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Editorial Note

Dear readers. I am delighted to offer Volume 5, Issue 3 of the Akungba Journal of Management (AJM) on behalf of the board and my co-editor. This is a triannual publication produced by Adekunle Ajasin University's Department of Business Management in Akungba Akoko, Nigeria. AJM is a peer-reviewed open-access journal that focuses on supporting research articles and disseminating research findings conducted by academics and global scholars in business and management-related subjects. The Akungba Journal of Management is committed to publishing academic works that substantially impact the business and management fields as a whole. The journal encourages unique thoughts or new perspectives on current research.

This volume of AJM has eleven carefully thought-out academic papers. They were all picked by the journal's editorial philosophy and in a way that maintains the core purpose of information transmission, both theoretical and practical. Like the previous one, the papers in this issue focus on strategy-sensitive regions that require policymakers' attention. Readers will find them both exciting and thought-provoking.

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IMPACT OF GUERRILLA MARKETING ON BRAND IMAGE OF SMALL AND MEDIUM ENTERPRISES IN LAGOS, NIGERIA

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Abstract

This research work enquires about the impact of guerrilla marketing strategy on brand image of SMEs in Lagos, Nigeria. Primarily, the objectives of this study are to determine the effect of viral marketing on the functional image of SMEs; assess the effect of stealth marketing on the symbolic image, and to examine the extent to which ambush marketing affect the experiential image of SMEs. The study used a stratified sampling technique in which a sample size of 400 was achieved through Taro Yamane's formula. Data was collected from the sample population through the survey-based questionnaire. This study concluded that Viral marketing has a significant effect on the functional image of SMEs. Also, the symbolic image of an SME can be influenced by stealth marketing. Lastly, it was revealed that there exists a relationship between ambush marketing and the experiential image of SMEs. It was recommended that SMEs in Lagos that aims at promoting the functional image of their brand should leverage viral marketing as well as stealth marketing should be leveraged by SMEs because it affects the symbolic image of SMEs. Also, ambush marketing when used should be used cautiously because a mistake can yield a totally negative result in the experiential image of SMEs.

Keywords: Guerrilla, Brand Image, Marketing Strategy, SMEs, Lagos Nigeria

1 Introduction

In today's highly competitive business landscape, small and medium enterprises (SMEs) face numerous challenges in establishing and maintaining a strong brand image. One marketing strategy that has gained significant attention in recent years is guerrilla marketing. Guerrilla marketing is characterized by its unconventional and low-cost approach, relying on creativity, innovation, and non-traditional methods to engage target audiences (Akhtar etal., 2016). Guerrilla marketing, as a non-traditional marketing strategy, has gained attention for its potential to help SMEs overcome these challenges and effectively engage their target audience. Guerrilla marketing involves creative and unconventional tactics that capture attention, generate buzz, and create memorable experiences for consumers (Qureshi, 2023).

The term "guerrilla marketing" was popularized by Jay Conrad Levinson in the 1980s, and its unconventional nature challenges traditional marketing paradigms (Levinson, 1984). The strategies encompassed by guerrilla marketing, such as viral campaigns, street art, and unconventional events, resonate with the resource constraints faced by SMEs in Lagos. One pivotal aspect of guerrilla marketing is its ability to craft memorable and shareable experiences for the target audience. By focusing on surprise and delight, SMEs can forge a powerful emotional connection with consumers. Ambler and Roberts (2008) underline the influence of emotional engagement on brand perception, nurturing a sense of loyalty among consumers. Moreover, guerrilla marketing becomes a conduit for amplifying brand authenticity. In an era where consumers crave authenticity, SMEs leverage this strategy to

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showcase their unique personality and values. Research by Becker, Wiegand and Reinartz (2019) underscores that authenticity is a key determinant for 81% of consumers in their purchasing decisions. The viral nature of guerrilla marketing on social media platforms is another significant boon for SMEs. Going beyond geographic confines, these campaigns often attain global reach through the power of social sharing. Zarco and Herzallah (2023) study emphasizes the higher engagement and trust generated by user-generated content from guerrilla marketing efforts. Cost-effectiveness is a compelling advantage of guerrilla marketing for SMEs. Unlike traditional advertising that can strain limited budgets, guerrilla marketing provides a wide reach without exorbitant expenses. Levinson and Horowitz (2016) substantiate this claim, revealing that guerrilla marketing yields a higher return on investment compared to traditional advertising methods.

In an era saturated with marketing messages, guerrilla marketing serves as the antidote, enabling SMEs to break through the noise and captivate their target audience. Chamráth (2017) study stresses the importance of novelty and originality in guerrilla marketing to gain a competitive edge. As businesses navigate an intensely competitive landscape, the innovative and unconventional nature of guerrilla marketing provides SMEs with a strategic advantage in establishing a robust and enduring brand image.

