at PT Sinkona Indonesia Lestari has a positive impact, both in terms of system integration, operational efficiency, and better data management. Despite the challenges in the implementation process, the company seeks to overcome these obstacles through the training and support of a competent IT team.

Discussion

The implementation of Enterprise Resource Planning (ERP) at PT Sinkona Indonesia Lestari in the International Marketing and Sales unit shows the effectiveness of the system in improving the

efficiency and quality of the company's operations. According to Tallón-Ballesteros, (2020), ERP is business process management software that allows organizations to automate various back office functions, including services and human resources. The implementation of the ERP system at PT Sinkona proves that the integration of these various functions can speed up the work process and improve the quality of the information obtained, which in turn reduces operational costs, including reduced paper use.

Furthermore, Seeling et al., (2021) explained that the term 'resource' in the enterprise context includes company assets such as human resources, finance, and technology. At PT Sinkona, the ERP system not only serves as a management tool but also as an integrated data storage center, which helps in the accurate flow of information throughout the unit. The main goal of ERP implementation, as outlined by Tulli, (2024), is to eliminate duplication of data and provide a single source of truth, which is crucial for companies to control operations and facilitate employees in completing work in a more organized manner.

The development of ERP has also undergone a significant evolution, as explained by Wulandari et al. (2020:1-2), who stated that this system started from the focus of inventory control in the 1960s until now it includes the management of all company resources. PT Sinkona has taken advantage of this evolution by implementing the Odoo system, which is an open source ERP system, to support the marketing process from ordering to delivering goods to consumers. The use of open source ERP not only makes it easier to integrate systems but also offers greater flexibility for companies to adapt the system as needed.

The key to the success of ERP implementation at PT Sinkona lies in the readiness of human resources. The company conducts periodic training and evaluations to ensure that employees can adapt to the new system. Through the gradual introduction of the system and the provision of technical support, employees are equipped with the knowledge necessary to operate the ERP efficiently. This approach is in line with the theory that the adoption of new technologies requires support and training for employees to overcome obstacles that may arise, thereby supporting optimal operational performance. Thus, the implementation of ERP at PT Sinkona Indonesia Lestari not only brings changes in the management system but also strengthens the organizational structure and improves employees' ability to adapt to new technologies. Better integration and management of resources contribute to the achievement of the company's strategic objectives, making it more competitive in an increasingly complex market.

Conclusion

Based on the results of research conducted previously at PT Sinkona Indonesia Lestari in the International Marketing and Sales Unit, it can be concluded that several things are as follows: The

implementation of *Enterprise Resource Planning (ERP)* at PT Sinkona Indonesia Lestari in the International Marketing and Sales Unit aims to facilitate the completion of work. Among them are assisting in service to consumers, placing orders, and delivering information in real-time. The implementation of the ERP system is going well because the ERP system used can support the completion of work and provide optimal service to consumers. Success factors in the implementation of the ERP system include initial introduction to employees about the system to be implemented in the company, providing training so that employees are able to operate the ERP system, and evaluation to find out the extent to which the implementation of the ERP system is taking place in the company. In addition, the company also recruits an IT team that is tasked with controlling and supervising the running of the ERP system. Employees' adaptation to the implementation of the new system is quite good. Before the ERP system is implemented, employees are given an introduction and training to facilitate the adaptation from the old system to the new system. The company also assists employees in the adaptation process by conducting introductions, training, and evaluations, so that the company can know the extent to which the ERP system is being implemented effectively. These are the results of the study which shows that the implementation of the ERP system at PT Sinkona Indonesia Lestari is running well and is able to increase the efficiency and effectiveness of work in the International Marketing and Sales Unit.

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