

The Effects of Promotional Mix Strategies on Organizational Performance: Evidence from Systematic Review of Literature

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Abstract: Currently, promotional mix becomes necessary for business success. A marketing strategy contains the company's value proposition, key brand messaging, data on target customer demographics, and other high-level elements. Promotional strategy helps organization through building customer relationship which affects the organizational performance. The researchers used systematic literature review method. This systematic literature reviewed cover major promotional strategy such as sales promotion, advertising, public relation, direct marketing and personal selling. The qualitative analysis carried out on the existence of promotional strategies significance on organizational performance. This analysis of this reviewed articles were passed different reviewing stages. Managers/leaders, scholars and different eminent group will be beneficiary of this seminar. The seminar was provided theoretical and empirical literatures on promotional strategy and performance to provide detail information and give deep knowledge for the readers. The results indicated that promotion has impact on organizational performance, sales promotion has impact on sales volume, market share and profitability of the firms, advertising has impact on organizational performance, public relation has impact on organizational performance and direct marketing has impact on organizational performance. Finally, the researcher concluded that in order to generalize and taking them into local bases the scholars finding will be demand further research on the subject area.

Keywords: Promotional Strategy, Organizational Performance, Systematic Review

1. Introduction

Recent competition between companies aims to attract consumers' attention to a product or service. As a result, each manufacturer must develop a more attractive strategy and action plan than its competitors. Promotion is an important tool for drawing consumer attention to products. Promotion is one of the key factors in the marketing mix and plays a key role in market success [11]. Promotion is used to ensure that consumers are aware of the products that the company offers. It is the process of establishing a communication relationship between a marketer and its customers [3].

Promotion includes all the instruments of the marketing mix, whose main role is convincing communication [34]. Promotion includes advertising, personal sales, sales

promotions, and other sales tools. Promotion is one of the elements of the market mix and a term often used in marketing. Promotion mixes or promotion instruments are personal selling, advertising, sales promotion, direct marketing, and publicity. A promotional mix indicates how much attention should be paid to each of the five subcategories and how much money should be budgeted for each of the categories. A promotional plan can have a variety of objectives including: increasing sales, adopting new products, creating brand equity, positioning, retaliating against competition, or creating a corporate image. In principle, however, there are three basic funding objectives. These are: presenting information to consumers, increasing demand and differentiating a product [19].

A promotional strategy can be viewed as a process by which

information about the organization's products or services is encoded into a promotional message to deliver to the customer [9]. In fact, there are a number of alternative information delivery systems available to businesses that can be used to develop an appropriate promotional mix strategy. This portfolio of alternative delivery mechanisms mainly includes; Advertising, personal selling, public relations, advertising, direct marketing and sales promotion [3].

Marketing communication acts as a link between a seller or producer and a customer. The seller uses various promotional tools to attract the target market, depending on the characteristics of the product, the psychological opinion and the point of view of the target audience [3]. Customer response to a company's marketing communications mix has always been a matter of great theoretical and practical value, so marketers do their best at all times to coordinate a company's marketing communications activities and sales performance for sustainability and company growth [20].

The marketing communication mix is all the methods, strategies and activities that aim to bring the desired marketing messages to the intended target markets, regardless of the media used [10]. Marketing communication mix consists of six main approaches, although other authors list more. It deals with personal selling, sales promotion, events and experiences (sponsorship), advertising, direct marketing, publicity and public relations [3].

Development of more modern technologies and information promotes the change from conventional communication to modern communication that represents a digital lifestyle [24]. To support the implementation of such communication, the Internet is an important element in the design of modern marketing communication [35].

1.1. Research Questions

The following research questions were formulated to guide the direction of this seminar work:

What promotional tools are applied for promotional campaign?

What is the significant effect of promotional campaign on marketing performance?

What is the impact of promotion on product awareness?

To what extent promotional strategy influence the sales volume?

1.2. Objectives of the Seminar

This review of paper was prepared from empirical reviewing of promotional strategy. The review has general and specific objectives. The general objective of the seminar was systematic literature review of promotional strategies. This provided the insight information about promotional strategies from empirical evidences. Therefore, this seminar was important in providing the reviewed information from empirical evidence by supporting with theoretical literature.

Specifically, the seminar covered different issues on promotional strategies. The goal of the seminar is targeted to create a deep understanding of the systematic literature

review from empirical findings of previous scholars on the subject area. Specifically, this seminar aimed

- 1) To identify the promotional tools applied for promotional campaign.
- 2) To determine the significant effect of promotional campaign on marketing performance.
- 3) To explore the impact of promotion on product awareness.
- 4) To determine the extent at which promotional strategy influences the sales volume.

