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# Effect Of Promotional Strategies On Business Performance Of Manufacturing Firm In Nigeria: Evidence From BUA Cement Company Sokoto

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**ABSTRACT**
This study examined the effect of promotional strategies on the business performance of BUA Cement Company, Sokoto, with emphasis on advertising strategy, sales promotion strategy, and public relations strategy. A quantitative approach employing a descriptive survey research design was adopted. The study population comprised 1,559 permanent employees, from which a sample size of 310 respondents was determined using the Krejcie and Morgan sample size determination table. A total of 310 questionnaires were administered, while 175 were correctly completed and returned, representing a response rate of 56.5%. Only the valid questionnaires were used for data analysis. Data were collected through a structured questionnaire and analyzed using descriptive statistics and the Chi-square test with the aid of IBM SPSS Statistics. The findings revealed that advertising strategy significantly enhanced customer awareness and sales growth, sales promotion strategy positively influenced customer patronage, while public relations strategy contributed significantly to customer awareness and customer patronage. The Chi-square results further established that promotional strategies have a significant effect on business performance. The study concludes that effective promotional strategies are essential for improving sales growth, customer patronage, and customer awareness within manufacturing firms. The study recommends that manufacturing firms should adopt integrated promotional strategies and leverage modern digital communication platforms to strengthen customer engagement and improve business performance.
**Keywords:** Promotional Strategies, Advertising Strategy, Sales Promotion Strategy, Public Relations Strategy, Business Performance, Manufacturing Firm, SPSS.

## 1.1 INTRODUCTION

The contemporary business environment is characterized by intense competition, rapid technological advancement, globalization, and changing consumer preferences, thereby compelling organizations to adopt effective marketing strategies capable of improving customer attraction, customer retention, market share, and overall business performance. Among the various elements of the marketing mix, promotional

strategy has emerged as an important tool for influencing consumer behaviour, strengthening organizational image, and enhancing competitiveness. Promotion serves as the communication link between organizations and their target markets through activities aimed at informing, persuading, and reminding customers about products and services (Kotler & Armstrong, 2021). Promotional strategies such as advertising, sales promotion, and public relations have become increasingly important in improving organizational visibility, customer awareness, and market performance. Previous studies have shown that organizations with effective promotional strategies are more likely to achieve improved sales growth, customer loyalty, and profitability (Onyejiaku et al., 2018; Osuolale et al., 2025). Advertising strategy enables organizations to communicate marketing messages to large audiences through traditional and digital media platforms, thereby improving product awareness and customer patronage. Similarly, sales promotion strategies such as discounts, bonus offers, exhibitions, and promotional pricing stimulate immediate customer purchases and improve sales performance. Public relations strategies also contribute to organizational sustainability by strengthening corporate image, stakeholder confidence, and customer trust. Empirical studies further revealed that promotional strategies significantly influence organizational performance, market growth, customer satisfaction, and profitability within manufacturing and service industries (Ibeh et al., 2022; Ogba, 2023; Ebuzoeme, 2024).

### 1.2 Statement of the Problem

Promotional strategies have become an indispensable component of modern marketing because they enable organizations to communicate value, attract customers, strengthen market presence, and improve business performance. Despite the growing importance of promotional activities, many manufacturing firms in Nigeria continue to experience challenges associated with slow sales growth, declining customer patronage, and inadequate customer awareness, thereby limiting their ability to sustain competitiveness in an increasingly dynamic business environment. These challenges are particularly evident among manufacturing firms operating in highly competitive markets where customers are exposed to numerous product alternatives and aggressive promotional campaigns.

Although previous empirical studies have examined the relationship between promotional strategies and business performance, several gaps remain. Most studies have concentrated on small and medium-sized enterprises, telecommunication companies, and service-oriented organizations, with limited empirical evidence from large manufacturing firms, particularly within Sokoto State. Furthermore, many studies have investigated individual promotional tools, such as advertising or sales promotion, without examining the combined influence of advertising strategy, sales promotion strategy, and public relations strategy on business performance. In addition, previous studies have frequently measured business performance using financial indicators or broad organizational outcomes, with relatively limited attention given to sales growth, customer patronage, and customer awareness as important indicators of promotional effectiveness within manufacturing firms.

