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THE IMPACT OF DATA-DRIVEN MARKETING ON THE EFFECTIVENESS OF ACHIEVING SALES TARGETS AT PT. INBISCO NIAGATAMA SEMESTA

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Abstract

The development of digital technology encourages companies to implement data-driven marketing strategies as a basis for business decision-making. PT. Inbisco Niagatama Semesta faces challenges in achieving the sales target of Mayora biscuit products in Batam City, as shown by the realization of sales in 2024 which only reaches 81% of the set target. This study aims to analyze the influence of data-driven marketing on the effectiveness of achieving sales targets at PT. Inbisco Niagatama Semesta. The research uses a quantitative approach with the Partial Least Square Structural Equation Modeling (PLS-SEM) analysis method through the SmartPLS 3 application. The research sample consists of 90 salespeople who were selected based on the provisions of ten times the number of research indicators. Data collection was carried out using a Likert scale questionnaire of 1–5 and company documentation. The results showed that the data-driven marketing variable had a positive and significant effect on the effectiveness of achieving sales targets with a path coefficient value of 0.877, a T-statistical value of 24.052, and a P-value of 0.000. In addition, data-driven marketing was able to explain 76.9% variation in the effectiveness of achieving sales targets. These findings show that the use of customer data, market analysis, and data-driven decision-making can improve the accuracy of marketing strategies and support the achievement of company sales targets.

1. INTRODUCTION

Background Problem

Competition in the national snack industry is getting tighter along with the increasing number of similar products and increasingly dynamic changes in consumer behavior. PT. Inbisco Niagatama Semesta as one of the main distribution companies of Mayora Group products also feels this pressure, especially in maintaining the effectiveness of achieving sales targets in the Batam City area, which is one of the strategic markets in the Riau Islands Province. Batam City is known as an industrial and trade area that has a high level of consumption, so sales achievements should be maximized through appropriate and adaptive marketing strategies.

The development of digital technology has brought about major changes in the way companies plan, execute, and control marketing activities. One of the modern approaches that is now widely applied in large companies is *data-driven marketing*, which is a marketing strategy that utilizes data collection, processing, and analysis as the basis for decision-making (Kotler, *et al*, 2016). Through this approach, companies can understand consumer behavior, needs, and preferences more accurately. [2] emphasizing that marketing data analysis can increase the effectiveness of promotional campaigns, improve distribution, and minimize errors in determining target markets. However, sales data of Mayora biscuit products in Batam City in the last three years show conditions that are inversely proportional to market potential. Data from PT. Inbisco Niagatama Semesta shows that:

Table 1. Data on Target and Realization of Sales of Mayora Biscuit Products in Batam City (2022–2024)

Year	Sales Target (Rp)	Realization (Rp)	Percentage Achievement (%)
2022	7.280.000.000	6.040.800.000	82,9%
2023	7.120.000.000	5.970.400.000	83,9%
2024	7.433.577.200	6.020.197.532	81,0%

Source: Data of PT. Inbisco Niagatama Semesta, 2025

Although sales targets increase from year to year, sales realization does not show a consistent increase. In fact, there is a decrease in achievement from 83.9% in 2023 to 81% in 2024. This phenomenon shows that the marketing strategies implemented have not been effective in supporting the achievement of sales targets that continue to increase. One of the reasons is suspected to be the lack of optimal use of data-driven marketing, both in the process of planning promotions, customer segmentation, and real-time sales monitoring. [3] explains that companies need to systematically process customer data to understand consumer behavior, predict market needs, and develop appropriate marketing strategies. This theory emphasizes that the integration of data such as sales history, customer characteristics, purchasing patterns, and consumer feedback will help companies make more accurate marketing decisions. Empirical findings from previous research also support the existence of an important relationship between data utilization and the achievement of sales targets. Research [4] shows that the effectiveness of achieving targets is greatly influenced by the accuracy of budget planning, distribution efficiency, and the suitability of targets with local market conditions. [5] adding that unrealistic and data-driven targets can have a negative impact on sales performance, while good training and supervision increase the achievement of targets. PT. Inbisco Niagatama Semesta is a fast food consumption product distribution company (*Fast Moving Consumer Goods*/FMCG) which is part of the Indofood Group's large network. In its operations, the Riau region, including Batam City, has great market potential, but also faces its own challenges. Each district and city has different economic, geographical, and consumer behavior characteristics, so the effectiveness of data-driven marketing strategies can vary between regions. Although PT. Inbisco Niagatama Semesta has implemented a number of data-driven marketing strategies, sales results show that the achievement of targets in several distribution areas, including Batam City, is still not optimal. This indicates that the implementation of data-driven marketing has not been optimally in supporting sales effectiveness.

