



The Role of Investment Customer Promotion in Increasing Sales of Nestle Products on CV. Sunjaya Mandiri

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ABSTRACT

The phenomenon of increasingly fierce business competition requires companies to optimize customer-oriented promotional strategies to increase sales. The problem faced by the research object is that the use of investment customer promotion in encouraging increased sales is not optimal. This study aims to analyze the influence of investment customer promotion on increasing sales and providing strategic recommendations for companies. The research method used was quantitative with the SEM-PLS analysis tool. The research population is a company customer, with a sampling technique using ten times the number of indicators so that 70 respondents spread across the Indragiri Hulu area were obtained. The results of the analysis show that investment customer promotion has a positive effect on increasing sales. This research has implications for the importance of customer-based promotion as a strategy to improve sales performance.

INTRODUCTION

The *Fast Moving Consumer Goods* (FMCG) industry in Indonesia continues to experience increasingly fierce competition dynamics, especially in the food and beverage segment which is characterized by changes in consumer behavior, increasing brand choices, and the demands of distribution efficiency (Zahoor, 2022). In this situation, distributors play a strategic role in ensuring that products are available, easy to reach, and able to compete in the market (Rusilowati, 2023). Nestlé as one of the global companies requires its authorized distributors to implement marketing strategies that are adaptive and responsive to market needs, one of which is through *Investment Customer Promotion* as a promotional instrument that aims to encourage market activation, increase product absorption at the retail level, and strengthen customer loyalty.

However, the effectiveness of promotional activities does not always go hand in hand with improved sales performance. This is reflected in the performance of CV Sunjaya Mandiri, the official distributor of Nestlé Indonesia in the Riau region, especially Indragiri Hulu Regency. Although the company has allocated *its Investment Customer Promotion* budget consistently every year, the sales realization over the past three years shows a stagnant trend in the range of 82–83% of the set target.

Table 1. Sales and Investment Performance Customer Promotion CV. Sunjaya Mandiri (2022–2024)

Year	Sales Target (Rp)	Sales Realization (Rp)	Achievements (%)	Investment Customer Promotion (Rp)
2022	4.500.000.000	3.735.000.000	83%	145.000.000
2023	4.600.000.000	3.772.000.000	82%	155.250.000
2024	5.000.000.000	3.989.000.000	83%	165.750.000

Source: CV Sunjaya Mandiri, 2025

Sales data of CV Sunjaya Mandiri in the last three years shows that sales achievements are still in the range of 82–83% of the target. In 2022, sales realization reached IDR 3.735 billion from the target of IDR 4.5 billion. In 2023, the realization increased slightly to IDR 3.772 billion from the target of IDR 4.6 billion, but the achievement dropped to 82%. In 2024, although the target has increased to IDR 5 billion, the realization of sales will only reach IDR 3.989 billion or 83%. During the same period, *the Investment Customer Promotion budget* continued to increase, from IDR 145 million in 2022 to IDR 155.25 million in 2023, and IDR 165.75 million in 2024. However, this increase in the promotional budget has not been able to encourage a significant increase in sales achievement. This shows that the promotional program that is carried out needs to be evaluated to be more effective in increasing sales.

The consumer goods distribution industry in Indonesia is facing increasingly complex challenges in an era of fierce business competition (Johnson, 2023). CV Sunjaya Mandiri as one of the official distributors of Nestlé Indonesia products in the Riau region, especially Indragiri Hulu Regency, has a strategic role in ensuring the availability of products to the end consumer. The success of a distribution company is not only determined by the quality of the products distributed, but also by the effectiveness of its marketing strategies and the management of its resources.

Various forms of *Investment Customer Promotion* that have been implemented by CV Sunjaya Mandiri include *display* and *merchandising investments*, outlet loyalty programs, and seasonal promos are suspected to have not run optimally. The ineffectiveness of a number of these promotional programs has the potential to be caused by several factors, such as the inaccuracy of promotional targets, changes in customer purchasing behavior, low participation or program utilization by *outlets*, to weak monitoring and evaluation systems for the implementation of promotions (Amalia, F., 2023). This condition creates a mismatch between the amount of investment spent and the real contribution to the increase in sales.

