



2528-9705



## **IMPACT OF THE COLLECTIVE AND INDIVIDUAL'S PROMOTION STRATEGIES ON EFFECTIVENESS OF ORGANIZATIONAL MARKETING**

Mohammad Reza NOURI<sup>1\*</sup>, Kamyar KAVOSH<sup>2</sup>, Mohammad JALILI<sup>2</sup>

<sup>1</sup>Ph.D. Graduate of Abhar Islamic Azad University, Zanjan, Iran,

<sup>2</sup>Assistant Professor and Faculty Member of Islamic Azad University of Abhar Branch, Zanjan, Iran.

**\*Corresponding Author:**

**Email:** M.nouri@bankmellat.it

### ***ABSTRACT***

*In recent years, the economic depression in Iran has been accompanied by intensified competition, customer constraints, reduced activity volumes and reduced demand for goods and products which are followed by a decline in production. Most of the producers and distributors did not sell enough because they did not use promotion strategies; hence they either stay out of business or operate very weakly. Studies have shown that promotion strategies have a positive impact on organizational marketing. The present study examines the impact of advertising, public relations, events and experiences as collective strategies of promotion as well as sales promotion strategies; in addition, it is attempted to examine the impact of direct marketing and personal sales as individual strategies on the effectiveness of organizational marketing through linear regression and multiple regression tests -at a 99% confidence level. In this study, a questionnaire including three parts was sent to the target groups; being 620 companies / people. The result of this study is that the combination of promotional, collective and individual strategies (advertising, public relations, and personal sales) has a positive and significant effect on the effectiveness of organizational marketing.*

**Keywords:** Effectiveness of Organizational Marketing, Promotion mix, Wire and Cable Industry.

### **INTRODUCTION**

The period of recession, along with increased competition, customer constraints, and reduced activity volumes, complicated organizations and companies, making it difficult for companies to easily maintain their position, without daily and timely attention to environmental variables. Any institution that provides services to its customers and attempts to achieve success during the recession necessarily should focus on the marketing system and marketing mix. Manufacturers and distributors use various promotion strategies to communicate and deliver their products to customers and industrial users, and express the values and benefits of their products.

Manufacturers and distributors use various promotion strategies to express their product values and benefits and also communicate and deliver their products to customers as well as industrial and consumer users. Since mass marketing is not as effective as it was used to be, marketers are trying to use new communication systems (Kotler & Keller, 2013, p. 3). Promotion strategies for marketing communication are informative, reminding, and influenced by consumer attitudes and behaviour (Lamb, 2006). The main promotional strategies are of six types: advertising, public relations, events and experiences, sales promotion, direct marketing and personal sales (Kotler & Keller, 2008). The goals of promotion strategies are to increase product sales and improve the effectiveness of marketing (Kotler, 2008; Armstrong, 2009).

Previous studies have shown that the effectiveness of organizational marketing is related to the effectiveness of promotional strategies (Gundogan, 1996; Rhee, 1999). A number of marketers have therefore discussed the effectiveness of organizational marketing, through which they see that the effectiveness of organizational marketing is related with business performance indicators such as sales growth, customer satisfaction, competitive advantage, marketing orientation, and organizational benefits (Chen, 2006; Nwokah and Ahiauzu, 2007). Managing companies and managers who lack marketing skills without marketing managers may not be able to select and implement optimal marketing decisions and appropriate promotion strategies.

### ***Statement of the problem***

The wire and cable industry in Iran is one of the long-standing and old industries that has been formed many years ago and has more than 50 years of experience. Iran is one of the leading countries in the field of cable manufacturing in the region and has diversified products in its service portfolio. In recent years, wires and cables manufacturing industries have suffered from further problems. The stagnation of the domestic market of manufactured goods and the failure to export the manufactured goods are one of the main reasons for this issue.

### ***Purpose of research***

The purpose of this study was to investigate the effect of advertising, public relations, events and experiences as a collective promotion strategy, promotion of sales, direct marketing, and personal sales as an individual promotion strategy in the effectiveness of organizational marketing in the production and distribution of wire and cable in Iran. According to the Union of Wire and Cable Manufacturers, the union has 140 members. These manufacturers include 200 factories and about 4,000 different types of personnel. The number of companies and distribution centres for wire and cable is about 7,000, with more than 20,000 people employed in this industry. Participants in this study include corporate owners, board of directors, executives, sales managers, marketing directors, and corporate executives who have had at least two years of marketing experience in the wire and cable industry.

