

Assessment of Sales Promotion Tool on Paint Enterprise Profitability and Survival in Lagos State

Josephine F. Duyilemi^[a]; Oladotun L. Anifowose^{[b],*}; Olashiende Fasan^[c]

^[a] Senior Technologist, Department of Entrepreneurship, School of Logistics and Innovation Technology, The Federal University of Technology, Akure, Ondo state, Nigeria.

^[b] Senior Lecturer, Correspondent: Department of Entrepreneurship, School of Logistics and Innovation Technology, The Federal University of Technology, Akure, Ondo state, Nigeria.

^[c] Principal Technologist I, Department of Entrepreneurship, School of Logistics and Innovation Technology, The Federal University of Technology, Akure, Ondo state, Nigeria.

*Corresponding author.

Received 17 November 2025; accepted 19 December 2025

Published online 26 December 2025

Abstract

This study examines the impact of sales promotion tools on the profitability and survival of paint enterprises in Lagos State, Nigeria. The research was motivated by the increasing competition in the paint industry, which necessitates effective promotional strategies to enhance sales, strengthen market presence, and ensure business continuity. The study adopted a descriptive survey design, targeting 50 respondents, comprising 32 company staff and 18 distributors of fine coat paint. Data were collected using structured questionnaires and analysed through frequency distribution, percentages, and cross-tabulation to assess respondents' perceptions of the effectiveness of promotional strategies.

The findings reveal that a significant majority of respondents (78%) believe that sales promotion positively impacts firm profitability, while 100% agreed that promotion enhances the performance of the company's products. Furthermore, 66% of respondents indicated that promotion contributes to business survival, highlighting its role as a strategic tool for sustaining operations in competitive markets. The degree of agreement analysis also showed that 68% strongly agree and 22% agree that sales promotion drives profitability. The results underscore the direct and indirect influence

of promotional activities on revenue generation, customer engagement, and operational resilience.

The study concludes that sales promotion is a veritable tool for improving profitability and ensuring business survival in paint enterprises. It recommends that firms strategically plan and implement promotional activities, integrating them with other operational strategies to maximize sales performance, enhance brand visibility, and sustain long-term growth. This research contributes to understanding the practical role of sales promotion in the Nigerian manufacturing sector and provides insights for managers seeking competitive advantage.

Key words: Sales promotion; Profitability; Business survival; Paint enterprises; Lagos State

Duyilemi, J. F., Anifowose, O. L., & Fasan, O. (2025). Assessment of Sales Promotion Tool on Paint Enterprise Profitability and Survival in Lagos State. *Cross-Cultural Communication*, 21(4), 52-60. Available from: <http://www.cscanada.net/index.php/csc/article/view/14004>
DOI: <http://dx.doi.org/10.3968/14004>

1. INTRODUCTION

It is widely accepted that the ultimate purpose of production is consumption; therefore, firms must develop a clear understanding of their target customers to remain viable in competitive markets. Without consumer uptake, production cannot translate into revenue, and the primary objective of any business — profit maximization — cannot be achieved, thus threatening long-term survival (OpenStax, 2025). Promotion plays a vital role in this process by informing, reminding, and persuading potential buyers about a firm's offerings and by differentiating its products from rivals in the market (Osuolale et al., 2025). In this regard, promotional strategies are essential mechanisms for communicating product existence and value to targeted audiences. By employing promotional

tools — such as sales promotion, advertising, personal selling, and public relations — organizations stimulate consumer interest and prompt action, thereby enhancing sales performance and organizational outcomes (Abdeta & Zewdie, 2021). Effective promotional activities help firms increase product awareness, attract customers, and maintain or expand market share, ultimately improving profitability — a core indicator of business success (Abdeta & Zewdie, 2021). This study focuses on promotion as a strategic tool for ensuring business survival, with particular attention to efforts directed at distribution channel members, sales personnel, and consumer reactions toward various promotional techniques. There are numerous methods for stimulating consumer interest, including psychological incentives and economic instruments designed to influence purchase decisions and sustain long-term engagement.