These conceptual, contextual, and measurement gaps create the need for further empirical investigation. Consequently, this study examines the effect of advertising strategy, sales promotion strategy, and public relations strategy on the business performance of BUA Cement Company, SOKOTO, with business performance measured through sales growth, customer patronage, and customer awareness. The findings are expected to provide empirical evidence that will support managerial decision-making and contribute to the existing body of knowledge on promotional strategies and business performance in Nigeria's manufacturing sector.

## 2.1 LITERATURE REVIEW

### 2.1.1 Concept of Promotional Strategies

Promotional strategies have become one of the most important marketing communication tools used by organizations to improve customer awareness, influence purchasing behaviour, strengthen customer relationships, and enhance business performance within increasingly competitive markets. Organizations continuously adopt various promotional approaches to improve market share, profitability, customer loyalty, and organizational sustainability. Promotional strategies generally comprise advertising, sales

promotion, public relations, direct marketing, social media marketing, and personal selling activities designed to communicate product value and influence consumer behaviour (Kotler & Armstrong, 2021). Promotion represents a vital element of the marketing mix because it creates communication between organizations and their target customers. According to Kotler and Armstrong (2021), promotion involves coordinated communication activities aimed at informing, persuading, and reminding consumers about products and services in order to influence purchasing decisions and stimulate demand. Similarly, Fill (2019) described promotional strategy as an integrated communication process through which organizations interact with customers and stakeholders to improve organizational competitiveness and performance.

**2.2 Advertising Strategies and Business Performance**

Advertising strategy remains one of the most widely adopted dimensions of promotional strategy. Advertising involves paid non-personal communication through media platforms such as television, radio, newspapers, magazines, billboards, websites, and digital communication channels. Effective advertising contributes significantly to product awareness, customer attraction, brand recognition, customer retention, and sales growth. Hanssens and Schultz (2001) argued that advertising positively influences customer perception and organizational profitability by improving product visibility and customer patronage. Empirical evidence further supports the relationship between advertising and business performance. Onyejiaku et al. (2018) found that advertising significantly affects sales growth among manufacturing firms in South East Nigeria by improving customer awareness and product acceptance. Similarly, Osuolale et al. (2025) established that social media marketing significantly enhances organizational performance through improved customer relations, information accessibility, and customer engagement among SMEs in Lagos State. Modern technological advancement has transformed advertising into a more interactive and customer-focused communication process. Organizations increasingly utilize internet-based advertising platforms such as social media, websites, email marketing, and search engine optimization to reach broader audiences and strengthen customer engagement. Consequently, digital advertising has become essential for sustaining organizational competitiveness and long-term business performance.

**2.3 Sales Promotion Strategies and Business Performance**

Sales promotion constitutes another important promotional strategy used by organizations to stimulate immediate customer purchases and improve sales performance. Sales promotion strategies include discounts, coupons, contests, bonus offers, trade fairs, exhibitions, rebates, free samples, and seasonal promotional campaigns. Kotler and Armstrong (2021) explained that sales promotions are short-term incentive programmes designed to encourage customers to purchase products within a specified period.

Empirical studies have consistently established positive relationships between sales promotion and organizational performance. Ibeh et al. (2022) examined the impact of personal selling and sales promotion strategies on market performance among selected manufacturing companies in Lagos State and found that sales promotion strategies significantly improve profitability, customer attraction, and market performance. Similarly, Ogba (2023) reported that promotional pricing positively influences customer satisfaction, customer loyalty, market share, and profitability within the Nigerian telecommunication industry.

Sales promotion strategies are particularly relevant in highly competitive markets where organizations seek to increase customer patronage, strengthen market share, and improve organizational profitability. Therefore, firms adopting effective sales promotion programmes are more likely to experience improved sales growth and customer loyalty.