The phenomenon of sales stagnation that occurs even though the company has allocated considerable promotional costs reflects the existence of important managerial issues that need to be studied scientifically (Imjai, *et al*, 2024). In the context of *the Fast-Moving Consumer Goods* (FMCG) industry, where competition is fierce and customer behavior changes rapidly, the effectiveness of promotions is one of the key factors in winning the market. Therefore, a proper understanding of the relationship between *Investment Customer Promotion* and increased sales becomes very relevant, especially for distributors who act as a liaison between producers and the local market.

Nestlé itself is a multinational company that produces a wide range of consumer food and beverage products, including milk drinks and powdered milk (Dancow, Bear Brand), baby and toddler food (Cerelac), coffee and chocolate (Nescafé, Milo), snacks and biscuits (KitKat, Nestlé Wafer), as well as ready-to-eat products and health nutrition. These products are distributed through retail outlets, wholesalers, and authorized distributors such as CV Sunjaya Mandiri, which ensures their availability to end consumers in the Indragiri Hulu area.

Thus, this study is important to conduct an in-depth analysis of the role of *Investment Customer Promotion* in encouraging an increase in sales of Nestlé products at CV Sunjaya Mandiri in Indragiri Hulu Regency. The condition of sales stagnation that occurs even though the allocation of promotional investment continues to increase shows the need for a more comprehensive evaluation of the effectiveness of each form of promotion on sales achievement. Through this analysis, the company is expected to identify the most influential factors, optimize the promotional strategies that have been carried out, and strengthen sales performance in the Indragiri Hulu market in a more targeted, adaptive, and sustainable manner.

Departing from the research background, the formulation of the problem in this study is whether the role of *Investment Customer Promotion* has an effect on increasing sales of Nestlé products on CV Sunjaya Mandiri. In line with this formulation, the purpose of this study is to test and analyze the influence of *Investment Customer Promotion* on increasing sales of Nestlé products on CV Sunjaya Mandiri. The benefits of this research are expected to make practical and theoretical contributions, namely for researchers to expand their understanding of the effectiveness of customer investment-based promotions in the FMCG industry, for companies as evaluation materials and decision-making basis in designing more effective and efficient promotion strategies to increase sales, and for future researchers as an empirical reference and reference in the development of promotion-related research. customer behavior, and sales management in the consumer product distribution sector.

LITERATURE REVIEW

Marketing Management

Marketing management is the process of analyzing market opportunities, developing marketing strategies, designing marketing programs, and implementing and controlling marketing activities to create superior value for customers and achieve organizational goals (Kotler, *et al*, 2016). (Amstrong, 2022) argues that marketing management is a company's effort to build a strong relationship with the target market through understanding customer needs, drafting a value proposition, and managing marketing activities to generate customer satisfaction and long-term profits. Marketing management is the process of planning, executing, and controlling marketing activities designed to create, communicate, deliver, and exchange value to customers, as well as managing relationships with stakeholders in a way that benefits the organization (American Marketing Association., 2022).

The scope of marketing management includes three main activities. First, market opportunity analysis, which is the process of understanding market conditions through the analysis of consumer behavior, the business environment, and competitors to see existing opportunities and challenges (Swastha, B., 2020). Second, the preparation of marketing strategies, which includes determining segmentation, targeting, and positioning (STP) so that companies can choose the right market and determine how to compete effectively (Simamora, 2021). Third, the development of a marketing *mix* consisting of products, prices, distribution, and promotions, as well as additional *people, processes, and physical evidence* in the service sector. This mix is the main tool in implementing marketing strategies (Musnaini, M., 2020). Overall, this scope helps companies understand the market and execute marketing more targeted.

Increased Sales

Sales is an activity or process of buying and selling transactions that involve the exchange of goods or services for a certain amount of money or other compensation. According to (Kotler, *et al*, 2016), sales are direct interactions between sellers and potential buyers to introduce, demonstrate, and convince buyers of the value of the product or service offered. In the context of distribution, sales does not only include the final transaction with consumers, but also includes the process of distributing products from distributors to retailers or sales outlets (Musnaini, M., 2020).

