

HOLISTIC MARKETING IN ACTION: ENHANCING SALES PERFORMANCE AT NIGERIAN BREWERY

Dr. Oluwaseun Chuka Adebayo

Department of Marketing and Entrepreneurship Faculty of Management Sciences Delta State University,
Abraka, Nigeria

DOI: 10.5281/zenodo.15592696

Abstract

This study examined holistic marketing approach on sales performance of the Nigerian Brewery. This research adopted quantitative research method, and obtained data from a survey of one hundred and seventy-four (174) employees of the Nigerian Brewery Onitsha, Anambra State Nigeria. out of which one hundred and forty-eight (148) responses were retrieved. Results from the descriptive and regression analysis revealed that internal marketing exerted a significant effect on the sales performance of the Nigerian Brewery Onitsha, Anambra State. Relationship Marketing also had a significant effect on the sales performance of Nigerian Brewery Onitsha, Anambra State. The study concluded that Holistic marketing approach has a significant effect on sales performance. It was recommended that managers should plan and design strategies to capture needs and expectations of customers in order to create continuous long-term relationships with them instead of using a lot of resources for searching for new ones.

Keywords Holistic Marketing Approach, Internal Marketing, Relationship Marketing, Sales Performance and Nigerian Brewery

INTRODUCTION

Background to the Study

The complex and cutthroat commercial landscape of the twenty-first century need a fresh mindset and method for carrying out marketing initiatives. One of the newest business philosophies and techniques to develop in reaction to significant shifts in the contemporary marketing landscape is holistic marketing practice. Globalization, deregulation, privatization, increased competition, industry convergence, retail transformation, and disintermediation are some of the major factors influencing organizational activities that require a different approach to marketing (Kotler, Armstrong, Ang, Leong, Tan & Yau, 2012; Oiku & Adeyeye, 2023).

Any organizational strategy's likelihood of success is mostly determined by the management team's beliefs and philosophies. Additionally, Kotler et al. (2012) pointed out that an organization's marketing initiatives are dictated by a certain orientation or ideology. The idea behind holistic marketing is that everything counts and has a

Research Article

substantial impact on an organization's capacity to be profitable and sustainable. It is designed to solve basic issues with organizational performance. Macro environmental influences that ultimately impact organizational competitiveness, performance, and sustainability have lately brought about significant changes in the marketing environment (Oiku & Adeyeye, 2023).

Relationship marketing ideas like commitment trust theory and inter-firm relationship marketing theory are major sources of inspiration for holistic marketing (Iyadi, 2023). Furthermore, social marketing, integrated marketing communication, and internal marketing ideas are all incorporated into holistic marketing (Iyadi & 2023). According to these beliefs, a company must build strategic relationships with all of its stakeholders in order to accomplish its objectives quickly and effectively (Iyadi, 2023). The theories take into account the impact of external factors, internal resource dynamics, and the sort of relationships that need to be cultivated for successful sales performance (Iyadi & Oruakpor, 2023). Both for-profit and non-profit organizations can benefit from the holistic marketing approach as a practical and successful tactic for maintaining organizational performance in a cutthroat market. Profit-making organizations have attempted to adopt this idea, however non-profit organizations are trailing behind (Kotler et al., 2012; Oiku & Adeyeye, 2023).

Inward-facing marketing is known as internal marketing. Marketers utilize internal marketing to drive all departments to meet client needs. By focusing on internal consumers, marketers are truly expanding and refining marketing fundamentals including customer happiness, exchange procedures, and marketing concepts (Iyadi & Ojumude, 2023). According to internal marketing theory, a customer's perception of a business is shaped by their interactions with it overall rather than simply by its offerings. As a result, the experiences of all those who interact with customers, whether directly or indirectly, influence them (Eltayib & Ali, 2022). Customer satisfaction so heavily depends on how well a company's employees perform. Given that workers know more about a company and its goods than any client does, internal marketing is among the most difficult types of marketing (Iyadi & Itimi, 2023). They are especially astute when statements concerning goods or services are made because of their insider's viewpoint. This demographic requires a careful and thorough marketing strategy to persuade. Effective internal marketing initiatives require a marketing degree (Kotler & Armstrong 2012; Eltayib & Ali, 2022).

In order to improve, relationship marketing as a component of holistic marketing has to have its nodes broken down. Improving strategic, mutually beneficial, motivated, and long-lasting connections with customers is one way to build stronger customer interactions (Suherman, et al. 2017). Through conversation, people build relationships, understanding, and shared meaning.