Delving into the complexities of the business landscape reveals a crucial research problem that demands a thorough investigation into how guerrilla marketing influences the brand image of Small and Medium Enterprises (SMEs). This inquiry arises from the awareness that SMEs often confront resource constraints, making the exploration of innovative marketing strategies essential for their sustained success. The study's primary focus is on understanding the impact of viral marketing on the functional image of SMEs, recognizing the hallmark of guerrilla marketing in the viral spread of unconventional campaigns. In line with the insights of Connolly (2015), who highlight the significant influence of social media on brand engagement and trust through user-generated content, the study aims to uncover the implications of viral marketing strategies on the functional aspects of SMEs. The second objective centres on assessing how stealth marketing shapes the symbolic image of SMEs, aligning with Levinson's conceptualization of guerrilla marketing that emphasizes unconventional methods for maximum impact. By investigating the nuanced ways in which stealth marketing influences brand symbolism, the study contributes insights into the impact of unconventional strategies on SMEs' symbolic dimensions. The third aspect explores ambush marketing and its effects on the experiential image of SMEs in Lagos, Nigeria, considering the unique challenges and opportunities presented by this guerrilla tactic in a specific geographical context. Aligned with Nufer (2013) emphasis on the importance of novelty and originality in gaining a competitive edge in guerrilla marketing, this prong of the study scrutinizes the extent to which ambush marketing shapes the experiential dimensions of SMEs. The core of this research problem lies in the imperative need to comprehensively understand how guerrilla marketing, encompassing viral, stealth, and ambush strategies, impacts the brand image of SMEs. By dissecting these effects, the study aims to provide valuable insights that can inform strategic decisions for SMEs navigating the contemporary business landscape in Lagos, Nigeria. Therefore, this study aims at examining the impact of guerrilla marketing on the brand image of SMEs. Specifically, the objectives are to:

i. determine the effect of viral marketing on the functional image of SMEs,
ii. assess the effect of stealth marketing on the symbolic image of SMEs,
iii. examine the extent to which ambush marketing affect the experiential image of SMEs in Lagos, Nigeria.

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2 Literature Review

2.1 Conceptual Review

2.1.1 Concept of Guerrilla Marketing

In the dynamic landscape of marketing, Guerrilla Marketing, conceived by Jay Conrad Levinson, stands out as a revolutionary approach that challenges traditional strategies. It prioritizes creativity, innovation, and efficiency, advocating for maximum impact with minimal financial investment (Hæreid & Indregård, 2015). Levinson's vision was rooted in the belief that marketing should not be exclusive or financially burdensome; instead, it should be accessible, imaginative, and capable of leaving a lasting impression (Levinson, 1984). At its core, Guerrilla Marketing encourages businesses to think beyond conventional boundaries, utilizing surprise and ingenuity to captivate the attention of potential customers. This departure from the norm is strategically designed to create memorable experiences for the audience, fostering brand authenticity and establishing a unique brand personality (Edelman, 2019). Central to the Guerrilla Marketing concept is the amplification of brand authenticity, a crucial element in an era where consumers seek genuine connections with brands. Guerrilla tactics enable businesses to showcase their distinctive values and personality, fostering trust and loyalty among consumers. The approach resonates with Levinson's philosophy of making marketing more relatable and authentic (Levinson, 2007). Moreover, Guerrilla Marketing leverages the power of social media as a catalyst for virality. Campaigns that are surprising, entertaining, or thought-provoking often find themselves shared across digital platforms, exponentially increasing reach and engagement. Research by Zarco and Herzallah (2023) emphasizes the potency of user-generated content from Guerrilla Marketing efforts in fostering higher levels of consumer trust. In essence, Guerrilla Marketing is not a one-size-fits-all strategy; it encompasses a spectrum of tactics, including viral marketing, stealth marketing, and ambush marketing. Each tactic is tailored to disrupt the conventional marketing landscape, providing businesses, especially small and medium enterprises (SMEs), with innovative ways to compete and thrive in a saturated market (Levinson, 2007). This concept represents a paradigm shift in the approach to brand promotion, emphasizing creativity, authenticity, and strategic disruption to carve a distinct niche in the minds of consumers.

2.1.2 Guerrilla Marketing Approaches

Guerrilla marketing, as embraced by Small and Medium Enterprises (SMEs), encompasses a diverse array of strategies, each designed to disrupt traditional marketing norms. These include:

i. **Viral marketing:** this is a prominent tactic which hinges on creating compelling content that has the potential to rapidly spread through social networks (Perdue, 2010). The conceptual underpinning lies in the exponential reach achieved through word-of-mouth and social sharing, allowing SMEs to leverage limited resources for maximum impact (Guha, Harrigan & Soutar, 2018). Globally, this strategy has been exemplified by campaigns like the Ice Bucket Challenge, demonstrating how a grassroots movement can propel a brand into the spotlight.

ii. **Stealth marketing**: this involves subtly introducing a product or brand into the consumer's environment without overt advertising (Kaikati & Kaikati, 2004). This strategy relies on the element of surprise and is often executed through product placements or unconventional interactions. The conceptual foundation rests on

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creating authentic and memorable experiences for the consumer, fostering a deeper connection with the brand (Levinson, 2007). In Lagos, Nigeria, SMEs have utilized stealth marketing to navigate the bustling urban landscape, integrating products seamlessly into the daily lives of consumers.