In today's highly competitive business environment, paint enterprises in Lagos State face significant challenges in sustaining profitability and ensuring long-term survival. Despite the availability of various marketing strategies, many firms struggle to attract and retain customers, maintain market share, and achieve consistent revenue growth. Ineffective promotional strategies often result in poor product visibility, low consumer awareness, and reduced sales performance, which directly threaten the financial viability and continuity of the business.

While sales promotion has been recognized as a critical marketing tool for stimulating demand and enhancing product acceptance, there is limited empirical evidence on how specific promotional tools impact the profitability and survival of paint enterprises in Lagos State. Existing studies on sales promotion largely focus on fast-moving consumer goods (FMCGs) or large manufacturing firms, leaving a knowledge gap regarding small and medium-scale paint enterprises that operate in a highly competitive and dynamic market.

Consequently, paint firms may continue to invest in promotional activities without a clear understanding of their effectiveness, leading to wasted resources and suboptimal outcomes. Without strategic use of promotion, firms risk declining sales, eroded market share, and eventual business failure. This study, therefore, seeks to assess the impact of sales promotion tools on the profitability and survival of paint enterprises in Lagos State, providing empirical insights that can guide managers in designing effective promotion strategies to enhance revenue generation, market competitiveness, and long-term business sustainability.

The significance of this research lies in its potential to guide managers in selecting the most appropriate promotional mix strategies, optimizing promotional investments, and avoiding wastage. Moreover, it provides a basis for building a strong organizational image through

the effective integration of promotional strategies, thereby enhancing both competitive positioning and sustainability.

2. THEORETICAL AND EMPIRICAL FRAMEWORK ON PROMOTION AND PROFITABILITY AND BUSINESS SURVIVAL

This section presents relevant concepts, theories and empirical studies relevant to sales promotion on business profitability and business survival.

2.1 Concept of Promotion

The concept of promotion is one of the important components of marketing mix i.e. (product, price, place and promotion). It is the mechanism by which an organisation communicates with its actual and potential customers and the entire public.

Promotion can therefore be defined as the coordinated communication efforts initiated by a producer or seller to establish persuasive channels that foster the sale of goods, services, or ideas (Osuolale et al., 2025). Such efforts constitute the promotional mix — comprising personal selling, sales promotion, advertising, and public relations — each employing specific tools aimed at achieving marketing objectives.

The concept of promotion revolves around mechanism and means through which, organisation does communication which is intended to inform, educate, persuade and motivate via the use of its various mix elements, i.e. However, to communicate effectively, company hires advertising agencies to develop adverts, sales promotion specialists are to design sales incentives programme and public relation firms are to develop the corporate image.

The term channel in communication context is the medium through which the message is sent. A variety of channels, are usually available to carry a promotional message, Advertising media, point of purchasing displaying, personal selling etc Marketers need to decide the combination of channels that will be used. The effective use of specific medium depends on the product being promoted, the market position, the company's financial resources and the relative costs of the various media.

2.2 Theoretical Framework on Promotion and Profitability and Business Survival

2.2.1 Marketing Mix Theory (4Ps)

Marketing Mix Theory, originally formulated by McCarthy and rooted in broader marketing thought, identifies **Promotion** as one of the core elements (4Ps) that a firm uses to influence customer demand and market performance. Promotion encompasses advertising, personal selling, public relations, and sales promotion

- all strategic tools aimed at communicating value to potential buyers and stimulating purchase decisions. A well-executed promotion strategy is theorized to increase product awareness, stimulate demand, and thereby positively influence **sales revenue** and **profitability** (Marketing mix theory).

In this study, *sales promotion tools* (e.g., discounts, coupons, trade promotions) represent the promotional dimension of the marketing mix whose effectiveness is measured in terms of financial returns (profitability) for paint enterprises.