Communication technique is so fundamental to branding and marketing (Iyadi, 2023). A brand is essentially a psychological reality, a collection of concepts, outcomes, and connections that arise via communication; every encounter with a brand is an instance of communication (Kifordu et al, 2022).

Research Article

Internal marketing strategy is one of the holistic marketing nodes that causes issues. To ensure that holistic marketing is carried out appropriately and effectively, internal marketing is valuable for other components that are mutually sustainable (Onuorah, et al, 2022). Through the implementation of an internal marketing strategy known as integrated marketing communication, entrepreneurs are able to maintain the company's viability even in the face of fierce competition

(Igwebuike & Iyadi, 2021). A well-developed marketing communication plan takes into account the purpose of each type of marketing communication, including public relations, sales promotion, and general advertising. This type of integrated marketing communication is achieved by merging internal marketing strategies to maximize stability, clarity, and communication impact (Suherman et al., 2017).

Statement of the Problem

Brewery companies have seen revolutionary shifts from the manual to the technology, from inside to outward, from inbound to outbound strategies, and from task-oriented to customer-centric business practices. The liberalization of the brewery industry, the competitive climate, and industry reforms have all contributed to this transition. As a result, the brewery industry has switched from being a sellers' market to a buyers' market. Because of this, banks now operate in an atmosphere where economic Darwinism prevails and the tenet of "survival of the fittest" governs behavior. In light of this, the manufacturing sector has come to understand how critical it is to absorb marketing principles in order to support and enhance sales success.

Consequently, Brewery firms in Nigeria are investing in relationship marketing, but this remains as a paradox whether this is adding value or not to the organization. Despite many benefits reaped from relationships organizations have failed to fully incorporate relationship marketing in their operations, with their marketing managers and line managers treating it as a second option. Yet the introduction of relationship marketing in the mainstream operations of brewery provides a platform to boost sales performance thereby becoming more competitive and overcoming challenges associated with traditional challenges. As firms enter the new millennium in an increasingly competitive and fragmented market place consisting financially literate customers, increased number of customers who want value for their money and high competition within the sector, there is need for firms to adopt relationship marketing as it has various benefits which help in maintaining sales performance. The gap to be investigated lies on the importance of holistic marketing approach in maintaining optimal sales performance. This discussion posits an opportunity to encourage Nigerian Brewery sector to do holistic marketing in order to maintain a sales performance. The researcher is going to measure the extent to which holistic marketing strategies are important as tools to maintain sales performance.

Objectives of the Study

The main objective of the study is to examine the effect of holistic marketing approach and sales performance in the Nigerian brewery sector. The specific objectives were to:

- i. examine the effect of internal marketing on sales performance in the Nigerian brewery sector
- ii. evaluate the effect of relationship marketing on sales performance in the Nigerian brewery sector

Research Question

The following research question have been developed for the study

- i. what is the effect of internal marketing have effect on sales performance in the Nigerian brewery sector?
- ii. to what extent does relationship marketing have effect on sales performance in the Nigerian brewery sector

Research Hypotheses

The following null hypotheses guided the research objectives

H0₁: internal marketing does not have significant effect on sales performance in the Nigerian brewery sector
H0₂: relationship marketing does not have significant effect on sales performance in the Nigerian brewery sector

Significance of the Study

The conceptual framework for holistic marketing that this study offered interested academics, especially those in the Nigerian brewery industry, strengthens and expands the body of scientific knowledge. Comparatively speaking to other marketing issues, research on holistic marketing is still very new. Managers may create effective strategic marketing plans with the aid of holistic marketing in order to meet their entire goals.

Scholars and professionals agree that holistic marketing and sales performance are essential to the survival and expansion of organizations. The research's conclusions will advance our knowledge and comprehension of holistic marketing and how it affects an organization's ability to make sales. A knowledge vacuum is highlighted by the paucity of studies on the relationship between internal marketing and sales performance. The current investigation will deepen our understanding of the phenomena and its connection while also adding to the corpus of existing information.

Scope of the study

The Nigerian Brewery Onitsha in Anambra State was the exclusive focus of the investigation. The impact of a comprehensive marketing strategy on sales performance was the main focus of the study. Employees of the Nigerian Brewery in Onitsha, Anambra State, were the study's respondents.