Increasing sales is one of the main indicators of a company's success in implementing a marketing strategy. Each company strives to increase the number of products sold, expand market share, and achieve predetermined sales targets. Sales improvement efforts depend not only on product quality, but are also influenced by the effectiveness of promotion, distribution, customer relations, and the company's ability to read market needs. An increase in sales is a positive change in the number of products sold that indicates the success of a company in influencing consumers to buy more products over time, which is measured by indicators: Increase in the number of units sold, Increase in the number of active customers or outlets, Sales growth per period (Walker, 2021). Increased sales are the result of marketing activities that are able to drive market demand, expand distribution reach, and increase the contribution of sales to the company's profit (Lamb, 2020), which is measured through indicators: Sales growth per region or segment, Increase in the frequency of customer purchases and Contribution of margin or sales profit. According to (Tjiptono, 2019), increased sales is the company's success in achieving sales growth through the right marketing strategy, strengthening customer relationships, and developing product value, based on Indicators: Increase in total sales transactions, Increase in customer retention and Increase in *average sales value*.

Investment Customer Promotion

Investment Customer Promotion is one of the promotional strategies that focuses on providing incentives or support to business customers such as distributors, wholesalers, and retail outlets. This strategy is important in the FMCG industry because it helps increase repurchases, strengthen cooperation with sales partners, and ensure that products are more visible and absorbed in the market. *Investment Customer Promotion* is a form of corporate investment to customers (retailers, wholesalers, or outlets) in the form of promotional incentives to encourage larger purchases, increase distribution, and expand product visibility (Kotler, *et al*, 2016). According to (American Marketing Association., 2022), *Investment Customer Promotion* is a form of promotional budget allocation given to customers or trading partners to support marketing activities, increase sales, and encourage their involvement in product distribution and promotion. *Investment Customer Promotion* is a promotional investment aimed at distribution partners and business customers to provide trade incentives, purchase discounts, *display allowances*, and loyalty programs to increase short-term sales as measured by indicators: *Trade allowance* provided, *Display & merchandising compliance*, Increase *sell-in* to distributors or outlets and

the effectiveness of customer loyalty programs (Belch, 2023). According to (Shimp, 2019), *Investment Customer Promotion* is part of sales promotion that focuses on providing added value to business customers (*retailers*) through trade promotion programs, purchase quotas, and marketing support to increase product absorption in distribution channels, through indicators: *Trade promotion effectiveness*, Increase in purchase volume per outlet, The number of products that participate in the promotion program and *Return on promotion investment* (ROPI).

Previous Research

Research on the effectiveness of *Investment Customer Promotion* has been conducted because promotion is an important factor in driving sales, especially in the highly competitive FMCG industry. Previous studies have shown that promotions provided to customers of businesses or *retail outlets*, such as *trade promotions*, *display merchandising*, and loyalty programs, can increase product visibility and uptake in the market. However, some studies have also found that the magnitude of promotional investment does not necessarily result in a significant increase in sales if not managed appropriately. Therefore, a review of previous research is important to understand previous findings, identify research gaps, and strengthen the theoretical basis for analyzing the influence of *Investment Customer Promotion* on sales increase.

Trade promotion has been proven to increase *sell-in* and *sell-out* in the FMCG industry, especially through trade discount programs, *display allowances*, and purchase incentives. Promotion effectiveness increases when *outlets* actively participate in programs and companies conduct consistent monitoring (Belch, 2023). *Investment in customer promotion* has a significant effect on the growth of sales volume. The most effective promotions are retailer loyalty programs and *display merchandising* because they increase product visibility and encourage impulse purchases (Nijs, 2021). Findings (Van Heerde, 2024) Customer promotion has a positive effect on increasing the sales rate of FMCG distributors in Indonesia. The strongest effect was seen in *bundling programs* and seasonal promos. Promotional spending aimed at retail outlets, such as trade discounts and purchase bonuses, is able to increase product absorption by up to 15% at beverage distributors. However, an increase is only effective if it is supported by the availability of stock and the installation of the right display (Srinivasan, 2024). *Customer promotion* contributes significantly to increasing market coverage and the frequency of outlet bookings. A large investment in promotion does not automatically increase sales if it is not accompanied by program evaluation and selection of the right outlet (Devon, 2016). For food product distributors, promotion through display and merchandising programs increases sales significantly because it strengthens visibility and brand recall. However, promotions that do not match the characteristics of the local market do not have a significant impact (Zhang, 2019).