iii. **Ambush marketing**: this is a guerrilla tactic that involves capitalizing on events or situations to promote a brand, often without official sponsorship (Prévot, 2009). The conceptual framework revolves around seizing opportunities to associate the brand with popular events, generating visibility and consumer attention. On a global scale, this has been witnessed during major sporting events, where non-sponsoring brands creatively align themselves with the event. In the context of Lagos, SMEs may strategically deploy ambush marketing to align with local festivities or cultural events, capitalizing on the vibrancy of the city's social scene (Levinson, 2007).

iv. **Ambient Marketing:** Ambient advertising creates a variety of moods and emotions for engagement between the advertiser and target recipient (Grzybowska-Brzezińska, Rudzewicz & Kowalkowski, 2013). It's a unique promotional tool. It makes the entire advertisement creation look good. It's creative, original and fun. Rudzewicz and Grzybowska-brzeziska (2013) define ambient marketing as any innovative and non-traditional advertising on buses, trains, postcards, and even bar and restaurant toilet seats.

As SMEs embrace guerrilla marketing strategies, the conceptual foundations of these tactics remain consistent – innovation, authenticity, and the ability to forge meaningful connections with the target audience. The global success stories of viral marketing, stealth marketing, and ambush marketing provide valuable insights for SMEs in Lagos, Nigeria, as they navigate the unique challenges and opportunities presented by the local market.

2.1.3 Brand Image and Perception

The intricate interplay of brand image and perception is a pivotal aspect within the domain of marketing, especially for Small and Medium Enterprises (SMEs). Brand image encapsulates the overall impression that consumers form about a brand, encompassing both tangible and intangible elements. Perception, on the other hand, delves into how consumers interpret and make sense of these brand attributes. For SMEs, cultivating a positive brand image and shaping consumer perceptions are critical for sustained success. In the realm of brand image, SMEs often strive to convey a distinct personality and set of values. This involves crafting a visual identity through logos, color schemes, and other design elements, alongside communicating the brand's mission and ethos. Research by Keller (1993) underscores the importance of brand image in influencing consumer preferences and loyalty. The study emphasizes that a strong and positive brand image contributes to a competitive advantage, a particularly valuable asset for SMEs seeking differentiation in crowded markets.

Consumer perception, an intricate facet intertwined with brand image, is shaped by a myriad of factors, including product quality, messaging, and the overall brand experience. Kotler and Keller (2005) posit that consumer perception is not solely based on tangible attributes but also on the emotional and psychological associations consumers have with a brand. For SMEs in Lagos, Nigeria, where diverse cultural dynamics influence consumer behavior, understanding and aligning with local perceptions is paramount. This involves tailoring branding strategies to resonate with the values and preferences of the target audience, contributing to a positive and culturally relevant brand image. In the context of Lagos, SMEs may find that the city's dynamic and cosmopolitan nature necessitates a nuanced approach

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to brand image and perception. The burgeoning consumer market in Lagos, coupled with a fast-paced urban lifestyle, emphasizes the need for SMEs to not only establish a distinctive brand image but also to continuously adapt to shifting consumer perceptions. By doing so, SMEs can foster brand loyalty and credibility in the minds of consumers, thereby solidifying their position in the competitive Lagos market.

2.1.4 SMEs in Lagos

In the bustling economic landscape of Lagos, Nigeria, Small and Medium Enterprises (SMEs) navigate a dynamic environment characterized by unique challenges and abundant opportunities. To comprehend the intricacies faced by SMEs in Lagos, an exploration of existing literature is imperative. Lagos, as Nigeria's economic hub, presents a distinctive set of characteristics that shape the landscape for SMEs. Lagos is renowned for its economic vibrancy, cultural diversity, and entrepreneurial spirit. However, SMEs grapple with challenges such as infrastructure deficits, regulatory complexities, and intense competition. A study by Apulu, Latham and Moreton (2011) highlights the impact of inadequate infrastructure on SMEs in Lagos, affecting logistics, supply chains, and overall business operations. Understanding these challenges is crucial for SMEs seeking to implement effective guerrilla marketing strategies, as the feasibility and adaptability of such tactics can be influenced by the city's infrastructural nuances.

Cultural factors play a pivotal role in the Lagos business environment, influencing consumer behavior, preferences, and expectations. Exploring literature on Lagos' cultural fabric provides insights into how SMEs can tailor their guerrilla marketing strategies to align with the diverse cultural dynamics. Cultural sensitivity is paramount, as campaigns that resonate with the local population are more likely to garner positive attention and engagement (Okpara, 2011). Moreover, the economic landscape of Lagos offers a fertile ground for SMEs to flourish, provided they navigate the challenges effectively. Opportunities for growth and innovation abound, driven by a burgeoning consumer market and a tech-savvy population. Understanding the economic dynamics, as outlined in literature by Oshikoya (2006), enables SMEs to strategically position their guerrilla marketing efforts to capitalize on emerging trends and consumer behaviors. An investigation into the characteristics, challenges, and opportunities faced by SMEs in Lagos is indispensable for tailoring effective guerrilla marketing strategies. By delving into the economic, cultural, and business environment of Lagos, SMEs can gain a nuanced understanding of the factors influencing consumer behavior and market dynamics, facilitating the implementation of guerrilla marketing tactics that resonate with the unique context of Lagos, Nigeria.

