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USING DIGITAL GUERRILLA AND AMBUSH MARKETING FOR SALES TARGETS ACHIEVEMENTS OF SELECTED SMALL AND MEDIUM SCALE ENTERPRISES IN NIGERIA

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Abstract

This study was on the effect of digital guerrilla and ambush marketing on achieving sales target of SMEs in Abia State. A sample size of 250 was determined from a population of 661. The study adopted a causal survey research design. This was carried out through questionnaire administration to the target respondents; especially the owners, managers and employees of the selected Small and Medium Scale Enterprises (SMEs) in the study area. Simple regression model will be used to test the hypotheses. The study established that guerrilla marketing, ambush marketing, street marketing, viral or stealth marketing strategy as indices for sales growth strategy were significant and positively affect sales performance of the selected SMEs in the study area. The research recommends that SMEs should manage their use of guerrilla marketing strategy effectively by making their product available at unexpected places to retain their old customers. Also, there should be improvement in online ambush marketing. Such will stimulate efforts to make create new "demand curve" for the SMEs products in the long-run. And there in the need to concentrate efforts on viral marketing by creating buss, using stealth marketing in digital marketing activities of the SMEs. Such will create not only product awareness. It will also influence customers purchase decisions via product or service trials of the company's brands. Finally, the study recommends that the businesses of SMEs should embark on digital and social marketing. Because these are the platforms were their products and are displayed.

Keywords: Digital, Online, Guerrilla, Ambush, Viral, Social Media, Marketing.

Introduction

Digital marketing is great in enabling customers to interact and share ideas that can build a sense of community and trust, encourage innovation, solve problems in real-time marketing credibly. Digital marketing is a great way to break down marketing communication barriers to transfer the firm's marketing activities, performance, experience and promote all innovation and growth using online, social media and internet as channels. It would be in the best interest of Small and Medium Scale Enterprises (SMEs) to focus on digital guerrilla, ambush and viral marketing to achieve online street marketing. within the SMEs.

Such digital marketing activities rely on online ambush which creates online presence of a brand in the internet and other social media platforms like Facebook, YouTube, twitter (X), etc. This can bestow the SMEs with many benefits. Digital guerrilla, ambush, and viral marketing can have the synergy of marketing power to engage customers within the SME Firms' websites and help the firm to enhanced increase in. However, the question remains, how is SME firm responsible for ensuring that digital guerrilla, ambush and viral marketing communication occur within the SMES' website, and how is the effectiveness of the digital ambush marketing communication evaluated appropriately over space and time? This is the concern of this study.

Online guerrilla Strategy is a form of digital marketing strategy best suited for the small scale enterprises because of lack of resources or market advantage to challenge larger firms. An online or digital guerilla attack uses social media, internet and other digital channels to achieve a sort of the hit-and-run principle to selectively attacking where and when an under-dog (other enterprise) can temporarily exploit the situation to its advantage (Sultan, 2012). In modern competitive business and marketing, firms now adopt digital ambush marketing; which similar to conventional street marketing. But this is carried online especially by Small and Medium Scale Enterprises (SMEs). Digital ambush marketing is a form of associative marketing, utilized by an organization to capitalize upon the online awareness, attention, goodwill, and other benefits, generated by having an association with an event or property, without that organization having an official or direct connection to that event or property *(*Owara, Nkwoach & Onyeme, 2017).

Adopting digital ambush marketing as one of the dynamics of modern marketing also romances its business strategies with online street marketing. This strategy sees the market space as an online street. It is usually used to create advertorial effects for company's brands. Modern street marketing is not confined to fixed analogue advertisements which is carried out in the street only. Rather there is adoption of digital and online practice whereby organizations utilize online brand ambassadors to create product and brand awareness. This is stealth marketing which creates online buzz for customers. Through this digital marketing strategy, the firm can distribute product samples and discount vouchers and answer queries about the product while emphasizing the brand. The brand ambassadors may be accompanied by a bicycle kiosk which contains the product samples or demonstration materials, or they may be wearing a "walking billboard". The physical interaction with consumers has a greater influencing power than traditional passive advertising. This is an extension of guerrilla marketing in modern SMEs marketing strategy to achieve their sales targets.