Research Framework

The increase in sales is not only influenced by the quality of the product, but also by the effectiveness of the promotional investment strategy implemented by the company (Iskandar, 2023). In the context of distribution such as in CV Sunjaya Mandiri, the official distributor of Nestlé Indonesia products, sales achievement is highly dependent on the extent to which *Investment Customer Promotion* is able to encourage purchasing activities at the outlet level and increase product visibility in the market. Based on this description, the research framework can be prepared as follows.



Figure 1. Research Framework Model

Research Hypothesis

This hypothesis was compiled to find out the extent to which investment promotion to customers affects the increase in sales on CV Sunjaya Mandiri. Based on the theory and findings of previous research, the hypothesis proposed in this study is "It is suspected that the role of *Investment Customer Promotion* has an effect on the Increase in Sales of Nestlé products on CV Sunjaya Mandiri"

METHODOLOGY

This study uses a quantitative approach with the aim of statistically examining the influence of *Investment Customer Promotion* on increasing sales of Nestlé products on CV Sunjaya Mandiri as an official distributor in Indragiri Hulu Regency, Riau Province, with the research implementation time planned to take place from November 2025 to March 2026. The research population includes outlet owners, salesmen, and human resources elements involved in distribution and sales of Nestlé products with a total of around 1,500 outlets, while the research sample was determined using purposive sampling techniques based on the guideline of 10 times the number of indicators, so that 70 respondents were obtained. Data was collected through the deployment of Likert 1–5 scale questionnaires to measure respondents' perceptions, supported by documentation of sales data and company promotional activities, as well as observations and brief interviews to enrich understanding of field conditions. The data analysis in this study uses *Structural Equation Modeling–Partial Least Squares* (SEM-PLS) version 3 because it is suitable for predictive research, with a relatively small to medium sample number, and involves latent variables that have several indicators. The analysis stage begins with testing the *inner* and *outer measurement models*, namely (Hair, et al, 2017). The operational definition of variables is clearly prepared through measurable indicators so that the role of *Investment Customer Promotion* and sales increase can be analyzed objectively and systematically.

Table 2. Operational Definition of Research Variables

Variable	Indicator	Measurement Scale	Questionnaire Statement
<i>Investment Customer Promotion (X)</i> Promotional investments given to distribution/outlet partners to drive increased sales through trade incentives, discounts, <i>display allowances</i> , and loyalty programs (Belch, 2023)	<i>Trade allowance given</i>	Likert 1-5	The company provides attractive discounts or trade incentives for outlets
	<i>Display and merchandising compliance</i>		Sales of Nestlé products are supported by <i>adequate displays</i> and <i>merchandising materials</i> .
	<i>Increased sell-in to outlets</i>		The company's promotional program encourages me to increase the number of product purchases.
	Customer loyalty program effectiveness		The loyalty program from the company provides clear benefits to the outlet/customer.
Sales Increase (Y) The company's success in achieving sales growth through the right marketing strategy, strengthening customer relationships, and increasing product value. (Tjiptono, 2019)	Increase in total sales transactions	Likert 1-5	The volume or frequency of purchases of Nestlé products at my outlets has increased in recent years.
	Increased customer retention		Regular customers or subscriptions at my outlet are increasing.
	Increase in average sales value		The average transaction value of sales of Nestlé products at my outlet has increased.

RESEARCH RESULT

The results of empirical findings obtained from the data collection and processing process are in accordance with the previously determined method. The data analyzed came from questionnaires, documentation, and field observations aimed at describing and testing the role of *Investment Customer Promotion* in increasing sales of Nestlé products on CV Sunjaya Mandiri. The presentation of results is focused on objective and systematic data analysis as a basis for answering the formulation of research problems and testing the proposed hypotheses.

The *outer model test* was carried out to assess the measurement quality of the research variables, especially the level of validity and reliability of indicators in representing the construct of *Investment Customer Promotion* and increased sales. This test includes the evaluation of *convergent validity*, *discriminant validity*, as well as *composite reliability* and *Cronbach's alpha*, so that it can be ensured that all indicators used are feasible, consistent, and able to accurately measure the research construct before proceeding to the *internal model* analysis stage.

