

A CRITICAL ANALYSIS OF PROMOTIONAL MIX ELEMENT AND ORGANIZATIONAL PERFORMANCE IN CHAMPION BREWERY PLC, UYO

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ABSTRACT: *Marketing mix element enabled the company to plan and execute pricing, promotion and distribution of products, services and ideas. Therefore, this study explores the use of promotional mix element (advertising, personal selling and sales promotion) to determine the relationship with organizational performance. The study was guided by three objective, research question and hypothesis. The descriptive survey research design was adopted and the population of the study comprised 330 employees in Champion Breweries Plc, Uyo in Nigeria and a sample size of 181 were drawn using Taro Yamane Formula. The instrument used in data collection was questionnaire with both closed and open ended questions. The instrument was validated by experts and reliability of the instruments was established using Cronbach Alpha and result yielded reliability coefficient of 0.84. Data obtained were analyzed using Pearson Product Moment Correlation (PPMC) and the result revealed a significant relationship of promotional mix element such as Personal selling,, advertising and sales promotion on organizational performance. This therefore means that Personal selling, advertising and sales promotion are the promotional mix element that can enhance organizational performance. it is recommended that management periodically evaluates the contribution of sales promotion relative to other promotional tools and that organizations should use personal selling to promote their products since it has a greater influence on sales.*

KEYWORDS: marketing mix, advertising, sales promotion, personal selling organizational performance.

INTRODUCTION

Organizations be it public or private, small or big exist essentially to achieve certain economic, social or political objectives. It is the wish of every business oriented organization to create an advantageous and manageable medium through which their goods and services are known and patronized by the target market. This will give room for the attainment of organizational goals/objectives. It is therefore relevant to say that business organization are set up for the achievement of stated objectives such as profitability, customer satisfaction, product awareness, increase in market share, expansion, growth e.t.c, therefore organization must put in place instrument for achieving their stated objectives.

Kotler (2002) "Promotion sorts all the tools in the marketing mix whose main role is persuasive communications. Promotional mix component tries to offer information to the

consumer about the organisation's goods and service offerings. The various methods of communicating with the consumer need to be in line to deliver a full and effective message that will fulfil both organisational and consumer needs. Promotion brings an interactive interchange between firms and its clients and it takes place during the pre-selling, selling, consuming and post-consuming stage. Such elements include: sales promotion, advertising, sales force, public relation, direct selling and publicity. A promotional mix specifies how much devotion 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 Ibojo, Akinruwa, and Temitope (2013). However, there are three basic objectives of promotion. These are: to present information to consumers, to increase demand, and to differentiate a product. However, Product awareness is the knowledge about the particular products a company offers especially compared to those offered by its competitors.

Bamigboye (2001), promotion is any marketing strength whose function is to notify or convince actual or prospective customers about the qualities of the given goods or services for the purpose of inducing a consumer either to start purchasing or to continue purchasing the firm's goods or service. To communicate with folks, clusters and organizations, several types of promotional methods can be used. The exact amalgamation of promotional methods used are advertising, personal selling, sales promotion and public relation. 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. Hence, this study aimed at examining the effect the promotional mix element variables such as advertising, personal selling, sales promotion and Organizational performance of increase in sale, profitability and productivity in Champion Brewery Plc, Uyo, Akwa Ibom State.

Statement of the Problems

Foskett (1999) posits that today's clients seek worth from companies that provide leading-edge products, hassle-free transactions at competitive prices and customer familiarity. Promotion practices have changed vividly to improve transactions and increase customer relationship by accentuating long-term relationships and increasing self-regulation. There is a lot of struggle created by liberalization of the financial services sector, technological changes, and globalization. Commercial banks spend large sums of money to compete to outwit their competitors through various promotional means. However, there is scarcity of literature on the influence of the relative influence of each of the promotional tools on the sales volumes of the financial institutions.