**2.4 Public Relations Strategies and Business Performance**

Public relations strategies also contribute significantly to organizational growth and sustainability. Public relations involve planned communication activities aimed at building and maintaining positive relationships between organizations and stakeholders. Public relations activities include media relations, stakeholder engagement, sponsorship programmes, corporate social responsibility initiatives, crisis

management, and community relations. Effective public relations improve organizational reputation, customer trust, stakeholder confidence, and long-term customer loyalty.

Desset (2021) observed that organizations with effective public relations strategies are more likely to enjoy positive customer perception, stronger stakeholder confidence, and improved organizational sustainability. Public relations therefore strengthen customer relationships and enhance organizational image and competitiveness.

**2.5 Concept of Business Performance**

Business performance refers to the extent to which an organization achieves its strategic objectives through the effective utilization of available resources and the successful implementation of business and marketing strategies. It reflects an organization's ability to attain desired outcomes that enhance competitiveness, strengthen customer relationships, and ensure long-term sustainability (Armstrong, 2018; Barney & Hesterly, 2015). Although business performance has traditionally been assessed using financial indicators such as profitability, return on investment, and sales revenue, contemporary marketing literature increasingly recognizes the importance of non-financial indicators that capture customers' responses to organizational strategies and market-oriented activities (Kaplan & Norton, 2004; Kotler & Keller, 2022).

In the context of this study, business performance is conceptualized using three non-financial indicators: sales growth, customer patronage, and customer awareness. Sales growth reflects an organization's ability to increase product sales over time as a result of effective promotional activities (Kotler & Keller, 2022). Customer patronage represents customers' willingness to purchase and continue purchasing an organization's products in preference to competing alternatives, thereby reflecting the effectiveness of its promotional efforts and customer relationship initiatives (Kotler & Armstrong, 2021; Fill, 2019). Customer awareness refers to the extent to which customers recognize, recall, and are familiar with an organization's products, services, or brand within the marketplace, making it an important outcome of promotional communication (Aaker, 1996; Keller, 2013). Collectively, these indicators provide an appropriate framework for evaluating the effectiveness of promotional strategies in enhancing business performance within the manufacturing sector.

**2.6 Empirical Review**

Several empirical studies have established significant relationships between marketing strategies and business performance across different sectors and industries. Adekola (2021) examined the effect of marketing strategies on the performance of manufacturing firms in North Central Nigeria and found that pricing strategy positively influenced organizational performance, while ineffective place strategy negatively affected performance. The study emphasized the importance of effective marketing communication and distribution strategies in improving organizational outcomes. Ebuzoeme (2024) investigated the effect of product, price, place, and promotion strategies on sales performance within the Nigerian food and beverage industry. The findings revealed that product, place, and promotion strategies positively influenced sales performance, while pricing strategy showed an insignificant negative effect. Similarly, Adenuga et al. (2021) established a positive and significant relationship between innovative marketing strategies and business expansion among manufacturing companies in Lagos State. The study concluded that innovative marketing strategies significantly enhance organizational competitiveness and long-term business growth. Onyejiaku et al. (2018) examined the effect of promotional strategies on sales growth of manufacturing firms in South East Nigeria and found that advertising and promotional activities significantly improve customer awareness, product acceptance, and sales growth among manufacturing firms.

Ibeh et al. (2022) also reported that personal selling and sales promotion strategies significantly improve market performance, customer patronage, and profitability among manufacturing companies in Lagos State. Similarly, Ogba (2023) found that promotional pricing positively influences customer satisfaction, customer loyalty, market share, and profitability within the Nigerian telecommunication industry.

Osuolale et al. (2025) further established that promotional activities, particularly social media marketing and digital advertising, significantly improve organizational visibility, customer engagement, and

financial performance among SMEs in Lagos State. The study emphasized the growing relevance of digital promotional strategies in enhancing organizational competitiveness.