### ***Literature review and research background***

Kotler explains that marketing effectiveness has five dimensions, as follows:

Customer philosophy: Corporate leaders need to understand the importance of studying and marketing research and investigate target markets and opportunities to select the best part of the market for product and service delivery (Kotler & Keller, 2008). The main goal of marketing is that the company can establish long-lasting relationships with people and organizations (Kotler & Keller, 2008, 2013, p. 23).

Integrated marketing system: The organizational structure of a company should be such that it reflects the marketing philosophy of the company. In addition, it should ensure that the organization uses the best practices or set of possible methods in order to create and delivers the expected value to the target customer (Kotler & Keller, 2013, p. 4).

Integrated marketing occurs when marketers coordinate marketing activities and plan to create value, inform the target market and provide it to customers, in such a way that the whole of this set exceeds the aggregate of its contributing parts.

Marketing communications always state brand names, but these types of marketing communications must be integrated in order to provide a continuous message to the audience and the company can consolidate its position from a strategic point of view (Kotler & Keller, 2013, p. 509).



**Sufficient marketing information:** For effective marketing support, personnel management needs to have adequate information and should allocate resources to appropriate locations, markets, products, competitors, advertising, and marketing tools. The indicator of sufficient information is; having product information, sales potential, customers, regions, profitability in each sector, distribution channels, prices and marketing costs (Kotler & Keller, 2008). The marketing information system consists of individuals, devices, methods and resources; furthermore, the company can accurately collect, store, analyse, evaluate and distribute the information it needs. Companies with a superior information system can preserve their markets, market new products, and better implement marketing programs (Kotler & Keller, 2013, p. 73). Information is a key factor in defining successful marketing strategies and avoiding major marketing mistakes (Philippe R Cateora, John Graham, 2016, p. 226).

**Strategic orientation:** The effectiveness of organizational marketing depends on whether a company has the ability to use the organization, philosophy and information resources to design a profitable strategy or not. For a long-term marketing plan, a company, follows an official system (a system that follows a systematic sequence that systematically examines the goals of the marketing, marketing strategies, promotion strategies, the marketing system, the market environment and hidden issues) (Kotler & Keller, 2008). The formal system should lead to the company's core strategy, which is bright and innovative. The basis of strategic marketing is based on this formula: segmentation of the market, determination of the target market, and ultimately determination of the position of the company in the target market, and finally the value should be presented (Kotler & Keller, 2013, p. 40).

**Operational efficiency:** Operational efficiency means how much a company has implemented cost effective marketing plans to deliver better results for operations (Kotler & Keller, 2008). To determine the marketing performance, the outcome of the financial and non-financial operations of the marketing activities should be calculated for the company and the community. According to this view, a balanced analysis of the results of marketing activities is interpreted in terms of the market share, loss of customer percentage, customer satisfaction, product quality, and other criteria. In addition, from the legal, ethical, social and environmental point of views, it should consider the effects of marketing plans and activities (Kotler & Keller, 2013, p. 25). In order for marketing management to succeed, it needs to be responsible for four specialized tasks, developing strategies and providing marketing plans, awareness of environmental factors, building relationships with customers, creating powerful brand names, determining the shape of products, informing customers of value created and eventually maintaining long-term, profitable relationship with customers (Kotler & Keller, 2013, p. 35).

**Marketing mix:** A marketing mix is a process that has been resulted from a number of tools to help organizations succeed in the market. A new marketing mix has been developed from 7 sections: product, price, promotion, the place for product delivery, physical presence, people and processes. Social networks consist of a set of web pages and mobile applications designed to communicate with each other (Brown, 2010). Social networking data is part of a big data revolution being used by organizations as part of the puzzle when new market strategies are launched in the near future.

As with some simple physical changes in commodities, we can increase the comparative advantage over competing goods, thereby we can increase the compatibility of commodities with cultural values and reduce the complexities. Through advertising, the relative merit of the



product can be increased and its complexity can be reduced (Philippe R Cateora, John Graham, 2016, p. 400). Marketing success depends on the rational use of promotion strategies, so that meeting the target market needs, it can achieve the overall goals and the requirements of the company (Keegan, 2010). Technology and other factors have led consumers to change the way through which information is processed, or even decide whether to receive the information they have sent. The enormous expansion of smartphones, the rise of Internet power and DVDs that can remove commercial messages have had a profound effect on the impact of the mass media (Kotler & Keller, 2013, p. 507).