Online guerrilla, ambush and street marketing have become vital marketing strategies by SMEs. Because the digital marketing activities of the SMEs form part of their designed marketing strategies which allow them to compete with the large scale enterprises in the face of global and domestic competitions. Thus, in order to compete and survive successfully, locally and globally, small and medium scale enterprises must not only be in business to enjoy the short-term profit maximization. Rather there is the need to design digital marketing strategies, and at the same time evaluate how these competitive strategies will eventually reflect in their marketing performance and sustainable sales advantage at the long run (Walker & Webster, 2014). This is why there is the need to carry out an empirical study of how the synergy of digital guerrilla, ambush, and street marketing can create online viral marketing for SMEs. And thereby help these firms achieve their sales targets.

Marketing strategies are those business and sales strategies designed by a business enterprise to create and capture values in a target market relative to competitors (Abernathy. & Utterback, 2015). These marketing strategies cover production, pricing, distribution and promotional strategies. Their aim is to achieve competitive strategies which are cost leadership, differentiation, market focus and strategic alliance strategies (Porter, 2012). These were seen as generic strategies, as were proposed by Porter in 1980. But recent business and marketing scholars have suggested other competitive strategies namely guerrilla and ambush marketing (Levinson, 2008); and other competitive strategies designed to gain market positions in a particular industry such as flanking, encirclement etc. (Afende, 2015).

This study is of the opinion of developing the synergistic effect of the combination approach to guerrilla, ambush and street marketing strategies by SMEs to gain and sustain sales performance in their businesses. This can be evaluated based on how these strategies can lead to increase in sales volume. However, the sustainability of the combination of these marketing strategies and their synergistic effect on sales volume by SMEs has not been given serious scholarly attention in academic literature. Rather, some scholars have carried out researches on the effect of generic marketing and competitive strategies collectively on generic organizational performance of large firms, given so much attention on the financial indicators of performance namely: profitability, sales volume, return on equity, shareholders value, market share etc. (Afande, 2015; Adeyeyetolulope, 2014). This implies that some of the current literatures did not treat the effect of guerrilla, ambush and street marketing strategies on specific marketing performance indicators like namely customer patronage, customer loyalty, sales volume, market share etc. Even when they are studied in this dimension, there is still paucity of studies on this as regards SMEs, especially in Nigeria (Afande, 2015; Robert & Gathinji, 2014). It is therefore, the attempt of this research to study the effect of these digital marketing strategies namely guerrilla, ambush, viral and street marketing on the sales performance of selected SMEs in Nigeria.

Statement of the Problem

Small and Medium Scale Enterprises (SMEs) in Nigeria, as in many other countries of the world are characterized with stiff competition which has affected their performance in terms of growth and survival. This competition has been accelerated by globalization, product proliferation, trust, collusion and related

business activities of the large (Oligopolistic) firms. The problem is that some of these SMEs do not have competitive strengths for their growth and survival; while others operate on hunches (Afande, 2015). Ambush guerrilla Strategy is form of strategy is best suited for the small scale enterprises because of lack of resources or market advantage to challenge larger firms. An online guerilla attack uses the hit-and-run principle to selectively attacking where and when other enterprise can temporarily exploit the situation to its advantage (Sultan, 2012). In the process however, the designing and the implementation of these digital marketing strategies are not usually easy to achieve; given the fragmented industry characteristics which prevail where the SMEs are operating or are intending to operate. The industry analysis model proposed by Porter (1980) should be adopted herein. Such will help to enhance the determination of the influence of industry characteristics on firm's strategies and how these can affect sales performance of these SMEs.