Overall, the reviewed studies demonstrate that promotional strategies such as advertising, sales promotion, public relations, and digital marketing significantly influence organizational performance across different sectors. However, most previous studies focused on SMEs, telecommunication firms, and service organizations, with limited attention given to manufacturing firms within Sokoto State, Nigeria. In addition, many studies examined isolated dimensions of promotional strategies without considering the combined effect of advertising strategies, sales promotion strategies, and public relations strategies on business performance. This study therefore seeks to fill this empirical gap using BUA Cement Company SOKOTO as the study context.

**Hypotheses:**

**Ho**: 1. Advertising Strategy has on significant effect on Business performance of BUA Cement Company SOKOTO.

**Ho**: 2. Sales Promotion Strategy has no significant effect on Business performance of BUA Cement Company SOKOTO.

**Ho:** 3. Public Relations Strategy has no significant effect on Business performance of BUA Cement Company SOKOTO.

**2.7 Theoretical Framework**

This study is anchored on Push Factor Theory developed by Frances and Stephen (2006). The theory explains that organizations use promotional activities to push products through distribution channels to final consumers. The theory emphasizes advertising, sales promotion, direct selling, and communication strategies as important mechanisms for stimulating customer demand and improving organizational performance. The relevance of the theory to this study lies in its emphasis on promotional communication as a strategic tool for influencing customer behaviour and achieving business growth.

**3.1 METHODOLOGY**

This study adopted a quantitative approach using a descriptive survey research design to examine the effect of promotional strategies on the business performance of BUA Cement Company, SOKOTO. The design was considered appropriate because it facilitated the collection of quantitative data on employees' perceptions of promotional strategies and organizational performance (Adekola, 2021; Osuolale et al., 2025).

The study population comprised 1,559 permanent employees of BUA Cement Company, including production, administration, and management staff, based on the company's 2025 employee records as reported by African Financials. Using the Krejcie and Morgan (1970) sample size determination table, a sample of 310 respondents was selected. Stratified sampling was first employed to ensure proportional representation of the major staff categories, after which simple random sampling was used to select respondents within each stratum (Ibeh et al., 2022; Onyejiaku et al., 2018).

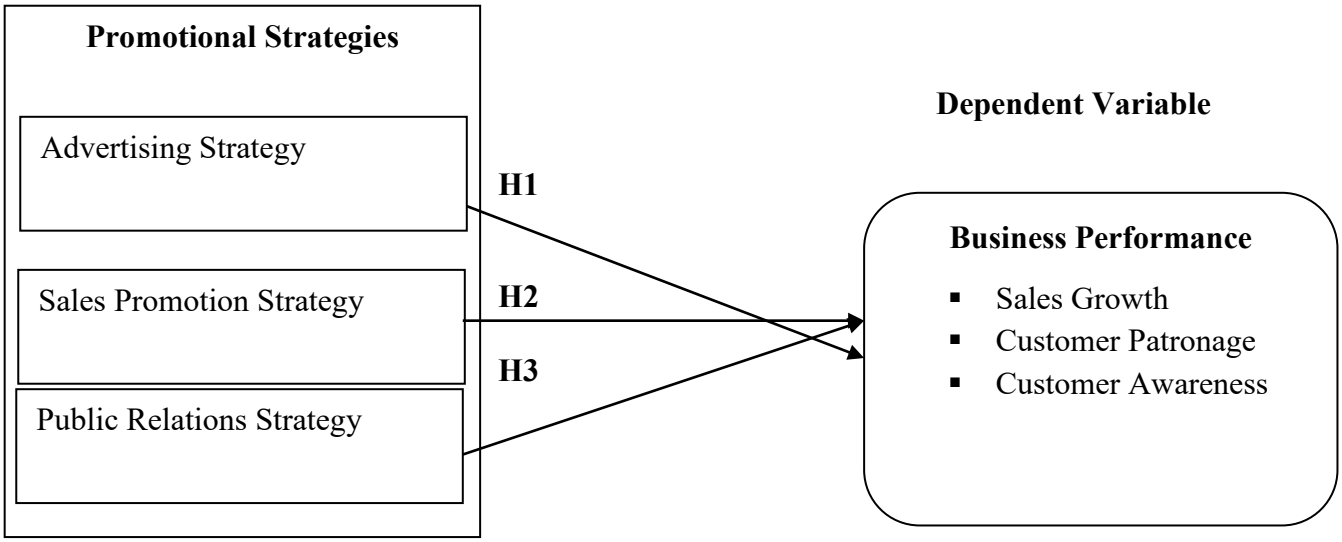
Primary data were collected using a structured questionnaire developed on a five-point Likert scale ranging from Strongly Agree to Strongly Disagree. The instrument contained items measuring advertising strategies, sales promotion strategies, public relations strategies, and business performance indicators. Of the 310 questionnaires administered, 175 were correctly completed and returned, representing a response rate of 56.5%, and were subsequently used for data analysis. The questionnaire items were adapted from previous studies on promotional strategies and business performance (Ogba, 2023; Ebuzoeme, 2024).