Marketing Definition: Supporting decision making is a key issue for marketers in which insights are provided to help answer critical questions such as: Which product is appropriate for a specific market; how to advertise this product in that market; through which communication channels; and when and at what price; what type of promotional strategy and promotional activities should be supported (Sergio Moro, 2017). In business, there are two things that generate revenue; innovation and marketing- the rest is the cost (Peter Dracker, 2007).

Industrial Marketing: Industrial marketing is defined as business marketing or business marketing for B2B (Webster, 2002). Havaladar (2003) states that both consumer and industrial marketing share common marketing perspectives, while industrial marketing is different from the marketing of consumer products due to the nature of customers and the nature of the product. In short term, there is a significant difference between industrial and consumer marketing in the six attributes of; the market; products and services, buyer's behaviour, distribution channel, advertising, and price.

Multi-channel marketing: refers to the use of a combination of indirect and direct links. Channels - Web sites, retail stores, e-mail catalogues, direct e-mails, mobile phones, etc.; enable customers to use them for choosing. Multi-channel marketing allows businesses to have more opportunity to interact with each channel's customers and can promote other channels (Rouse, 2007).

Marketing and sales approaches: few marketing researchers mistakenly believe that sales practices and marketing practices are similar, while sales are the only one activity of all marketing stages. Sales are linked to the needs of vendors and the conversion of their product into cash, while marketing is engaging with ideas for satisfying customers and meeting their needs (Kotler & Keller, 2008). The marketing approach involves many marketing research and promotion strategies to discover what the needs of potential customers are. In the concept of a sales approach, the tendency to sell is to sell a product that the company has made as quickly as possible. In a marketing approach, a company must primarily meet the needs of its customers (Kotler, 2008).

Marketing Communication: In new marketing, not only the product must be produced, supplied and reasonably priced and be available to the customer, but it should be informed by current and potential beneficiaries and the general public. If the marketing communication system works in the right or appropriate manner, it will produce very good results and ensure the return on the marketing activity (Kotler & Keller, 2013, p. 505 and 506).

Comprehensive communication is comprised of advertising, sales promotion, trade fairs, personal sales, direct sales and public relations. The common goal of all elements of the marketing mix is the successful sale of goods and services (Philip R Cateora, John L Graham, 2016, p. 515).



Kotler and Keller (2008) divided the modern promotion strategy into two groups. Mass communication and personal communication. Mass communication includes advertising strategy, public relations, events and experiences, and personal communication includes sales promotion, direct marketing and personal sales strategy. With the advent of social networks, these divisions have slightly become diminished, and despite the persistence of the core concepts of marketing in the big data emerged since 2010, marketing conditions, tools, and data collection are categorized differently.

**Promotion Strategies:** One of the most important marketing strategies is the promotion strategy (Kotler, 2013). Promotion is one of the key factors in the marketing mix playing a key role in market success (Chalarsoughi and Savory, 2012). Promotion means coordinating all sales practices that are trying to create information channels to convince or promote an outlet for selling products and services to the customer (Hot 2009; Kotler, 2013). Traditional promotion has four strategies: advertising, public relations, sales promotion and personal sales (Yahaya, 2009). Kotler and Keller (2008) have invented a model of modern promotion strategy that includes events and experiences strategy and direct marketing as the fifth and sixth promotion strategies.

**Public Relations:** It is a promotional strategy that develops a public perception of the organization's internal divisions and, by implementing programs, it increases the amount of public understanding and public acceptance of the organization (Lamb, 2006).

The role of public relations is to establish good relationships with well-known press and other media to help companies transfer their messages to relevant communities including customers, public communities and government legislators. This issue not only encourages the press to cover positive stories and good news, but also results in silencing rumours, stories and inappropriate events about the companies (Philippe R Cateora, John Graham, 2016, p. 517).

**Advertising:** this items includes every kind of presentation of a new theory, goods and services from the ducts of others with the corresponding cost, and promotion through the written media, broadcasting, networks and electronic media, as well as social networks and media displaying the goods. (Kotler & Keller, 2013, p. 507). Traditional media such as television, radio, newspapers, magazines, billboards and transportation posts are often used to communicate unilaterally with consumers (Belch, Belch, 2006).

**Events and Experiences:** The issue includes implementation of specific programs and projects at the expense of the company, with the aim of establishing mutual relations with customers, accepting the cost of events such as sports competitions, art exhibitions and informal activities (Kotler & Keller, 2013, p. 508).