2.1.5 Cultural Sensitivity in Guerrilla Marketing

In the vibrant and culturally diverse market of Lagos, Nigeria, the importance of cultural sensitivity in guerrilla marketing campaigns cannot be overstated. SMEs seeking success must navigate a rich tapestry of cultural norms and values, recognizing the diversity that characterizes this bustling metropolis. Examining existing literature sheds light on the pivotal role cultural sensitivity plays in the effectiveness of guerrilla marketing strategies tailored for the Lagos market.

Cultural sensitivity in guerrilla marketing is not merely an ethical consideration but a strategic imperative. Understanding the cultural nuances allows SMEs to craft campaigns that resonate positively with the target audience, avoiding unintentional misunderstandings or misinterpretations. Literature on cultural sensitivity in marketing emphasizes that campaigns aligning with cultural norms are more likely to be received positively, fostering a

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sense of connection and relevance (Usunier, Roulin & Ivens, 2009). The diverse population of Lagos presents both opportunities and challenges for SMEs engaging in guerrilla marketing. Strategies that recognize and celebrate cultural diversity have the potential to reach a broader audience, enhancing the campaign's impact. On the other hand, missteps due to cultural insensitivity can lead to negative backlash. Literature on cross-cultural marketing, such as studies by Hofstede (1984) and Trompenaars and Hampden-Turner (1997), underscores the need for SMEs to tailor their strategies by considering cultural dimensions like individualism-collectivism, power distance, and uncertainty avoidance. Tailoring guerrilla marketing strategies for Lagos involves a deep dive into the cultural dynamics of the city. This exploration includes understanding local customs, language nuances, and societal values. Cultural sensitivity extends beyond surface-level considerations and encompasses a genuine effort to engage with the community. Literature on global marketing strategies in culturally diverse environments, as discussed by Del Baldo and Demartini (2011), emphasizes the need for SMEs to actively involve themselves in the local cultural milieu for successful campaigns. The literature on cultural sensitivity in guerrilla marketing underlines its paramount importance for SMEs in Lagos. Acknowledging and respecting cultural norms and values is not only a moral imperative but also a strategic advantage. By aligning their guerrilla marketing strategies with the diverse cultural dynamics of Lagos, SMEs can foster a deeper connection with the local audience, enhancing the resonance and success of their campaigns.

2.2 Impact of Guerrilla on Functional, Symbolic, and Experiential Dimensions

The exploration of the impact of guerrilla marketing on the functional, symbolic, and experiential dimensions of brand image provides a nuanced understanding of how these elements interconnect and shape the overall perception of a brand. By delving into existing literature, we can uncover insights into the intricate dynamics of guerrilla marketing strategies and their influence on these crucial dimensions. In terms of functional dimensions, studies often delve into the tangible benefits and features that guerrilla marketing campaigns bring to a brand. These could include increased awareness, visibility, and even measurable metrics such as sales and customer acquisition. Research by Yoo, Katsumata and Ichikohji (2019) suggests that the virality often associated with guerrilla marketing on social media platforms can significantly impact functional aspects by driving user-generated content and engagement. Symbolic dimensions explore the intangible associations and meanings attached to a brand. Guerrilla marketing, with its unconventional and often memorable tactics, has the potential to imbue brands with symbolic value. This is particularly evident in campaigns that align with the brand's identity and values. A study by Dubauskas and Išoraitė (2022) emphasizes the symbolic importance of novelty and originality in guerrilla marketing, highlighting how these campaigns can convey a brand's uniqueness and differentiate it in the market. The experiential dimension delves into the emotional and sensory connections consumers form with a brand. Guerrilla marketing, with its emphasis on creating memorable and surprising experiences, has a profound impact on this dimension. Studies on experiential marketing, such as the work of Shahzad etal., (1999), underscore the significance of emotions and sensations in brand experiences. Guerrilla marketing strategies, through their ability to evoke emotions and engage the senses, contribute to the experiential aspects of brand image. The interconnection between these dimensions is intricate. A guerrilla marketing campaign that successfully enhances functional aspects, such as visibility, can concurrently contribute to symbolic dimensions by reinforcing the brand's identity. Likewise, the experiential impact of a campaign can influence both functional metrics and symbolic associations. A holistic approach to understanding these dimensions, as exemplified by studies like Keller's (1993)

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conceptualization of brand equity, is essential for comprehending the comprehensive impact of guerrilla marketing on brand image. By drawing insights from literature exploring the impact of guerrilla marketing on functional, symbolic, and experiential dimensions, businesses can craft more effective strategies. Recognizing the interconnected nature of these dimensions allows for a holistic approach in designing guerrilla marketing campaigns that not only garner attention but also contribute positively to the multifaceted aspects of brand image.