Objectives of the Study

The main objective of this study is to determine the relationship between promotional mix element and organizational performance. Precisely, the aims of this study include

1. To ascertain the relationship between of advertising and organizational performance.

2. To access the relationship between of personal selling and organizational performance.
3. To examine the relationship between of sales promotion and organizational performance

Research Questions

The following are the research questions

1. What is the relationship between advertising and organizational performance?
2. To what extent does personal selling contributed to organizational performance?
3. Is there any relationship between sales promotion on organizational performance?

1.2.2. Research hypothesis

H₀₁. There is no significant relationship between advertising and organizational performance.

H₀₂ Personal selling has a significant relationship with organizational performance.

H₀₃ Sales promotion has no significant relationship with organizational performance

LITERATURE REVIEW

In order to address the objective of the research, it is of importance to have create a sound literature base around which the study was built. This section presents a review of the literature connected to the objective of the study, and is prearranged conferring to the following specific objectives of the study. The paper was undertaken in order to remove repetition of what has been done and offer a clear thoughtful of existing knowledge base in the problematic area. The works is grounded on convincing, recent, and original sources such as journals, books and dissertations.

Kotler and Armstrong (2006) posits that 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 mixture of advertising, sales promotion, public relation and direct marketing tools that the firm uses to hunt its marketing objectives. Promotional tactics include all means through which a firm links the aids and values of its products and convinces targeted customers to buy them (Kotler and Armstrong, 2004). Promotion is the company tactic to provide for the marketing communication process that requires communication between two or more people or groups, encircling senders, messages, media and receivers (Lager, 1971).

Adebisi and Babatunde (2011), the aim of a managerial promotional tactic is to bring surviving and potential customers to a state of virtual awareness of the organization's products. They are of the view that firms should plan their promotional mix in order to well create alertness. Ross (2001) viewed promotional mix as the total marketing message package of a specific product. He viewed the promotional mix strategy as all towards creating marketing communication programme about a product. Adebisi (2006) viewed promotional tactics as the marketing exertions whose function is to notify or encourage actual or potential

consumers about the worth a product possesses for the purpose of inducing a customer to either start ordering or continue to purchase the firm's products. From Frances and Stephen (2006), Promotional mix component is the straight way in which an organization attempts to communicate with various target audiences. The elements includes: Personal selling, public relation, direct marketing, advertising and sales promotion.

Advertising: it is defined as any paid form of non-personal message about an organization, a good, service or an idea by an identified supporter Benette (1995). The non-personal element of advertising is also vital as it involves mass media such as (TV, Radios and Magazines) which are non-personal and do not have an instant feedback twist as does personal selling (McCarthy, 1996)

Sales Promotion: they are often cluttered with advertising as they often use advertisements to create alertness of the particular product. Sales promotion is viewed as all marketing actions directing on provoking an instantaneous response from the target market by contributing value incentives to members of the target audience or the final consumer (Ouwersloot and Duncan, 2008)

Personal Selling: Personal selling involves the two-way flow of communication between a consumer and vendor recurrently in face to face meeting planned to effect a person's or group's purchasing choice. However, with developments in technology, personal selling also takes place over the telephone, through video conferencing and communicating computer links between buyer and selling though personal selling remains a highly human intensive activity despite the use of technology. Kotler and Levy (1969) also noted that personal selling serves three foremost roles in a firm's complete marketing effort. Salesmen are the serious link between the firm and its customers; salesmen are the firm in a customer's eyes. They signify what a company is or tries to be and are frequently the only personal contact a customer has with the company; and lastly, personal selling may play a main role in a firm's marketing package.

Public Relation: Kotler (2000) noted that non-profit organizations depend heavily on Public Service Announcements (PSAs), which are free space or time donated by the media. 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.

Direct marketing: Direct mail involves the sending of information about a special offer, product, sale announcement, service reminder, or other type of communication to a person at a particular street or electronic address (Berry and Wilson, 2004). It includes a wide diversity of marketing resources such as flyers, catalogues, postcards, bulletins, and sales letters. In disparity to most publicity, direct mail permits one-on-one communication thus increasing the certainty that the targeted consumer will be reached (Berry and Wilson, 2004). High levels of

control over direct marketing resources occur as to who receives the message, when it is distributed, and the number of customs targeted (Lesonsky, 1998).