The validity of the instrument was established through expert review and content validation, while reliability was assessed through a pilot study involving respondents outside the study area. The instrument achieved a Cronbach's alpha coefficient of 0.703, which exceeded the recommended minimum threshold of 0.70, indicating acceptable internal consistency. Data were analyzed using descriptive and inferential statistics with IBM SPSS Statistics. Frequencies, percentages, and mean scores were used to summarize the data, while the chi-square test was employed to test the study hypotheses at the 5% level of significance.

Ethical principles were observed throughout the study by ensuring voluntary participation, maintaining the confidentiality of respondents' information, obtaining informed consent, and using the data exclusively for academic purposes.

### 3.1.1 Research Model

**Independent Variable**




**Source:** Researchers' Conceptualization, 2026.

**Figure 1:** Promotional Strategies on Business Performance.

Figure 1 presents the conceptual research model that underpins this study. The model identifies promotional strategies as the independent variable, represented by advertising strategy, sales promotion strategy, and public relations strategy, while business performance is the dependent variable, measured by sales growth, customer patronage, and customer awareness. The directional arrows depict the hypothesized relationships between the independent and dependent variables, indicating that each dimension of promotional strategy is expected to influence business performance. Accordingly, the model provides the conceptual basis for examining the effect of promotional strategies on the business performance of BUA Cement Company, SOKOTO, and guides the formulation of the study hypotheses.

### 3.1.2 Statistical Analysis and Hypotheses Testing

The study employed the Chi-Square ($X^2$) statistical technique to test the formulated hypotheses and determine whether promotional strategies significantly influence business performance of BUA Cement Company SOKOTO. The Chi-Square method was considered appropriate because it measures the degree of association between categorical variables and has been widely applied in survey based studies involving respondents' opinions and perceptions. The Chi Square ($X^2$) statistical technique was employed to test the formulated hypotheses. The decision criterion was based on a 5% level of significance (alpha = 0.05)). Accordingly, the null hypothesis (H0) was rejected when the calculated Chi Square value ($X^2$ cal.) exceeded the critical or tabulated Chi Square value ($X^2$tab.). Conversely, the null hypothesis was accepted when the calculated Chi-Square value was less than or equal to the tabulated value.

The Chi-Square statistic is expressed as:

$$X_c^2 = \sum \frac{(oi - Ei))2}{Ei}$$

Where: C=Degrees of freedom

O=Observed value(s)

E=Expected value(s)

∑ (Sigma) = Summation symbol, indicating that the calculation is performed across all categories under consideration.

**Hypothesis One**

H0: 1. Advertising strategies have no significant effect on business performance of BUA Cement Company SOKOTO.

**Table 1.1:** Aggregate Responses of the respondents

| CATEGORY | RESPONSES | PERCENTAGE (%) |
|---|---|---|
| Strongly Agreed | 90 | 52 |
| Agreed | 60 | 34 |
| Disagreed | 20 | 11 |
| Strongly Disagreed | 5 | 3 |
| **Total** | **175** | **100** |