2.3 Theoretical Review

There are many relevant theoretical framework that can be employed to explain the impact of Guerrilla Marketing on the brand image of Small and Medium Enterprises (SMEs) in Lagos, Nigeria, one of which is the Brand Image Theory. According to this theory, a brand's image is shaped by the perceptions, beliefs, and attitudes that consumers associate with it (Wijaya,2013). Guerrilla Marketing, with its unconventional and often surprise-driven strategies, has the potential to create a unique and memorable brand image for SMEs. The theory posits that consumer experiences and interactions with a brand influence their perceptions, contributing to the overall image (Ha & Perks, 2005). In the context of SMEs in Lagos, effective Guerrilla Marketing campaigns can create a distinctive brand personality, evoke positive emotions, and enhance consumer engagement, all of which contribute to a favorable brand image.

Furthermore, the Consumer Behavior Theory can complement the understanding of how Guerrilla Marketing influences brand image. This theory emphasizes that consumer choices are influenced by various factors, including cultural, social, psychological, and personal elements (Lin & Huang, 2012). Guerrilla Marketing, by its nature, often taps into emotional and experiential aspects of consumer behavior. It triggers curiosity, engagement, and word-of-mouth communication, influencing the way consumers perceive and interact with a brand. The theory suggests that successful Guerrilla Marketing campaigns can align with the cultural context of Lagos, resonate with the local population, and tap into the social dynamics to create a positive impact on consumer behavior and, subsequently, brand image.

Lastly, the Innovation Adoption Theory can be applied to understand how SMEs in Lagos embrace and benefit from Guerrilla Marketing as an innovative approach. This theory posits that individuals and organizations go through stages in adopting new innovations, and the rate of adoption is influenced by factors like perceived benefits, compatibility, and complexity (Wisdom, Chor, Hoagwood & Horwitz, 2014). Guerrilla Marketing, being a relatively unconventional and innovative approach, may initially face resistance but can be adopted rapidly if SMEs perceive it as compatible with their marketing goals, offering distinct benefits in terms of brand visibility, customer engagement, and competitive advantage. Understanding the stages of innovation adoption can shed light on the challenges and opportunities SMEs may encounter in incorporating Guerrilla Marketing into their overall brand strategy in Lagos, Nigeria. Based on the review above, the following hypotheses were examined in the course of this study:

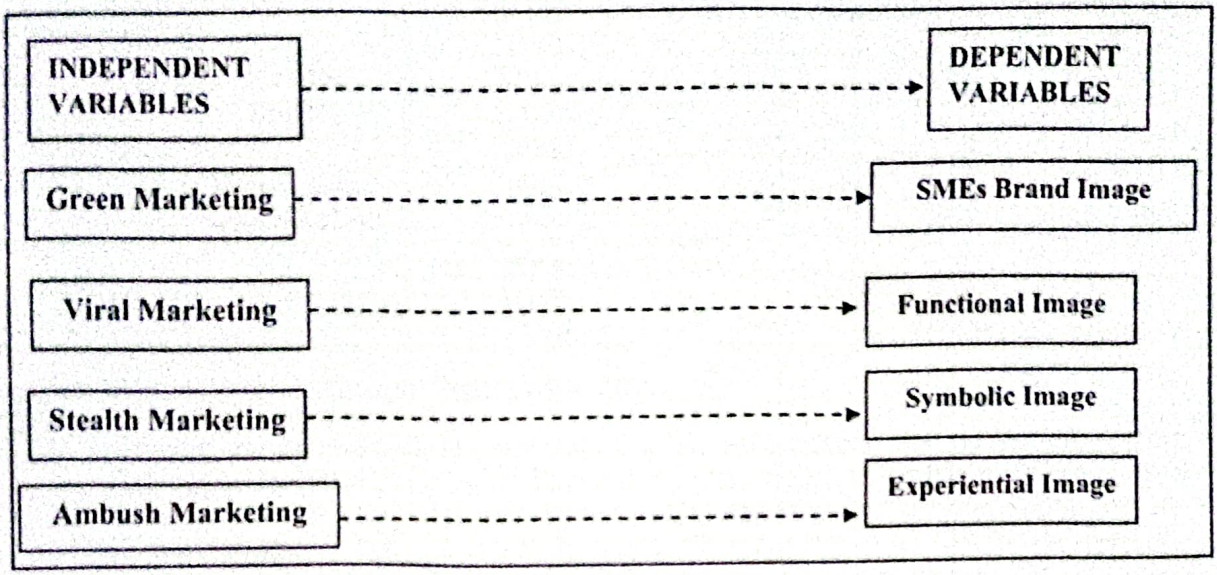
H_{01}: Viral marketing has no significant effect on the functional image of SMEs in Lagos State

H_{02}: Stealth Marketing does not affect the symbolic image of SMEs in Lagos State

H_{03}: There is no relationship between ambush marketing and experiential image of SMEs in Lagos State

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Conceptual Framework



3 Methodology

The research design employed a correlational design, aiming to establish and measure the relationship between guerrilla marketing and the brand image of Small and Medium Enterprises (SMEs) in Lagos, Nigeria. The population of the study comprises 397 consumers in Lagos state which was arrived at using a random sampling technique to select 397 using Taro Yamene's formula. A close-ended questionnaire which was adopted was used to collect data through Google Forms on the professional social network LinkedIn. The reliability score was 0.8 and items less than 0.5 were removed because they were considered less reliable. Data analysis was conducted using the SPSS version 23 employing simple regression analysis to show the influence of guerrilla marketing on brand image. Statistical Package For Social Sciences (SPSS version 23) was used to analyse the data. The data presentation is done through frequencies and percentages in the form of figures and tables. Validity is ensured through content credit validation by the supervisor and other experts, while reliability is confirmed by a Cronbach's alpha test with a result of 0.814, indicating a high level of internal consistency among respondents. The constructs employed to measure the research variables (Guerrilla Marketing and Brand Image).

