

GUERRILLA MARKETING STRATEGIES AND MARKET PERFORMANCE OF SELECTED SUPERMARKETS IN PORT HARCOURT AND IT'S ENVIRONS.**Dr. Obinna P.Ikechi¹ & Chima Stanley Udogu²****¹Department of Marketing, Ignatius Ajuru University of Education, Port Harcourt, Rivers State, Nigeria**¹Email: Prince.ikechi@iaue.edu.ng, 08033429869²Email: Udogustanleyc@gmail.com, 08030964192**ABSTRACT**

This study examines the relationship between guerrilla marketing strategies and market performance of selected supermarkets in Port Harcourt and its environs. Two specific objectives, research questions and hypotheses were formulated and tested. The study adopted survey research design through interview and questionnaire. The population of the study was 20 registered supermarkets in Port Harcourt and the study employed census study. The hypotheses were tested with Spearman's rank order co-efficient of correlation. The findings show that there exist a positive relationship between product leverage and sales growth, retainer pricing and customer retention. The study concluded that guerrilla marketing strategies influences market performance to a great extent in supermarkets in Port Harcourt. Based on the conclusion the study recommended that Supermarkets in Port Harcourt metropolis should pay great attention to the quality of their marketing tactics as this has positive impact on consumers' purchase behaviour. Social media advertising and visibility should be encouraged to enhance firms' brand recognition and repeat purchase

Keywords: Guerrilla marketing strategies, Product leveraging, Retainer pricing, Market performance, Sales growth, Customer retention

INTRODUCTION

Marketing has long been thought as a process that focuses on creating and fulfilling satisfactory exchanges between consumers and companies. From a purely theoretical perspective, marketing as a process, ensures that all aspects of a marketing program are presented in a consistent, simple, and disciplined manner. Marketing is one of the medium through which companies try to create awareness of their products or services (Fuerderer, Herrmann and Wuebker, (2013) Owomoyela, Oyeniy; and Ola (2013) said that Marketing can also be seen as a science and an art of exploring, creating and delivering value to satisfy the need of a target market at a profit. It pinpoints which segment the company is capable of serving best. It is designed to promotes the appropriate product and services (Kotler & Armstrong, 2004).

In today's ever changing and competitive marketing world, organizations must use all possible means to maximize growth and profitability by focusing on strategic marketing. Marketing at the same time is a dynamic and fast changing discipline and there are many innovative and evolving techniques which guerilla marketing is one of them (Kuttelwascher, 2006 and Hallisy, 2006).

Guerilla marketing has evolved over the years as a result of the contemporary world market, customers and technology. Guerilla marketing is a relatively new marketing strategy that relies on unconventional, often low cost strategies used to create awareness and goodwill towards a brand, product, services even a company (Levinson,2008). Guerrilla marketing distinguishes itself from other promotion tools by its surprise effect and it has become a very popular marketing strategy in recent times. Guerilla marketing is a strategy that should be used by any business or company that is limited in their resources. Guerilla Marketing activities are eye catching and surprising when used encourages small businesses to use her limited resources wisely and efficiently .It believes that small businesses can compete and win on a level playing field with other bigger companies regardless of their size or financial strength as long as they are armed with the right Guerilla weapons (Tactics) and knowledge. (Levinson, 2008).

Guerilla Marketing is differentiated among other marketing strategies. It is an unconventional, unusual and inexpensive approach of marketing. Guerilla marketing strategies give an opportunity for smaller companies such as supermarkets with limited resources to reach their target market in an engaging manner and to stay lucratively on a competitive arena. (Margolis and Garrigan (2008) Guerilla phenomenon has been in existence for over thirty years, it is a relatively new concept which achieves its awareness in marketing branches in recent times. Guerrilla marketing was primarily adopted by small companies to allow them to compete with larger firms that have larger budgets. (Kotler, 2007). However, changing economic conditions have caused even larger companies to seek out means to achieve maximum results with smaller budgets in their marketing and advertising activities. Bigger companies and multi nationals now use guerilla strategies as a weapon in order to struggle for market domination and as such it is becoming an important subject to research. Guerilla marketing or advertisement is basically an advertisement strategies designed for businesses to promote their products and services in an unconventional way.

