

EFFECT OF PROMOTION ON ORGANIZATIONAL OBJECTIVES IN THE MANUFACTURING SECTOR

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Abstract

Promotion is an important component of any organization's overall marketing strategies. These promotional tools include advertising, public relations, and personal selling. The study examines the impact of promotion on organizational objectives in the brewery subsector of the manufacturing industry in Nigeria. The objectives were to; assess the impact of promotion on organizational objectives, determine the degree at which promotion influence sales, and to assess the influence of promotion on organizational profitability. Primary data which includes questionnaire was used to elicit information from members of staff, descriptive statistics and inferential statistics were used to analyse the data. The results of the findings show the R^2 value of 0.617 which reveals that promotion independently accounts for 61.7% of the variation in organizational objectives. Also, the results of the findings show the R^2 value of 0.711 which reveals that promotion independently accounts for 71.1% of the variation in sales volume. More so, the findings further reveal that the R^2 value of 0.549 which reveals that promotion independently accounts for 54.9% of the variation in profitability. It was concluded that promotion is a critical and vital factor that enhances the actualization of organizational objectives. Hence, promotion attracts attention particularly when consumers are not very familiar with the products. It was strongly recommended that investments should be made towards research and developments as it becomes extremely necessary to consider the cost/benefits analysis of promotions as past researchers emphasised that promotion is based on creating awareness that will aid in the achievement of organizational objectives, taken into consideration the sales volume and profitability level.

Keywords: Promotion, Objectives, Sales, and Profitability.

Introduction

It is the mind set of every organization irrespective of the nature of the organization to achieve its stated objectives. However, these objectives may vary but there is the tendency to achieve the objectives. It is therefore necessary to look at the various marketing activities that will aid in the actualization of the objectives. Marketing mix which serves as the 4p of marketing is a vital set of elements that links the organization to its target market. The term marketing mix was first popularized by Borden (1964). The ingredients in Borden marketing mix include product planning, pricing, branding, distribution channels, personal selling, advertising, promotion, packaging, display, servicing, physical handling and fact findings and analysis. Frey (1961) suggested that marketing variables should be divided into two parts: the offering (product, packaging, brand, price and service) and the methods and tools (distribution channel, personal selling, advertising, sales promotion and publicity. On the other hand, Lazer and Kelly, (1962) and Lazer, et al (1973) suggested three elements of marketing mix: the goods and service mix, the distribution mix, and the communication mix.

The Borden (1964) ingredients have been regrouped by McCarthy (1964) into the four variables that are known today as the 4ps of marketing. These four Ps are the parameters that the marketing managers can control, subject to the internal and external constraints of the marketing environment. However, the goal is to make decisions that center on the four Ps and the customers in order to create perceived values and generate a positive response.

The marketing mix can be used to develop both long-term strategies and short-term tactical programmes (Palmer, 2004). The marketing mix management paradigm has dominated marketing thought, research and practice (Grönroos, 1994), and “as a creator of differentiation” (Van, 1987) since it was introduced in 1940s. Kent (1986) refers to the 4Ps of the marketing mix as “the holy quadruple...of the marketing faith...written in tablets of stone”. Marketing mix has been extremely influential in informing the development of both marketing theory and practise (Möller, 2006). The main reasons the marketing mix is a powerful concept are; It makes marketing seem easy to handle, allows the separation of marketing from other activities of the firm and the delegation of marketing tasks to specialists; and – the components of the marketing mix can change a firm’s competitive position (Grönroos, 1994). All managers have to allocate available resources among various demands, and the marketing manager will

in turn allocate these available resources among the various competitive devices of the marketing mix. In doing so, this will help to instill the marketing philosophy in the organisation (Low and Tan, 1995).

Considering basic product which is the first vital element of marketing mix because it serves as the needs satisfying package, it is therefore necessary to consider the proper vehicle for delivering the needed information about the product to the potential customers; this paves room for promotion as a vital element of marketing mix in communicating favourable information about the product to the respective customers. It will be a great loss to organizations if their products are not well known by the target market. This will lead to poor sales, and adversely affects the achievement rate of organizational objectives. Irrespective of the nature of the basic product, the necessity of promotion as a critical tool in creating product awareness cannot be over emphasized. This is based on the fact that people cannot buy product(s) that they are not aware of. This made it necessary for organizations to embark on all possible means of communicating the effectiveness of their products to the target market.