2.2.2 Consumer Response and Sales Promotion Models

Theoretical models of **sales promotion** posit that promotional incentives alter consumer and channel behaviour, leading to immediate and measurable changes in purchase intent and sales performance. These models explain why firms resort to short-term incentives despite long-term advertising efforts, particularly in mature markets (Sales promotion models). Empirical and conceptual research further suggests that sales promotion tools like price discounts, samples, and coupons have a **positive relationship with purchase intention** and consumer responsiveness, which ultimately translates to higher sales returns (Effectiveness of sales promotional tools). These models provide a conceptual basis for the proposition that **sales promotions significantly shape consumer purchase behaviour, which in turn affects profitability outcomes**.

2.3 Theoretical Link Between Profitability and Business Survival

2.3.1 Profitability as a Survival Imperative

The **profit maximization theory** and strategic management perspectives posit that profitability is central to business survival. Maximum profit ensures sufficient retained earnings, investment in value creation, capacity to withstand economic downturns, and competitive positioning (Profit maximization as a survival tool). Profitability is often defined in terms of net returns, financial reserves, and sustainable cash flows that enable firms to continue operations, innovate, and adapt to market disruptions. In the context of paint enterprises, sustained profitability derived from successful sales promotion enhances their ability to **survive competitive pressure and external shocks**.

2.4 Survival Theory and Strategic Adaptation

Business survival theory integrates strategic decision-making with environmental adaptation. Firms adopt various strategic tools — including promotional strategies — to maintain continuous operation in the face of competition, resource scarcity, and changing consumer preferences. Sales promotion, in this view, is a **survival tactic** that enhances market visibility, increases sales volume, and fosters repeat patronage, thereby supporting **long-term survival**. Hence, the theoretical argument

extends beyond short-term revenue effects to include **sustained market presence** and adaptive capacity as outcomes of effective promotional strategy.

2.5 Interconnections and Conceptual Linkages in the Framework

The conceptual relationships in this study can be summarized as follows:

Sales Promotion Tools → Consumer Behaviour: Promotional tools (discounts, coupons, displays) influence consumer decision-making, increase product visibility, and stimulate purchases.

Consumer Behaviour → Sales Performance: Increased consumer response due to promotions leads to higher sales volume and revenue.

Sales Performance → Profitability: Sustained increases in revenue and market share contribute directly to profitability by covering costs and yielding financial returns.

Profitability → Business Survival: Profitability enhances business resilience, enabling enterprises to invest, innovate, and endure market fluctuations; therefore, promotional effectiveness impacts not just profits but the **survival and sustainability** of the enterprise. Thus, the theoretical framework integrates **Marketing Mix Theory, Sales Promotion Models, and Profit Maximization/Survival Theory** to explain the mechanisms through which promotional strategies can affect profitability and survival of paint enterprises in Lagos.

2.6 Recent Empirical Reviews on Promotion and Profitability and Business Survival

This section reviews relevant empirical literature on the relationship between sales promotion, profitability, and business survival, with emphasis on manufacturing and small-scale enterprises. The review focuses on recent studies (2020–2025), particularly within Nigeria and comparable developing economies, to establish empirical evidence, identify methodological trends, and reveal gaps that justify the present study on paint enterprises in Lagos State.

2.6.1 Empirical Evidence From Nigeria

Several recent empirical studies confirm a positive relationship between sales promotion and profitability in Nigerian firms. Omoruyi et al. (2025) examined the impact of sales promotion on organisational performance at Unilever Nigeria Plc and found that promotional activities significantly increased sales turnover and profit margins. Their findings suggest that well-planned promotional strategies can improve financial performance by boosting short-term demand and expanding market share.

Similarly, Alabi et al. (2023) investigated promotional strategies and the growth of small-scale enterprises in Southwestern Nigeria. Using regression analysis, the

study found that sales promotion had a statistically significant effect on revenue growth and profitability. The authors concluded that promotion enhances competitive advantage and financial sustainability when aligned with market conditions.

In Lagos State, Ibeh, Nnabuko, and Nwajimeje (2025) reported that sales promotion and personal selling significantly influenced market performance of manufacturing firms. Their findings reinforce the view that promotional tools play a vital role in driving profitability, particularly in densely populated and competitive urban markets like Lagos.