2. Literature Review

2.1. Concept of Promotion

One of the elements of the marketing mix is promotion. Promotion is the marketing communication of companies to their customers. The company's entire marketing communications program is reported as a combination of promotion tools which consists of advertising, personal selling, sales promotion, public relations tools, and direct mail tools. Currently, the nature of marketing communication is changing due to globalization, competition, and the nature of business. The Internet as an information and entertainment medium is, of course, a good way to promote products. The online promotional mix is an extension of the offline mix, but with a few key differences. Online promotion can be tracked, measured, and targeted in much more sophisticated ways. Advertising, in-person sales, promotional marketing and public relations can be carried out through the online medium [34].

Promotion involves the dissemination of information about a product, product line, brand or company. It is one of the four key parts of the marketing mix. Promotion aims to inform, remind and convince the target audience about the organization and its products [3]. Furthermore, he argued that promotion is often used to help a company differentiate its products from competitors. Promotion campaign is an interconnected series of promotional activities aimed at achieving a specific goal. The obvious goal of promotion management is to ensure that all individual elements of the promotion mix work together to achieve the overall promotional activities of the organization [3].

Promotion strategy can be viewed as a process by which information about the organization's products or services is encoded into a promotional message to deliver it to the customer [9]. In fact, there are a number of alternative information delivery systems available to companies that can be used to develop an appropriate mix of promotion strategies. This portfolio of alternative delivery mechanisms mainly includes; advertising, face-to-face sales, public relations, advertising, direct marketing and sales promotion [3].

2.2. Promotional Tools

Promotional tools consists of the specific combination of advertising, in-person sales, promotions, public relations and direct marketing tools that the company uses to pursue its advertising and marketing objectives [28]. A promotional

mix indicates how much attention should be paid to each of the five subcategories and how much money should be budgeted for each of the categories. A promotional plan can have a variety of objectives including: increasing sales, adopting new products, creating brand equity, positioning, retaliating against competition, or creating a corporate image. In principle, however, there are three basic funding objectives. These are: presenting information to consumers, increasing demand and differentiating a product [19].

2.2.1. Sale Promotion

Sales promotions are temporary incentives to convince the acquisition or marketing of a product [2]. Promotion is the marketing function that seeks to achieve specific objectives by adding some external, tangible or intangible value to a product or service [33]. Sales promotion is the marketing function that seeks to achieve specific objectives by adding some external tangible value to a product or service. The promotion found that the variety of short-term incentive tools is aimed at stimulating consumers, distribution chains and the sales force. This can take several forms, such as giving away free product samples, lowering the usual price, coupons, discounts, free samples, point-of-purchase techniques, or other promotional strategies used by service providers today [27]. Sales promotion and performance has statistically important relationship with each other. They confirmed that sales promotion improves brand preference, which then improves brand performance and thus increases profit or performance [39].

2.2.2. Advertising

Advertising is one of the fundamentals of the promotional mix that is well known in general promotional strategies. This element is the result of its visibility and appearance in all the other essential elements of marketing communication. Advertising is defined as any paid form of non-personal presentation and promotion of ideas, goods and services through the media such as newspapers, magazines, television or radio by an identified sponsor." [16]. In business, advertising aims to provide information, remind and persuade the customer to buy the product, which is confirmed by the fact that messages can reach a large number of people and alert, persuade and remind them of offers of the organization [16]. This promotional strategy is vital for businesses because it reaches many customers at a low cost compared to other strategies [13].

2.2.3. Personal Selling

Personal selling has long been considered the oldest and probably the most important part of the promotional mix. Personal selling as a form of promotion in which there is direct contact between the seller and the buyer. Personal selling plays a crucial role in creating direct contacts and / or interactions between customers and vendors / producers, as well as increasing the productivity of a company [14]. Productivity is the act of improving relationships with customers, their loyalty and increasing the volume of sales of a company. Personal selling is a process to help and convince

a potential buyer to buy a product in a personal situation [21]. It is a direct and personal contact between the seller and his representative with potential buyers (clients). Personal selling improves quick customer response, but is time consuming and the most expensive of all the promotional mix items [1].