The nature of the products and other factors such as size of the market, concentration of the target market, type of product, scope of the market and so on, are factors to be considered in considering the type of promotional tools to be use. These tools are advertisement, sales promotion, personal selling, and direct marketing e.t.c. However, irrespective of nature of the selected tools, the mindset of manager is to create effective product awareness.

According to Kotler (2002) "Promotion comprises all the tools in the marketing mix whose major role is persuasive communications. Promotion includes, advertising, personal selling, sales promotion and other selling tools. Promotion is one of the market mix elements, and a term used frequently in marketing. The promotional mixes or promotional tools are personal selling, advertising, sales promotion, direct marketing, and publicity. A promotional mix specifies how much attention to pay to each of the five subcategories, and how much money to budget for each. A promotional plan can have a wide range of objectives, including: sales increases, new product acceptance, creation of brand equity, positioning, competitive retaliations, or creation of a corporate image. Fundamentally, however there are three basic objectives of promotion. These are: to present information to consumers, to increase demand, and to differentiate a product.

It has been established in literatures that the performance of products in a market, to a large extent, depends on the effectiveness of promotional tools channel towards such products (Nagar, 2009; Leishnig, Schwertfeger & Geigenmueller, 2011; Sands, Opperal & Beverland, 2009). Mahajar and Yunus (2011) asserted that through promotional effectiveness, organization relies too much on certain individuals without incorporating other marketing objectives (sales increases, new product acceptance, creation of brand equity, positioning, competitive retaliations, or creation of a corporate image) which promotional plans can also influence. Therefore, business operators need to develop marketing programs that will not only reinforce customer's commitment or loyalty but also improve attainment of other marketing objectives. Thus, promotional strategies becomes an integral part of the marketing strategy for reaching the target market and it is the responsibility of marketing managers to combine elements of promotional strategies, which is promotional mix into coordinated plans. It is against these background that this study examine the effect of promotion on organizational objective in the manufacturing sector in Nigeria.

Objectives of the Study

This study focuses on the effect of promotional strategies on organizational objectives. The specific aims of this study are:

- To assess the impact of promotion on organizational objectives.
- To determine the degree at which promotion influence sales volume.
- To assess the influence of promotion on organizational profitability.

Literature Review

Conceptual Clarification

According to Frances and Stephen (2006), Promotion mix is the direct way in which an organization attempts to communicate with various target audiences. It consists of five main elements: Advertising, sales promotion, personal selling, public relation and direct marketing. Kotler and Armstrong (2006) viewed promotion as activities that communicate the merits of the product and persuade target customers to buy it. Promotion mix can be seen as the specific blend of advertising, sales promotion, public relation and direct marketing tools that the company uses to pursue its marketing objectives.

Promotional strategies include all means through which a company communicates the benefits and values of its products and persuades targeted customers to buy them (Kotler and Armstrong, 2004). Promotion is the company strategy to cater for the marketing communication process that requires interaction between two or more people or groups encompassing senders, messages, media and receivers (Lager, 1971).

Promotion represents all of the communications that a marketer may use in the marketplace. Promotion has four distinct elements: advertising, public relations, personal selling and sales promotion. A certain amount of crossover occurs when promotion uses the four principal elements together, which is common in film promotion. Advertising covers any communication that is paid for, from cinema commercials, radio and Internet adverts through print media and billboards. Public relations are where the communication is not directly paid for and includes press releases, sponsorship deals, exhibitions, conferences, seminars or trade fairs and events.

To Bamigboye (2001), promotion is any marketing effort whose function is to inform or persuade actual or potential customers about the merits of given product or service for the purpose of inducing a consumer either to start purchasing or to continue purchasing the firm's product or service. To communicate with individuals, groups and organizations, several types of promotional methods can be used. The specific combination of promotional methods used are advertising, personal selling, sales promotion and public relation

1. Advertising: Advertising is the impersonal promotion to groups that is paid for by an identified sponsor. It focuses upon group of people rather than upon individual. It is a form of mass communication. This method allows the marketers to address large numbers of target consumers at a low cost per consumer contracted.
2. Sales Promotion: Sales promotion is an activity and/or material that acts as a direct inducement, offering added value or incentive for the products to middlemen, sales person or consumers.
3. Public Relation: Marketers engage in public relations in order to develop a favourable image of their organizational products in the eyes of the public. They direct these activities to induce target consumers. From this, public relation can be seen as abroad set of communicational efforts used to create and maintain favourable relationship between an organization and its public.