Based on previous theories and research, the use of data in the marketing process has proven to be an important factor in increasing the effectiveness of achieving sales targets. However, in practice, PT. Inbisco Niagatama Semesta in Batam City has not fully optimized the potential of

available data. Information about customers, distribution data, purchasing patterns, and sales force performance has not been analyzed in depth as the basis for the preparation of marketing strategies. This condition results in sales targets set not fully in accordance with market dynamics, so that sales achievements tend to stagnate and even decrease. Therefore, this study is important to analyze the extent to which the application of data-driven marketing affects the effectiveness of achieving the sales target of Mayora biscuit products in Batam City. The results of this study are expected to provide strategic recommendations for the management of PT. Inbisco Niagatama Semesta in improving the quality of data-based decision-making, improving segmentation and marketing planning, and encouraging the achievement of sales targets more effectively, adaptively, and sustainably in the Batam region.

Based on the research background, the implementation of *data-driven marketing* in PT Inbisco Niagatama Semesta in the Riau region still faces challenges in the effectiveness of achieving sales targets in each district/city, so the formulation of this research problem is whether *data-driven marketing* has an effect on the effectiveness of achieving PT Inbisco Niagatama Semesta's sales targets. The purpose of this study is to find out and test the influence of *data-driven marketing* on the effectiveness of achieving the company's sales targets. The results of this study are expected to provide theoretical benefits in the form of additional references to marketing science, especially data-based marketing and sales effectiveness in distribution companies, as well as practical benefits in the form of strategic recommendations for PT Inbisco Niagatama Semesta, especially the Batam City area, in improving the achievement of sales targets, becoming a reference for sales management in monitoring data-based marketing performance, and as a reference for future researchers.

Problem Formulation

Does data-driven marketing affect the effectiveness of achieving sales targets at PT. Inbisco Niagatama Semesta?

Research purposes

To find out and analyze the influence of data-driven marketing on the effectiveness of achieving sales targets at PT. Inbisco Niagatama Semesta.

2. LITERATURE REVIEW

Data-Driven Marketing

Data-driven marketing is a modern marketing approach that uses data and consumer behavior analysis as the basis for decision-making, rather than just relying on intuition. By collecting data from various sources such as purchase history, social media activity, and digital interactions, companies can understand customer needs more accurately, create more targeted promotions, and monitor campaign performance in real-time to improve marketing effectiveness. Data-driven marketing is a marketing approach that relies on customer data and market data to strategize, make decisions, and tailor communication more precisely and personally measured based on indicators: Utilization of customer data for segmentation and Adjustment of data-driven promotional strategies [6]. According to [7], Data-driven marketing is the process of collecting, processing, and analyzing data from various marketing channels to improve the effectiveness of campaigns and strategic decision-making with indicators: Multichannel data collection (sales, digital, distribution) and Data analysis for marketing decision optimization. According to [8], data-driven marketing is the use of data obtained through customer and third-party interactions to gain insights into customer motivation, preferences, and behavior, thus enabling personalization of the customer experience. Gartner puts forward indicators data-driven marketing as follows: Data quality. Includes completeness of customer data, Data analysis and utilization**,** Data-driven decision-making. Use of data insights in determining marketing/distribution strategies, measurement real-time, monitoring and evaluation of data-driven campaigns, Technology and system implementation and Personalization & segmentation.