**Sales Promotion:** Sales promotion consists of a series of mostly short-term incentives designed to quickly motivate and stimulate customers to buy more products or services (Kotler & Keller, 2013, p. 507). Sales promotion includes consumer promotional tools, commercial advertisement, and sales force' advertisement. Providing a product at a lower price, displaying and supplying goods inside the store, samples, coupons, gifts, delivery of some items to the attached goods, participation in a tender for winning are some varieties of sales promotion tools that are complementary to the strategy of advertising and personal sales being designed in the promotion mix (Philippe R Cateora, John Paul Graham, 2016, p. 515).

**Direct marketing:** this issue concerns using post, telephone, fax, or the internet to have a direct contact with target customers and be informed of their response (Kotler & Keller, 2013 p. 508).





Direct marketing activities include direct email, catalogues, telephone marketing, television, kiosks, websites, cybercafés and mobile devices. Mobile applications and cellular networks have also recently been added to these channels. Network marketing and popular marketing are also part of direct marketing.

Network Marketing: Establishes a reciprocal relationship with the target customers through the social networks and direct and indirect activities, adds to the current and potential customers' awareness and declares the terms of sale of goods and services directly to customers (Kotler & Keller, 2013, p. 508).

Grassroots marketing: it regards customers' giving ideas to each other, communicating electronically among them, discussing their companies and products, expressing their experiences and encouraging friends to buy their products. (Kotler & Keller, 2013, p. 508). Recently, the most important sources of data uploads are social media and mobile apps, and both have proven to have a huge impact on customer decision making and directly affecting the brand structure (Moro, Rita, Vale, 2017).

Personal Sales: Face-to-face communication with potential buyers with the aim of introducing goods or services, answering the questions raised in this field and providing the ground for ordering (Kotler & Keller, 2013, p. 508). In the personal selling, the seller has the most direct connection with the customer, from the perspective of most customers, the seller is the company (Philippe R Cateora, John Graham, 2016 p. 547). The sales representative, as the company's products provider and market information collector, is the ultimate link between the company and its efforts to sell the goods (Philippe R Cateora, John Graham, 2016, p. 548).

Experimental Research: Ali Ma'ghoul (2016) conducted a research on the effect of promotion strategies on customer preference in the selection of the Mellat Bank; in this study, the collective and individual promotion strategies (advertising, public relations, sales presence) have an influence on customer preference in choosing Mellat Bank.

Mirza Hassan Hosseini (2013) has conducted a research on evaluation of the role of promotional mix in increasing the sales of cosmetic products. The research findings suggest that in-store sales, sales promotion, advertisements have been respectively the most effective factors in sales of cosmetics, and direct marketing has not led to an increase in sales of cosmetics.

Adefulu (2015) conducted a research on the impact of promotional strategies on the corporate market share and profitability in both Coca-Cola and Seven Up (7 up) companies in Lagos state, Nigeria. The results of the four strategies (personal sales, advertising, publicity and promotion of sales) showed that three strategies of publicity, advertising and sales promotion had a greater impact on corporate market share and profitability.

Suchey Yomsiri (2011) conducted a research on the impact of the effectiveness of organizational marketing and the effectiveness of promotion strategies in the tools industry in the Middle West, the results showed that the promotion of sales, direct marketing and personal sales individual promotion in the effectiveness of organizational marketing has the greatest impact. Advertising strategies, public relations, events and experiences (collective promotion) are not affected.

In a study on the effect of promotion strategies on banking services, Grankvist, Kollberg, Peterson (2004) concluded that all elements of the marketing mix have an impact on the expansion of banking services.

## THEORETICAL FRAMEWORK



The frameworks discussed below are used to explain how consumers' behaviours are influenced by the operations of promotional strategy in provoking purchase action on the part of the consumers.

1. The Hierarchy theory of effects: This hierarchy theory expresses the impact of promotion strategies on customers in six stages (Lavidge and Skinner quoted in Adefulu, 2015):
  - A. Awareness: A person becomes aware of the product.
  - B. Knowledge: An individual acquires information about products' features.
  - C. Liking: The individual has favorable attitudes towards the product
  - D. Preference: The individual is attracted to the product and preferred this product to other similar products.
  - E. Conviction: Preferring the product with intention to purchase and ensuring the purchase of goods for the use.
  - F. Purchase: The product tends to become the actual product purchase behaviour.
2. Planned Behaviour Theory: According to the Planned Behaviour Theory, behaviour may be modified by sales promotion stimuli, which change beliefs, attitudes and eventually intentions and behaviour. If the intervention influences customers, it changes intentions and eventually changes the behaviour. The relevance of the theory is that a worthwhile promotional incentive from the organization influences the behaviour of the consumers to buy (Adefulu, 2015).



### *Questions and research hypotheses*

Question 1: Are Promotion Strategies Affecting Organizational Marketing?