4. Personal Selling: According to Olukayode (1997), Personal selling is an oral presentation of ideas about products or services with the aim of persuading potential buyers to buy such products or services from which they can derive maximum satisfaction.

Borden (2010), in the context of the marketing mix, promotion represents the various aspects of marketing communication, that is, the communication of information about the product with the goal of generating a positive customer response. Marketing communication decisions include: Promotional strategy (push, pull, etc.), advertising, personal selling & sales force, sales promotions, public relations & publicity and marketing communications budget.

The literature so far can be summed up as the combination of marketing tools used in achieving marketing objectives. It can also be reviewed as the controllable variables under the manipulative power of managers used in achieving organizational objectives. The marketing mix elements are products, price, place, and promotion, it is also called the 4Ps of marketing.

Promotional mix is one of the elements of marketing mix. From the view of Adebisi and Babatunde (2011), the aim of an organizational promotional strategy is to bring existing and potential customers to a state of relative awareness of the organization's products. They are of the view that organizations should strategize their promotional mix in order to effectively create awareness. Cole (1996) looked at promotional mix strategy as those means used in bringing customers from a state of unawareness to a state of actively adopting the products. It is a means of communicating with individuals, groups and organizations to directly or indirectly facilitate exchange of informing and persuading one or more audience to accept an organization's product. In line with this, Ross (2001) sees promotional mix as the total marketing communication program of a particular product. He viewed the promotional means strategy as all towards creating marketing communication programme about a product. Adebisi (2006) viewed promotional strategies as the marketing efforts whose function is to inform or persuade actual or potential customers about the merit a product possess for the purpose of inducing a customer to either start buying or continue to purchase the firm's products.

Kotler and Armstrong (2004) were of the opinion that promotional strategies include all means through which a company communicates the benefits and values of its products and persuade targeted customers to buy. To Lazer

(1971), promotion is the company's strategies to cater for the marketing communication process that requires interactions between two or more people or groups encompassing senders, messages, media and receivers.

Conclusively it is agreed that an organization should apply strategies to its promotional mix in order to effectively communicate favourably with the target market. Without creating effective awareness of the organization and the products through communication, it will be difficult for an organization to achieve its stated objectives.

Promotion, the fourth P in the marketing mix, is now more commonly referred to as "marketing communications". Marketing communications can be defined as "the means by which firms attempt to inform, persuade, and remind customers—directly or indirectly—about the products and products they sell. In a sense, marketing communications represent the 'voice' of the company and its products and are a means by which it can establish a dialogue and build relationships with consumers. (Kotler and Keller, 2009) Marketing communications are all about getting the word out about a company's products and services because customers cannot buy what they do not know about, and, in the process, creating more of a two-way relationship with customers than was typical of the more traditional notion of promotion. A further conceptual iteration is the term promotions (IMC), which is "the coordination and integration of all marketing communication tools, avenues, and sources within a company into a seamless program designed to maximize the communication impact on consumers, businesses, and other constituencies of an organization. (Dana- Nicoleta and Kenneth, 2007)

From Solola and Aluko (2000), objectives can be defined as 'the desired states of affairs or preferred results that organizations attempt to realize and achieve. It is a target that must be reached and achieved. Objectives are by nature more specific than the mission statements and terms against which results can be measured. Organizational objectives can be stated in terms of turnover, profitability, market share e.g to increase sales turnover from five million naira to ten million naira in next year.

According to Adepoju (2004), top management must translate the company's purpose into a set of specific objectives and goals that will support the realization of the purpose. The objectives should indicate specific spheres of aim, activity and accomplishment. The most common objectives of business organizations are usually identified as profitability, sales growth, market

shares improvement, risk diversification and innovation. These objectives may flow directly from the basic purpose. To be useful, the organizations various objectives should be hierarchical, quantitative, realistic and consistent.