**Source: Field Survey, (2026)**

DF= (r-1) (c-1) (4-1) (2-1) = 3x1=3

Expected returned (E) = 175/2 = 87.5

| Response | O | E | O-E | $(O-E)^2$ | $(O-E)^2/E$ |
|---|---|---|---|---|---|
| Strongly Agreed | 90 | 87.5 | 2.5 | 6.25 | 0.07 |
| Agreed | 60 | 87.5 | -27.5 | 756.25 | 8.6 |
| Disagreed | 20 | 87.5 | -67.5 | 4556.25 | 52.07 |
| Strongly Disagreed | 5 | 87.5 | -82.5 | 6806.25 | 77.7 |
| **Total** | **175** | | | | **138.44** |

From the chi-square computed above, it is observed that the computed value of $X^2$ was 138.44 and it is greater than chi-square table value at 5% level of significance, at 3 degree of freedom (7.81). Therefore, we rejected the null hypothesis and accepted the alternative hypothesis, which says that advertising strategies has significant effect on the business performance of BUA Cement Company SOKOTO.

Moreover, the result indicates that advertising strategies have a positive and statistically significant effect on business performance of BUA Cement Company SOKOTO. This implies that effective advertising contributes significantly to customer awareness, product acceptance, sales growth, market competitiveness, and overall organizational performance. The finding is consistent with previous empirical studies which reported that advertising strategy significantly enhances organizational visibility, customer patronage, and market performance within manufacturing firms (Onyejiaku et al., 2018; Ebuzoeme, 2024).

**Hypothesis Two**

H0: 2. Sales promotion strategies have no significant influence on business performance of BUA Cement Company SOKOTO.

**Table 2.1:** Aggregate Responses of Section ‘‘C’’

| CATEGORY | RESPONSES | PERCENTAGE (%) |
|---|---|---|
| Strongly Agreed | 50 | 29 |
| Agreed | 70 | 40 |
| Disagreed | 40 | 22 |
| Strongly Disagreed | 15 | 9 |
| **Total** | **175** | **100** |

**Source: Field Survey, (2026)**

DF= (r-1) (c-1) (4-1) (2-1) = 3x1=3

Expected returned (E) = 175/2 = 87.5

| Response | O | E | O-E | $(O-E)^2$ | $(O-E)^2/E$ |
|---|---|---|---|---|---|
| Strongly Agreed | 50 | 87.5 | -37.5 | 1406.25 | 16.07 |
| Agreed | 70 | 87.5 | -17.5 | 306.25 | 3.5 |
| Disagreed | 40 | 87.5 | -47.5 | 210.25 | 2.4 |
| Strongly Disagreed | 15 | 87.5 | -72.5 | 5256.25 | 60.07 |
| **Total** | **175** | | | | **82.04** |

From the chi-square computed above, it is observed that the computed chi-square value ($X^2$) was 82.04 and is greater than (7.81) chi square table value at 5% level of significance, using 3 degree of freedom. Therefore, we rejected the null hypothesis and accepted the alternative hypothesis, which says that Sales promotion strategies have significant influence on the business performance of BUA Cement Company SOKOTO. Furthermore, the result indicates that sales promotion strategies have a positive and statistically significant influence on business performance of BUA Cement Company SOKOTO. This implies that promotional incentives such as discounts, bonus offers, exhibitions, and related sales promotion activities significantly improve customer patronage, sales volume, market performance, and organizational profitability. The finding supports previous empirical studies which established that sales promotion strategies positively influence customer purchasing behaviour, profitability, and organizational performance within manufacturing firms and SMEs (Ibeh et al., 2022; Ogba, 2023).

**Hypothesis Three**

H0: 3. Public relations strategies do not significantly contribute to business performance of BUA Cement Company SOKOTO.