Factors Affecting the Promotional Mix

Promotional mix varies from product and company to another. The brand image for the organisation is often positively developed by public relation. Numerous reasons determine the promotional mix to be elected by a firm, such as: the nature of product, stages of the product life style, the type buying decision, the push and pull strategy among others Tulin (2002).

Nature of Product: The characteristic of a product can affect communicational mix. For example, product can be group as either a business or a consumer product. True that goods are either customer-tailored to description, they are meant for mass production. Advertising still plays a vital role in stimulating business goods. General awareness and interest are generated in media trade by advertisement. Wilfully, consumer goods need not custom-made and should have a company's representative to sell them. Thus consumable goods are sold specially by advertising to build brand awareness. The sales promotion, brand name and packaging are about twice as essential to the buyer as they for the products Tulin (2002).

Stages in the Product Life Cycle: The production level plays an important role in communicational mix designing. The introduction stage aims at enlightening the target audience about the existence of the product. Through promotional activity, intercessors are used to make products available to buyers and compete with rivals. At the maturity stage aggressive advertising campaigns sale promotion in the form of discount and coupons direct and remind customer or target audience about the commodity. Low sales and losses occur at the decline stage of the product life cycle. Little money is spent on promotion. Most marketers do new product development and the reintroduce the product into the market (Bovee and Thill 2013).

The Pull and Push Strategy: The relation to a push or pull communication strategy will be utilised or not constitute the last factor affecting the promotional mix. Wholesalers and retailers are persuaded and convinced to buy and sell product. When manufacturers option to the use of aggressive selling and trading advertisements. This strategy is called push strategy. The wholesaler, has to push the products forward in order to have the retailer to handle the product. The consumer then buys the pushed products (Bovee and Thill 2013). At the other end of the process, the push strategy boosts the motivation of the distribution of the products. Instead of targeting the wholesaler in the distribution network, attention is focused on the end consumer or opinion leaders.

Concept of Organizational Performance

Didier Noyé (2002) viewed performance as "achieving the goals that were given to you in convergence of enterprise orientations". In his opinion, performance is not a mere finding of an outcome, but rather it is the result of a comparison between the outcome and the objective.

Unlike other authors, Didier Noyé considers that this concept is actually a comparison of the outcome and the objective. Michel Lebas (1995) characterizes the performance as future-oriented, designed to reflect particularities of each organization / individual and is based on a causal model linking components and products. He defines a "successful" business as one that will achieve the goals set by the management coalition, not necessarily one that achieved them. Thus, performance is dependent as much of capability and future. Unlike other authors, Michel Lebas noted the difference between "a performance", "performance" and "being performant". "A performance" is subject generally to a measured result, higher than that provided for or arising from the previous results. "A performance" thus indicates always a positive connotation. "Performance" can be both positive and negative and relates to past results. Whooley (1996), performance is not an objective reality, waiting somewhere to be measured and assessed, but a socially constructed reality that exists in people's minds, if it exists somewhere.

Effect of sales promotion on increase in sales

Sales promotion is an initiative undertaken by organizations to promote increase in sales, usage or trial of a product or services (i.e initiations that are not covered by other elements of the marketing communication/promotional mix). Sales promotion is an important component of an organizations overall marketing strategy along with advertising, public relations, and personal selling. Sale promotion acts as a competitive weapon by providing an extra incentive for the target audience to purchase or support one brand over another. It is particularly effective in spurring product trial and unplanned purchases (Aderemi, 2003). The effect that sales promotions have on the organizational performance are:

1. Encouraging purchase of large size unit. Sales promotion consists of diverse collection of incentive tools, mostly short term designed to stimulate quicker or greater purchase of products or service by consumer e.g. The use of premiums, product warranties etc. stimulate consumer purchase in larger quantities. Rotimosho (2003)
2. Generating trials among non-users. Trials among non-users of a product is generated through invitation of prospective purchasers to try the product without cost or little cost with the hope that they will buy the product.
3. Persuading retailers to carry new items and higher level of inventory. Sales promotion encourages retailers to give shelf space to new products. Manufacturers provide retailers with financial incentives to stock new products.