Many scholars have not delved into the study of direct effect of guerrilla, ambush and street marketing on the sales performance of small and medium scale enterprises in Nigeria. Only few literatures are available. Like Okwara, Nkwoach and Onyeme (2017) carried out a research on the impact of guerrilla marketing on the sales performance of entrepreneurs in Alaba International Market. These researchers used survey research design with a sample size of 80 respondents. Simple (percentage) descriptive statistics was used for data analysis. And it was concluded that guerrilla marketing has impact on the sales performance of the entrepreneurs in Alaba International market. And therefore, recommended the adoption of guerrilla and street marketing among entrepreneurs in the study area. It is based on these gaps on empirical literature that this research was motivated.

Objectives of The Study

The broad objective of the study was to determine the effect of digital marketing on achieving sales target of SMEs in Abia State. Specific objectives were to:

i. Determine the effect of online guerrilla marketing on the sales volume of selected SMEs in Abia State;

ii. Examine the effect of online ambush marketing on the sales volume of selected SMEs in Abia State;

iii. Analyze the effect of online street marketing on the sales volume of selected SMEs in Abia State; and

iv. Determine the effect of viral marketing on the sales volume of selected SMEs in Abia State.

Research Hypotheses

The following four (4) null hypotheses were formulated to guide the study.

$H0_1$: Online guerrilla marketing has no significant effect on the sales volume of selected SMEs in Abia State.

$H0_2$: Online Ambush Marketing has no significant effect on sales performance the selected SMEs in the South-Eastern States of Nigeria.

$H0_3$: Online Street marketing has no significant effect on sales performance the selected SMEs in the South-Eastern States of Nigeria.

$H0_4$: Viral marketing has no significant effect on sales performance the selected SMEs in the South-Eastern States of Nigeria.

Review of Related Literature

Digital Marketing

Digital marketing is great in enabling customers to interact and share ideas that can build a sense of community and trust, encourage innovation, solve problems in real-time marketing credibly. Digital marketing is a great way to break down marketing communication barriers to transfer the firm's marketing activities, performance, experience and promote all innovation and growth using online, social media and internet as channels. It would be in the best interest of Small and Medium Scale Enterprises (SMEs) to focus on digital guerrilla, ambush and viral marketing to achieve online street marketing. within the SMEs. Such digital marketing activities rely on online ambush which creates online presence of a brand in the internet and other social media platforms like Facebook, YouTube, twitter (X), etc. This can bestow the SMEs with many benefits.

Guerrilla Marketing

The term "guerrilla marketing" is traced to guerrilla warfare, which employs atypical tactics to achieve an objective. In 1984, the term guerrilla marketing was introduced by Leo Burnett's creative director Jay Conrad Levinson in his book *Guerrilla Marketing (*Okwara, Nkwoach & Onyeme, 2017). The term itself was from the inspiration of guerrilla warfare which was unconventional warfare using different techniques from usual and small tactic strategies used by armed civilians. It involves high imagination and energy to execute a guerrilla marketing campaign. This kind of marketing is purely focusing on taking the consumer by surprise, creating a greater impression and eventually leading to buzz through word-of-mouth or social media platforms *(*Okwara, Nkwoach & Onyeme, 2017). Guerrilla Strategy is form of strategy is best suited for the small scale enterprises because of lack of resources or market advantage to challenge larger firms. A guerilla attack uses the hit-and-run principle to selectively attacking where and when an under-dog (small scale enterprise) can temporarily exploit the situation to its advantage (Sultan, 2017). This strategy can be achieved through following: i). Go after customers that are important to the rivals; ii). Pick customers who are not very loyal to the rivals; iii). Focus on areas where the rivals are over-extending themselves to the point of slacking in service; iv). Catch some odd orders which the rival may miss and v). Slam rivals' proceedings should they use unethical tactics (Abiodun & Harry, 2014).

Digital Ambush Marketing

Ambush marketing is a form of associative marketing, utilized by an organization to capitalize upon the awareness, attention, goodwill, and other benefits, generated by having an association with an event or property, without that organization having an official or direct connection to that event or property *(*Okwara, Nkwoach & Onyeme, 2017). It is typically seen at major events where rivals of official sponsors use creative and sometimes covert tactics to build an association with the event and increase awareness for their brands. For example, Nike during the 2012 London Olympics, Nike created 'find your Greatness' spots where they featured athletes from several locations called London (but without showing the real London or referring to the Olympic games) which helped in building a strong association between London Olympics and Nike *(*Okwara, Nkwoach & Onyeme, 2017).