LITERATURE REVIEW**Concept of Holistic Marketing Approach**

With many different strategies, holistic marketing is a sophisticated kind of advertising. The purpose of this exercise is to develop several strategies that result in marketing (Iyadi & Edeme, 2022). The idea is predicated on the process of creating, designing, and executing a range of marketing initiatives (Iyadi, 2023). The reason holistic marketing is more beneficial is because it has a clear objective of increasing sales of goods or services (Kuncoro, Ristanto, Suroso, & Elfaz, 2022). Holistic marketing is more of a marketing plan to be built employing all parts of the business in the organization (Iyadi, 2022). Aligning products with message, investigating the worth of products, including management ties with the community and long-term investments, and having an ideal amount of time are all additional benefits of holistic marketing (Iyadi & Assay, 2019). The implementation of holistic marketing involves the establishment of a marketing team, the creation of marketing concepts, the assessment of needs, the identification of environmental engagement, and the monitoring and assessment of the marketing campaign (Iyadi & Christopher, 2022). In essence, holistic marketing has a benefit that makes it possible for the firm to operate there with napa and in accordance with the strategy decided upon by the organisation (Kuncoro, Ristanto, Suroso, & Elfaz, 2022).

In addition to being client-centric, the holistic marketing approach integrates many marketing elements and techniques to produce a smooth and uniform consumer experience (Iyadi & Edeme, 2022). Acknowledging that customers engage with several touch points, including websites, social media, sales reps, and customer support agents, this strategy aims to provide a cohesive and uniform experience among all touch points (Iyadi & Egwuenu, 2017). One of the main themes in holistic marketing is personalization, which attempts to adjust the consumer experience to each individual's requirements and preferences (Li, Chen & Cao, 2021).

Internal Marketing

Internal marketing is a collection of initiatives used by HR departments in businesses to effectively and efficiently inspire, inform, and train staff members to provide clients with improved services (Tsai, 2014). Internal marketing emphasizes that having creative, driven, and content staff members is essential to the success of the company's external marketing efforts (Iyadi & Obialor, 2019). Businesses use internal marketing to improve workers' competences in order to meet organizational goals (SeoYoon Jung, Kyeong-Hyo Jung, & Jae-Ik Shin 2016). The notion of internal marketing was initially suggested to the services industry by Berry and Gronroos, and its origins may be traced back to the 1980s (Barzoki & Ghujali, 2023). Organizations are attempting to raise the caliber and grade of their services in this competitive market. It is well acknowledged by scholars that in order to enhance quality, organizations must serve both internal and external clients. Organizations must focus on meeting the

demands of both internal and external consumers to enhance service quality in order to expand and sustain growth (Sadeghloo et al., 2014).

The concept's main objective is for workers to understand their worth inside the company and feel obligated to act as internal consumers (Iyadi, et al, 2020). An employee's positive view and sense of ownership over the company are seen as significant accomplishments for the organization (Egwuenu, et al, 2019). Second, they must understand that, as employees, they serve as both the organization's internal market and its internal suppliers through relational coordination (Tarurhor, et al, 2022). In the end, they must meet the needs of both the organization and their colleagues in order to give the business a competitive edge. This is achieved by meeting the needs of the internal customers through relational coordination, which is the key to the business' success (Barzoki & Ghujali, 2023). Internal marketing begins when a company hires the best candidates and helps them grow to meet their professional and personal needs. This will enable the workers to produce their best work and increase sales, which will satisfy clients (Sadeghloo et al., 2014).

Relationship Marketing

Relationship marketing is primarily concerned with marketing initiatives that are utilized to establish connections with entities, groups, or other entities in an endeavour to consistently be involved, either directly or indirectly, in the accomplishment of organizational objectives, particularly those of the marketing division (Ighoroje & Akpokerere, 2022). Relationship marketing strategy is defined by Zeithml and Bitner (2013) as putting more of an emphasis on growing and keeping current clients than on bringing in new ones. Connection marketing, according to Chan (2018), is the process of getting to know each customer better through two-way communication and the management of a mutually advantageous connection between the client and the business (Kuncoro, Ristanto, Suroso, & Elfaz, 2022). Based on the available data, relationship marketing may be characterized as the act of fostering positive relationships with all stakeholders in order to enhance the likelihood of the company's survival. Establishing contact between the business and customers is the goal of relationship marketing (Kuncoro, Ristanto, Suroso, & Elfaz, 2022).