Empirical Review

Williams, Babatunde and Jeleel (2012) examined the impact of sales promotion on organization effectiveness in Nigerian manufacturing industry. The study focuses on how sales promotion is used to generate higher sales, increased profitability and greater market share. The study focused on sales promotional tools and how NESTLE Nigeria Plc has adopted sales promotion to generate its effectiveness. A descriptive survey research design was applied to describe sale promotion activities of the organization. The sample size employed was 205 respondents from NESTLE Food Nigeria Plc. Questionnaires were administered to the sampled respondents to collect primary data used for this study. However, the study made use of survey design and purposive sampling technique in selecting the respondents comprising management and staff of NESTLE Nigeria Plc. Chi square independence test was used to test the hypotheses stated. The results show that adoption of Sales promotion strategies significantly influence the effectiveness of beverage drink industry. It was concluded that management may engage regularly in more promotional mix strategies, and also tend to be creative to consumers; this in turn would enhance and boost their sales revenue.

Mahajar and Yunus (2011) studied the effectiveness of the promotional tools in creating awareness toward customers of Islamic banking in Malaysia. This examined the effectiveness of the promotional tools, such as direct marketing, advertising, sales promotion, publicity and personal selling, towards customer awareness of Islamic banking. Analyses of 120 responses, using multiple regression, revealed that two promotional tools, such as sales promotion and publicity, gave little impact in creating customers awareness, while direct marketing, advertising and personal selling do not contribute at all in creating customer awareness toward Islamic banking.

Methodology

This study makes use of survey research design that allow for the use of questionnaires to elicit data from the respondents. According to Nworgu (1991), a design can be defined as a plan or blue print which specifies how

data relating to a given problem should be collected and analyzed. It provides the procedural outline for the conduct of any given investigation

The targeted population of the study consists of 160 management staff of brewery firms in Nigeria. A sample of one hundred (140) respondents, representing (87%) was randomly selected and were administered questionnaires but 121 questionnaires were duly completed and returned. The actual population of this study is the entire staff of reputable organization in the Brewery Sub-Sector of the Manufacturing Industry, and considering the various constraints associated with the population, an appropriate sample was randomly selected to represent the entire population.

Primary and secondary sources were used. Primary data was obtained with the aid of questionnaire. The use of questionnaire was employed to gather necessary and relevant data from the respondents. Data was analyzed using inferential and descriptive statistics. The descriptive statistics involves frequency table and percentages, while the hypotheses were tested using inferential statistics (regression analysis and Analysis of Variance (ANOVA)).

Data Presentation and Analysis

Data Presentation

Table 1 showing the descriptive statistics of demographics

Sex	Frequency	Percentages(%)
Male	63	52.1
Female	58	47.9
Total	121	100
Age	Frequency	Percentages(%)
18 – 24	46	38.0
25– 34	16	13.2
35 – 44	34	28.1
45-54	24	19.8
55-above	1	0.8
Total	121	100
Marital Status	Frequency	Percentages(%)
Single	60	49.6
Married	50	41.3

Divorced	4	3.3
Others	7	5.8
Total	121	100
Education	Frequency	Percentages(%)
B.sc/HND	104	86.0
M.sc	15	12.4
P.hd	2	1.7
Total	121	100

Source; Researchers' field survey, 2015.

The demographic data collected from the selected breweries firms were presented in table 1. Majority of the respondents were male (52.1%), while female represent (47.1%). The major age group of the respondents were 18 – 24 years (38.0%), followed by 35 – 44 years (28.1%), 45 – 54 years (19.8), 25 – 34 years (13.2), and lastly 55 years and above (0.8%). Majority of the respondents were still single (49.6%), while only (41.3%) were married, and only (3.3%) were divorced. On educational qualification of respondents, (86.0%) were B.Sc/HND holder, (12.4%) were M.Sc holder, and (1.7%) were P.hd holder. The demographic characteristics summarizes that more male were employed in the selected breweries firms, of which majority were within the age group of (18 years and 24 years). Also majority of these respondents were still single and they were B.Sc/HND holder, which make them relevant for this study.