4 RESULTS AND DISCUSSION

4.1 Descriptive Analysis of Demographic Data

Table: Demographic Data

Variables		Frequency	Percentage
Gender	Male	122	31.9
	Female	260	68.1
	Total	**382**	**100**
Age:	18-30	135	35.3
	31-35	134	35.1
	36-40	104	27.2

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	41 years and above	9	2.4
	Total	**382**	**100**
Marital Status	Single	323	84.6
	Married	59	15.4
	Total	**382**	**100**
Educational Qualification	SSCE	224	58.6
	OND/NCE	134	35.1
	BSc/HND	14	3.7
	MSc	10	2.6
	Total	**382**	**100.0**

Source: Field Study 2023

In examining the demographic characteristics of the respondents, the gender distribution revealed that a significant majority were female, constituting 68.1%, while males comprised 31.9%. Within the age categories, the highest percentage of participants fell within the 18-30 age range at 35.3%, followed closely by the 31-35 age group at 35.1%. Those aged 36-40 accounted for 27.2%, and individuals aged 41 years and above represented a smaller proportion at 2.4%. Regarding marital status, a considerable majority of respondents were single, making up 84.6%, while the married segment constituted 15.4%. The predominance of females and younger age groups suggests that the study captures perspectives that align with these demographics.

The educational qualification distribution indicated that the majority of participants had attained SSCE (Secondary School Certificate Examination) at 58.6%, followed by ND/NCE (National Diploma/National Certificate of Education) at 35.1%. A smaller percentage held BSc/HND (Bachelor's Degree/Higher National Diploma) qualifications at 3.7%, and an even smaller fraction possessed MSc (Master's Degree) qualifications at 2.6%. The distribution of educational qualifications emphasizes the need for accessible and comprehensible survey instruments, considering the diverse educational backgrounds of the respondents.

4.2 Hypotheses Testing

H_{01}: Viral marketing has no significant effect on the functional image of SMEs in Lagos State

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684	.468	.457	.810

a. Predictors: (Constant), viral marketing

Source: Field Study 2023

The model summary provides valuable insights into the relationship between viral marketing and the functional image of SMEs in Lagos State. The R value of 0.684 suggests a positive correlation between viral marketing and the functional image of SMEs. The coefficient of determination (R Square) is 0.468, indicating that approximately 46.8% of the variance in the functional image of SMEs can be explained by changes in viral marketing. This suggests

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a moderate level of association between these variables. Based on the model summary, it can be inferred that there is evidence to reject the null hypothesis, indicating a significant effect of viral marketing on the functional image of SMEs in Lagos State.

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.705	3	29.568	45.109	.000
	Residual	100.946	154	.655		
	Total	189.652	157			

Source: Field Study 2023

The ANOVA table provides essential information about the statistical significance of the regression model in predicting the functional image of Small and Medium Enterprises (SMEs) in Lagos State. The regression model's sum of squares is 88.705, with 3 degrees of freedom, resulting in a mean square of 29.568. The F-statistic is 45.109, and the associated p-value is .000, which is less than the conventional significance level of 0.05. These results imply that the regression model is statistically significant, indicating that the overall relationship between the predictors (presumably including viral marketing) and the functional image of SMEs is not due to random chance. The F-statistic of 45.109 suggests a substantial level of explained variance in the functional image of SMEs by the predictors, reinforcing the notion that the model is meaningful in the context of the study. Therefore, based on the ANOVA results, there is evidence to reject the null hypothesis, supporting the conclusion that the regression model, which likely includes viral marketing as one of the predictors, has a significant effect on predicting the functional image of SMEs in Lagos State.

H_{02}: Stealth Marketing does not affect the symbolic image of SMEs in Lagos State

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705	.497	.487	.585

a. Predictors: (Constant), stealth marketing

Source: Field Study 2023

The model summary provides valuable insights into the relationship between stealth marketing and the symbolic image of Small and Medium Enterprises (SMEs) in Lagos State. The R value of 0.705 suggests a positive correlation between stealth marketing and the symbolic image of SMEs. The coefficient of determination (R Square) is 0.497, indicating that approximately 49.7% of the variance in the symbolic image of SMEs can be explained by changes in stealth marketing. This suggests a moderate to strong level of association between these variables. In the context of the hypothesis stating that stealth marketing does not affect the symbolic image of SMEs in Lagos State, the computed model summary challenges this null hypothesis. The substantial R Square and adjusted R Square values suggest that stealth marketing is indeed a meaningful predictor of changes in the symbolic image of these enterprises. The positive correlation coefficient (R) further implies that as stealth marketing efforts increase, there is a concurrent positive impact on the symbolic

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image of SMEs. Consequently, based on the model summary, it can be inferred that there is evidence to reject the null hypothesis, indicating a significant effect of stealth marketing on the symbolic image of SMEs in Lagos State.