Palmer (2011) posits that Guerrilla marketing mix are tools used as marketing strategies. Guerrilla marketing mix consists of 4Ps (as extended to 7ps) which helps a manager come up with strategies in order to achieve and create a competitive advantage (American Marketing Association, 2008).. Similarly, Kiprotich (2012) propose that guerrilla marketing mix is a set of marketing tools that organizations blend to elicit responses from its target market. Guerrilla marketing mix is grouped into four variables known as the 4Ps of marketing: Product, Price, Place, and Promotion. Saguti (2015) asserts that guerrilla marketing tools are used by organizations to create and improve their marketing efforts. It is used to blend different factors in such a way that the organization is able to achieve their objectives and meet customers need. Ghouri, et al., (2011) affirm that organizations that have implemented an effective guerrilla marketing strategies are able to increase their sales growth, customer retention, customer satisfaction, expansion and achieve a competitive advantage in the market.

Hence, these study intend to determine the effects of Guerilla Marketing Strategies on Market Performance of Selected Supermarkets in Port Harcourt.

Statement of the Problem

Most supermarkets have failed to record an increase in market performance due to poor application of marketing (tactics) strategies. The traditional promotional mix variables are no longer as effective as they used to be in the sense that there has been a paradigm shift in the fundamental view of marketing strategies. Supermarkets in Port Harcourt can no longer survive the marketing heat if it only rely in selling product, pricing it, promoting it, and expect it to survive in the 21st century market Supermarkets must move towards a more creative, emotional, and engaging approach in reaching their target markets and appealing to their customers' needs and wants externally. Thus, the crux of this research is to evaluate why supermarkets in Port-Harcourt have not leveraged to Guerilla market strategies that is at their beck and call with minimum resources to increase their market performance. Therefore, this study became imperative to determine the effects of Guerilla Marketing Strategies on Market Performance of Selected Supermarkets in Port Harcourt.

Several studies have been carried out to determine the effective marketing strategies to increase market performance: Kajapriya (2017) examined the execution of guerilla marketing and its efficacy on consumer behaviour: with reference to Madurai city. Stanley (2013) assessed the effects of guerilla marketing practices on the growth of beauty shops in Matuu town, Machakos County. Swity, et al (2017) studied the awareness levels of guerrilla marketing techniques among young adults in Muscat region-Sultanate of Oman. Gbolagade, et al (2013) researched on the impact of guerrilla marketing strategies on business performance a study of selected small and medium enterprises (SME's) in Oluyole local government, Ibadan, Nigeria.

Objectives of the Study

The general purpose of this study is to examine the impact of guerrilla marketing strategies on Market Performance of selected Supermarkets in Port Harcourt. The specific objectives of the study are:

1. To determine the extent to which product leveraging influence sales growth of supermarkets in Port Harcourt.
2. To determine the extent to which retainer pricing affect customer retention of supermarkets in Port Harcourt

Research Questions

The following research questions were formulated from the objectives of the study:

1. What is the relationship between product leveraging and sales growth of supermarkets in Port Harcourt?
2. What is the relationship between retainer pricing and customer retention of supermarkets in Port Harcourt?

Hypotheses

The following hypotheses were formulated to be tested and analyzed

Ho₁: There is no significant relationship product leveraging and sales growth of supermarkets in Port Harcourt.

Ho₂: There is no significant relationship between retainers pricing and customer Retention.

Significance of the Study

The management of supermarkets in Port Harcourt can draw important inferences and information which the marketing team can use to improve their marketing performance.

Through this research, supermarkets and other retail businesses will be able to identify Guerrilla marketing strategies as the best form of marketing strategies to employ in their day to day transactions.

The study will serve as a reference material to future researchers.

Scope of the Study

The content scope of this study is limited to guerrilla marketing strategies and market performance of selected supermarkets. The geographical scope is all the supermarkets in Port Harcourt. The units of analysis are managers of all the supermarkets in Port Harcourt.

Review of Related Literature

Concept of Guerrilla marketing

All over the world, marketing experts and researchers attempt to find the best description of Guerilla marketing, but there is still no official definition of the concept. Various versions of explanations have consequently been created and almost all of them have the following characteristics of Guerilla phenomenon in common: untraditional, creative, surprising and efficient marketing. Guerilla Marketing is a special type of marketing strategy which is nowadays designed for marketing mix model and mainly used in 'P' (promotion) element. Levinson (2006) states that it can be described as marketing form which involves the usage of untraditional activities that help companies to weaken the rivals and stay successfully on the market even with limited sources.