2.2.4. Direct Marketing

Direct marketing expressly certifies the direct transmission of promotional message to the client and not through a mass medium. It is intended to establish and use a direct connection between manufacturers and their customers. The Direct Marketing Association (DMA) has described direct marketing as an interactive marketing scheme that uses one or more advertising mediums to get a measurable response and / or deal anywhere. Consequently, direct marketing is expressed as the use of fax, postal mail, Internet or email to communicate directly or seek answers or conversations from specific clients and prospects [38]. Existing consumers can be contacted to introduce them to new products and special offers and thereby influence their loyalty, while potential customers can be identified and convinced to purchase goods and services directly from a company. Scholars of direct sales management strategies concluded that direct sales strategies, when applied, increase the efforts of other promotion methods and significantly improve product visibility [8]. Still, studies haven't fully shown which direct marketing techniques are more effective than others.

2.2.5. Public Relation

Marketers do public relations work to develop a positive image of their company's products in public. They direct these activities to induce target consumers. For this reason, public relations can be seen as a series of external communication efforts that are used to create and maintain a beneficial relationship between an organization and its public [19]. Publicity activities help the company create a promising product image and trust among customers, creating the attitudes and perceptions that lead to better sales [15].

3. Methodology and Review Process

The central purpose of this seminar has been to deepen our understanding of promotional strategies by combining theoretical and empirical literatures. Promoting and communicating with customer was become vital for success of organization in this 21st century. This paper used systematic literature review methodology to draw upon supporting scholarly literature by leaders in the field, to contribute to existing knowledge on the promotional strategy concepts, and more importantly to see the relationship between promotional mix and organizational performance.

3.1. Systematic Review of Literature

This seminar served for the systematic review of literature methods. The review looked at selected articles related to promotional strategies, key promotional tools, and how they relate to customer purchase intent, sales volume, and

business performance. This systematic review was created after reviewing and combining all the information from published articles (with an emphasis on promotional strategies) and then summarizing the results. Additionally, topics should focus on relevant and important issues related to promotional strategies, take into account global needs and values, reflect current science, and be consistent with accepted review methods.

Systematic reviews are characterized by being methodical, comprehensive, transparent, and reproducible. For this seminar, a systematic search process was used to find all relevant published work addressing one or more research questions and a systematic presentation and synthesis of the characteristics and results of the findings of that search. The systematic methodology and presentation used to minimize subjectivity and bias. The objective of the systematic review of this seminar was to compare the available empirical findings on promotional strategies. For this reason, the systematic review was chosen for this seminar.

3.2. Reviewing Stages

The systematic reviewing literature of this seminar was passed different steps. It was started by development of research questions and objectives, forming criteria (through extracting data based on relevance criteria towards the subject by title, abstract, full-text screening and manual searching criteria), search strategy/searching databases. These steps are provided as follows:

- 1) Identify Research objectives: this seminar was developed based on general and specifics objectives to be achieved and articulated under chapter one of this seminar. These objectives were developed base on the existing literatures.
- 2) Define inclusion and exclusion criteria: for the achievement of seminar objectives the researcher developed inclusion and exclusion criteria. These inclusion and exclusions protected the researcher from bias. The inclusion and exclusion criteria were language, year, content and relevance. Accordingly, the articles that written in English language, their publication was between 2011-2020 years, their content is on promotional strategies and relevant to the theme (time and conceptual) were included. In other side, the articles that not written in English language, their publication were before 2011 years, unrelated to the subject manner (i.e out of promotional strategies concept), duplicated, unavailable full texts and irrelevant to the theme were excluded. This inclusion and exclusion criteria helps the researcher to achieve seminar objectives in easy and clear manner.
- 3) Search for studies: the articles were searched emerald insight, research gate, and science guest data base. They were selected because of their availability since it subscribed by our University.
- 4) Present results and assess the quality of evidence: Clearly present the findings, including detailed methodology (such as search strategies used, selection

criteria, etc.) such that the review can be easily updated in the future with new research findings.

- 5) Find the best journal to publish the work: after presentation of the result the next step is to submit the seminar for publication. This will be achieved through submitting the seminar for more reputable journal identification.

3.3. Search Strategy and Criteria

Through systematic review method empirical studies on promotional strategies were analyzed. This was targeted to come up with deep understanding on marketing communication and how the promotional mix affect the success of business. A systematic search process was carried out using the following keywords: promotional strategies, promotional mix, impact of promotional strategies on organizational performance, sales promotion, advertising, public relation, personnel selling and direct marketing. The articles reviewed are in the area of promotional strategies. The search covered relevant scholarly databases that included: Research gate, Emerald Insight and Science Direct. The searching process of the review was limited to published articles and journals data base from listed databases only.