2.6.2 Sector-Specific and International Evidence

Beyond Nigeria, empirical findings present mixed but insightful results. A 2024 study on Jordanian companies by Business Perspectives revealed that sales promotion expenditure alone did not significantly influence sales performance unless moderated by firm size and integrated with advertising strategies. This suggests that while sales promotion can enhance profitability, its effectiveness depends on strategic coordination with other marketing tools.

In contrast, a 2025 study on the Nigerian beverage industry found that price discounts and promotional incentives significantly increased sales volume and profitability, particularly in price-sensitive markets. However, the study cautioned that excessive discounting could erode profit margins if not carefully managed (IJPREMS, 2025).

These findings imply that for paint enterprises, profitability gains from sales promotion depend on cost control, pricing strategy, and frequency of promotions.

2.7 Sales Promotion and Business Survival

2.7.1 Sales Promotion as a Survival Strategy

Recent empirical literature increasingly frames sales promotion as a business survival mechanism, particularly for small and medium enterprises (SMEs). In volatile economic environments such as Nigeria, firms adopt promotional strategies to maintain cash flow, retain customers, and withstand competitive pressure.

Studies in Nigerian manufacturing firms indicate that sales promotion helps businesses survive by increasing sales turnover, improving customer retention, and enhancing market visibility (Kabuoh et al., 2025). These outcomes are crucial for sustaining operations in industries with high operating costs and fluctuating demand, such as the paint industry.

A study by the Nigerian Journal of Management Studies (2024) revealed that firms experiencing declining demand often rely on promotional incentives to stabilize sales and avoid market exit. The study concluded that promotion contributes indirectly to business survival by improving liquidity and operational continuity.

2.7.2 Limitations of Sales Promotion for Long-Term Survival

Despite its benefits, empirical evidence also highlights the limitations of sales promotion as a long-term survival strategy. A 2025 study on Nigeria's brewery industry found that while sales promotion increased purchase frequency, excessive reliance on short-term incentives weakened brand loyalty and reduced long-term profitability. This could negatively affect business survival if firms become dependent on price-based competition (IJPREMS, 2025).

International marketing studies similarly warn that frequent promotions may condition consumers to delay purchases until discounts are offered, thereby reducing baseline demand and threatening long-term sustainability. These findings suggest that sales promotion must be balanced with brand building and quality improvement strategies to ensure sustainable survival.

2.8 Profitability and Business Survival

Empirical literature consistently establishes profitability as a critical determinant of business survival. Studies in Nigeria show that firms with sustained profitability are more likely to survive economic downturns, reinvest in operations, and adapt to environmental changes. Profitability enhances liquidity, reduces financial distress, and supports strategic growth initiatives.

Research by Alabi et al. (2023) demonstrates that profitable SMEs exhibit higher survival rates than firms with weak financial performance. Similarly, studies on manufacturing firms indicate that profitability enables businesses to withstand rising input costs, regulatory pressures, and competitive threats.

For paint enterprises in Lagos State, profitability derived from effective sales promotion may therefore serve as a mediating factor between promotional strategies and business survival.

2.9 Empirical Gaps and Justification for the Study

Although numerous studies have examined sales promotion and organisational performance, several gaps remain:

Sectoral Gap: Most Nigerian studies focus on FMCGs, beverages, and large manufacturing firms, with limited attention to paint enterprises.

Geographical Gap: Few studies explicitly examine Lagos State despite its unique market dynamics and competitive intensity.

Survival Focus Gap: Many studies emphasize sales and profitability, while business survival is often treated indirectly or ignored.

Integrated Analysis Gap: Limited studies examine the joint effect of sales promotion on both profitability and survival.

This study addresses these gaps by empirically assessing how sales promotion tools influence profitability and business survival of paint enterprises in Lagos State, thereby contributing to both academic literature and practical business strategy.

3. RESEARCH METHODOLOGY

This comprises the particular method, techniques, tools and procedures by which the researcher intends to carry out his/her study. In this section the methodology shall be treated under the following sub-heading.