Effect of advertising on profitability

Galbraith (1963) states that advertising has an effect on the rising sales of brand product categories and therefore increases the profit of the product. With companies investing millions of naira or dollars in marketing communication including advertising, it is but natural to examine its impact on the bottom line of the firm. In today's competitive era one is constantly bombarded with advertisements. Empirical studies show that advertisements have

an influence on the purchase behaviour of consumers. Consumers purchase decision is also influenced by the “value” they feel they would derive from purchasing that particular product or service. In other words, consumers expect value for each kobo they spend. At the other end of the spectrum the marketers expect a return on the investment they make on advertising. This is natural given the fact that promotion activities do cost the firms a lot. The return may be in the form of increased profitability and an increase in firm’s turnover. Advertising consist of all the activities involved in presenting to an audience a non-personal, sponsor-identified, paid-for message about a product or organization”. Those views of Etzel et al., (1997) coincide with the simple but all-embracing definitions of Davies (1998) and Arens (1996). For instance, while Davies states that “advertising is any paid form of non-personal media presentation promoting ideas/concepts, goods or services by an identified sponsor. Arens expressing almost the same view describes advertising as “the personal communication of information usually paid for and usually persuasive in nature about products (goods and services) or ideas by identified sponsors through various media”.

Effect of personal selling on productivity

Personal selling is a presentation by the firm’s sales force for the purpose of matching, sales and building customer relationship (Kotler and Armstrong, 2010). The need for personal selling activities has increased because of stiff competition, widening of market, changes in tastes of customers and technology, increasing customer relationship and sales volume of the firm. The impact of personal selling on the productivity of Manufacturing firms cannot be underestimated. Personal selling is the personal contact with one or more purchase for the purpose of making a sale. Personal selling is more persuasive among the marketing communication mix element. Personal selling task is to consolidate existing customers, to preserve and expand the volume of business these customers do and maintain apathy in the buyer-seller exchange relationship. It is an interpersonal, face-to-face interaction for the purpose of creating, modifying, exploiting or maintaining a mutually beneficial exchange relationship.

Kotler (2013) noted that personal selling is a useful vehicle for communicating with present and potential buyers. Personal selling involves the two-way flow of communication between a buyer and seller often in face to face encounter designed to influence a person’s or group’s purchase decision. However, with advances in technology, personal selling also takes place over the telephone, through video conferencing and interactive computer links between buyer and seller though personal selling remains a highly human intensive activity despite the use of technology. Kotler, (2013) also noted that personal selling serves three major roles in a firm’s overall marketing effort. Salespeople are the critical link between the firm and its customers; salespeople are the company in a customer’s eyes. They represent what a company is or attempts to be and are often the only personal contact a customer has with the company; and lastly, personal selling may play a dominant role in a firm’s marketing program. Salespeople can create customer value in many ways. For instance, by being close to the customer, salespeople can identify creative solutions to customer problems. Personal

selling assumes many forms based on the amount of selling done and the amount of creativity required in performing the sales task (Adebisi, 2006). The selling must be managed if it is to contribute to a firm's overall objectives. Personal selling creates a greater level of participation in the decision process by the vendor especially when combined with tailored messages in response to the feedback provided by the buyer, (Fill, 2009). However Cravens, (2012) argues that since personal selling messages are not controlled, they may lead to inconsistency which in turn leads to confusion of the client. Therefore the messages presented by the sales personnel should be regulated and the time they spend with the prospects limited to avoid jeopardizing the communication process, (Pierrcy, Low & Cravens, 2004).

METHODOLOGY

This chapter discusses the criteria for determining the appropriate methodology for the study, the research design, including the target population, data collection methods, research procedures, data analysis, interpretation and presentation are described. The following sections provide a detailed description of the research methodology used in the study.

Research Design

The study utilized survey research design. The design has permitted the examination of independent variables in respect for their relationship with the dependent variables. The choice of this design was informed by the nature of the research problem and the objectives of the study. According to McMillan and Schumacher (2001); Paavo (2017), research design is a plan for a study that sets out the activities to be undertaken, such as data collection procedures and sampling strategy in order to provide answers to the research questions.