**Table 3.1:** Aggregate Responses of Section ‘‘D’’

| CATEGORY | RESPONSES | PERCENTAGE (%) |
|---|---|---|
| Strongly Agreed | 100 | 57 |
| Agreed | 70 | 40 |
| Disagreed | 5 | 3 |
| Strongly Disagreed | 0 | 0 |
| **Total** | **175** | **100** |

**Source: Field Survey, (2026)**

DF= (r-1) (c-1) (4-1) (2-1) = 3x1=3

Expected returned (E) = 175/2 = 87.5

| Response | O | E | O-E | $(O-E)^2$ | $(O-E)^2/E$ |
|---|---|---|---|---|---|
| Strongly Agreed | 100 | 87.5 | 12.5 | 156.25 | 1.7 |
| Agreed | 70 | 87.5 | -17.5 | 306.25 | 3.5 |
| Disagreed | 5 | 87.5 | -82.5 | 6806.25 | 77.7 |
| Strongly Disagreed | 0 | 87.5 | -87.5 | 7656.25 | 87.5 |
| **Total** | **175** | | | | **170.4** |

From the chi-square computed above, it is observed that the computed value of $X^2$was 170.4 which were greater than chi-square table value at 5% level of significance, using 3 degree of freedom (7.81). Therefore, we rejected the null hypothesis and accepted the alternative hypothesis, which says that Public relations strategies significantly enhance the business performance of BUA Cement Company SOKOTO. In addition, the result indicates that public relations strategies significantly contribute to business performance of BUA Cement Company SOKOTO. This implies that effective public relations activities enhance organizational image, customer trust, stakeholder relationships, and customer loyalty, thereby improving overall business performance and organizational competitiveness. The finding aligns with previous empirical studies which established that public relations and integrated promotional strategies positively influence customer perception, organizational reputation, and long-term business sustainability (Onyejiaku et al., 2018; Osuolale et al., 2025).

## CONCLUSION

This paper examined the effect of promotional strategies on business performance using BUA Cement Company SOKOTO as the study context, with particular emphasis on advertising strategies, sales promotion strategies, and public relations strategies. The findings revealed that advertising strategies significantly improve product awareness, customer attraction, customer loyalty, and sales growth. Similarly, sales promotion strategies were found to positively influence customer patronage, sales volume, market performance, and organizational profitability, while public relations strategies significantly enhance organizational reputation, stakeholder relationships, customer trust, and long-term customer loyalty. The chi-square results further confirmed that promotional strategies have statistically significant effects on business performance of BUA Cement Company SOKOTO. The findings therefore suggest that organizations that effectively integrate advertising, sales promotion, and public relations strategies are more likely to achieve improved market competitiveness, profitability, customer satisfaction, and sustainable business performance.

The study concludes that promotional strategies remain critical drivers of organizational growth and sustainability within the manufacturing sector. Effective promotional communication enhances customer relationships, strengthens product acceptance, improves organizational image, and contributes significantly to long-term business performance in increasingly competitive business environments. The findings are consistent with previous empirical studies which established positive relationships between

promotional strategies and organizational performance among manufacturing firms and SMEs (Ibeh et al., 2022; Onyejiaku et al., 2018; Ebuzoeme, 2024).

## RECOMMENDATIONS

Based on the findings of the study, the following recommendations are made:

i. Management of BUA Cement Company SOKOTO should continuously invest in effective advertising strategies capable of improving product awareness, customer attraction, brand visibility, and organizational competitiveness within the manufacturing sector.
ii. The organization should strengthen sales promotion activities such as discounts, exhibitions, trade fairs, bonus offers, and promotional campaigns in order to stimulate customer patronage, increase sales volume, and improve profitability.
iii. Public relations programmes should be enhanced through effective stakeholder engagement, community development initiatives, media relations, and corporate social responsibility activities to strengthen organizational image, customer trust, and long-term customer loyalty.
iv. The organization should adopt modern digital promotional platforms such as social media marketing, online advertising, and internet-based communication channels to improve customer engagement and expand market reach in line with contemporary marketing practices.
v. Marketing personnel should be provided with regular training and capacity development programmes on modern promotional communication strategies, digital marketing, and customer relationship management practices to improve marketing effectiveness and organizational performance.
vi. Manufacturing firms should continuously evaluate and review their promotional strategies to ensure alignment with changing customer preferences, technological developments, and competitive market conditions.
vii. Future studies should extend similar research to other manufacturing firms and sectors using broader geographical coverage and more advanced statistical techniques to enhance empirical generalization and comparative analysis.

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