H0. Promotion strategies do not affect the effectiveness of organizational marketing.

H1 Promotion strategies affect the effectiveness of organizational marketing.

Question 2: Is there a correlation between the effectiveness of promotion strategies and the effectiveness of marketing strategies?

H0. There is no significant correlation between the effectiveness of promotion strategies and the effectiveness of marketing strategies.

H1. There is a significant correlation between the effectiveness of promotion strategies and the effectiveness of marketing strategies.

## **RESEARCH METHODOLOGY**

This study is about the effectiveness of industrial and consumer marketing and the impact of promotion strategies on the effectiveness of organizational marketing in the wire and cable industry in Iran and the share of the percentage of their impact has been obtained. In terms of purpose, this study is applied and in terms of method, it is a descriptive study. Regarding the data collection, it is a survey research. The statistical population of this research includes all corporate owners, directors, CEOs, deputy CEOs and sales, production and marketing managers who have at least 2 years of experience in marketing or sales in the cable and wire industry. The statistical population was selected through probable available sampling method. Considering the

multiplicity of companies producing and distributing wires and cables, 384 people was determined by the Cochran formula. In order to collect the data, the Philip Kotler's standard questionnaire was used (Quoted by Suchey Yomseri, 2011). The data were analysed using a statistical method to describe the population of the study and the tools for measuring and testing the hypotheses of the research.

#### **A. Descriptive statistics**

This section included the analysis of descriptive statistics of demographic variables and questions of each questionnaire (including mean, percentages, standard deviation, etc.).

#### **B. Inferential statistics**

In this research, Kolmogorov-Smirnov test was used for the normal distribution of data. To evaluate the effect of promotion strategies on the effectiveness of organizational marketing, linear regression test and multiplier regression analysis were used at a confidence level of 99%. SPSS software was used for analysing the data.

#### **Operational definition of variables**

There are six independent variables in this study: advertising strategy (X<sub>1</sub>), public relations strategy (X<sub>2</sub>), event and experience strategy (X<sub>3</sub>), sales promotion strategy (X<sub>4</sub>), direct marketing strategy (X<sub>5</sub>), personal sales strategy (X<sub>6</sub>). The data was collected and measured using the Likert scale of 5 options ranging from 1 (completely disagree) to 5 (completely agree). The data were collected and measured by an orderly scale from Questions 1 through 6 of the third part of the questionnaire. The effectiveness of organizational marketing (Y) is a dependent variable to which the organization has five core features of marketing orientation: (a) customer philosophy, (b) an integrated marketing system, (c) adequate marketing information, (d) strategic orientation, and (E) operational efficiency (Kotler & Keller, 2008). The data was collected and measured by participants' responding to 15 questions of Marketing. Effectiveness was measured through the 5-point Likert scale being ranged from 1 (completely agree) to 5 (completely disagree). The scores of the questionnaire ranged from 25 to 75. The score under 25 represents the low effectiveness of marketing activities conducted in the organization. The score between 25 and 55 indicates that marketing activities are somewhat effective. The score between 56 and 75 indicates the effectiveness of the marketing activity performed in the organization.

#### **Model Specification**

The effectiveness of the organizational marketing (Y) is a dependent variable defined as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \mu_0$$

In which advertising strategy is (X<sub>1</sub>), public relations strategy is (X<sub>2</sub>), event and experience strategy is (X<sub>3</sub>), sales promotion strategy is (X<sub>4</sub>), direct marketing strategy is (X<sub>5</sub>), and personal sales strategy is (X<sub>6</sub>).  $\beta$  = regression coefficient.

### **RESULTS, ANALYSIS AND DISCUSSION**

The results of the descriptive statistics obtained from the evaluation of the company's activities indicate that all 384 participants (with a high percentage of 100%) were active in the production and / or sale of Wire and Cable products. Responsibility and activity of all 384 respondents (with a frequency of 100%), regarding the questionnaire of this research, were related to the field of