3.4. Data Extraction and Search Results

The data extraction was taken place based on articles inclusion and exclusion criteria. The articles inclusion criteria used with this seminar were relevance to the subject theme (the articles must relevant to promotional strategies), year of publication was between 2011-2020 G.C, years and those articles written in English language. This seminar covered the systematic review of 32 published articles. Accordingly, only 32 articles that related to promotional strategies were included for the review purpose. All the reviewed articles are published between 2011 to 2020 G.C years and written in English. This implies that systematic literature review corresponds to the period from 2011 to 2020 G.C.

An initial scholarly databases search of selected keywords combinations revealed a total of 180 articles. The 26 articles were excluded because of the duplication criteria. After removing duplicate records, the search resulted in 154 articles. Next to duplication exclusion the researcher was screening the articles through titles and abstract reading. Accordingly, 44 articles were excluded and 120 articles pass for the further process. A further comprehensive screening was conducted through full text articles assessed for eligibility. Based on these 8 articles were irrelevant and 35 articles were not having full-text that conveyed the demanded information. The 20 articles were excluded because of their year of publication was before 2011 G.C. At the end, 5 articles were excluded from the systematic review because of they were written in English language; since the researcher cannot understand the others language they were written. By passing all these steps, at the last 32 articles are involved in the systematic literature review on promotional strategies. All these processes were presented via Figure 1 as below.

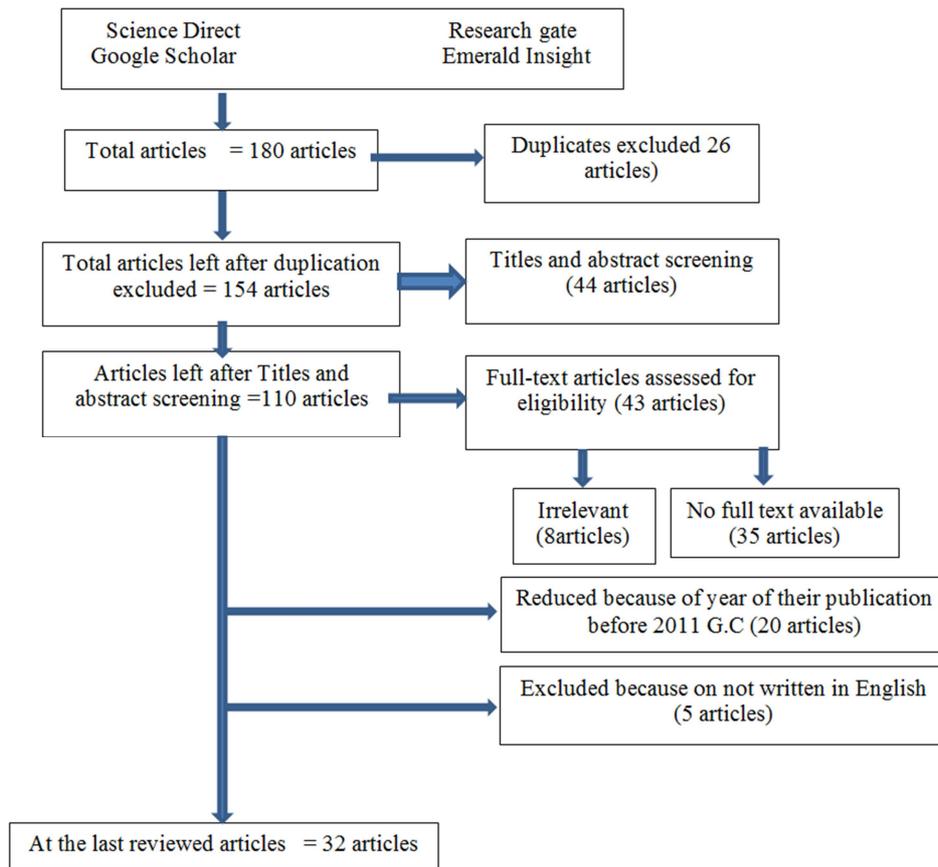
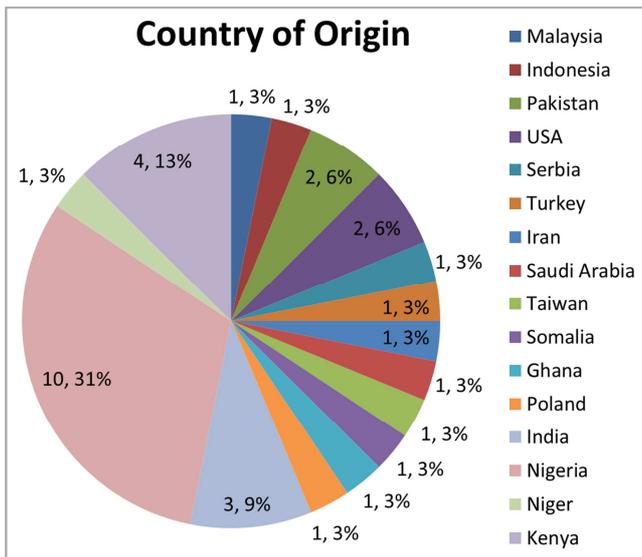