Data-driven marketing is a marketing approach that uses data from multiple sources to understand customer behavior, preferences, and trends, so that companies can provide a more relevant

and personalized experience [9]. According to [10] Data-driven marketing means leveraging every customer activity such as clicks, searches, and purchases as essential information to direct marketing strategies, not just based on intuition. Key indicators data-driven marketing These include: Data collection from multiple sources, Data analysis to generate insights into customer needs and behavior, Personalization of messages and offers based on the results of the analysis, Data-driven decisions, not assumptions, Performance measurement and optimization, i.e. monitoring campaign results and improving them on an ongoing basis. Data-driven marketing is a marketing approach based on real-time data and analytical insights to improve personalization, campaign efficiency, and the achievement of sales targets through indicators: Utilization data real-time (dashboard, sales tracker) and Personalize marketing strategies based on analytical insights [11].

Effectiveness of Achieving Sales Targets

The effectiveness of achieving sales targets refers to the measure of the success of the company or sales team in achieving the predetermined targets. Not only seen from the sales figures, but also from the way the team manages the sales process well, on time, and provides satisfactory service to customers. If sales can meet or exceed the target and still maintain the quality of the relationship with customers, then the sales achievement is considered effective. The effectiveness of achieving sales targets is the ability of the organization to carry out marketing strategies so that it is able to produce sales according to or exceed the set targets, measured based on indicators: Suitability of sales realization with targets, Effectiveness of marketing strategies used, Sales success rate in achieving sales targets [12]. [13] The effectiveness of achieving sales targets is a measure of performance that describes the ability of the organization or sales team to achieve a predetermined revenue target or sales volume in a certain period, through the following indicators: Percentage of sales target achievement, Comparison of sales realization between periods, Number of transactions or units sold compared to the target, Timeliness of target achievement.

According to [14], The effectiveness of achieving sales targets is a measure of how far sales performance is able to meet business goals through sales, territory management, and customer relationship activities, measured by indicators: Realization of sales targets (achievement rate), Salesforce productivity, Customer relationship quality and customer retention. While [15] argues that the effectiveness of achieving sales targets is the result of the ability of the sales team to carry out the sales process efficiently so as to achieve the target as planned, through Indicators: Sales process efficiency (call-to-close ratio), Success in achieving monthly/annual sales targets, Effectiveness of territory management and customer visits. Effectiveness of achieving sales targets is the extent to which the sales team is able to achieve or exceed the goals that have been set by maintaining consistency of sales performance and quality [16]. [17] defines that the effectiveness of achieving sales targets is the company's ability to compare actual sales results with targets, identify gaps, and take corrective steps to maintain or improve sales performance and measure through the following indicators: Difference analysis (Gap) between the target and the realization of sales, Speed of response to improvements when the achievement is not on target, Accuracy of sales reporting (reporting accuracy), Use of real-time data in sales decision-making.

Previous Research

The results of the research conducted by [18] Packaging plays an important role in driving purchase decisions and sales volume of Nestle Milo in Tembilahan. [4] The effectiveness of achieving sales targets is influenced by distribution operational factors, meticulousness of budget planning, and regional marketing strategies. The mismatch between target planning and regional market conditions (demand) as well as distribution problems causing difficulties in meeting budget targets. In the findings [5], emphasizing the importance of human resource management (training, supervision, incentivizing) and realistic target setting as the key to increasing the effectiveness of achieving sales targets. Targets that are too high without the support of sales competencies and motivation risk lowering achievement on the contrary, continuous training and a clear incentive system increase the target achievement ratio. Digital transformation (use of CRM, e-commerce, analytics) have a positive

effect on the organization's ability to achieve sales targets. Companies that adopt digital technology for lead tracking, offer personalization, and performance monitoring real-time tend to be more accurate in achieving and adjusting targets [19][20]. [21] explained in the results of his research that the use of measurable KPIs (e.g. target percentage achieved, win rate, average transaction value), dashboard real-time, and data-driven approaches (analytics) improve the accuracy of evaluating the effectiveness of achieving targets.