Online Street Marketing

Street marketing uses unconventional means of advertising or promoting products and brands in public areas with the main goal to encourage consumers to remember and recall the brand or product marketed. As a division of guerrilla marketing, street marketing is specific to all marketing activities carried out in streets and public areas such as parks, streets, events etc. *(*Okwara, Nkwoach & Onyeme, 2017). Street marketing isn't confined to fixed advertisements. It is common practice for organizations to utilize brand ambassadors who can distribute product samples and discount vouchers and answer queries about the product while emphasizing the brand. The brand ambassadors may be accompanied by a bicycle kiosk which contains the product samples or demonstration materials, or they may be wearing a "walking billboard". The physical interaction with consumers has a greater influencing power than traditional passive advertising. According to Marcel Saucet and Bernard Cova in Okwara, Nkwoach & Onyeme (2017). Street marketing can be used as a general term encompassing six principal types of activities:

*Distribution of flyers or products***:** This activity is more traditional and the most common form of street marketing employed by brands.

Product animations: This form of operation consists of personalizing a high-traffic space using brand imagery. The idea is to create a micro-universe in order to promote a new product or service.

Human animations: The goal of such actions is to create a space in which the brand's message is communicated through human activity.

Road shows: This form of mobile presentation is based on the development of means of transport: Taxi, bike, Segway, etc.

Uncovered actions: These activities involve the customization of street elements.

Event actions: These activities take the form of spectacles, such as flash mobs or contests. The idea is to promote a product, service or brand value through organization of a public event.

Presence marketing: This is a guerrilla marketing type that goes along the same lines as ambient marketing. Products are to maintain a constant presence through product placements, street ads, stalls at local festivals and markets.

Viral/Buzz Marketing

Viral marketing describes any strategy that encourages individuals to pass on a marketing message to others, creating the potential for exponential growth in the message's exposure and influence. Like viruses, such strategies take advantage of rapid multiplication to explode the message to thousands, to millions. Off the Internet, viral marketing has been referred to as "word-of-mouth", "creating a buzz", "leveraging the media", "network marketing", But on the Internet, for better or worse, it's called "viral marketing". Similarly, buzz marketing uses high-profile media to encourage the public to discuss the brand or product. Buzz marketing works best when consumer's responses to a product or service and subsequent endorsements are genuine, without the company paying them. Buzz generated from buzz marketing campaigns is referred to as "amplified WOM" (word-of-mouth), and "organic WOM" is when buzz occurs naturally by the consumer *(*Okwara, Nkwoach & Onyeme, 2017).

Sales Volume

Sales volume is the quantity of sales made by an enterprise over a specific time period. This comes from customer patronage; and can be quantified into monetary terms like naira, dollar or in other units like cartons, cans, creates, liters etc. (Best, 2014). Sales volume is the multiplication of the unit sales to the prices of the goods sold (Robert & Gathinji, 2014).

Some enterprises design some strategies to achieve immediate sales. This they easily do through some aggressive selling strategies which are (easily) adopted to track unprecedented marketing opportunities to achieve return on investment (ROI) at the expense of long-term market share and sustainable profitability. This has affected the long-run growth and survival of these firms (Spheered, Saloner, G. & Pondolyn, (2010); Best, 2014).

Small and Medium Scale enterprises (SMEs)

The concept of small scale business has been an issue for debate as different individuals, nations and groups define it to suit their own systems and purposes (Boniface & Israel, 2015). Thus, some authors have defined small scale business from the stand point of its relevance in the development of any economy (Boniface & Israel, 2015).