Figure 1. Skelton of the literature search and the exclusion criteria.



Source: Own compute via Excel, 2021

Figure 2. Articles with their respective country in frequency and percentage.

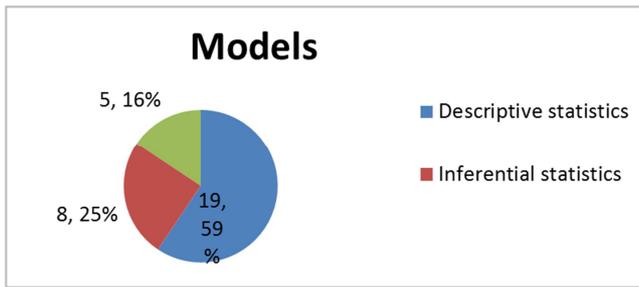
3.5. Geographical Distribution of Reviewed Articles

Figure 2 shows that the reviewed articles on promotional strategies with their original country and Nigeria 10 (31.25%), Kenya 4 (12.5%), India 3 (9.375%), USA and Pakistan with 2

(6.25%) for each leading the review. These five countries are accounted 65.625% of the analyzed pool of papers. Malaysia, Indonesia, Serbia, Turkey, Iran, Saudi Arabia, Somalia, Taiwan, Ghana, Poland and Niger were represented with 1 (3.125%) articles each of them from the reviewed articles. This means they are represented 34.375% of the analyzed pool of papers. Majority of articles for promotional strategies for this seminar were collected from Nigeria, the economic dominant of African continent and from the developed countries USA were dominate the review. India and Pakistan were comparatively good in development from rest of the countries. These advanced research facilities could be one of the major reasons for this dominance.

3.6. Distribution of Applied Methods with Reviewed Articles

Different model of research analysis was used within reviewed articles. These are descriptive analysis, regression analysis, both regression and descriptive analysis. Among the methods applied within those reviewed articles majority of them 59.375% were analyzed through descriptive statistics and followed by the mix of inferential statistics by 25%. Lastly, 15.625% of them were used both inferential descriptive statistics for analysis. This is happened because of the nature of promotional strategies are qualitative and the methodology they followed itself supports these ideas.

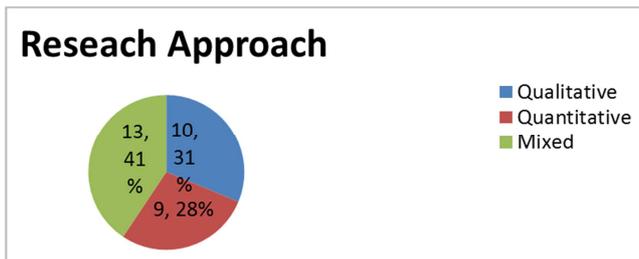


Source: Own compute via Excel, 2021

Figure 3. Reviewed articles with their respective Methods they used.

3.7. Distribution of Research Approach with Reviewed Articles

Within any investigation, the research approach will be qualitative, quantitative and mixed of the both. Accordingly, 31.25% of reviewed articles were used qualitative research approach, 28.125% of them used quantitative research approach and 40.625% of them used mixed research approach (qualitative and quantitative research approach). From this we concluded that majority of the articles used mixed research approach (qualitative and quantitative research approach) and this was happened because of the nature of the subject. Using mixed approach helps the researcher in order to overcome the weakness of single approach.



Source: Own compute via Excel, 2021

Figure 4. Articles with their respective research approach they used.