The term Guerrilla marketing was coined by Jay Conrad Levison in (2006) in his book 'Guerrilla marketing '. The term "Guerrilla marketing " was inspired by guerrilla warfare which is a form of irregular warfare used by civilians. Guerilla marketing is an example of the transfer of military related and welfare related terminology to the marketing domain. Guerilla marketing was marketing warfare, where the author states that marketing activities are a battle to conquer the customers mind. Marketing is a war but it depends on the nature of war being fought. While military warfare is aimed at the conquest of people and territory, marketing warfare is aimed at winning customers and the markets. Military warfare is aimed at destruction and victory by the use of overwhelming

force. Marketing competition is aimed at finding better, faster, cheaper ways of pleasing customers in completion with other companies that are trying to please the same customers Brain, (2002).

Guerrilla marketing is fundamentally guided by the guerrilla warfare and the steps taken. Like a guerrilla warrior guerrilla marketing uses different, surprising strategies while trying to attract attention (Çeltek and Bozdoğan, 2012: 4789). The guerrilla warfare, which appeared in the resistance of the Spaniards to the French Napoleon between 1807 and 1814 and was described as the weapon of the weak, was used to repel the enemy without being seen as a "soldier" tactically to the enemy (Özgül, 2008: 168). At this point, one of the marketing tactics, "Guerrilla Tactics", was first used in the mid- 1960s in the field of "Marketing and Advertising" in America. The Vietnamese war that had taken place in these years and the successful use of the guerrilla tactics by the people there affected the marketing industry. This victory, which seems small for the countries, actually made a great contribution to the marketing world. Companies started to increase their revenues with different marketing policies (İşler, 2016: 24). The concept of guerrilla marketing emerged when Levinson, the founder and idea leader, gave marketing lessons at the University of California at Berkeley and a group of his students who wanted to set up their own businesses asked him to recommend a book which taught "the ways to build a business without paying money" (Kaşlı et al., 2009; Arslan, 2009). As a result of his researches, Levinson, who could not find any resources for his students, answered that question by writing an article entitled "527 Ways to Market Without Much Money".

Guerrilla marketing is an important marketing technique that small and medium sized businesses are using with minimum marketing investments in extraordinary ways at unexpected times to attract attention of the target audience in today's increasingly competitive environment (Yıldız, 2016: 826). The essential feature of guerrilla marketing is that the message is transmitted to the consumer at an unexpected time in an unexpected way. The nice issue is that a big budget is not necessary for this striking method (Altunışık et al. 2016). The goal of guerrilla marketing, which is regarded as an important technique for businesses to adapt to ever-changing and increasingly competitive conditions, is to create a marketing management that is close to the market, dynamic, responsive to consumer needs, and empowered. Within this context, the purpose of the study is to examine the consumer perceptions of guerrilla marketing techniques that businesses use in the marketing of their products or services. In order to achieve this aim, survey method was used as a data collection method in the research and the perceptions of consumers about guerrilla marketing techniques were analyzed.

There are seven tactical rules of warfare, which the principles of Guerrilla marketing relies upon (Baltes & Leibing 2008). The first tactical rule is that guerrilla marketing is concentrating on the company's resources (time, place and topic) to achieve temporary superiority (Baltes & Leibing, 2008). This means that a company should concentrate on doing, for example, one big promotional activity at the right location, which should be eye catching that create lots of attention, instead of carrying out several small marketing activities. The second tactical rule is to sell the ideology along with the product, not the product alone. To sell the product along with the ideology is very important because guerrilla marketing is not trying to dominate the consumers' attention just for the specific product. Guerrilla marketing wants to make the consumer become a part of the brand (actively involve the consumer), not the brand becoming a part of the consumer.