Research Framework

Based on theoretical studies and previous research, data-driven marketing plays an important role in helping companies achieve sales targets. By utilizing customer data appropriately, companies can create a more targeted marketing strategy that is in accordance with market needs. In practice, the success of achieving sales targets does not only depend on the availability of data, but also on the ability of the sales team to use the data effectively. Therefore, this research needs to be conducted to see the extent to which the application of data-driven marketing affects the effectiveness of achieving sales targets at PT. Inbisco Niagatama Semesta specializing in Mayora Biscuit Products. Based on this, the research framework is described as follows:



Figure 1. Research Framework Model

Research Hypothesis

Based on theoretical studies and previous research findings, it can be assumed that the application of data-driven marketing has an effect on the effectiveness of achieving sales targets. The right use of data helps sales teams in making more accurate decisions, understanding customer needs, and developing more effective sales strategies. Therefore, in this study, a hypothesis is proposed that "It is suspected that the impact of data-driven marketing affects the effectiveness of achieving sales targets at PT. Inbisco Niagatama Semesta".

3. RESEARCH METHOD

This study uses a quantitative approach [22] to test the influence data-driven marketing on the effectiveness of achieving sales targets with PLS-SEM analysis (Hair, et al, 2017) using the SmartPLS 3 application, because this method is suitable for predictive model testing with a relatively limited number of samples and without assuming data normality. The research was carried out at PT Inbisco Niagatama Semesta Batam City Branch in the period from November 2025 to March 2026, focusing on the sales and marketing team of Mayora biscuit products whose sales realization in 2024 reached 81% of the target. The research population was the entire sales force, with a sample of 90 respondents determined based on the provision of 10 times the number of indicators. Data were collected through a Likert scale questionnaire of 1–5 [24]. as well as supporting documentation of the company. Data analysis is carried out through testing outer model and inner model to assess the validity, reliability, and testing of hypotheses to explain the relationship between research variables.

Table 2. Variable Operational Definitions

No	Variabel	Indicator	Measurement Scale	Statement
1	Data-Driven Marketing A marketing approach that leverages customer data and third-party	Data Quality		Customer data used in marketing is complete and accurate.
		Data Analysis & Utilization		Data is routinely analyzed to determine the right marketing strategy.

No	Variabel	Indicator	Measurement Scale	Statement
	data to understand consumer behavior and preferences to support accurate and personalized decision-making (Gartner, 2024)	Data-Driven Decision-Making	Likert 1–5	Marketing decisions are determined based on information and data patterns.
		Technology & System Implementation		The technology system (CRM/dashboard) supports marketing activities.
		Personalization & Segmentation		Messages and offers are tailored to customer segments based on data.
2	Effectiveness of Achieving Sales Targets A measure of the ability of an organization or sales team to achieve sales targets in a given period through an evaluation of sales realization, timeliness, and comparisons between periods (KPI Depot, 2023)	Target Achievement Percentage	Likert 1–5	Sales achievements are in accordance with the set targets.
		Comparison of Realization Between Periods		Sales realization has increased compared to the previous period.
		Number of Transactions/Units Sold		The number of products sold is approaching or reaching the specified target.
		Timeliness of Target Achievement		The sales target is achieved at the time set by the company.

4. RESEARCH RESULTS AND DISCUSSION

The results of the study on the influence of data-driven marketing on the effectiveness of achieving sales targets at PT Inbisco Niagatama Semesta Batam City Branch were obtained based on the analysis of questionnaire data using the SEM-PLS method through SmartPLS, which included respondent characteristics, testing the validity and reliability of indicators, as well as testing the relationship between variables that provided an empirical picture as the basis for discussion and preparation of research recommendations.

The outer model test is an analysis stage to assess the quality of indicators in measuring research variables, which includes testing validity and reliability through loading factor, AVE, and composite reliability values.