4. Results and Discussion

4.1. Results and Discussion of Promotional Strategy

Promotion is an act of communication with customers. The main goal of communication is to create a clear understanding and do business with each other. Therefore, promotion affects the sales volume, customer attitudes and financial performance of the company. The result of David (2011) shows that promotion has a positive influence on consumer awareness and enacts optimally the product and the company and draws attention to their properties. The results of [19] study concluded that promotion is a critical and decisive factor that increases awareness of the product in the market. This idea is supported by the result of [13] study which shows that advertising has an impact on sales, customers and the financial performance of companies.

According to the articles reviewed, more emphasis was placed on product / customer awareness. The findings of [14]

study suggest that promotion is used to increase customer awareness. As is known, the main objective of the promotion is to inform, convince and remind customers of the product. However, his finding undermined the relationship between promotion and organizational performance. Also, it hasn't identified that these promotional tools are more likely to increase customer awareness.

The second article reviewed was emphasized on awareness of the product. In their study, they found that promotion increases awareness of the product in the marketplace. Integrated marketing communication increases product awareness [19, 9]. However, the goal of the company is not only to increase brand awareness, as companies need to increase sales volume. Here, their investigation excluded organizational performance, profitability, sales volume, and the types of promotional strategies that increase awareness of the product in the marketplace [14].

The third article reviewed under promotional strategy was [13] implies that promotion has an impact on the volume of sales, customers and financial performance of companies. However, this article itself did not identify these advertising strategies and their individual effects on companies' sales volume, customers, and financial performance.

The organizational performance of an organization can be measured in terms of profitability, market share, return on investment, expansion, etc. Promotion plays a crucial role in achieving demand performance. The finding of [6] show that all efforts to promotional mix in the three dimensions of brand equity has positive effect on the total value of brand equity, which is a proxy for market performance. The researchers did not specifically identify this promotional-mix. The finding of [17] shows that the promotion strategy was an important common predictor of the company's performance in terms of profitability, market share, return on investment and expansion. The finding of [28, 2] support these ideas and their result showed that the combination of promotional mix, such as advertising, direct marketing, online marketing and sales promotion, has an impact on the performance of the company. Here the researchers excluded personal sales and public relations from the advertising mix. This provides guidance for a more in-depth study of advertising strategy for performance, including in-person sales and public relations. The review of the articles shows that the advertising strategy has an impact on the knowledge of the customer, the knowledge of the product and the organizational performance of the companies in terms of market share, profits and return on investment.

4.2. Results and Discussion of Sales Promotion on Organizational Performance

Sales promotion is the process of delivering things to the customer in order to win it over from the product. The review of articles by researcher used to promote sales in order to increase their sales. These incentives create a good relationship and loyal customers are profitable for the company. The finding of [37] shows that there is strong relationship between sales promotion and companies

profitability. Furthermore, this result shows that customer perception through sales promotions creates a strong relationship with buyers' brand loyalty. This is supported by the finding of [39] which shows that sales promotion has the potential to help marketers generate long-term profits by influencing consumer self-perception and complacency and developing loyal customers.

Sales promotions have an impact on business performance. The finding of [7] shows that dimensions of sales promotion such as bonuses, coupons, free samples, price promotions and rewards jointly influence the sales volume of the organization. In support of this idea, the study of [28] showed that sales promotions have an impact on business performance. This is supported by the finding of [36, 2]. The finding of [31] shows that bonus package has positive relationship with sales volume. The finding of [29] concludes that sales promotion has a significant influence on sales volume. The latest study of [18] showed that sales promotion campaigns improve sales. In addition, the latest study of [27] has shown that discounts and trade discounts have a significant impact on the marketing of the company.

The sales promotion affects the customer's purchase intention. The finding of [3] showed that sales promotion had an impact on market share and profitability. The result of [20] found that sales promotions provide additional purchase incentives, in addition to stimulating demand from resellers and influencing the effectiveness of the organization. The study found that effective sales promotions increase sales. This was supported by [5] and showed that there is a significant relationship between sales promotion and consumer engagement, consumer engagement and purchase intent, and sales promotion and purchase intent. Overall, the review shows that sales promotions have an impact on the organization's profitability, sales volume, and purchase intent.

4.3. Results and Discussion of Advertising on Organizational Performance

Advertising has an impact on business performance. The finding of [12] showed that word of mouth (WOM) has a significant and positive impact on company and consumer profits. The finding of [28] showed that the combination of promotional mix, especially advertising, has an impact on the performance of the company. Advertising had an impact on market share and profitability [3]. The study of [25] revealed that there was a high level of advertising results, high sales volume. The result of [29] concludes that advertising has a positive and significant influence on sales volume. The findings of [26] showed that advertising campaigns had a significant impact on business performance and advertising media channels had a significant impact on brand loyalty. In general, from the articles review, we can conclude that advertising has an impact on business performance.