sales or marketing of wire and cable. 381 respondents and participants (frequency of 99.2%) in this study had more than two years of experience in sales and marketing of wire and cable industry. In the evaluation of the job position (Table 1), the majority of the participants with the number of 173 people (with a high percentage of 45.1%) were top managers of the companies - the owners, the chairmen of the board and the CEOs, 40 people (10.4%), were deputy chief executive officers, The managers of the company, the executive directors, 136 people (with a frequency of 35.4%) were marketing managers, production managers, sales managers, and 35 people (with a prevalence of 9.1%) had other responsibilities with marketing and sales experience in the field. Participants whose positions, were other than the above as being non-related, were excluded from this study. According to Table 2 Statistic of Employee, out of a total of 328 people (with a high percentage of 85.4%) participating in the study, 10 or fewer than 10 people were full-time staff, 26 companies (with a frequency of 6.8%) had 10 to 15 full-time staff, 4 companies (with a frequency percentage of 1%) had 16 to 20 personnel, and 26 companies (with a frequency percentage of 6.8%) had more than 20 personnel. According to Table 3 the nature of the company, a majority of 373 companies (with a frequency percentage of 97.1%) were of the private sector, 3 companies (with a frequency of 0.8%) were of the public sector and 8 companies (with a frequency percentage of 2.1%) were in the form of partnership. The results of the test of hypothesis: To assess the effect of each independent variable alone on the dependent variable, linear regression test with a confidence level of 99% was used, which resulted in positive and significant effects of advertising, public relations, events and experiences and personal sales strategies on the effectiveness of organizational marketing. However, the direct marketing strategy and sales promotion have no significant effect on the effectiveness of organizational marketing. In order to evaluate the contribution of the effectiveness of advertising, public relations, events and experiences, sales promotion, direct marketing and personal sales in the effectiveness of organizational marketing, multiple regression tests with a confidence level of 99% were used. In this test, the data of the variables were all tested with the simultaneous entry method in multiple regression, considering that the P Value was 0.001 ( $p < 0.01$ ), that is, strategies for promotion in terms of effect, had a positive and significant relationship with the organizational marketing.

In the variance analysis test in Model 1 (Table 8), the effectiveness of personal sales strategy, public relations, direct marketing, events and experiences, advertising, sales promotion and marketing effectiveness were tested, with a total squares of (5.172), degrees of freedom of 6, average squares of 0.868; F is 3.668 with a significance level of 0.001 at a confidence level of 99%. Considering that the P value is 0.001, ( $p < 0.01$ ), the significance level is accepted and promotion strategies have a significant impact on the effectiveness of organizational marketing. In this test, according to Table 9 the constant coefficient is 3.108 and coefficients of variables are: 0.047 for advertising with a significance level of 0.049, public relations is 0.086 with a significance level of 0.039, events and experiences strategy is 0.051 with a significance of 0.179, sales promotion is 0.028 with a significance level of 0.392, direct marketing is 0.003 with a significance level of 0.878 and personal sales is 0.045 with a significance level of 0.47. Therefore, there is a significant correlation between the impacts of promotion strategies on the effectiveness of organizational marketing and there is a significant correlation between the effectiveness of advertising strategy, public relations and personal sales. However, the impact of event and experience strategy, promotion of sales and direct marketing on the effectiveness of



organizational marketing is not significant. The formula for assessing the effectiveness of organizational marketing and the resulting coefficients is as follows:

$$Y = 3.108 + 0.047x_1 + 0.086x_2 + 0.045x_6$$

X<sub>1</sub>=advertising strategy

X<sub>2</sub> = Public Relations Strategy

X<sub>6</sub> = Personal Sales Strategy

The findings of this question show that the combination of collective and individual promotion strategies (public relations, advertising and personal sales) simultaneously have a positive and significant correlation with the effectiveness of organizational marketing. In this study, the highest impact relates to the public relations strategy with a coefficient of 8.6% as well as advertising with a coefficient of 4.7% and, ultimately, personal sales with a coefficient of 4.5%. According to the summary table of this model (Table 7), the multi-correlation coefficient (R), which indicates the intensity of the relationship between the variables and the dependent variable (Adel Azar and Momeni, 2006, p. 225), is equal to 0.235, and the determination coefficient (R<sup>2</sup>), which represents the degree of variability (Deviation) in the dependent variable is 0.055. In addition to the impact of these three strategies on the effectiveness of organizational marketing, other factors affecting the marketing of the organization are the company's strengths and weaknesses, external threats and opportunities, economic conditions, sanctions, depressions, inflation, rivals, raw materials, product prices and other environmental conditions. Evaluating and comparing research results with previous studies: In assessing the impact of collective strategies in this research, both collective promotion strategies (advertising and public relations) have had the highest impact on the effectiveness of organizational marketing, which is similar to the studies of Ali Ma'ghoul (2016), Mirzahassan Hosseini (2013), Adefulu (2015). Furthermore, the individual promotion strategy (personal sales) has had the highest impact on the effectiveness of the organization's marketing, which is similar to the results of the researches done by Ali Ma'ghoul (2016), Mirzahasan Hosseini (2013), Adefulu (2015), and Suchey Yomseri (2011). Also, Kotler (2008) states that most of the small industrial companies support personal sales strategies, and rely on sales force to identify customers, business development and growth as a two-way individual interpersonal relationship, which is similar to the findings of this study. In some previous studies, the impact of individual promotion strategy (personal sales and direct marketing) improved the effectiveness of organizational marketing more than the collective promotion strategies (advertising and public relations); this study combines individual promotion strategies (personal sales) and collective promotion strategies (advertising and public relations) which have an impact in improving the effectiveness of organizational marketing in the production and distribution of cable and wire industries of Iran. Therefore, producers and distributors of wire and cable in Iran for maximum use of advertising and public relations strategy should pay special attention to these two strategies and in order to benefit from the advantages of personal sales strategy, it is necessary to set up the place of supply of goods by the sales force of the company. Applying these strategies is not related to the size of the organization.