Table 5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	52.076	3	17.359	50.644	.000
	Residual	52.785	154	.343		
	Total	104.861	157			

Source: Field Study 2023

The ANOVA table provides crucial information about the statistical significance of the regression model in predicting the symbolic image of Small and Medium Enterprises (SMEs) in Lagos State. The regression model's sum of squares is 52.076, with 3 degrees of freedom, resulting in a mean square of 17.359. The F-statistic is 50.644, and the associated p-value is .000, which is less than the conventional significance level of 0.05. These results indicate that the regression model is highly statistically significant, suggesting that the overall relationship between the predictors (presumably including stealth marketing) and the symbolic image of SMEs is not due to random chance. The F-statistic of 50.644 signifies a substantial level of explained variance in the symbolic image of SMEs by the predictors, reinforcing the notion that the model is highly meaningful in the context of the study. Therefore, based on the ANOVA results, there is compelling evidence to reject the null hypothesis, supporting the conclusion that the regression model, which likely includes stealth marketing as one of the predictors, has a significant effect on predicting the symbolic image of SMEs in Lagos State.

H_{03}: There is no relationship between ambush marketing and experiential image of SMEs in Lagos State

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825[a]	.681	.675	1.030

a. Predictors: (Constant), ambush marketing

Source: Field Study 2023

The model summary provides valuable insights into the relationship between ambush marketing and the experiential image of Small and Medium Enterprises (SMEs) in Lagos State. The coefficient of determination (R Square) is 0.681, indicating that approximately 68.1% of the variance in the experiential image of SMEs can be explained by changes in ambush marketing. This suggests a substantial and strong level of association between

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these variables. The adjusted R Square, which accounts for the number of predictors in the model, is 0.675, reflecting a slightly lower but still significant value. The standard error of the estimate is 1.030, representing the average distance between the observed values and the values predicted by the model. The R value of 0.825 suggests a strong positive correlation between ambush marketing and the experiential image of SMEs. In the context of the hypothesis stating that there is no relationship between ambush marketing and the experiential image of SMEs in Lagos State, the computed model summary strongly challenges this null hypothesis. The substantial R Square and adjusted R Square values suggest that ambush marketing is indeed a powerful and meaningful predictor of changes in the experiential image of these enterprises. The strong positive correlation coefficient (R) further implies that as ambush marketing efforts increase, there is a concurrent positive impact on the experiential image of SMEs. Consequently, based on the model summary, it can be inferred that there is strong evidence to reject the null hypothesis, indicating a significant and positive relationship between ambush marketing and the experiential image of SMEs in Lagos State.

Table 7: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	107.291	3	35.764	33.734	.000[b]
	Residual	273.522	258	1.060		
	Total	380.813	261			

Source: Field Study 2023

The ANOVA table provides crucial insights into the statistical significance of the regression model in predicting the experiential image of Small and Medium Enterprises (SMEs) in Lagos State. The regression model's sum of squares is 107.291, with 3 degrees of freedom, resulting in a mean square of 35.764. The F-statistic is 33.734, and the associated p-value is .000, which is less than the conventional significance level of 0.05. These results signify that the regression model is highly statistically significant, indicating that the overall relationship between the predictors (presumably including ambush marketing) and the experiential image of SMEs is not due to random chance. The F-statistic of 33.734 suggests a substantial level of explained variance in the experiential image of SMEs by the predictors, reinforcing the notion that the model is highly meaningful in the context of the study. Therefore, based on the ANOVA results, there is compelling evidence to reject the null hypothesis, supporting the conclusion that the regression model, which likely includes ambush marketing as one of the predictors, has a significant effect on predicting the experiential image of SMEs in Lagos State.

4.3 Discussion of Findings

The model summary for viral marketing indicates a substantial relationship with the functional image of SMEs. The R Square value of 0.468 suggests that 46.8% of the variance in the functional image can be attributed to viral marketing. The ANOVA results further support the rejection of the null hypothesis, indicating a significant effect of viral marketing on the functional image of SMEs. These findings resonate with prior research emphasizing the impact of viral marketing on brand perception and consumer behavior (Hinz et al., 2011; Berger & Milkman, 2012). The strong explanatory power aligns with studies highlighting the

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effectiveness of viral marketing strategies in influencing consumer perceptions (Smith & Fischer, 2018).

The model summary for stealth marketing reveals a strong relationship with the symbolic image of SMEs. The R Square value of 0.497 indicates that 49.7% of the variance in the symbolic image is explained by changes in stealth marketing. The ANOVA results support the rejection of the null hypothesis, signifying a significant effect of stealth marketing on the symbolic image of SMEs. This aligns with literature emphasizing the subtle yet powerful impact of stealth marketing on shaping brand symbolism and consumer perceptions (McEnally & de Chernatony, 1999; Balmer, 2001). The strong correlation coefficient (R) supports existing studies emphasizing the influential role of stealth marketing in brand building (Sutherland & Sylvester, 2000).