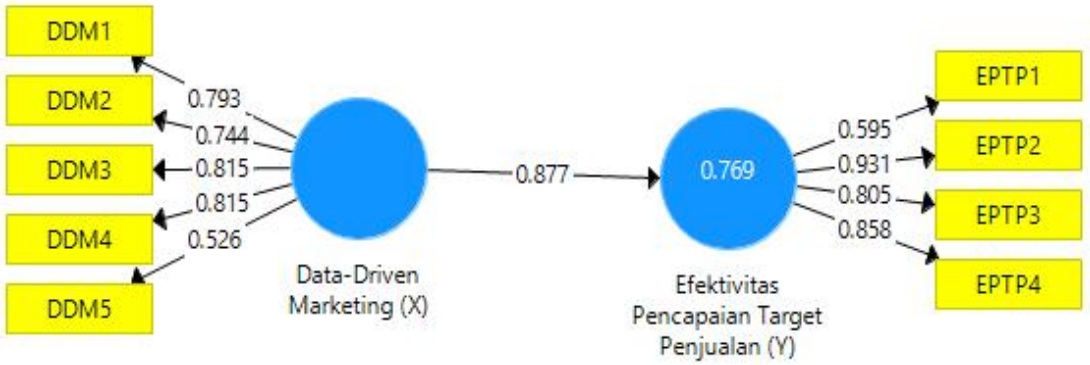


Figure 2. ***Outer Model Analysis Algorithm***
Source: SmartPLS Processing, 2026

Based on the results of the outer model test, all indicators in the Data-Driven Marketing (X) and Sales Target Achievement (Y) variables have a loading factor value above 0.5, which shows that the indicator is able to represent the measured construct. The highest loading factor value in variable X is found in Data-Based Decision Making and Technology & System Implementation, while in variable Y is in Comparison of Realization Between Periods, which indicates the strongest

contribution of these indicators in forming latent variables. Indicators with a loading factor value of ≥ 0.5 are still acceptable, especially in research that is developmental or exploratory. This refers to Hair et al. (2017) which states that the loading factor value of 0.5–0.6 is considered quite adequate if the indicator is supported by the validity and reliability of the overall construct.

Table 3. Outer Model Analysis Results

Variable Indicators	Data-Driven Marketing (X)	Effectiveness of Achieving Sales Targets (Y)	*Loading Factor*	*Composite Reliability*	Ket	*Cronbach's Alpha*	*Average Variance Extracted (AVE)*
DDM1	0,793		Valid	0,860	Relibel	0,796	0,557
DDM2	0,744						
DDM3	0,815						
DDM4	0,815						
DDM5	0,526						
EPTP1		0,595	Valid	0,879	Reliabel	0,811	0,651
EPTP2		0,931					
EPTP3		0,805					
EPTP4		0,858					

Source: SmartPLS Processing, 2026

Based on the results of the outer model test, all indicators in the Data-Driven Marketing (X) and Sales Target Achievement (Y) variables had a loading factor value of ≥ 0.5, so that they were declared valid in measuring the research construct. The Data-Driven Marketing variable showed Cronbach's Alpha values of 0.796, Composite Reliability 0.860, and AVE 0.557, which signifies a reliable construct and has good convergent validity. Meanwhile, the Sales Target Achievement Effectiveness variable has Cronbach's Alpha 0.811, Composite Reliability 0.879, and AVE 0.651, which also meet the reliability and validity criteria. Thus, all indicators and constructs in this study are suitable for further analysis on the structural model (inner model).

The inner model test is an analysis stage to assess the structural relationship between latent variables, namely the influence of Data-Driven Marketing on the Effectiveness of Achieving Sales Targets. This test is carried out by looking at the R-square value to determine the ability of independent variables to explain dependent variables, as well as path coefficients to assess the direction and strength of influence between variables. In addition, the significance of the influence was tested through the bootstrapping process by paying attention to the t-statistic and p-value values. The results of the internal model test showed that the structural model was able to explain the relationship between variables and became the basis for testing the research hypothesis.