Population of the Study

The target population of study include 330 permanent staff of Champion Brewery plc Uyo. Population here can be explained as the entire set of circumstances the researchers wants to make a broad view of (Dawson, 2009; Simons 2016). The total population for this study comprised of the Marketing department, Customer service department, Information Communication Technology unit and Human Resources department of Champion Brewery plc Uyo. This is because they are in the best positions to respond to the questions in the questionnaire.

Determination of Sample Size and Sampling techniques

In determining the sample size for the target population for this study, Taro Yamane statistical formula is apply as stated thus:

$$\text{Formula} \quad n = \frac{N}{1+N(e)^2}$$

Where: n = Sample Size
 N = Population
 e = Significant level

Sample Size

A simple size of 181 was selected to participate in the study.

Data Collection

Primary data was collected using a questionnaire with both closed and open ended questions. The questionnaire will be pre-tested on a small number of respondents who were selected on a judgmental basis. The questionnaire was self-administered through drop – and – pick method to selected staff of the targeted departments. Closed ended questions were presented on a Likert type scale. The Likert type scale, commonly used in business research was applied because it allows participants to provide their perceptions and opinions both in terms of direction (positive or negative) and intensity (degree of agreement or disagreement). The ratings were on a scale of 1 (lowest or least important) to 5 (highest or most important). Additionally, secondary data related to study was used. In order to satisfy all the three objectives of the study, a listing of the various possible generic strategy practices will be provided and the respondents asked to tick (✓) as appropriate, the extent to which they have adopted each of the strategies along a five-point scale.

Data Analysis Methodology

The Statistical Package for Social Sciences (SPSS) version 23 was used as an aid in the analysis. SPSS was preferred because of its ability to cover a wide range of the most common statistical and graphical data analysis. The collected data from the questionnaire and secondary sources was systematically organized in a manner to facilitate analysis. The data pertaining to profile of the respondents and the organizations was analyzed using content analysis. Cooper and Schindler (2005) states that content analysis may be used to analyze written data from experiments, observations, surveys and secondary sources.

Reliability and Validity

This section presents the reliability and validity of research instruments.

Reliability

Miller (2009), defines reliability as the extent to which a questionnaire, test, observation or any measurement procedure produces the same results on repeated trials. In short, it is the stability or consistency of scores over time or across ratter's. Reliability of the questionnaire was being tested by pre-testing the questionnaire with a selected sample. The pre-testing assisted in enhancing the clarity of the questionnaire.

Validity

Validity is the accuracy and importance of conclusions based on the research results. It is the degree to which results obtained from analysis of the data actually represent the spectacle under study. Expert opinion from supervisors was sought to assess the validity of the data collection instruments.

RESULTS

Hypothesis one

There is no significant effect of advertising on Profitability.

Table 4.4.1: Correlation between advertising on Profitability

| | | Advertising | Profitability |
|---------------|---------------------|-------------|---------------|
| advertising | Pearson Correlation | 1 | .723** |
| | Sig. (2-tailed) | | .000 |
| | N | 181 | 181 |
| Profitability | Pearson Correlation | .723** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 181 | 181 |

**. Correlation is significant at the 0.01 level (2-tailed).

From Table 4.4.1, the correlation (r) value of 0.723 indicates that there is a significant relationship between advertising on Profitability in Champion Brewery Uyo. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant effect of advertising on Profitability in Champion Brewery Uyo

Hypothesis Two

H₀₂: Personal selling has a significant effect on productivity.