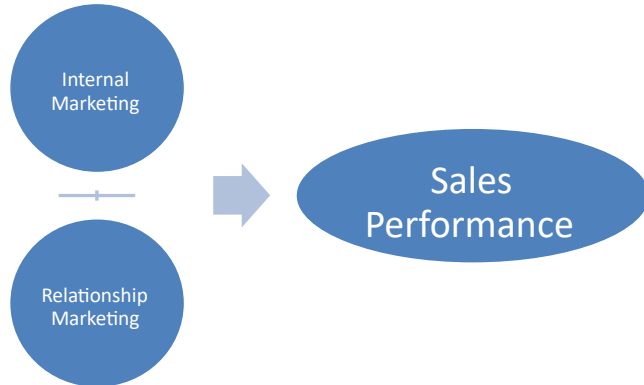
Holistic Marketing and Sales Performance

It has been discovered that holistic marketing improves a number of sales success metrics. Research has demonstrated, for example, that holistic marketing may enhance a company's sales success (Gummesson, 2018). Holistic marketing may improve the way customers perceive a company, boost their propensity to make more purchases, and encourage them to refer others to the brand by delivering a smooth and uniform customer experience. It has also been discovered that holistic marketing positively affects worker satisfaction and engagement. Holistic marketing may provide workers a feeling of direction and significance by coordinating all marketing elements around a common goal and set of values. This can improve workers' motivation, output, and

Research Article

loyalty (Sarstedt, Wilczek & Melewar, 2019). Additionally, holistic marketing may increase the inventiveness and agility of an organisation. Holistic marketing may build an adaptable and responsive company that can adjust to shifting consumer preferences and market situations by combining different marketing elements and tactics (Ngo & O'Cass, 2020).

By promoting experimentation and cross-functional collaboration, holistic marketing may also stimulate innovation. Ultimately, a company's profitability and market share may be increased through holistic marketing. Holistic marketing may improve the consumer's sense of the brand's value and uniqueness, which can raise their willingness to pay and loyalty by establishing a cohesive and consistent customer experience (Duffett, 2017). By removing duplication and allocating resources as efficiently as possible, holistic marketing may also increase the efficacy and efficiency of marketing initiatives. To sum up, holistic marketing is a customer-centered methodology that stresses the combination of different marketing elements and tactics to produce a cohesive and smooth client experience. Numerous indicators of an organization's performance, including market share, employee engagement, customer happiness, loyalty, and profitability, have all been demonstrated to benefit from holistic marketing. When used strategically, holistic marketing may provide businesses a competitive edge and foster enduring relationships with their clients.



Source: Researchers Conceptualization (2024)

Theoretical Review

The main focus of this study is the Dynamic Capability Theory (DCT), which was introduced by Hamel and Prahalad in 1989. The capacity of an organization to deliberately modify its resource base is known as dynamic capability in organizational theory. Teece, Pisano, and Shuen (1997) defined the notion as the capacity of the

Research Article

organization to combine, develop, and reorganize internal and external competencies in response to quickly changing circumstances. The phrase "dynamic capabilities," which emphasizes the capacity to respond appropriately and promptly to external changes, is frequently used in the plural. It calls for a mix of several skills, many of which are closely connected to internal marketing (IM), including empowerment, communication, and organizational support. The strategic research that produced his essay "Core Competencies of the Corporation" (Prahalad, 1990) was the first to use the phrase "dynamic capabilities." Ikujiro, Nonaka, and Hirotaka Takeuchi's innovation strategy book, *The Knowledge-Creating Company* (1995), included a citation for this paper.

The concept of dynamic capabilities has similarities to the earlier notion of operational capabilities; the former concerns an organization's ability to effectively introduce in a working paper in 1989, while the latter relates to an organization's present operations. It is a branch of Gary Hamel's international company that adapts its operations and grows its resources in response (Helfat et al., 2007). According to the notion of dynamic capabilities, top managers of successful businesses must devise ways to adjust to sudden and drastic changes while upholding the minimal requirements for capacity in order to stay competitive. When a new technology emerges, for instance, industries that have historically relied on a particular manufacturing process may not always be able to quickly alter it. In these situations, managers must adjust their own procedures to maximize the use of their current resources while also making plans for future process modifications as those resources deteriorate. "The firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments" is what is meant by dynamic capability.

Empirical Review

The impact of comprehensive marketing strategy on organizational performance was investigated by Oiku and Adeyeye (2023). In this study, descriptive and analytical research designs were applied. Using a basic random sample technique, 150 operators, clients, and employees from three service sectors completed questionnaires, and from those interviews, demographic and primary data were collected. Utilising a pilot survey and Cronbach's Alpha, the study's validity and reliability as well as the variables of measurement were verified. Using the statistical programme for social sciences (SPSS), correlation analysis, multiple regression analysis, and multicollinearity test were employed to analyse the data. The findings demonstrated the strong combined predictability of organizational performance ($R^2=.630$) between the independent variables (holistic marketing, which includes relationship, integrated, internal, and social responsibility marketing) and organizational performance. Following this, organizations—particularly those in the private sector—were advised to implement holistic marketing strategy principles in order to maintain local and global company profitability and customer satisfaction.