The third tactical rule is to identify established patterns, analyze them and overcome these patterns (Baltes & Leibing, 2008). To explain the third rule is that every guerrilla marketing activity should be unique and not follow a conventional pattern. Unique in this case means that a company should not use the same marketing style to promote two different products. For example, The fourth tactical rule is that Guerrilla marketing should search for synergies. Synergies mean collaborations between two or more influences (brands) that, will together; create a stronger influence on the market. This is what guerrilla marketing is searching for, to create a strong influence and effect on consumers. The fifth tactical rule is to try to outsmart any perception filters established in the target group (Baltes & Leibing, 2008). This means that the company must challenge the consumers' pre-

conceived notions about a product/brand by using a surprising marketing activity and show customers what the company truly stands for.

The sixth tactical rule is that you should not go the direct way; instead of trying to find detours offering alternatives, The consumer will become more attracted to the product if the company chooses to take the unexpected path, which sets it apart from all the other marketing messages that the message receivers are exposed to every day. The seventh tactical rule is that while using Guerrilla marketing , a company should be flexible, agile and dynamic instead of building strongholds (Baltes & Leibing, 2008). Flexibility opens many doors to success and the marketing is seen in a different way. This will make the consumer pay attention to the any specific marketing activity introduced.

Guerrilla Marketing Strategies

Product Leveraging (PL)

Leverage is any strategic or tactical advantage, These products have high value and cost to the customer but involve little risk of supply because many firms make them. The supplier knows that the customer will compare market offerings and cost, and it needs to show that its offering minimises the customers total cost.

Leveraged products are underlyings that track different underlyings and attempt to amplify their move by a certain multiplier. A good example of a leveraged product is UVXY, which attempts to replicate twice the daily return of a modified VIX futures contract with an average maturity of 30 days. Not all leveraged products are positively correlated. Some products are negatively correlated and experience a loss when the replicated product experiences an increase. Leveraged products are financial instruments that enable traders to gain greater exposure to the market without increasing their capital investment (Mathieu, 2001). They do so by using leverage.

Any financial instrument that allows you to take a position that is worth more on the market than your initial outlay is a leveraged product. Different leveraged products work in different ways, but all amplify the potential profit and loss for a trader. Leveraged products will almost always require you to pay an initial portion of the position you intend to open. This is called the margin (Kazem & Heijden, 2006).

It is very important for a marketer to know he/she is trading a leveraged product, as the actual results will differ greatly than the expected results if assumed the product is not leveraged. Some business organizations avoid leveraged products in the long term due to the negative drag they tend to have. However, leveraged products for short-term, speculative assumptions might be used. Doing this allow the organization to realize substantial gains in a short period of time, as long as their assumption is correct.

Retainer Pricing

A retainer price is an amount of money paid in advance by a client to assure your services will be available to them for an extended amount of time. The client pays a lump sum upfront, or makes a recurring monthly payment, and you work with them on a long-term project, or provide them with access to services each month. Retainer agreements can bring stability to a business, get the business out of the firefighting mode of needing to win new projects all the time, and provide assets within a company or contract ((Singh, 2012).

A retainer means the client pays the agency a fixed amount every month, quarter, or year to manage their marketing efforts. This fee is the equivalent of paying a consultant or a business coach on a monthly basis to help you with your business, etc. A marketing retainer is essentially an agreement between a company and a full-service marketing agency that includes a monthly or quarterly budget in exchange for a wide variety of services. Retainers tend to be over longer time periods and are not project-specific. This long-term relationship allows an agency to become very familiar with a brand and help execute long-term business goals.

Sometimes retainer agency is referred to as an "Agency of Record" (AOR). This means that a marketing agency is the "official" or "main" agency for a company or brand. This AOR, or retainer, relationship allows a company to instantly tap into the resources of an experienced and skilled marketing department without having to build one themselves. A business enters a contractual relationship with an agency and, most often, agree to a set budget for monthly services. If one of the services that the agency is being retained for includes pay-for-click (PPC), traditional, radio or any other form of paid advertising, there will also likely be a discretionary "advertising spend" budget or component within the agreement. Early in the relationship, an agency will work with the company to determine the strategic goals it has been retained to execute (Davenport & Harris, 2007). The Common goals could include:

- i) Build brand awareness
- ii) Increase website traffic and inbound-leads
- iii) Increase sales
- iv) Improve customer relationship

Market Performance.