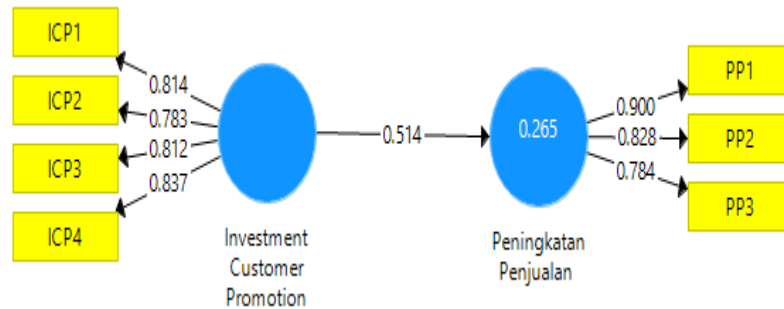


Figure 2. Outer Model Analysis Algorithm

Table 3. Outer Model Analysis Results

Indicator	Investment Customer Promotion	Increase d Sales	Loading Factor	Composite Reliability	Description	Cronbach's Alpha	Average Variance Extracted (AVE)
ICP1	0,814		Valid	0,885	Reliabel	0,828	0,659
ICP2	0,783						
ICP3	0,812						
ICP4	0,837						
PP1		0,900	Valid	0,877	Reliabel	0,807	0,704
PP2		0,828					
PP3		0,784					

Based on the results of data processing using the SEM-PLS approach, all indicators in the *Investment Customer Promotion* and *Sales Increase* constructs are declared valid and reliable. In the construction of *Investment Customer Promotion*, the *loading factor value* of the Trade allowance indicator given, Display and merchandising compliance, Increase in sell-in to outlets, and Effectiveness of customer loyalty programs 0.814 each; 0,783; 0,812; and 0.837, all of which are above the minimum limit of 0.70. This shows that each indicator is able to represent the construct well. *Cronbach's Alpha* value of 0.885 and *Composite Reliability* of 0.828 indicate a high level of internal consistency, so this construct is declared reliable. In addition, the *Average Variance Extracted* (AVE) value of 0.659 indicates that more than 50% of the indicator's variance can be explained by the construct, thus meeting the criteria of convergent validity. The *Sales Increase* construct also shows good results. The *loading factor* values on the indicators of Increase in total sales transactions, Increase in customer retention, and Increase in average sales value are 0.900; 0.828; and 0.784, respectively, all of which exceed the threshold of 0.70, so that the indicator is declared valid. *Cronbach's Alpha* value of 0.877 and *Composite Reliability* of 0.807 indicate that the construct has strong reliability. An AVE value of 0.704 confirms that the *Sales Increase* construct has excellent convergent validity. All indicators used in this study have met the criteria of validity and reliability, making them suitable for further structural analysis.

The *inner test of the model* was carried out to evaluate the structural relationships between latent variables and test the research hypothesis. This test includes R-square value analysis to see the ability of *Investment Customer Promotion* variables to explain sales increases, as well as path coefficient testing and significance values to determine the direction and strength of influence between variables. The results of the *internal test model* are used as a basis for drawing conclusions about the influence being studied.

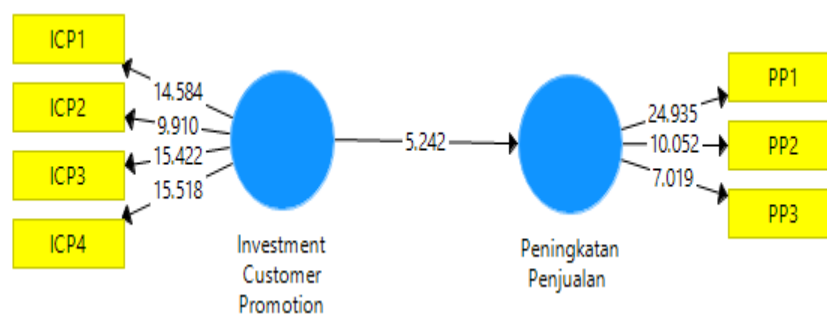


Figure 3. Bootstrapping Analysis Inner Model

Table 4. Results of Inner Model Analysis

Variable Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Investment Customer Promotion -> Sales Increase</i>	0,514	0,542	0,098	5,242	0,000