### **Recommendations**

This study is very important in terms of the use of personnel management perspectives that have the power to control the organization's resources, budget planning, policy, and organizational



leadership, being able to reform the organizational marketing structure. Given the continued decline in demand for wires and cables and accessories, the industry's activists in order to survive and maintain their business, should apply the scientific and practical findings of this study in addition to allocating enough marketing strategies to promote optimal management.

The scientific findings of this study in related to the existing literature are novel, in particular, such a relatively complete study on the effect of promotion strategies on organizational marketing in the manufacturing and distribution of cable and cable industry of Iran, which is one of the country's most important industrial and infrastructural industries, has not been investigated before.

Practical applications of this research are:

- 1) Personnel management must invest resources and marketing budgets simultaneously in the strategy of personal sales, advertising and public relations (a combination of personal and collective strategy) and pay more attention and emphasize to these three strategies.
- 2) All employees must be participated in marketing.
- 3) Sales force with marketing skills should be used more in product sale (teaching marketing skills to sales force).
- 4) Managers always should have sufficient and up-to-date information about raw materials, products, markets, competitors and the environment.
- 5) According to the environmental conditions and product type, they should use the appropriate promotion strategy because, based on the findings of this research and previous findings, success in marketing depends on the use of appropriate mix of promotion strategies.
- 6) Banners and posters signs should be used on road billboards and street.
- 7) Continuous presence in electrical, wire & cable and accessories' exhibitions both inside and outside the country.
- 8) Active presence of marketing and public relations managers in exhibitions, conferences, the Internet and social networks.
- 9) Continuous communication with authoritative publications and interaction with the Television and radio to promote the company's products.
- 10) Attracting and retaining customers and returning previous customers, creating interactions and adding loyalty to customers.
- 11) Creating a customer database, sending the product catalogues according to the type and volume of customer purchases using the database.
- 12) Presentation of qualification documents to the clients of the contracting party: In the direction of the customer care, reports should be made on the quality status of the materials and the manufactured product; in addition, the certificate of the products should be made to inform customers.
- 13) Quality control in accordance with the standards: monitoring the performance of specified standards and recording the relevant results for the after sales service' units and the standard office are the requirements of the industry.
- 14) Customers' Orders: Controlling the possibility of delivering orders within the customer's expected time frame due to the factory limits and production orders are other important issues in the wire and cable industry.



- 15) In order to assure customers of the quality of products and processes, provide documentation based on system information to customers.
- 16) Provide product certification at the time of delivery of orders (including reference standard quality test results).

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**Table 1. Statistic of Job position of respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Owner, Chairman of the Board, Managing Director	1	173	45.1	45.1	45.1
Deputy CEO, Company Manager, Executive Director	2	40	10.4	10.4	55.5
Marketing Manager, Production Manager, Sales Manager	3	136	35.4	35.4	90.9
Others	4	35	9.1	9.1	100.0
	Total	384	100.0	100.0	

**Table 2. Statistic of Employee \* job Cross tabulation**

Count			
		job 1	Total
Employee	>10	328	328
	10-15	26	26
	16-20	4	4
	<20	26	26
Total		384	384

**Table 3. Statistic of firm's Owner**

		Frequency	Percent	Valid Percent	Cumulative Percent
Private	1	373	97.1	97.1	97.1
Governmental	2	3	.8	.8	97.9
Guaranteed	3	8	2.1	2.1	100.0
	Total	384	100.0	100.0	