Market performance measurement is the assessment of "the relationship between marketing activities and business performance" (Clark & Ambler 2001). Gao (2010) proposed that marketing performance is a firm's emphasis on success which comprises the marketing capability in response to the market demands and the adaptation capabilities in environmental change. Similarly, Barczak, Hultink, & Sultan, (2008) explained that marketing performance is the degree of the new product that meets customer expectations with regard to sales, a sales growth greater than its competitors, profitability, and the ability of the firm to respond to market and create customer satisfaction. Likewise, Murray & Chao (2005) used new product development speed, development cost efficiency, and product quality in order to reflect the marketing performance. Moreover, marketing performance is reflected on profitability, sales growth, and sales growth. The marketing performance measure should capture firm performance at both current and future levels. More explicitly, a broad and well balanced performance conceptualization, including; sales growth, customer retention, customer satisfaction, and expansion.

Dimensions of Market Performance

1. Sales growth

This is the pace at which firm sales revenue increases . It is the amount a company derives from sales compared to a previous, corresponding period of time in which the latter sales exceed the former. It enables firms to gain a clear indication of overall firm's growth performance trends and determine any spikes in revenue (Stuart, 2000).

Factors that influence sales growth range from promotion to internal motivation and retaining of talented employees to the implicit opportunities for investments in new technologies and equipment in the production process. In addition, it benefits learning curve and opportunities for economies of scale provided by sales growth.

Sales growth generally utilizes capacity more fully, which spreads fixed costs over more revenue resulting in higher profitability. Audretsch (1995) used a new data base to measure company-level innovative activity used for testing firm growth, profitability and size. He found that high growth generates more innovative activity for firms in low technological- opportunity industries, but not in high-technological opportunity environments. Sales growth should be considered within the context of industry conditions and trends as well as local, regional and national economies. . If the company is growing at rates that challenge its financial leverage, it may actually suffer financial problems due to its growth rate.

Customer Retention

Customer retention refers to the activities and actions companies and organizations take to reduce the number of customer defections. The goal of customer retention programs is to help companies retain as many customers as possible, often through customer loyalty and brand loyalty initiatives. Customer retention refers to the ability of a company or product to retain its customers over some specified period. High customer retention means customers of the product or business tend to return to, continue to buy or in some other way not defect to another product or business, or to non-use entirely. Selling organizations generally attempt to reduce customer defections. Customer retention starts with the first contact an organization has with a customer and continues throughout the entire lifetime of a relationship and successful retention efforts take this entire lifecycle into account. A company's ability to attract and retain new customers is related not only to its product or services, but also to the way it services its existing customers, the value the customers actually generate as a result of utilizing the solutions, and the reputation it creates within and across the marketplace. Successful customer retention involves more than giving the customer what they expect. Generating loyal advocates of the brand might mean exceeding customer expectations. Creating customer loyalty puts 'customer value rather than maximizing profits and shareholder value at the center of business strategies'. The key differentiation in a competitive environment is often the delivery of a consistently high standard of customer service. Furthermore, in the emerging world of Customer Success Retention is a major objective. Customer retention has a direct impact on profitability.

Product leveraging and Market Performance

Consumers buy products frequently, with careful planning, and by comparing brands based on price, colour, quality and style. Mohammad, Wang and Sunayya (2012) also put it a different perspective as a physical appearance of the product, packaging, and labeling. Information, which can also influence whether consumers notice a product in-store, examines it, and purchases it. Past researchers have clearly suggested that product influences have a significant impact on marketing performance as explained by (Kazem & Heijden, 2006; Ogunmokun & Esther, 2004; Owomoyela, Oyeniya & Ola, 2013).

A firm's product offering and strategies constitute to its lifeline to the marketplace. Therefore, product strategies are the way a firm competes in the market and improves its total marketing performance (Aaker 2009; Day and Wensley 2010). According to Samiee (2010) product strategies is the single most important component of guerrilla marketing strategies and is regarded as a blueprint for marketing resources allocation toward realizing the objectives of the firm, which is sales growth, customer retention, customer satisfaction and expansion.