The Nigerian companies and Allied Matters Act (1990) Section 376 gave a blue print for the characterization and possible definitions of small companies which are:

i) Private companies limited by share and business turnovers for the year;
ii) The net assets value of the company not more than ₦1 million or such amount may be fixed by the commission;
iii) None of the members of the company is a government agent and nominee;
iv) None of the members is an alien;
v) The directors of the company hold not less than 50% of the equity share capital of the company (AMA, 1990 in Boniface & Israel, 2014).

However, according to the Organization for Economic Co-operation and Development (OECD), the characteristics of SMEs not only reflect the economic pattern of a country, but also the social and cultural dimensions. These differing patterns are noticeably reflected within different definitions and criteria for SMEs adopted by different countries where as some refer to the number of employees as their distinctive criteria, others used invested capital, and some use a combination of the number of employees, invested capital, sales and industry (Abiodun & Harry, 2015).

Theoretical Review

Sales and Profit Maximization Model (Semion, 1980)

Sales and profit maximization model, commonly called “profit-sacrificers” model was developed by Nobel Laureate Herbert Semion in 1980. This economist believed that though the major objective of an enterprise is profit maximization, there is also the need to sacrifice part of this profit to achieve increase in sales volume. Those firms that adopt this profit sacrifice instead of profit maximization are called “Profit-Sacrifices”. The essence of the model is that when part of the profit is sacrificed, it leads to increase in sales volume through price cut and penetration pricing (reduction in price); or using low-price for the firm’s output. Such strategy will

lead to market share increase and sustainable superior performance with competitive advantage (Tresh, 2001). This model was discussed to explain sales volume and market share as some of the indicators of marketing performance (as one of the dependent variables of the conceptual framework).

The Assimilation Theory of Consumer Behaviour (Anderson, 1973)

The assimilation theory of the consumer is relative to the customer acquisition, patronage and retention as some of the indicators of marketing performance (Best, 2014). Festingers theory of dissonance (1957) forms the basis for the theory of assimilation. The theory of dissonance states that "the consumer makes a sort of cognitive comparison between the expectations regarding the product and the perceived performance. If there is a discrepancy between expectations and the product perceived performance, the dissonance will not fail to appear. This point of view on post-purchase evaluation was introduced in the literature discussing satisfaction under the form of theory of assimilation (Aderson, 1973). According to Anderson, the consumer tries to avoid dissonance by adjusting their perceptions of a certain product in order to bring it closer to their expectation. In a similar way, the consumer can reduce the tension resulted from the discrepancy between the expectation and the perceived performance of the product, by distorting the expectations so that they can be in agreement to the perceived product's performance and by increasing the level of satisfaction through maximizing the relative importance of experimental discrimination (this leads to the consumers being motivated to enough to adjust both their expectations and perceived product's performance. And dissatisfaction (dissonance) will disappear (Isae & Piusu, 2014). This theory was used to explain the concept of customer patronage as one of the indicators of marketing performance.

Empirical Review

Some empirical reviews were carried out in the process of the study. Some were presented herein.

Akande (2012) used chi-square and ANOVA to examine the influence of strategic management skills on SMEs in Nigeria applying questionnaires among 240 block making enterprises. His finding agrees with that of Oyedijo, (2012) that organizational strategies are highly positively correlated with performance in the sampled SMEs. This study gives additional evidence to Miles and Snow's model of strategic choices in the small business context. However, it is important to state that the study is limited to only one industry, which reduces the potential to derive generalizable conclusions as the study was limited to the strategic entrepreneurial skills needed for better performance of SMEs operating in Oyo and Osun, Nigeria. It was concluded that strategic management skill is a new concept in the country that requires much attention.

Similarly, Tiemo (2013) examined the existing strategies of small and medium sized enterprises in Nigeria in order to know if they adopt more of unconscious action or deliberately planned patterned behaviour among 72 SMEs in Delta state, Nigeria. The author used chi-square to study the relationships. Empirical findings noted that the SME sector is the main driving force behind job creation, poverty reduction, wealth creation, income distribution and reduction in income disparities. Also, most of the government interventions failed to create a much needed transformation due to poor coordination and monitoring and policy inconsistencies.