4.4. Results and Discussion of Personal Selling on Organizational Performance

Research shows that sales representative is an important

source of information for increasing buyer awareness and promoting the brand. The finding of [4] showed that personal selling increase promotion activities and sales volume. The finding of [23] showed that personal selling had a significant relationship with customer relationships. The study found that personal selling has a significant relationship between customer loyalties. The study showed that selling in person increases a company's sales. The finding of [30] shows that personal selling has an impact on the sale of products. The finding of [22] has shown that there is a relationship between the sales style and the sales performance and the increase in the market share of the company. The finding of [21] showed that the personal selling strategy is the most beneficial marketing communication tool that companies should use to retain customers, generate higher sales, generate profits and guarantee mutually beneficial marketing relationships. Generally, from the reviewed articles, we can conclude that personal selling has an impact on business performance.

4.5. Results and Discussion of Public Relation on Organizational Performance

The finding of [15] showed that public relations work has an impact on the commercial performance of the company. The finding of [3] showed that advertising has an impact on market share and profitability. The finding of [32] showed that a strategic public relations has a significant impact on the performance of the company. In general, from the reviewed articles, we can conclude that a public relations has an impact on the performance of the company.

4.6. Results and Discussion of Direct Marketing on Organizational Performance

The finding of [28] showed that the combination of advertising, especially direct marketing has an impact on business performance. The finding of [34] showed that promotion brought greater opportunities and sales results. The result of [24] showed that Internet marketing has an impact on the company's sales. The finding of [29] concluded that direct marketing has a positive and significant influence on sales volume. The finding for [8] showed that online marketing has increased in content and has changed the way people and organizations interact. The finding of [35] showed that marketing communication through social networks has an impact on consumer interest in buying goods offered through social networks. In general, from reviewed articles, we can conclude that direct marketing has an impact on business performance.

5. Conclusion, Research Implication and Limitations

5.1. Conclusions

The concept of promotion is massive in nature and contains many key components. In general, advertising is a process of marketing communication with customers about

the characteristics of the products / services. Promotion strategy is the field of scientific study that deals with communication between organizations / companies and clients. This seminar focused on the relationship between advertising strategy and business performance. The promotion mix included promotions, advertising, public relations, personal sales, and the organization's direct marketing activities. Organizational performance includes actual results or production versus expected production. Organizational performance is reflected in the results achieved by the organization, which are measured using key performance indicators. This organizational performance can be measured in financial and non-financial indicators. Financial indicators are used primarily by accountants and non-financial indicators are used by managerial.

The seminar was developed based on the concept of the relationship between promotional strategy and organizational performance. Under this concept promotion, promotional mix (sales promotion, advertising, public relation, personal selling and direct marketing) were compared via performance of the firms. The knowledge of this listed concept helps the managers to guide or lead the organization or company according the findings of different scholars that was focused in this seminar.

The first chapter of the seminar discussed the introduction, objectives and rationality of the seminar. Within the chapter different ideas of different scholars from different parts of the world were included. It provided with the seminar to give direction for scholars about the strategy and performance relationship. Three objectives were identified to guide the seminar direction. Lastly, the rationality or purpose of the seminar was given.

The second phase, the seminar provided the theoretical parts of the theme. Accordingly, some theoretical parts were presented on concept of promotion, promotional tools and promotional mix and organizational performance. Lastly, the theoretical concept of performance was given.

The third section of this seminar provided the methodology and reviewing process. Since the concept of promotional strategies has a central role both in research on the philosophy of management and in empirical research on strategy and firm's performance in profit and nonprofit based company the systematic review was applied to get ideas of many scholars.

In the fourth section of this seminar the results and discussions were discussed. This part provided the empirical results of many scholars and explanations. The results and discussion part began to see the relationship between promotion and organizational performance. The results showed that promotion affects a company's sales volume, customer attitudes, and financial performance. The conclusion of this review is that promotion changes customers' attitudes towards the company's products / services. This forced customers to buy the product, and this action by the customer increases the organization's sales volume. The increased sales volume of the organization has a direct impact on the financial performance of the company. From a review perspective,

summer transportation has an impact on business performance. The systematic review shows that promotion has an impact on business performance, but does not describe the magnitude of the impact, whether positive or negative. Therefore, this brainstorming provides direction for further study on the topic to see if the effects are positive or negative.