Retainer Pricing and Market Performance

Guerrilla pricing strategies may vary from one supermarket to the other because of many reasons associated with the PESTEL model such as: political, economic, social, technological, environmental and legal forces. Therefore, it is these forces that have effects on pricing component of guerrilla marketing strategies by controlling effects on marketing, distribution, and transportation costs; taking into consideration of market structures and demand; also tariffs, taxes, and other financial trade barriers of different countries affect the guerrilla pricing strategies; the competitors pricing practices, costs and margins of distribution channels all have significant impact on the pricing strategies.

Thus, it is for this reason of diversity in market pricing factors that makes price adaptation necessary for supermarkets to survive and remain competitive and ultimately achieve total market performance in host markets. For consumer products, consumers use price as an important extrinsic cue and indicator of product quality or benefits. Customers often perceive high priced brands to be of higher quality and less vulnerable to competitive price cuts than low priced brands (Dodd, Monroe & Grewal, 2001). Prahalad (2010) argue that companies doing business within the base of pyramid

segment should think about developing products that can be affordable to those consumers. What he means is that supermarkets should market products and services that consumers could pay for. Prahalad (2010) not only means working with price reduction but also about making payment feasible to these consumers, who usually receive their salary in a daily basis. Besides affordability, supermarkets should work simultaneously with other important factors. To create awareness, create access, and availability Okuttah, 2010).

Theoretical Review

Ajzen (1991) Theory of Planned Behavior (TPB) is a model associated with human behavior. The individual decision-making is determined the self and also persons or groups of persons who are important to the individual. Hill et al. (1999) suggested that the success of guerilla marketing is a function of the consumers' willingness to use a product depending on the influence of others and the perceived benefits from the product use.

The study also adopted Resource Based View. The Resource Based View (RBV) has clearly been instrumental in the development of strategies. This is largely due to the RBV shifting emphasis in the strategies literature away from external factors such as industry position towards inter-firm resources of competitive advantage. According to Griffin (1996) strategies implementation is the method by which strategies are operationalized. Once the means and methods of achieving objectives and mission have been identified the next step is to begin implementation. Managers should consider the analysis of organizational structure and systems before strategic implementation as well as analysis of cultural power and conflict. To effectively implement and manage the strategies, managers must integrate the activities of several different functions. These activities help to achieve the best integration of people, structure, processes and resources in reaching organizational purposes.

In today's competitive business environment customers always looks forward for the things that they have never observed before and anything which helps to obtain their attention by surprise and leaves a long period impact on their mind. Most of the flourishing businesses recognized the importance of customer's lifetime value because customer satisfaction is observed as a key differentiator. Beverage industries tried their best to please their customers' to stay alive in the Market place. Guerrilla marketing is one of the raising marketing techniques which consist a chain of strategies that can be applied with a little budget in the company. Guerrilla marketing is measured as an essential strategy for the survival and victory of Beverage industries across the world (Iqbal,& Lohdi 2015). The core purpose of this research paper was to examine the impacts of guerrilla marketing on consumers' buying behavior in beverage industries of Karachi Pakistan. Guerrilla marketing has been taken as an independent variable were consumer buying behavior as a dependent variable and its sub-variables are loyalty, frequency of buying the same product and demand of buying the same product again and again. This research was quantitative in nature. The sample size was 204 and questionnaires were distributed randomly to get the data on primary level. The responses of the respondents was obtained both electronically and manually. With the help of SPSS frequency tables and pie charts was used to check the result. On the basis of findings it was concluded that guerrilla marketing has a positive significant impacts on consumers' buying behavior in beverage industries. As large number of respondents affirmed that guerrilla marketing is very effective and creative strategy which has the power to influence the consumer behavior towards any product or services.

Empirical Review

Kajapriya (2017) examined the execution of guerilla marketing and its efficacy on consumer behaviour: with reference to Madurai city. The study was carried out among 100 respondents as a sample size. The survey was conducted in the location of Madurai City. The sample was selected by the method of Non probability convenience sampling. Both primary & secondary data was collected for analysis through different sources. The researcher used Percentage Analysis and

Correlation analysis for the study. This study findings revealed that there is an association between guerilla marketing and consumer behaviour. The study concluded that consumers recognized that guerilla marketing is a effective tool for promotional activities and it also influencing the consumer buying behaviour towards a product or service. Also, word of mouth (viral marketing) is considered as a highly effectual method of guerilla marketing. The study recommended that marketers need to adopt innovativeness frequently in guerilla marketing to impress their consumers incessantly, instead of sticking with a same advertisement for a prolonged time and for a different product line of a same business.