Eltayib and Ali (2022) looked at how employee happiness was affected by internal marketing. Employees from the banking industry at various administrative levels participated in the study. The study further seeks to determine the effects of internal training, recruiting, incentives, internal communication, pay, and organizational motivation on the dependent variable, employee satisfaction. 322 copies of the created questionnaire were given to bank workers in Sudan at different levels. Nonetheless, 250 copies of the survey were found, accounting for 77.6% of the copies that were distributed. The findings demonstrate that employee happiness is significantly impacted by the organizational culture. Among the other factors, this one ranked highest, followed by those pertaining to incentives and rewards and their effects on the employees who make up the dependent variable. Conversely, the remaining variables had a negligible effect on the dependent variable, which could be attributed to either a lack of interest on the part of the employees or a lack of awareness regarding the significance of these variables and the necessity of applying them in order to enhance employee performance and boost productivity and effectiveness at work. Data was gathered in Khartoum from a variety of Sudanese bank clients using the convenience sampling approach, and SPSS was utilized for analysis.¹⁶

In Jomon's (2021) study, the impact of a comprehensive marketing strategy on business performance was specifically evaluated with regard to three service industries based in Kerala, India: banking, education, and IT. This study included both analytical and descriptive research designs. One hundred and fifty (150) respondents, who were employees, clients, and operators of three service sectors, were given a questionnaire along with an interview in order to collect demographic and primary data using a simple random sample technique. Utilizing a pilot survey and Cronbach's Alpha, the study's validity and reliability as well as the variables of measurement were verified. Multiple regression analysis and correlation analysis the data were analyzed using the AMOS and SPSS version 20 statistical packages for social sciences (SPSS) multicollinearity test and SEM analysis. The findings demonstrate that the independent variables—that is, relationship, integrated, internal, and social responsibility marketing—were strong joint predictors of company success ($R^2=.630$). The adoption of holistic marketing strategy principles was subsequently recommended to service sector organization in order to maintain the profitability of their operations both locally and globally and to please clients.

Ibojo and Dunmade (2016) used undergraduate students at a private institution in Oyo State, Nigeria, as a case study to investigate the effect of relationship marketing on customer satisfaction. The goals are to ascertain how relationship marketing affects customer satisfaction, how quickly trust affects customer contentment, and how competency and long-term relationships affect customer satisfaction. There was utilization of primary and secondary sources. A questionnaire was used to collect pertinent and essential data from the respondents. Both descriptive and inferential statistics were used to analyse the data. Multiple regression analysis and Pearson correlation were used to examine the hypotheses. According to the results, there would be an 81.1% movement

Research Article

in customer satisfaction for every 1% change in relationship marketing. Finally, the R² value of 0.604 shows that competence and long-term connection together account for 60.4% of the variance in customer happiness. This means that a 1% movement in trust will result in a 72.2% shift in customer satisfaction. As a result, the study comes to the conclusion that relationship marketing positively affects customer satisfaction and hence has a significant impact on it.

METHODOLOGY

The research design used in this study is a qualitative survey. One hundred and seventy-four (174) workers of Brewery Onitsha in Anambra State were randomly selected as respondents. The study employed a structured questionnaire to gather reliable and adequate data from the chosen participants. Subsequently, statistical techniques, both descriptive and inferential, were employed to analyse the data and verify the research hypotheses. Tables were used to help with the analysis so that the gathered data could be understood better.

Table 1: Description of Variables

Type	Variable	Proxies
Dependent	Sales Performance	Sales Performance
Independent	Holistic Marketing Approach	Relationship Marketing
		Internal Marketing

RESULTS AND DISCUSSION

Descriptive Analysis of Structural Questions

Table 2: Internal Marketing on Sales Performance

S/N	Statement	SA	A	U	D	SD	Total
Q1	Gives an organization a market on marketing consequences of its actions.	73 (49.3)	70 (47.3)	3 (2)	1 (0.7)	1 (0.7)	148 (100)
Q2	Provides an effective means for dealing with allocation and evaluation problems	89 (60.1)	49 (33.1)	3 (2)	6 (4.1)	1 (0.7)	148 (100)
Q3	Increase engagement with firm's objectives	102 (68.9)	42 (28.4)	4 (2.7)	-	-	148 (100)

Research Article

Q4	Motive to offer the best possible service	101 (68.2)	35 (23.6)	8 (5.4)	2 (1.4)	2 (1.4)	148 (100)
-----------	---	---------------	--------------	------------	------------	------------	--------------

Source: Researcher's Field Survey Result (2024)

Table 2 presents the analysis of the opinions of respondents as regards the internal marketing and the sales performance. The 80% of the respondents consistently fall within the categories of Strongly Agree and Agree. This implies that the Nigerian brewery Onitsha, Anambra State employ internal marketing as a major part of their holistic marketing approaches.