3.1 Research Design

The research design is a plan or blue print, which specifies how data relating to a given problem should be collected and analyzed. It provides the procedure or outline for the conduct of the research. For the purpose of this study the case study approach in research and survey design will be employed. The case study approach is chosen due to the fact that only one company will be studied and it is expected that the characteristic of the case study would be similar to the of other companies in the industry. Again, the survey design will be combined with the case study in order to allow for the use of questionnaire and interview in order to find solutions to the problems and objectives.

The area of the study is the area in which the study was conducted. This study was conducted at Ilupeju in Lagos State. The study covered fine coat paint industry, Ilupeju, Lagos State. Population is the aggregate of the element from which the sample is drawn. The population of this study is all staff of fine coat paint industry at Ilupeju in Lagos State who have been in the organization for some times and customers of the organization.

3.2 Research Instrument

The research instrument for this study is questionnaire. The questionnaires were distributed to individual members of the company in various categories ranging from top management of the organisation to junior workers. The questionnaire distributed were also extend to distributors and customer found in the premises of the company's factory as at time of distribution, this is done with the aim of obtaining wide coverage of information that have broad link on the subject matter of the study.

The questionnaire is divided into two part A and B. The A part contain demographic data of respondent i.e. Age, Sex, Nationality, Tribe, Married status, Income, Position Held and Education.

The B part contains questions that when answer would reveal the reaction of the respondents to the marketing efforts of the company.

Various research tools were employed to carry out this research work. The method adopted are personal interviews and questionnaire method, the data were taken

from the internal records of the paint industry- fine coat paint company.

4. PRESENTATION AND ANALYSIS OF DATA

In this section present the analysis of data is made and is purely based on the information and data collected from opinions, views of the selected respondents as given on the questionnaire. It should be noted that out of sixty (60) questionnaires sent out, fifty (50) questionnaires were received.

In this section, almost all responses are presented in tabular form and discussed. The purpose of this is to facilitate the comprehension of the responses from respondents on issues raised in the study.

4.1 Presentation of Data

In this section an attempt is made to explain the social and demographic characteristics of the sample for the study using tables and percentages.

Table 1
Questionnaire Administration

	No response	% of response
Completed and returned	50	83.3%
Not returned	10	16.7%
Total sample	60	100%

Source: field survey.

The above table shows that 60 questionnaires were administered but 50 (83.3%) were completed and returned while 10 (16.7%) were not returned.

Table 2
Sex Composition of the Respondents

Sex	No response	% of response
Male	30	60%
Female	20	40%
Total sample	50	100%

Source: Field survey.

Table 2 shows that 30(60%) of the respondents are male while 20(40%) of respondents are female.

Table 3
Category of the Respondents

Category	No of response	% of response
Company staff	32	64%
Distributors	18	36%
Total sample	50	100%

Source: field survey.

From the above table 32(64%) of respondents are staff of fine coat paint Lagos. 18(36%) are distributors.

Table 4
Category of Promotion

Types of response	No of response	% of response
Sales promotion	30	60%
Advertising	14	28%
Personal selling	6	12%
Other specify	-	-
Total	50	100%

Source: Field survey.

From the above table 30(60%) of respondent believes that sale promotion should be adopted. 14(28%) of respondent prefer advertising as a promotional tool. 6(12%) of respondent support personal selling should be adopted.

4.2 ANALYSIS OF DATA

In this section, the researcher make used of the various data that were collected from the field survey.

5. RESEARCHER QUESTION

Does promotion brings about increase in affirms profitability?

To provide solution to this research question, the research shall make use of response to questionnaire number seven in the appendix.

Table 5
Impact of Promotion on Firm Profitability

Response	No of respondents			% of Response
	Distributors	Staff	Total	
Effective	11	28	39	78%
Ineffective	7	4	11	22%
No effect	-	-	-	-
Total	18	32	50	100%

Source: Field survey

From the field survey results: Effective: 39 respondents (78%) believe that promotion effectively increases firm profitability. Ineffective: 11 respondents (22%) believe promotion is ineffective in enhancing profitability. No effect: 0 respondents indicated that promotion has no effect. The findings show that a majority of respondents (78%) recognize promotion as a significant contributor to firm profitability. This indicates that promotional strategies such as discounts, trade incentives, and product demonstrations are perceived to

positively influence sales revenue and profit margins. Only a small fraction (22%) of respondents considered promotion ineffective, which may reflect differences in experience, exposure to promotion campaigns, or the scale of operations. The absence of neutral responses (0%) reinforces the consensus that promotion is instrumental in driving profitability. Consequently, the data strongly suggests that promotional tools are a veritable mechanism for improving financial performance in paint enterprises in Lagos State.