Saravanan (2019). conducted to examine the rebooting of customer loyalty of Bata products through Guerrilla marketing that helps to sustain their customers.. Primary data collected through survey method. Questionnaire constructed and data was collected from customers in Chennai city. Multiple regression analysis tools are used that helps to predict the effect of independent variables on dependent variable. Findings revealed that making customers loyal to their business helps with word of mouth marketing, customer retention, rate of patronage, feedback, and competitive advantages. The study concluded that guerilla marketing is effective to sustain in the market The study recommended that to make the customers loyal they have to be updated about the new fashionable products, offers given at cost effectiveness by the company.

Stanley (2013) assessed the effects of guerilla marketing practices on the growth of beauty shops in Matuu town, Machakos County. The study targeted the population of beauty shop owners, focus groups and the clients of the business. Random sampling was used to identify the 27 businesses was focused by the study. The research design used was exploratory research since much has not been done in area of interest. The questionnaire comprised of closed and open ended questions. Descriptive statistics was used to collect data and included frequency tables and charts. The study revealed that the beauty shop owners used guerilla marketing to promote their businesses. The concluded that Word of Mouth encourages dialogue with their customers. The study recommended that word of mouth is a very strong selling point and can be used by beauty shop owners to have a personal appeal and can use the strategy to deliver the message in the most suitable way.

Swity, et al (2017) studied the awareness levels of guerrilla marketing techniques among young adults in Muscat region-Sultanate of Oman". Grounded-Theory research design was used so as to find out reactions of respondents towards the guerrilla advertisements when presented to them. The sample size comprises of 50 respondent participants. The data was collected from different respondents in the age group of 18-27(young adults). Focus group method was adopted, group of 10 respondents at a time . The findings of the study highlight the significance of guerrilla marketing as tool for promoting products and also to stimulate interest among different business houses and stakeholders. The study concludes that most of the respondents are aware about the concept of guerrilla marketing; however the respondents are unaware about the different dimensions of guerrilla marketing. The study recommended that if Guerrilla marketing is implemented properly in Muscat region of Oman, would be a major hit among the youth.

Ahmad & Jahangir (2014), carried out empirical study to investigate the association of guerrilla marketing on consumer buying behavior. Questionnaires were utilized and administered in the process of collecting data on the primary level. They floated a total of 230 questionnaires out of which they got appropriate answers of 200 questionnaires. The nature of this research was causal. Since the research was a causal research therefore they used the simple regression model to check the significance effect of guerrilla marketing on consumer buying behavior. On the basis of their research it was found that there was a significant impact of guerrilla advertising on consumer buying behavior. The study concluded that Guerrilla marketing thoroughly explores every possibility and beyond, in order to implement the best possible winning business combination. The study recommended that companies should always make use of combination of marketing methods for a campaign with a use of modern technology as an instrument for improvement of company marketing.

Gap in Literature

There is immense literature on guerrilla marketing strategies both locally and internationally. For instance, internationally a study was done on guerrilla marketing mix, and marketing strategies Nguyen, McCracken, Casavant, and Jessup (2011), Kamba (2010), Langat (2016). Locally, a study was done on the use of guerrilla marketing strategies and guerrilla marketing promotional strategies Aliata, Odondo, Aila, Ojera, Abong, and Odera (2012), Gbolagade, Adesol and Oyewale (2013), Owomoyela, Oyeniyi and Ola, (2013). However, none of these studies examined guerrilla marketing and marketing performance, and more specifically in supermarkets in Port Harcourt.

Summary of Literature Review

This section of the study reviewed several literatures related to the guerrilla marketing strategies and its variables: Guerrilla product, Guerrilla pricing, Guerrilla promotion and Guerrilla place. Also marketing performance which is the dependent variables was reviewed with its measures such as: sales growth, customer retention, customer satisfaction and expansion. This present study is anchored on the Theory of Planned Behaviour and Resource Based. The chapter reviewed some empirical studies and the gaps in these studies were taken care of by the present study.