Methodology

The study was carried out in Abia State in the South-Eastern geopolitical zone of Nigeria, because the state has urban areas where SMEs operate. On the basis of scope of operations, we studied SMEs that operate in the following five (5) markets, namely: 1. Table Water, 2. Food and Beverages, 3. Hotel and Eateries, 4. Supermarkets and finally, 5. Bakery and Confectioneries. These five markets operate in fragmented industries; that is more competitive (Afande, 2015; Adeniyi, 2013).

The study adopted a causal survey research design. This was adopted to examine the effect of focus strategy on the sales volume of the selected Small and Medium Scale Enterprises in the study area. Such would help in the design of their future businesses and marketing activities in the face of global competition. However, the opinion of the respondents will be elicited through a well-structured Likert-scale type of questionnaire. This was carried out through questionnaire administration to the target respondents; especially the owners, managers and employees of the selected Small and Medium Scale Enterprises (SMEs) in the study area. Simple regression model will be used to test the hypotheses stated. The study population was six hundred and sixty-one (661). This comprised the staff of those SMEs that operate within the ambience of the five (5) selected Small Scale Enterprises. Taro Yamen's method was adopted to compute the sample size 250. Content validity was adopted in this study. A 5-point likert scale questionnaire designed for the study. The reliability of the research instrument was done through a test-retest content reliability. Correlation model was adopted to test the capacity of the questionnaire to generate data for the study. The test-retest results were presented herein. And the decision was based on Cronbach Alpha Model. The formular for the Cronbach Alpha Model is stated thus:

$$\propto = \frac{N * \bar{C}}{\bar{V} + (N-1) * \bar{C}}$$

Where:

N = Number of Items.

$\bar{C}$ = Average co-variance between pairs.

$\bar{V}$ = Average Variance.

The results of the pre-test and post-test were presented in Tables 1 and 2 respectively.

Table 1: Pre-test results of Cronbach Alpha Reliability Test

Cronbach Alpha	No. of Items
.74	10

At 95 confidence level (5% significant level).

Source: Researcher, 2026.

Table 2: Post-test results of Cronbach Alpha Reliability Test

Cronbach Alpha	No. of Items
.76	10

At 95 confidence level (5% significant level).

Source: Researcher, 2026.

Table 1 and 2 indicate that the results of our test-retest of 0.74 and 0.76 were above 0.70 (as the bench mark, criterion). We therefore accepted the research instrument as reliable for data collection for the study. However, using the Cronbach Alpha Model adopted, and the result of not less than 0.75, reliability test was judged as accepted for the instrument reliability (Onyedijo, 2016). The primary data to be collected for the study was analyzed using simple descriptive statistics (namely simple percentage), and presented in Tables. Also, the study hypotheses stated was tested using simple regression model. The Special Package for Social Sciences (SPSS) Version 22 was be used in the course of the analysis. These hypotheses were tested at 5% level of significance. The personal data and profile of the respondents will be analyzed using simple percentage. The study objectives were achieved using weighted means.

The explicit model was specified thus $Y = \beta_0 + \beta_1 X_1 + ei$ (Explicit Model)

Where:

Y = Dependent Variable
X = Independent Variable
β_0 = Intercept
β_1 = Slope
e = Error Term

Testing the hypotheses stated. This can be stated thus:

Y = f (Xl, X2, X3, X4, ei)
Y = (Sales Growth (N)
X_l = Online Guerrilla Marketing
X_2 = Online Ambush Marketing
X_3 = Online Street Marketing
X_4 = Viral Marketing

The variables of the study were measured using the innovation index. This was adopted and modified to be used for data collection for the study. Thus, respondents were instructed to indicate by ticking to the extent they agreed or disagreed to statements that were stated in the questionnaire. Their responses were rated by means of a four (4) point rating system as follows: SA – 4 (Strongly Agree); A-3 (Agree); D-2 (Disagree); SD-1(Strongly Disagree). Efforts were made to ensure clarity and brevity in item construction. This removed all uncertainties that the respondents may come across.