Implication : The implication of this finding is that management should invest strategically in well-planned promotional activities, as they are likely to enhance sales and overall profitability. However, the presence of some dissenting views (22%) highlights the need for evaluation of promotion effectiveness, ensuring that promotional expenditure translates into measurable profit gains.

Table 6
The Effect of Promotion on Company's Products

Response	Distributors	Staff	Total	% of response
Highly	18	32	50	100%
Average	-	-	-	-
No effect	-	-	-	-
Total	18	32	50	100%

Source: Field survey.

Table 6 presents respondents' views on the effect of promotion on the company's products. The respondents included distributors and company staff. From the field survey results: Highly Effective: All respondents — 18 distributors (100%) and 32 staff (100%) — agreed that promotion has a significant effect on the company's products. Average or No Effect: None of the respondents selected these options. The results show unanimous agreement (100%) among both distributors and staff that promotion positively affects the company's products. This suggests that promotional activities, such as product demonstrations, discounts, or point-of-sale displays, are perceived to enhance product visibility, acceptance, and demand. The lack of neutral or negative responses indicates a strong perception that promotion plays a crucial role in strengthening the company's product performance in the market. This aligns with marketing theory which posits that effective promotion increases brand awareness, product recognition, and consumer preference, ultimately supporting profitability and business growth.

Implication: The findings imply that the company's promotional efforts are highly impactful and likely contribute to sales performance, customer engagement, and market penetration. Management should therefore continue to invest in targeted promotion strategies to

maintain product relevance and competitive advantage in Lagos State’s paint market. From the above table 18(100%) of fine coat paint distributors and 32(100%) of company staff agree that promotion has effect on company’s product.

**Table 7
Relationship Between Promotion and Business Survival**

Types of responses	No of respondents	% of respondents
Yes	33	66%
No	17	34%
Total	50	100%

Source: Field survey

Table 7 examines respondents’ opinions on whether promotion contributes to business survival in paint enterprises. From the field survey results: Yes: 33 respondents (66%) believe that promotion positively affects business survival. No: 17 respondents (34%) believe that promotion does not significantly influence business survival. Total: 50 respondents (100%). The findings indicate that a majority (66%) of respondents perceive promotion as an important factor in ensuring the continuity and sustainability of the business. Promotional activities, such as discounts, trade incentives, and product campaigns, are viewed as strategies that enhance market visibility, attract and retain customers, and thereby help the business survive in competitive markets. However, 34% of respondents do not see a direct connection between promotion and business survival. This may reflect differences in experience, managerial perspective, or the view that other factors — such as financial management, product quality, or market conditions — are more critical for survival than promotion alone.

Implication : These results suggest that promotion is a significant, but not sole, contributor to business survival. Paint enterprises in Lagos State can leverage well-planned promotional strategies to improve market presence and competitive resilience, but they should also focus on complementary factors such as operational efficiency, innovation, and customer service to ensure long-term survival.

6. HYPOTHESIS STATEMENT

NULL HYPOTHESIS: - sales promotion does not bring about increase in firm’s profitability.

ALTERNATIVE HYPOTHESIS: - Effective sales promotion does not bring about increase in firm’s profitability.

To test the above hypothesis, the table below shall be analysed by using the chi-square distribution at 95% significance level.

**Table 8
Distribution of Respondents on Impact of Sales Promotion on Firm’s Profitability**

Respondents	Degree of agreement			Total
	Strogly agree	Agree	Disagree	
Company’s staff	16	11	5	32
Distributors	18	-	-	18
Total	34	11	5	50

Source: Field survey.