Table 3 provides the analysis of the responses from the questionnaire as regards respondents relationship marketing and sales performance. Similar to the results from adoption of relationship marketing, over 80% of respondents strongly agreed or at least agreed with the statements. This indicates that the Nigerian Brewery Onitsha consistently apply relationship marketing as a vital component of their holistic marketing strategy.

Table 2: Relationship Marketing on Sales Performance

S/N	Statement	SA	A	U	D	SD	Total
Q5	Product recommendation to clients	71 (48)	73 (49.3)	4 (2.7)	-	-	148 (100)
Q6	Converts customers to business associates	89 (60.1)	55 (37.2)	4 (2.7)	-	-	148 (100)
Q7	Stimulates lifetime value of customers	98 (66.2)	39 (26.4)	7 (4.7)	1 (0.7)	3 (2)	148 (100)
Q8	Access to new customer acquisition	102 (68.9)	44 (29.7)	1 (0.7)	1 (0.7)	-	148 (100)
Q9	Build brand awareness	98 (66.2)	46 (31.1)	2 (1.4)	2 (1.4)	-	148 (100)

Source: Researcher's Field Survey Result (2024)

Test of Hypotheses

H₀₁: internal marketing does not have significant effect on sales performance in the Nigerian brewery sector

Table 4: OLS Results from regression of Internal Marketing on Sales Performance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	3.889	.425		9.143	.000
Internal Marketing	.203	.070	.236	2.913	.004

Source: SPSS regression output

From Table 4, it can be seen that the p-value of the positive coefficient of internal marketing is less than 0.05 (sig = 0.004), therefore the null hypothesis is rejected and the study concludes that internal marketing has a significant and positive impact on the sale performance of the Nigerian Brewery Onitsha, Anambra State. This result is consistent with the findings of the descriptive analysis.

H₀₁: relationship marketing does not have significant effect on sales performance in the Nigerian brewery sector

Table 5: OLS Results from Regression of Relationship Marketing on Sales Performance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	4.812	.426		11.289	.000
Relationship Marketing	.038	.057	.055	.664	.001

Source: SPSS regression output

In Table 5, the coefficient of firm's marketing resources is positive; indicating that firm's marketing resources has a positive relationship with performance. However, the positive coefficient is significant since its p-value is greater than 0.05 (Sig = 0.001), hence we reject the null hypothesis and therefore conclude that relationship has significant effect on the sales performance of the Nigerian Brewery Onitsha, Anambra State.

Discussion of Findings

The Nigerian Brewery Onitsha, Anambra State, has actively implemented holistic marketing strategies, with the adoption of internal marketing and relationship marketing being crucial tactics within the corporate marketing

campaign, according to the results of the descriptive statistics. The results also show that the Nigerian Brewery in Onitsha, Anambra State, has seen an improvement in sales, which the respondents admit is a result of using holistic marketing techniques. Thus, the study came to the conclusion that the Nigerian Brewery Onitsha, Anambra State, has better sales performance when it uses a holistic marketing approach.

Regression study verified the comprehensive marketing approach's noteworthy impact on the Nigerian Brewery Onitsha, Anambra State, sales performance. Internal marketing did have a major impact, but relational marketing also had a significant impact. The influence of internal marketing on employee satisfaction was studied by Eltayib and Ali (2022), and their findings are consistent with this beneficial effect of internal marketing. The findings demonstrate that employee happiness is significantly impacted by the organizational culture. Among the other factors, this one ranked highest, followed by those pertaining to incentives and rewards and their effects on the employees who make up the dependent variable. Conversely, the remaining variables had a negligible effect on the dependent variable, which could be attributed to either a lack of interest on the part of the employees or a lack of awareness regarding the significance of these variables and the necessity of applying them in order to enhance employee performance and boost productivity and effectiveness at work.