METHODOLOGY

The correlational research design was adopted in the study. The study adopted a census approach of 20 registered supermarkets in Port Harcourt. Primary and Secondary data was used to obtain the relevant and reliable information needed for this study. For the purpose of this study, 120 questionnaires were administered to sales personnel, managers and supervisors of the 20 selected supermarkets in Port Harcourt amounting to a total number of 240 questionnaires that were used for analysis. A statistical tool such as spearman brown test method was used to test its reliability coefficient and the instrument was confirmed reliable at 0.85. The data collected in the study was analyzed by the use of Spearman Rank Correlation co-efficient.

DATA PRESENTATION, ANALYSIS AND RESULT PRESENTATION

Tested hypothesis are described as follows.

Hypothesis 1

Ho₁: Product leveraging has no significant influence on sales growth of supermarkets in Port Harcourt.

Correlations

			Product leveraging	Sales growth
Spearman's rho	Product leveraging	Correlation coefficient	1.000	.903**
		Sig. (2-tailed)	.000	.000
		N	45	45
		Sales growth	.903**	1.000
			.000	.000
			45	45

** Correlation is significant at the 0.01 level (2-tailed)

The table above indicates that there exists a positive relationship between product leveraging and sales growth which enhance employee performance. The rho indicates a value of .903 at a significant value of 0.000. since it falls within the 0.05 level of our preferred level of significant, the null hypothesis is rejected while the alternative is accepted. This implies that product leveraging have a significant effect on sales growth. The correlation coefficient of 0.903 indicates that there is a strong positive correlation.

Hypothesis 2

Ho₂: Retainers pricing has no significant effect on customer Retention.

Correlations

			Retainers pricing	Customer retention
Spearman’s rho	Retainers pricing	Correlation coefficient Sig. (2-tailed) N	1.000 45	.871** .000 45
	Customer retention	Correlation coefficient Sig. (2-tailed) N	.871** .000 45	1,000 45

** Correlation is significant at the 0.01 level (2-tailed)

The above shows that there exist positive and significant relationships between retainers pricing and customer retention. The rho values is 0.871 at a significant value of .000 falls within the critical value at a 0.05 level of significant; hence the null hypothesis is rejected while the alternative is accepted. Hence there exit positive and significant. This implies that retainers pricing has a significant effect on customer retention. The correlation coefficient of 0.871 indicates that there is a strong positive correlation.

Summary of Findings

This study aims to determine the effect of guerrilla marketing strategies on market performance of selected supermarkets in Port Harcourt. The two hypotheses sought to examine the effect of measures of guerrilla marketing strategies (product leveragings, retainer pricing), on the measures of market performance (sales growth, customer retention). These hypotheses were tested using spearman rank correlation technique.

Relationship between product leveraging and sales growth

The test of Ho₁ revealed that product leveraging has a strong positive relationship with sales growth with correlation coefficient 0.903.

Relationship between retainers pricing and customer Retention.

The test of Ho₂ revealed that retainers pricing has a strong positive relationship with customer retention since Pearson’s correlation coefficient is 0.871

CONCLUSION

In the course of the study, it could be concluded that the guerrilla marketing strategies influences market performance to a great extent in supermarkets in Port Harcourt, moreover, from the findings, the following could be deduced as follows: Product leveraging influence sales growth and Retainer pricing enhance customer satisfaction

RECOMMENDATION

Based on the findings and Conclusion, the study recommends that:

1. Supermarkets in Port Harcourt metropolis should pay great attention to the quality of their web design as this has positive impact on consumers’ purchase behaviour.
2. Social media advertising programs should be encouraged to enhance firms’ brand recognition and repeat purchase.

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QUESTIONNAIRE

S/N	ITEM	SA	A	U	D	SD
		5	4	3	2	1
	Guerilla Marketing Strategies					
	Product leveraging (PL)					
1.	Product leveraging have high value and cost to the customer but involve little risk of supply because many firms make them.					
2.	By using leverage traders to gain greater exposure to the market without increasing their capital investment.					
3.	The products that are best suited for guerilla marketing are products with unique features and positioning					
	Retainer Pricing					
4.	Retainer price ensures that guerilla marketing services is available for an extended period of time.					
5.	Retainer agreements bring stability to business					
6.	Customers are very sensitive to price, they what a place they can buy more and pay less					