Table 8 shows the degree of agreement among respondents regarding the impact of sales promotion on firm profitability. The respondents are divided into company staff and distributors.

From the field survey results: Strongly Agree: 34 respondents (68%) Agree: 11 respondents (22%) Disagree: 5 respondents (10%). The findings indicate that a majority of respondents (68%) strongly agree that sales promotion positively impacts firm profitability, while 22% agree, and only 10% disagree. Among distributors, there is unanimous strong agreement (100%), indicating that those directly involved in product distribution perceive promotional activities as highly effective in boosting sales and profitability. Among company staff, opinions are slightly more varied: 16 strongly agree, 11 agree, and 5 disagree, reflecting a broader perspective on internal business operations and other factors affecting profitability.

Overall, the data suggests that sales promotion is widely recognized as an important factor in enhancing firm profitability. The small proportion of disagreement may highlight that promotion alone is not sufficient for profitability and must be combined with quality products, efficient operations, and competitive pricing.

Implication: The study implies that paint enterprises should prioritize strategic sales promotions to strengthen revenue generation. The unanimous support among distributors emphasizes the role of promotion in stimulating demand and facilitating product movement in the market. Company management should ensure that promotional activities are well-planned, targeted, and coordinated with other operational strategies to maximize profitability.

7. RESULTS AND DISCUSSION

7.1 Impact of Promotion on Firm Profitability

The study sought to determine whether sales promotion influences firm profitability. Table 5 shows that 39 respondents (78%) believe that promotion increases firm profitability, while 11 respondents (22%) consider promotion ineffective. No respondent indicated a neutral view. This demonstrates a strong consensus that promotion

plays a vital role in improving the financial performance of paint enterprises.

Similarly, Table 8 explores the degree of agreement among respondents regarding the impact of sales promotion on profitability. Among distributors, all 18 respondents (100%) strongly agree that promotion positively affects profitability, highlighting the perceived effectiveness of promotional strategies in facilitating product movement and generating revenue. Among company staff, 16 (50%) strongly agree, 11 (34%) agree, and 5 (16%) disagree, indicating some variation in perception, possibly due to differences in operational responsibilities or exposure to promotional outcomes. Overall, 68% strongly agree, 22% agree, and only 10% disagree, reinforcing that promotion is widely recognized as an important driver of profitability.

Discussion: These findings align with prior empirical studies which emphasize that sales promotions — such as discounts, free samples, trade incentives, and product demonstrations — positively impact sales turnover, revenue generation, and profit margins (Omoruyi et al., 2025; Alabi et al., 2023). The slight disagreement among staff suggests that promotion alone may not suffice; profitability is also influenced by product quality, cost control, and effective distribution.

Implication: Management should continue to invest strategically in sales promotion activities, ensuring they are targeted, consistent, and integrated with overall business strategies to maximize profitability.

7.2 Effect of Promotion on Company Products

Table 6 indicates unanimous agreement (100%) among respondents — 18 distributors and 32 staff — that sales promotion has a positive effect on the company's products. No respondents indicated “average” or “no effect.” This finding suggests that promotional activities not only increase sales but also enhance product visibility, market acceptance, and consumer awareness, which are critical for the market performance of paint products.

Discussion: This supports the view that promotion is a vital marketing tool for creating brand recognition and product preference (Kabuoh et al., 2025). For paint enterprises in Lagos State, where multiple brands compete for market share, promotions serve as a strategic lever to differentiate products and stimulate demand.

Implication: Companies should maintain consistent promotional campaigns, including product demonstrations, trade allowances, and marketing events, to strengthen the market presence of their paint products.

7.3 Relationship Between Promotion and Business Survival

Table 7 examines respondents' views on whether promotion contributes to business survival. The results show that 33 respondents (66%) believe promotion

positively affects survival, while 17 respondents (34%) do not perceive a direct impact.

Discussion: The majority perception highlights that promotion enhances market visibility, customer retention, and competitive positioning, which are crucial for business continuity in a competitive environment. However, the 34% who responded negatively suggest that other factors — including financial management, product quality, operational efficiency, and market conditions — also play essential roles in ensuring long-term survival (IJPREMS, 2025).