Additionally, the beneficial effects of relationship marketing align with research conducted in 2016 by Ibojo and Dunmade, who used undergraduate students at a private institution in Oyo State, Nigeria, as a case study to investigate the effects of relationship marketing on customer satisfaction. The goals are to ascertain how relationship marketing affects customer satisfaction, how quickly trust affects customer contentment, and how competency and long-term relationships affect customer satisfaction. There was utilization of primary and secondary sources. A questionnaire was used to collect pertinent and essential data from the respondents. Both descriptive and inferential statistics were used to analyse the data. Multiple regression analysis and Pearson correlation were used to examine the hypotheses. According to the results, there would be an 81.1% movement in customer satisfaction for every 1% change in relationship marketing. Finally, the R^2 value of 0.604 shows that competence and long-term connection together account for 60.4% of the variance in customer happiness. This means that a 1% movement in trust will result in a 72.2% shift in customer satisfaction. As a result, the study comes to the conclusion that relationship marketing positively affects customer satisfaction and hence has a significant impact on it.

Conclusion

As a result of this study, holistic marketing has been shown to be a crucial marketing tactic that successfully plans and executes procedures and programs to deal with the complexity of the market. It has brought attention to the necessity of using the two holistic marketing components in order to properly address the sales performance. This research examines the goals and substance of holistic marketing, elucidates how it affects businesses, and outlines

Research Article

the whole implementation sales process. The study comes to the conclusion that only a comprehensive marketing strategy could provide long-term sales results, which would then aid in the achievement of marketing goals.

Recommendations

Recommendation depending on the findings of the research: Brewery managers may use internal marketing to improve their sales performance and the overall success of the Nigerian brewery industry. This calls for more involvement from the administration at all levels in all facets of internal marketing.

- i. Rather of using a lot of resources looking for new clients, managers should plan and develop strategies to meet the requirements and expectations of current clients in order to establish ongoing, long-term partnerships with them.

REFERENCES

- Barzoki, A. S., & Ghujali, T. (2023). Study the relationship of internal marketing with job satisfaction, organizational commitment and organizational citizenship behavior. *International Journal of Academic Research in Business and Social Sciences*, 3(3), 33.
- Duffett, R. G. (2017). Exploring the role of social media in effective integrated marketing communication. *Journal of Promotion Management*, 23(5), 619-641.
- Egwuenu, A.S., Iyadi, R. C & Olannye A. P. (2019). Trade fair and marketing performance. *Nigeria Journal of Management Sciences*, 7(1), 146–158.
- Eltayib N.H.E. & Ali A.B.M. (2022) The Effect of Internal Marketing Determinants on Employee Satisfaction, *British Journal of Marketing Studies*, 10(6),74-84
- Gummesson, E. (2018). From marketing mix to relationship marketing: Towards a paradigm shift in marketing. *Management Decision*, 56(2), 223-239.
- Ighoroje, E. J. & Akpokerere O. E. (2022). Microfinance banks' credit accessibility and poverty reduction in Nigeria. *Journal of Finance & Accounting Research*, 4(4), 162-168.
- Igwebuike, K.C & Iyadi, R.C. (2021). Marketing and the Politics of Economic Development: The Nigeria Experience. *Journal of Management Sciences*, 5(2), 29–35.
- Iyadi, R. C. & Edeme, N. C. (2022). Organizational culture and consumer buying behavior: A focus on fashion industry in Nigeria. *Journal of Xidian University*, 16(12), 663-674.

Research Article

- Iyadi, R. C. (2023). Social media platforms and consumer purchase behavior: evidence from fashion industry in Nigeria. *Journal of Xi'an University of Architecture & Technology*, 15(6), 286-312.
- Iyadi, R. C (2022). Customer Relationship Management and Its Effect on Business Growth: A Focus on Microfinance Banks in Delta State, Nigeria. *International Journal of Academic Accounting, Finance & Management Research (IJAAFMR)*, 6(7), 33-44.
- Iyadi, R. C. (2023). Niche marketing technique and firms survival in the Nigeria telecommunication sector. *Journal of Emerging Trends in Management Sciences and Entrepreneurship*, 5(1), 154–176.
- Iyadi, R.C & Assay, B. (2019). The impact of social media networks on insecurity in Nigeria. *Lapai International Journal of Management and Social Sciences*, 11(2), 154-161.
- Iyadi, R.C & Christopher, N. C. (2022). Marketing research and organizational performance: A Study of Cadbury Nigeria Plc. *International Journal of Intellectual Discourse*, 221 – 233.
- Iyadi, R.C & Edeme, N.C. (2022). Consumer Behavior Strategy and Consumer Purchase Intention of made Nigeria Fabrics: A study of Abraka, Delta State, Nigeria. *Journal of Management Sciences*, 20(1)22–39.
- Iyadi, R.C & Ekwuenu, S.A (2017). Impact of service scape on customer loyalty in the fast-food industry in Asaba. *International Journal of Economic Perspective*, 11(1), 30-45.
- Iyadi, R.C & Itimi, L. (2023). Sustainability: A focus on fast consumer moving goods firms in Nigeria. *British Journal of Business and Marketing Research*, 6(5), 1-17.
- Iyadi, R.C & Obialor I.C. (2019). Service delivery in electricity subsector of Nigeria Economy. *Lapai International Journal of Management and Social Sciences*, 11(2), 283-287.
- Iyadi, R.C & Ojumude, M. J. (2023). Product positioning strategies and customer patronage. *Advance Journal of Economics and Marketing Research*, 8(9), 1–16.
- Iyadi, R.C & Oruakpor, J. (2023). Services uniqueness and sales force creativity in the Nigeria Telecommunication Sector. *European Journal of Marketing and Management Sciences*, 6(5), 1- 12.