Test of Hypotheses

Hypothesis One

H₀: There is no significant relationship between promotion and organisational objectives

Table 2 Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.786 ^a	.617	.613		.401

Source: Author's Computation, 2015

a. Predictors: (Constant), Promotion

For the first hypothesis, the study observed that the value of R^2 is 0.617 reveals that Promotion independently accounts for 61.7% of the variation in organizational objectives. The remaining 38.3 percent is explained by variables outside this model. It also implies that a promotional strategy is

actually contributing to the achievement of organizational objectives thereby accepting the alternative hypothesis and rejecting the null hypothesis.

Table 3 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.008	1	.008	12.052	.001 ^b
	Residual	12.070	120	.161		
	Total	12.078	121			

Source: Author's Computation, 2015

a. Predictors: (Constant), Promotion

b. Dependent Variable: Organizational Objectives

The calculated ANOVA table is analyzed to see if *any* of the variables are significant. The F-statistic is compared with 1 and 120 degrees of freedom using stats tables. From the ANOVA table, $F = 12.052$, $p\text{-value} = 0.001 \leq 0.05$ (sig.) Since $p\text{-value} \leq 0.05$ (critical value), the null hypothesis is rejected and the alternative is accepted. This implies that the predictor influence organizational objectives.

Table 4 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.171	.750		5.563	.000
	Promotion	.811	.202	.809	2.053	.008

Source: Author's Computation, 2015

a. Predictors: (Constant), Promotion

b. Dependent Variable: Organizational Objectives

The implication in table 4.2.3 is that a 1% shift in promotion will cause a 81.1% shift in organizational objectives. Hence, it could be deduced that promotion influences and has positive impact on organizational objectives.

Hypothesis Two

H₀: There is no significant relationship between promotion and organisational sales

Table 5 Model Summary^b

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.843 ^a	.711	.701		.25112

Source: Author's Computation, 2015

a. Predictors: (Constant), Promotion

b. Dependent Variable: Sales

For the second hypothesis, the study observed that R^2 value is 0.711. This implies that Promotion independently accounts for 71.1% of the variation in organizational sales, while the remaining 28.9% is explained by other variables outside the model. More so, the value of adjusted R (70.1%) showed that the value of R square closely reflected the goodness of fit of the model in the population.

Table 6 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1.	Regression	.312	1	.078	11.237	.002 ^b
	Residual	4.982	120	.063		
	Total	5.294	121			

Source: Author's Computation, 2015

a. Predictors: (Constant), Promotion

b. Dependent Variable: Sales

The calculated ANOVA table is analyzed to see if *any* of the variables are significant. The F-statistic is compared with 1 and 120 degrees of freedom using stats tables. From the ANOVA table, $F = 11.237$, $p\text{-value} = 0.002 \leq 0.05$ (sig.) Since $p\text{-value} \leq 0.05$ (critical value), the null hypothesis is rejected and the alternative is accepted. This implies that the predictor influence organizational sales.

Table 7 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	6.084	.916		6.640	.000
1 PROMOTION	.802	.333	.885	6.767	.036

Source: Author's Computation, 2015

a. Predictors: (Constant), Promotion

b. Dependent Variable: Sales

The implication in table 7 is that a 1% shift in promotion will cause 80.2% shift in sales volume. Hence, it could be deduced that promotion influences and has positive impact on organizational sales.

Hypothesis Three

H₀: There is no significant relationship between promotion and organisational profitability

Table 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741 ^a	.549	.547	.488

Source: Author's Computation, 2015

a. Predictors: (Constant), Promotion

b. Dependent Variable: Profitability

For the third hypothesis, the study observed that R^2 value is 0.549. This implies that Promotion independently accounts for 54.9% of the variation in organizational profitability, while the remaining 45.1% is explained by other variables outside the model. More so, the value of adjusted R (54.7%) showed that the value of R square closely reflected the goodness of fit of the model in the population.