Implication: While sales promotion is an important survival strategy, paint enterprises should combine it with sound operational practices, innovation, and customer service improvements to ensure sustainability.

7.4 Integrated Discussion

Overall, the findings from Tables 4.5, 4.6, 4.7, and 4.8 collectively demonstrate that sales promotion is a powerful tool for enhancing profitability, product performance, and business survival in paint enterprises in Lagos State.

Profitability: A large majority (78%) recognize that promotion boosts firm profitability, corroborated by the strong agreement (68%) on the degree of impact.

Product Performance: All respondents agree that promotions improve product visibility and acceptance, showing that promotional strategies are central to marketing success.

Business Survival: While promotion contributes to survival (66% affirmative), other organizational and market factors must complement it to ensure long-term continuity.

Theoretical Alignment: These findings support Marketing Mix Theory (4Ps), which positions promotion as a key factor influencing sales and financial performance. They also align with Profit Maximization and Survival Theories, highlighting that profitability achieved through promotion can enhance resilience and continuity in competitive markets (Omoruyi et al., 2025; Alabi et al., 2023).

Practical Implication: Paint companies in Lagos State should strategically plan and implement promotional tools, focusing not only on short-term sales gains but also on building long-term customer loyalty, brand equity, and operational resilience. Promotion should be integrated with quality control, distribution efficiency, and customer engagement to maximize both profitability and survival.

8. CONCLUSION

From this study, it was discovered that promotion is an effective tools that enable an organisation to survive.

The following findings are revealed that effective promotion will bring about increase on firm's profitability.

Secondly, effective promotional tools will make an organisation to survive in their business. As well as it is clear that there is difference between sales promotion and publicity.

However, from my finding it has been gathered that there are some problems encountered by fine coat paint in the course of designing promotion programs for promoting the sales of fine coat paint. The finding that promotion brings about increase on firm's profitability has a significant implication. To improve sales, proper display of product and product demonstration are essential, to stimulate consumer purchasing effectiveness.

REFERENCES

- Abdeta, O. E., & Zewdie, S. (2021). The effects of promotional mix strategies on organizational performance: Evidence from systematic review of literature. *International Journal of Business and Economics Research*.
- Alabi, A. O., Akilapa, T. P., Kanmodi, A. A., Bamidele, B. O., & Ojo, O. O. (2023). Effects of promotional strategies on the growth of small-scale enterprises in southwest Nigeria. *African Journal of Business and Economic Development*, 3(5), 45–62.
- Business Perspectives. (2024). Impact of advertising and sales promotion expenses on sales performance: Evidence from Jordanian companies. *Innovative Marketing*, 20(4), 89–104.
- Ibeh, J. I., Nnabuko, J. O., & Nwajimeje, J. (2025). Impact of personal selling and sales promotion strategy on market performance of manufacturing firms in Lagos State. *European Journal of Management and Marketing Studies*, 10(2), 112–130.
- IJPREMS. (2025). Sales promotion influence on consumer buying behaviour in Nigeria's brewery industry. *International Journal of Progressive Research in Engineering, Management and Science*, 5(10), 55–70.
- Kabuoh, M. N., Olufolake, S. M., Okwu, A. T., & Erigbe, P. A. (2025). Sales promotion and customer retention of selected food and beverage companies in Lagos State. *Academic Research Publishing Group Journal*, 7(1), 33–48.
- Omoruyi, U. S., Magbadelo, T. O., Adeshola, Q. I., Adewumi, J. O., Okpanachi, A., & Kachalla, I. S. (2025). Impact of sales promotion on organisational performance: Evidence from Unilever Nigeria Plc. *Path of Science*, 11(2), 101–115.
- OpenStax. (2025). Sales promotion and its role in the promotion mix. In *OpenStax Principles of Marketing*.
- Osuolale, et al. (2025). Promotional strategies and business performance: Importance and implications. *ANP Journal of Social Sciences and Humanities*.