- Iyadi, R.C. & Sado, P. (2023). Marketing strategies and consumer purchase behavior: A focus on manufacturing firms. *Advance Journal of Business and Entrepreneurship Development*, 7(5), 1- 24.
- Iyadi, R.C. (2023). Customer complain handling strategies and customer retention: evidence from bakery sub-sector of food processing industry in Nigeria. *Journal of Management and Entrepreneurship Research*, 5(6), 1036-1053.
- Iyadi, R.C. (2023). Social media platforms and consumer purchase behavior: An evidence from fashion industry in Nigeria. *Journal of Xi'an University of Architecture and Technology*, 15(6), 286–312.
- Iyadi, R.C., Kifordu, A.A, & Ofili, P.N (2020). The impact of public relations in managing students related crisis in Nigeria Tertiary Institutions. *International Journal of Advanced Science and Technology*, 29(7), 14297-14308.
- Jomon J.M, (2021). Influence of holistic marketing strategy on business performance of service firms. *Palarch's Journal of Archaeology of Egypt/Egyptology* 18(1). ISSN 1567-214x
- Kifordu; A. A., Ogala, S. C. & Iyadi, R. C. (2022). Relationship between technological disruption and business performance in Nigeria: Covid-19 in Focus. *The Academy of Management (TAMN) Journal*, 17(3), 129-138.
- Kotler, P., Armstrong, G., Ang, S. W., Leong, S. M., Tan, C. T., & Yau, O. (2012). *Principles of marketing: A global perspective*. Research collection Lee Kong Chian School of Business.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2016). *Marketing 4.0: Moving from traditional to digital*. John Wiley & Sons.
- Kuncoro, A., Ristanto, H., Suroso, I., & Elfaz, M. A. (2022). Holistic marketing: Integrated marketing and relationship marketing impact to marketing performance. *International Journal of Health Sciences*, 6(S4), 421–430. <https://doi.org/10.53730/ijhs.v6nS4.5526>
- Li, Y., Chen, X., & Cao, X. (2021). The impact of strategic planning on organizational performance: A meta-analysis. *Journal of Business Research*, 131, 661-670.

Research Article

- Ngo, L. V., & O'Cass, A. (2020). Holistic marketing, innovation capability, and firm performance: A study of Vietnamese SMEs. *Journal of Business Research*, 116, 270- 280.
- Oiku, P.O., & Adeyeye, T.C., (2023). Effects of Holistic Marketing on Organizational Performance. *British Journal of Management and Marketing Studies* ISSN: 2689-5072. 6(3), 2023 (117-127).
- Onuorah, A.C., Iyadi, R. C. Kifordu, A. A. & Ofili, P. N. (2022). Financial creativity and innovative marketing on business performance: A collaborative study of selected commercial banks in Nigeria. *International Journal of Advance Science and Technology*, 14297-14308.
- Sadeghloo, M., Nodeh, Z. H., & Rajabloo, R (2014). The relationship between internal marketing and organizational commitment in Golestan's sports and youth offices.
- Sarstedt, M., Wilczek, E., & Melewar, T. C. (2019). The effects of brand purpose and brand love on employee engagement and satisfaction. *Journal of Business Research*, 96, 343-354.
- Tarurhor, M. E., Aruoren, A. A. & Owolabi, E.E. (2022). Inventory management and firms performance of listed manufacturing firms in Nigeria. *Innovations*, 68(4), 548-560.
- Zeithaml, V. A., & Bitner, M. J. (2003). *Services Marketing (International Edition)*. Singapore: McGraw Hill Companies, Inc