The second part of result and discussion part was about promotional mix. The promotional mix includes sales promotion, advertising, public relation, personal selling and direct marketing elements. The first promotional mix reviewed with this systematic review is sales promotion. The findings of different authors depicted that there is a relationship between sales promotion and profitability, sales volume and purchase intention. The results indicated that there is strong relationship between sales promotion strategies and the profitability of the firms. Additionally, the results indicated that sales promotion has impact on organizational performance. Another results revealed that there is significant correlation between sales promotion and consumer involvement, consumer involvement and purchase intention, and sales promotion and purchase intention. The review of summery implies that sales promotion has impact on organizational performance. From the point of systematic review we understand that sales promotion has impact on organizational performance, but the extent of impact is not described whether it is positive or negative. Therefore, this summary of ideas gives direction for further study on the subject to see whether the impact is positive or negative extent.

The second promotional mix reviewed with this systematic review is advertising. The findings of different authors depicted that has significant and positive affect on the profit of the company and on the consumers. The review of summery implies that advertising has impact on organizational performance. From the point of systematic review we understand that advertising has impact on organizational performance, but which types of advertising have high impact on organizational performance is not described. Therefore, this summary of ideas gives direction for further study on the subject to see which types of advertising have high impact on organizational performance.

The third promotional mix reviewed with this systematic review is personal selling. The findings of different authors concluded that personal selling increase customer relationship and sales volume. The review of summery implies that personal selling has impact on relationship and sales volume which have direct impact on organizational performance. From the point of systematic review we understand that personal selling has impact on customer relationship and sales volume. Therefore, this summary of findings gives direction for further study on the impact of personal selling on other organizational performance dimensions.

The fourth promotional mix reviewed with this systematic review is public relations. The findings of different scholar's revealed public relations affect market share and profitability of the organization. The review of summery implies that public relation has effect on market share and profitability which have direct impact on organizational performance. From the point of systematic review we understand that

public relation has impact on market share and profitability. Therefore, this summary of findings gives direction for further study on the impact of public relation on other organizational performance dimensions.

The fifth promotional mix reviewed with this systematic review is direct marketing. The findings of different authors concluded that direct marketing has positive and significant impact on sales volume. The review of summery implies that direct marketing has used internet and electronic promotion to see the impact direct marketing on sales volume. From the point of systematic review we understand that direct marketing need different infrastructure and the result will be different from one country to another country. Therefore, this summary of findings gives direction for further study on comparison on the impact of direct marketing on sales volume based on infrastructure for electronic system.

Having a clear understanding of promotional strategy and performance is very vital for this century. Managers need the basic knowledge of promotional strategy and their relationship with performance. Acquiring this knowledge, skills, mind-set helps them to be competitors and winners for competition in such turbulent business environment. Additionally, having this knowledge simplifies the managers/leader's functions and making decision that suited for those situations. The knowledge of promotional strategy and their impact on organizational performance helps managers and all participants to act according to the situations.

5.2. Future Research Direction

After conclusion the followings are the future research direction that given after systematic review of literature.

The first future research direction is on the relation between promotion and organizational performance. The summary of findings gives direction for further study on whether the impact of promotion on organizational performance is positive or negative implication.

The second future research direction is that the summery of findings revealed that sales promotion has impact on organizational performance. However, the sign of sales promotion impact on organizational performance not identified. Therefore this summary of review gives direction to prove whether the sales promotion impact is positive or negative impact on organizational performance through additional investigation.

The thirdly the future research direction is on the review of summery that implies advertising has impact on organizational performance. Within the reviewing result which types of advertising have high impact on organizational performance is not identified. Therefore, this summary of ideas gives direction for further study on the subject to see which types of advertising have high impact on organizational performance.

The last future research direction is that the reviewing of systematic literature review was on published articles. This published articles were focused the promotion strategies of foreign countries and their companies. This implies the scarcity of local based published articles on promotional strategies and their impact on organizational performance.

Therefore, this summary of findings gives direction for further study on the subject to see their impact on organizational performance of Ethiopian companies.

5.3. Limitations of the Study and Its Applicability

The objective of this article was to determine empirically the relationship between promotional strategy and organizational performance. The seminar is developed on systematic review of published articles. One limitation of the review is the data base. The researcher used only few data base because of their availability. Another limitation is that the included articles are from abroad.

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