**Table 4. Correlations**

		ome	Ad	Public R.	Events and experiences	Sales promotion	Direct marketing	Personal selling
Pearson Correlation	ome	1	0.152	0.171	0.125	0.028	0.015	0.107
	Ad	0.152	1	0.33	0.116	0.047	0.175	0.013
	Public R.	0.171	0.33	1	0.321	0.164	-0.017	0.028
	Events and experiences	0.125	0.116	0.321	1	0.329	0.047	0.159
	Sales promotion	0.028	0.047	0.164	0.329	1	0.235	0.285
	Direct marketing	0.015	0.175	-0.017	0.047	0.235	1	0.134
	Personal selling	0.107	0.013	0.028	0.159	0.285	0.134	1
Sig. (1-tailed)	ome	.	0.001	0	0.007	0.289	0.386	0.018
	Ad	0.001	.	0	0.011	0.18	0	0.396
	Public R.	0	0	.	0	0.001	0.373	0.29
	Events and experiences	0.007	0.011	0	.	0	0.177	0.001
	Sales promotion	0.289	0.18	0.001	0	.	0	0
	Direct marketing	0.386	0	0.373	0.177	0	.	0.004
	Personal selling	0.018	0.396	0.29	0.001	0	0.004	.
N	ome	384	384	384	384	384	384	384
	Ad	384	384	384	384	384	384	384
	Public R.	384	384	384	384	384	384	384
	Events and experiences	384	384	384	384	384	384	384
	Sales promotion	384	384	384	384	384	384	384
	Direct marketing	384	384	384	384	384	384	384
	Personal selling	384	384	384	384	384	384	384

### Table 5. Correlations

		ome	Ad	Public R.	Events and experiences	Sales promotion	Direct marketing	Personal selling
ome	Pearson Correlation	.1	.152**	.171**	.125*	.028	.015	.107*
	Sig. (2-tailed)		.003	.001	.014	.578	.772	.037
	N	384	384	384	384	384	384	384
Ad	Pearson Correlation	.152**	1	.330**	.116*	.047	.175**	.013
	Sig. (2-tailed)	.003		.000	.023	.360	.001	.792
	N	384	384	384	384	384	384	384
Public R.	Pearson Correlation	.171**	.330**	1	.321**	.164**	-.017	.028
	Sig. (2-tailed)	.001	.000		.000	.001	.746	.580
	N	384	384	384	384	384	384	384
Events and experiences	Pearson Correlation	.125*	.116*	.321**	1	.329**	.047	.159**
	Sig. (2-tailed)	.014	.023	.000		.000	.355	.002
	N	384	384	384	384	384	384	384
Sales promotion	Pearson Correlation	.028	.047	.164**	.329**	1	.235**	.285**
	Sig. (2-tailed)	.578	.360	.001	.000		.000	.000
	N	384	384	384	384	384	384	384
Direct marketing	Pearson Correlation	.015	.175**	-.017	.047	.235**	1	.134**
	Sig. (2-tailed)	.772	.001	.746	.355	.000		.009
	N	384	384	384	384	384	384	384
Personal selling	Pearson Correlation	.107*	.013	.028	.159**	.285**	.134**	1
	Sig. (2-tailed)	.037	.792	.580	.002	.000	.009	
	N	384	384	384	384	384	384	384

### Table 6. Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Personal selling, Ad, Events and experiences, Direct marketing, Public R., Sales promotion <sup>b</sup>	.	Enter
a. Dependent Variable: ome			
b. All requested variables entered.			

### Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.235 <sup>a</sup>	0.055	0.04	0.48476	0.055	3.668	6	377	0.001
a. Predictors: (Constant), Personal selling, Ad, Events and experiences, Direct marketing, Public R., Sales promotion									

Table 8. ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.172	6	0.862	3.668	.001 <sup>b</sup>
	Residual	88.593	377	0.235		
	Total	93.766	383			
a. Dependent Variable: ome						
b. Predictors: (Constant), Personal selling, Ad, Events and experiences, Direct marketing, Public R., Sales promotion						

Table 9. Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	3.108	0.224		13.861	0			
	Ad	0.047	0.024	0.107	1.976	0.049	0.152	0.101	0.099
	Public R.	0.086	0.041	0.116	2.073	0.039	0.171	0.106	0.104
	Events and experiences	0.051	0.038	0.075	1.347	0.179	0.125	0.069	0.067
	Sales promotion	-0.028	0.033	-0.048	-0.857	0.392	0.028	-0.044	-0.043
	Direct marketing	-0.003	0.022	-0.008	-0.154	0.878	0.015	-0.008	-0.008
	Personal selling	0.044	0.022	0.105	1.997	0.047	0.107	0.102	0.1