Data Analysis

Table 3: Guerrilla, Ambush and street marketing strategies and Sales Performance of Selected SMEs in Nigeria

Variables	Linear function	+Exponential Function	Semi-log Function	Double-Log Function
Constant	8.491	2.323	2.092	6.101
	(3.031)***	(3.798)***	(4.125)	(1.392)*
X1=Guerrilla Mktg.	223.720	168.290	1.047	1.315
	(3.358)	(4.736)	(1.038)	(2.119)
X2=Ambush Mktg.	0.011	4.976	2.352	2.418
	(2.750)***	(2.882)***	(4.030)***	(5.420)***
X3=Street Mktg.	0.025	0.007	0.558	0.252

	(1.827)**	(2.33) **	(0.954)	(1.869)**
X4=Viral Mktg.	0.001	0.000	-0.579	0.317
	(2.523)**	(2.939)**	(1.178)	(2.805)***
R^2	0.6987	0.536	0.646	0.781
F-ratio	42.208	2.742***	11.054***	32.554***

Source: Computed from field survey data, 2026.

Figures in parenthesis are t-value

+ = Lead equation was the Exponential Function

**** = Significant at 1% probability level*

*** = Significant at 5% probability level*

** = Significant at 10% probability level*

Discussion and Summary of findings

The R^2 (coefficient of multiple determination) which is 0.6987 shows that the model is 69.87% variation in sales performance were accounted for by the independent variables included in the model and it indicates goodness of fit. About 30.13% can be attributed to error and omitted variables in the model. However, the exponential function was chosen as the lead equation.

Guerrilla marketing as a strategy for increase in sales volume was significant at 1% level of probability and positively affects sales performance of the selected SMEs in the study area. This implies that increase in customer focus strategies like low-pricing, customer concern leads to increase in sales volume which then leads to sales performance increase of the selected SMEs in the study area.

Ambush marketing as a competitive strategy to increase sales volume was significant at 5% level of probability and positively affects sales growth of the selected SMEs in the study area. This implies that improvement in product design, quality etc. strategies lead to increase in sales volume of the selected SMEs in the study area. Hence increase in sales performance was recorded by the selected SMEs in the study area.

Street marketing as a competitive strategy for sales growth was significant at 5% and positively affect sales volume of the selected SMEs in the study area. This implies that concentrating on few customers and related improvements in customer services, leads to increase in sales performance of the selected SMEs in the study area.

Viral marketing strategy as an index for business model was significant at 1% and positively affect sales performance of the selected SMEs in the study area. This implies that improvements in customer services like timely response to service failure, leads to increase in sales growth of the selected SMEs in the study area.

Conclusion

The study established that guerrilla marketing as a strategy for sales growth was significant at 1% level of probability and positively affects sales performance of the selected SMEs in the study area. Also, ambush marketing as a strategy for increased in sales volume was significant at 5% level of probability and positively affects sales growth of the selected SMEs in the study area. However, street marketing as an element of sales growth was significant at 5% and positively affect sales volume of the selected SMEs in the study area. Lastly, viral or stealth marketing strategy as an index for sales growth strategy was significant at 1% and positively affect sales performance of the selected SMEs in the study area.

Recommendations

The research suggests the following recommendations:

1) To enhance and consolidate on the gains of sales volume, SMEs should manage their use of guerrilla marketing strategy effectively by making their product available at unexpected places price to retain their old customers.
2) There should be improvement in online ambush marketing. Such will stimulate efforts to make create new "demand curve" for the SMEs products in the long-run.
3) There in the need to concentrate efforts on viral marketing by creating buss, using stealth marketing in digital marketing activities of the SMEs. Such will create not only product awareness. It will also influence customers purchase decisions via product or service trials of the company's brands.
4) Finally, the study recommends that the businesses of SMEs should embark on digital and social marketing. Because these are the platforms were their products and are displayed.
5) Services quality enhancements should also be enhanced by laying emphasis on service assurance and timely response to service failures.

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