Table 4.4.2: Correlation between Personal selling and organizational performance

| | | Personal selling | Productivity |
|------------------|---------------------|------------------|--------------|
| Personal selling | Pearson Correlation | 1 | .663** |
| | Sig. (2-tailed) | | .000 |
| | N | 181 | 181 |
| Productivity | Pearson Correlation | .663** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 181 | 181 |

| | Personal selling | Productivity |
|--------------------------------------|------------------|--------------|
| Personal selling Pearson Correlation | 1 | .663** |
| Sig. (2-tailed) | | .000 |
| N | 181 | 181 |
| Pearson Correlation | .663** | 1 |
| Sig. (2-tailed) | .000 | |
| Productivity N | 181 | 181 |

**. Correlation is significant at the 0.01 level (2-tailed).

From Table 4.4.2, the correlation(r) value of 0.663 indicates that there is a significant relationship between personal selling on productivity. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant effect of personal selling on productivity in Champion Brewery Plc Uyo

Hypothesis Three

Sales promotion has no significant effect on increase in sales

Table 4.12: Correlation between Sales promotion and increase in sales.

| | Sales promotion | increase in sales |
|-------------------------------------|-----------------|-------------------|
| Sales promotion Pearson Correlation | 1 | .645** |
| Sig. (2-tailed) | | .000 |
| N | 181 | 181 |
| Pearson Correlation | .645** | 1 |
| Sig. (2-tailed) | .000 | |
| increase in sales. N | 181 | 181 |

**. Correlation is significant at the 0.01 level (2-tailed).

From Table 4.4.3, the correlation(r) value of 0.645 indicates that there is a significant relationship between Sales promotion on increase in sales in Champion Brewery Plc Uyo. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a effect Sales promotion on increase in sales in Champion Brewery Plc Uyo

DISCUSSION OF THE FINDINGS

This study has shown a significant relationship of promotional mix element such as Personal selling, public relation, direct marketing, advertising and sales promotion on organizational performance. This therefore means that Personal selling, public relation, direct marketing, advertising and sales promotion are the promotional mix element that can enhance

organizational performance. The results of this study have been supported by other similar studies by Adebisi and Babatunde (2011), the aim of a managerial promotional tactic is to bring surviving and potential customers to a state of virtual awareness of the organization's products which in turn enhances organizational performance. They are of the view that firms should plan their promotional mix in order to well create alertness. Ross (2001) viewed promotional mix as the total marketing message package of a specific product. He viewed the promotional mix strategy as all towards creating marketing communication programme about a product. Adebisi (2006) viewed promotional tactics as the marketing exertions whose function is to notify or encourage actual or potential consumers about the worth a product possesses for the purpose of inducing a customer to either start ordering or continue to purchase the firm's products.

CONCLUSION

From the findings, sales promotion is said to have significant effect on increase in sales. Sales promotion is any initiative undertaken by an organization to promote an increase in sales, usage or trial of a product or service (i.e. initiative that are not covered by other elements of the marketing communications or promotional mix. The degree of competition also determines the sales promotion techniques to be adopted. Effective implementation of sales promotion tools leads to increase in sales volume and invariably higher profit.

The effectiveness of advertising can sustain the life of a failing product sufficiently to enable it recover from its decline and increase organizational productivity.

Personal selling is an essential marketing tool in enhancing customer relationship, customer retention and increasing sales volume of a firm. Personal selling to a large extent creates awareness about a firm's offering; stimulate demand of a firm's offerings. Personal selling assist to identify, anticipate and satisfy their needs. It handles customers' compliant and takes care of customers' need. Personal selling educates and guides consumers so that they can make informed choice of the products/services which will best satisfy needs. Personal selling resolve/change negative attitudes of customer to positive ones. To a large extent personal selling persuade customers to purchase a firm's products/services. Through personal selling customers making favourable decisions about a firm's offerings

Recommendation

Based on the valid conclusions reached the following recommendations if implemented faithfully would assist in meeting the objectives set for the research

With regards to the question of whether sales promotion affects increase in sales, the study supported the position that sales promotion has a positive and significant effect on sales therefore enhanced organizational profitability. However, it is recommended that management periodically evaluates the contribution of sales promotion relative to other promotional tools.

It is recommended that organizations should use personal selling to promote their products since it has a greater influence on sales.

The advertising and personnel department should maintain an effective medium of advertising in consideration of cost and quality. There should be proper advertising mechanism that will foster the reputation of the company as well as the products.

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