Based on the results of structural model testing using the SEM-PLS method, the *Investment Customer Promotion* variable has been proven to have a positive and significant influence on Sales Increase. This is shown by the *Original Sample* (O) value of 0.514, which indicates that the increase in Investment Customer Promotion will be followed by an increase in Sales Increase of 0.514 units. A *T-value* of 5.242, which is greater than a critical value of 1.96, and a *P-value* of 0.000 which is smaller than 0.05, indicate that the effect is statistically significant. Thus, the hypothesis that the *Investment Customer Promotion* has an effect on Sales Increase is acceptable. The *Sample Mean* (M) value of 0.542 which is close to the *Original Sample value* indicates the stability of the model estimation results, while the Standard Deviation of 0.098 indicates a relatively low level of data variation. This strengthens the reliability of the model in explaining the relationship between the two variables. These findings confirm that the *Investment Customer Promotion* strategy that is implemented effectively is able to make a real contribution to increasing sales. Therefore, the *Investment Customer Promotion* variable is an important factor that needs to be considered in efforts to improve sales performance.

DISCUSSION

The findings of this study show that Investment Customer Promotion plays a significant role in encouraging Sales Increase. These results are in line with the view (Kotler, et al, 2016) that promotion is an important element in the marketing mix that serves to inform, persuade, and remind consumers of the value of a product or service. The investment that companies make in promotional activities is essentially a strategic effort to form a positive perception of customers, which ultimately influences purchasing decisions. The effectiveness of a promotion is not only determined by its frequency or intensity, but by the relevance of the promotional message to the needs and preferences of the customer. Investment Customer Promotion can be understood as a company's commitment to providing valuable promotional programs for customers, either through special offers, consistent marketing communications, or a more personalized approach. This approach is able to create long-term relationships between companies and customers, which has a direct impact on increased sales.

The results of this study are also in line with the findings of previous research (Van Heerde, 2024) which stated that customer-oriented promotional investments are able to improve sales performance and strengthen consumer loyalty. Several previous studies have shown that strategically designed promotions not only increase initial purchases, but also encourage repeat purchases and recommendations from customers. Promotions serve as a tool to strengthen brand value while increasing the company's competitiveness in the market.

These results reflect that the promotional strategies implemented by the company have contributed to shaping positive customer responses. Promotional investments made allow the company to reach customers more effectively, both through the right promotional media and through programs that are in accordance with the characteristics of the target market. This shows that understanding customer behavior is a key factor in the success of a promotional strategy. Increased sales are not the result of a single marketing activity, but rather of the continuous integration of promotional strategies. Consistent, customer-oriented promotions help build trust and value perception, which ultimately drives increased sales. Therefore, companies need to view promotional investments as part of a long-term strategy to maintain sales performance and strengthen their position in the market. Investment Customer Promotion is a strategic factor in increasing sales. These findings not only support the marketing theory put forward (Kotler, et al, 2016), but also reinforce the results of previous research that emphasized the importance of customer-based promotion in improving a company's marketing performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research, it can be concluded that Investment Customer Promotion is a strategic factor that plays a role in encouraging Sales Increase. The company's investment in customer-oriented promotional activities has been proven to be able to form positive perceptions, increase buying interest, and strengthen the relationship between the company and customers. A well-designed and sustainable promotional strategy makes a real contribution to the company's sales performance. These findings support a marketing theory that places promotion as an important element in the marketing mix and is in line with previous research results that emphasize the importance of customer-based promotion.

Based on these conclusions, companies are advised to improve the quality and effectiveness of promotional investments by adapting promotional programs to customer needs and characteristics. Management needs to design a more integrated, innovative, and long-term oriented promotional strategy in order to create added value for customers while maintaining the sustainability of sales increases. In addition, companies are advised to periodically evaluate the promotional programs they run to ensure their compatibility with market dynamics and consumer behavior.

ADVANCED RESEARCH

This research has several limitations, including the scope of variables that are still limited to Investment Customer Promotion and Sales Increase, so it does not fully reflect the complexity of other factors that can affect sales performance. In addition, this research was conducted on one research object, so the results could not be generalized widely. Based on these limitations, further research is recommended to add other relevant variables, such as customer loyalty, customer satisfaction, service quality, or brand image, in order to gain a more comprehensive understanding. Follow-up research can also be carried out on different business objects and sectors and use more diverse methodological approaches so that the research results can contribute more broadly to the development of marketing knowledge and practice.

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