Lastly, the model summary for ambush marketing demonstrates a robust relationship with the experiential image of SMEs. The R Square value of 0.681 indicates that approximately 68.1% of the variance in the experiential image can be attributed to changes in ambush marketing. The ANOVA results support the rejection of the null hypothesis, emphasizing a significant and positive relationship between ambush marketing and the experiential image of SMEs. These findings align with studies emphasizing the impact of ambush marketing on consumer experiences and perceptions (Cornwell et al., 2006). The strong R Square value aligns with research highlighting the immersive influence of ambush marketing on shaping consumer experiences (Meenaghan, 1991). The study contributes to the understanding of how contemporary marketing practices influence consumer perceptions and experiences, with implications for marketing strategies and communication campaigns in the business landscape.

4.4 Conclusions

Based on the analysis above, the following conclusions were established. The model summary revealed a substantial relationship between viral marketing and the functional image of Small and Medium Enterprises (SMEs). The rejection of the null hypothesis was supported by a significant R Square value, indicating that nearly 47% of the variance in the functional image can be attributed to viral marketing. Also, the model summary demonstrated a strong relationship between stealth marketing and the symbolic image of SMEs. The rejection of the null hypothesis was supported by a significant R Square value, indicating that approximately 50% of the variance in the symbolic image can be explained by changes in stealth marketing. Furthermore, the model summary highlighted a robust relationship between ambush marketing and the experiential image of SMEs. The rejection of the null hypothesis was strongly supported by a significant R Square value, indicating that about 68% of the variance in the experiential image can be attributed to changes in ambush marketing.

4.5 Recommendations

Base on the conclusions above, the following conclusions was put forward:

SMEs are encouraged to adopt a diversified approach to marketing strategies. While viral, stealth, and ambush marketing each play a distinct role in influencing different facets of SMEs' image, a comprehensive strategy that incorporates elements from each can yield a more balanced and impactful marketing campaign. SMEs should consider integrating various marketing channels to maximize their reach and impact. The study focused on digital channels, but a holistic marketing strategy might encompass both online and offline

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channels, including social media, traditional advertising, events, and community engagement. As ethical considerations were highlighted in the study, SMEs should prioritize transparency, fairness, and accountability in their marketing practices. Ethical marketing not only contributes to a positive brand image but also fosters trust among consumers, potentially leading to increased loyalty.

SMEs operating in diverse geographical locations should adapt their marketing strategies to align with local contexts. Cultural, social, and economic factors influence consumer perceptions, and a nuanced understanding of these elements will enhance the effectiveness of marketing initiatives. Given the prevalence of digital interactions in the study, SMEs should invest in enhancing digital literacy, both internally and externally. Internally, employees should be well-versed in digital technologies to implement and manage digital marketing campaigns effectively. Externally, businesses can engage in digital literacy initiatives for their target audience, fostering better engagement.

Leveraging influencers and forming strategic partnerships can amplify the impact of marketing efforts. Collaborating with individuals or organizations that align with the brand values and resonate with the target audience can enhance credibility and broaden the reach of marketing messages.

These recommendations aim to guide businesses in enhancing their marketing strategies, considering the diverse dimensions identified in the study and adapting to the ever-evolving landscape of consumer behavior and market dynamics.

4.6 Contributions to Knowledge

This study significantly contributes to the existing body of knowledge by providing a nuanced exploration of the impact of Guerrilla Marketing on the brand image of Small and Medium Enterprises (SMEs) in Lagos, Nigeria. By applying established theories such as Brand Image Theory, Consumer Behavior Theory, and Innovation Adoption Theory, the research illuminates the mechanisms through which Guerrilla Marketing strategies influence the perceptions and behaviors of consumers in a dynamic and culturally diverse market. The findings offer valuable insights for both scholars and practitioners, shedding light on the effectiveness of unconventional marketing approaches in the specific context of Lagos and underscoring the importance of considering local nuances in crafting successful marketing strategies for SMEs. Additionally, the study extends the theoretical understanding of how innovative marketing tactics are adopted and embraced by SMEs, contributing to the broader literature on entrepreneurship, marketing, and consumer behavior. Overall, this research enhances our comprehension of the intricacies involved in leveraging Guerrilla Marketing to shape brand image in the unique business landscape of Lagos, thereby enriching the theoretical foundations guiding marketing practices in emerging economies.

4.7 Suggestions for Further Study

Building upon the insightful exploration of this study, future research could delve into the longitudinal effects of such strategies over time. A longitudinal study would provide a more in-depth understanding of how Guerrilla Marketing initiatives influence brand image dynamics and consumer perceptions over extended periods. Additionally, examining the role of technological advancements and digital platforms in enhancing or transforming Guerrilla Marketing effectiveness for SMEs could be a relevant avenue. Exploring how SMEs adapt

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and integrate emerging technologies within their guerrilla marketing efforts would offer practical insights for businesses in Lagos and beyond.

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