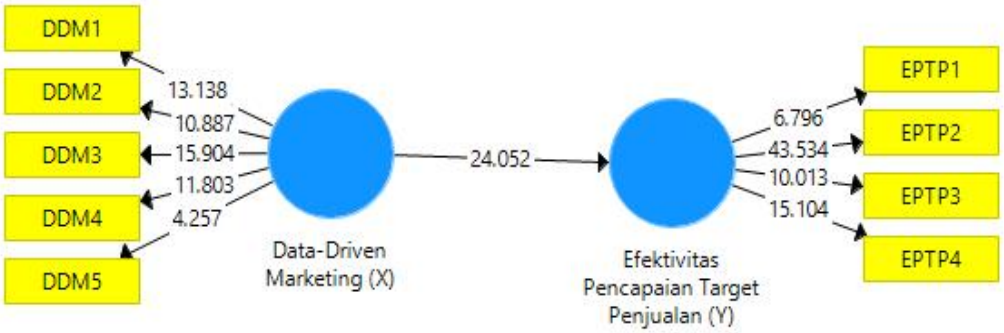


Figure 3. Bootstrapping Analysis of Inner Models
Source: SmartPLS Processing, 2026

Table 4. R Square Results

Variabel	R Square	R Square Adjusted
Effectiveness of Achieving Sales Targets (Y)	0,769	0,767

Source: SmartPLS Processing, 2026

The R Square value of 0.769 indicates that the Data-Driven Marketing variable is able to explain 76.9% variation in the Effectiveness of Achieving Sales Targets, while the remaining 23.1% is influenced by other variables outside the research model. The R Square Adjusted value of 0.767 indicates that the model's explanatory ability remains strong and stable after adjusting for the number of variables and samples, so that the structural model is relatively good.

Table 5. Results of Inner Model Analysis

Relationships Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Data-Driven Marketing (X) -> Effectiveness of Achieving Sales Targets (Y)	0,877	0,876	0,036	24,052	0,000

Source: SmartPLS Processing, 2026

The results of testing the relationship between variables showed that Data-Driven Marketing had a positive and significant effect on the Effectiveness of Achieving Sales Targets. The value of the path coefficient (Original Sample) of 0.877 indicates a very strong and unidirectional influence, meaning that the better the implementation of data-driven marketing, the higher the effectiveness of achieving sales targets. A T-statistical value of 24.052 which is greater than the critical limit of 1.96 and a P-value of 0.000 (< 0.05) indicate that the influence is statistically significant. Thus, the research hypothesis is accepted, and data-driven marketing is proven to play an important role in increasing the effectiveness of achieving sales targets in the studied companies.

The results of the study show that the application of data-driven marketing plays an important role in increasing the effectiveness of achieving sales targets. These findings indicate that the systematic use of customer data, sales data, and market information can help salespeople and management in making more informed decisions, developing targeted marketing strategies, and allocating resources more efficiently. In the context of distribution companies, data-driven marketing allows companies to understand demand patterns, customer behavior, and potential sales areas, so that the targets set become more realistic and can be achieved optimally.

Theoretically, these results are in line with the concept of data-driven marketing which emphasizes that marketing decisions supported by data analysis will result in better marketing and sales performance than a purely intuition-based approach. [1] states that the use of data and marketing analytics is able to improve the accuracy of marketing strategies and the effectiveness of achieving sales goals. In addition, the findings of this study also support previous research conducted by [7] which concludes that marketing analytics and data-driven approaches make a significant contribution to improving the company's marketing performance and sales results. The results of this study reinforce the empirical and theoretical study that data-driven marketing It is not only a trend, but a strategic need for distribution companies to increase the effectiveness of achieving sales targets, especially in the face of increasingly dynamic market competition.

5. CONCLUSION

Based on the results of the research, it can be concluded that the application of data-driven marketing has proven to have a positive effect on the effectiveness of achieving sales targets at PT Inbisco Niagatama Semesta Batam City Branch. The optimal use of sales data and customer information helps companies in developing marketing strategies that are more targeted and improve salesperson performance, and support the achievement of targets more effectively. Therefore, companies are advised to continue to strengthen marketing data management and analysis systems, improve the digital competence of salespeople, and make data-based approaches the main basis for marketing and sales decision-making.

6. SUGGESTION

This research has limitations because it only focuses on one independent variable and is carried out in one research area. In addition, the data used is perceptual through questionnaires. The next study is recommended to add other variables such as salesperson competence, information technology use, or distribution strategy, as well as expand the research objects and areas so that the results obtained are more comprehensive and generalized.

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