Table 9 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.201	1	1.201	5.051	.027 ^b
	Residual	19.501	120	.238		
	Total	20.702	121			

Source: Author's Computation, 2015

a. Predictors: (Constant), Promotion

b. Dependent Variable: Profitability

The calculated ANOVA table is analyzed to see if *any* of the variables are significant. The F-statistic is compared with 1 and 120 degrees of freedom using stats tables. From the ANOVA table, $F = 5.051$, $p\text{-value} = 0.027 \leq 0.05$ (sig.). Since $p\text{-value} \leq 0.05$ (critical value), the null hypothesis is rejected and the alternative is accepted. This implies that the predictor influence organizational profitability.

Table 10 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.282	1.269		4.161	.000
	Promotion	.833	.168	.804	4.195	.026

Source: Author's Computation, 2015

a. Predictors: (Constant), Promotion

b. Dependent Variable: Profitability

The implication in table 10 is that a 1% shift in promotion will cause 83.3% shift in organizational profitability. Hence, it could be deduced that promotion influences and has positive impact on organizational profitability.

Discussion of Findings

Table 1 show that the organization consists of both male and female members of staff. There were more male respondents than female. This implies that promotional activities were carried out by both genders in the selected breweries firms. The study also reveal that the respondents of 49.6% were single, 41.3% of the respondents were married, 3.3% of the respondents were divorced and 5.8% of the respondents fell under other category. More so, it shows that 86.0% of the respondents were B.sc/HND holders, 12.4% of the respondents were M.sc holders and 1.7% of the

respondents were PhD holders. These show that the organization has active, responsible, and qualified personnel that can strategies promotional activities needed to achieve the stated organizational objectives.

In hypothesis one, the R^2 value of 0.617 reveals that Promotion independently accounts for 61.7% of the variation in organizational objectives thereby accepting the alternative hypothesis and rejecting the null hypothesis. This shows that Promotion has positive effect on organizational objectives. Both the value of standard error and the t-statistics in table 2 show that the parameters are statistically significant at 5% level of significant. The value of the adjusted R^2 indicates that the model has a good fit. The f-statistics of 12.052 shows that the model as a whole is statistically significant at 5% level of significance. This shows that there is a significant relationship between promotion and organisational objectives

Hypothesis two implies that the R^2 value of 0.711 reveals that Promotion independently accounts for 71.1% of the variation in organizational sales thereby accepting the alternative hypothesis and rejecting the null hypothesis. This shows that Promotion has positive effect on organizational sales. Both the value of standard error and the t-statistics in table 5 show that the parameters are statistically significant at 5% level of significant. The value of the adjusted R^2 indicates that the model has a good fit. The f-statistics of 11.237 shows that the model as a whole is statistically significant at 5% level of significance. This shows that there is a significant relationship between promotion and organisational sales.

Hypothesis three indicates that the R^2 value of 0.549 reveals that Promotion independently accounts for 54.9% of the variation in organizational profitability thereby accepting the alternative hypothesis and rejecting the null hypothesis. This shows that Promotion has positive effect on organizational profitability. Both the value of standard error and the t-statistics in table 8 show that the parameters are statistically significant at 5% level of significant. The value of the adjusted R^2 indicates that the model has a good fit. The f-statistics of 5.051 shows that the model as a whole is statistically significant at 5% level of significance. Hence, it could be deduced that promotion influences and has positive impact on organizational profitability.

Conclusion

This paper has evaluated the effect of promotion on organizational objectives in the manufacturing sector. A case study of selected breweries firms in Nigeria. Promotion has been seen as a vital element of the marketing mix responsible for not only communicating favourably about an organization and its products to potential market but also helps in achieving organizational objectives. In other words, promotion has positive and significant impact on organizational objectives. Aside from this, promotion has significant impact on sales volume and influences organizational sales volume to a greater extent. Lastly, promotion has been seen as a veritable tool for increasing organizational profitability. There is also a significant relationship between promotion and organizational profitability.

Recommendations

In line with this study, the followings were recommended:

- Organizations must constantly monitor and watch their promotional expenses in order to avoid excess or unnecessary expenses.
- More so, management of organizations in the Brewery sub-sector of the manufacturing industry should invest in research programs especially in the area of understanding consumers' expectations, and plan to reduce negative feedbacks from dissatisfied customers.
- Management should find out the actual choice of promotional element that will aid more profitability.
- Management should consider some variables/factors to be considered before adopting a specific promotional element.

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