MARKETING STRATEGIES AS DETERMINANTS OF SUSTAINABILITY OF SMALL-SCALE BUSINESS IN BAUCHI STATE, NIGERIA

BY

Dauda Lawal, Department of Vocational and Technology Education,
Faculty of Technology Education, Abubakar Tafawa Balewa University Bauchi, Nigeria

Dr Ismail Hamza: Department of Vocational and Technology Education,
Faculty of Technology Education, Abubakar Tafawa Balewa University Bauchi, Nigeria
&
Prof M. M. Aliyu: Department of Vocational and Technology Education,
Faculty of Technology Education, Abubakar Tafawa Balewa University Bauchi, Nigeria

Abstract
The study focused on marketing strategies as determinants of sustainability of Small-Scale Business in Bauchi State, Nigeria. Specifically, the study had six objectives. In line with the specific objectives, six research questions and six hypotheses were raised. Descriptive survey research design was used for the study. The population of the study was 526 registered Small-scale enterprises in Bauchi metropolis. The entire population was used for the study. The instrument for data collection was 4-point scale structured questionnaire. The instrument was validated by 3 experts and pilot test at Azare metropolis. A Cronbach Alpha reliability coefficient of 7.9 was obtained. The researcher with the service of 8 enumerator assisted in the data collection. The data collected were analyzed using mean scores and standard deviations to answer the research questions while inferential statistics of Linear Regression was employed for the test of hypotheses at the significant level of 0.05. The study disclosed that content, marketing mix, endorsement, sponsored posting, referral and competitive marketing strategies has significant influence on the sustainability of Small-scale business in Bauchi metropolis. It was concluded that marketing strategies has the potentials of sustainability of Small-scale business in Bauchi metropolis. The study recommended among others that; operators of Small-scale business should integrate effective marketing strategies for their business sustainability in Bauchi state.
Keywords: Marketing, Strategies, Sustainability, Small-Scale Business

Introduction

The definition of Small-scale business differs within the fixed co-ordination of national boundaries. In America, Hatten (2012) defined Small-Scale business a company owned, operated, and financed by few people and has no more than 100 employees. Alaye-Ogan, (2012) defined small business as companies with capital base between twenty thousand naira and thirty million naira. The Federal Ministry of Commerce and Industry of Nigeria defined small-scale business as a business with capital investment that is not over seven hundred and fifty thousand naira (N750, 000). According to Anas, Adamu and Bala (2020), Small-Scale business is a business that has asset base of not more than five-hundred million naira with manpower strength of 11 to 300. It has been generally agreed by scholars that Small-scale business is a business organization owned by one or few group of people with few employees and with little capital investment. The importance of Small and Medium Scale businesses cannot be over emphasized. The study conducted by Mainoma (2008) reported that, Small and Medium Scale Enterprises (SMEs) are apparatus for reviving the economy through helping to alleviate poverty, wealth

creation, employment generation, improvement of standard of living and so on. Similarly, Anas, Adamu and Bala (2020) opined that, SMEs play significant role in economic development: employment generation, stimulation of economic growth, utilization of local resources, production of intermediate goods and poverty alleviation. The authors added that, Small and Medium Scale Enterprises (SMEs) generate 75% and 80% employment in Sri Lanka and Pakistan. In the same vein, Anas, Adamu and Bala (2020) felt that Small and Medium Scale Enterprises (SMEs) can alleviate poverty due to their abilities to generate income. Similarly, Adisa, Abdulraheem and Mordi (2014) disclosed that Small and Medium Scale Businesses are viable means of creating employment, alleviating poverty, and developing entrepreneurship including indigenous technology at low possible investment costs. The importance of SMBs inspired the federal government of Nigeria to create specialized banks, agencies, and departments to provide support to small business enterprises in the country.

Despite the importance of SMBs and measures taken by the government for its sustainability, empirical evidences have shown that the Small and Medium Scale businesses enterprises in Nigeria are fraught with many challenges. For instance, the study conducted by Atawodi and Ojeka (2012) reported that 80% of small- scale and even medium sized enterprises (SMEs) in Nigeria go out of business before their fifth year. The failures of small business enterprises within 5 years of existence portend financial losses to small business leaders (Adebisi & Gbegi, 2013). These failures according to the authors should be as a result of inappropriate use of marketing strategies. Awotadi and Ojeka (2012) attributed the failure of small businesses in Nigeria to inability of adopting relevant marketing skills by Small-Scale business owners. The authors further asserted that, Small-Scale business owners who have sustained their enterprises beyond 5 years after formation might have adopted appropriate marketing strategy. The study of Oyebamiji, kareem and Ayeni (2013) also discovered that Small and Medium Enterprises (SMEs) in Nigeria have not performed creditably well and hence have not played the expected vital and vibrant role in the economic growth and development of Nigeria. Radda (2019), reported that the major problem facing SMEs in developing countries to poor marketing strategies. The author stressed that Small-Scale business owners do not have initial knowledge on what kind of marketing strategies to use that could lead to increase in profit, productivity, and better competitive advantages over other firms.

Marketing strategy is a comprehensive business plan formulated particularly for achieving the objectives of business organization. Keetch (2009) defined marketing strategy as an integral component of overall firm strategy, defining how the organization will successfully engage customers, prospects, and competitors in the market arena. According Kotler and Armstrong (2012), marketing strategy is a logic by which the company hopes to create customer value and achieve profitable customer relationships. Owomoyela *et al*, (2013) also see marketing strategy as way of providing a quality product that satisfies customer needs, offering affordable price and engaging in wider distribution and back it up with effective promotion strategy.

Marketing strategy is a vital prerequisite of Industry's ability to strengthen its market share and minimize the impact of the competition. Chuwiruch *et al,* (2015), Kumar *et a*l., (2011), Saeedi *et al*., (2012), all reported that market strategies have positive effects on business performance on both short and long terms. Janet *et al,* (2011) further argued that business enterprises that embraced the market strategies have advantages sales, customer's satisfaction and profitability. Similarly, Bendekovic (2014) reported that adaptation of the marketing strategies improves the competitive advantage, performance and sustainability of business organizations. Hitesh (2018)

opined that, understanding the intricacy and Importance of Marketing Strategy is very imperative for the management of the company if it wants to accomplish its long-term and short-term goals in a successful way. This explained why Kumar et al., (2011) argued that, marketing strategies is very essential for achieving competitive advantage of business enterprises. The authors added that integration and adoption of marketing strategies in business environment has the potentials of promoting and sustaining business organization. Nevertheless, scholars have conducted studies that addresses the link between marketing strategy and business sustainability in terms of issues related to environmental, social and economic goals and objectives in an integrated manner but none address issues in terms of content, marketing mix, endorsement, sponsored posting, referral and competitive marketing strategies which the current study intent to cover the gap.

Statement of the Problem

The mortality rate of small and medium scale businesses in Nigeria is worrisome. The situation that renders many people unemployed and also affects personal and national economic development. Studies conducted by Aremu and Adeyemi (2011) reported that most small-scale business in Nigeria liquidate within their first five years of existence. Specifically, study conducted in Bauchi by Anas, Adamu and Bala, (2020) reported that significant numbers of small and medium scale enterprises in Bauchi state liquidate at an infant stage. The poor performance of Nigerian Small-scale is an issue of serious concern to all Nigerians and other stakeholders (Anas, Adamu & Bala, 2020). The author maintained that, most business organizations do not have sufficient knowledge-base, to meet up with their customer's preference. Radda (2019), reported that the major problem facing SMEs in developing countries to poor marketing strategies. The author stressed that Small-Scale business owners do not have initial knowledge on what kind of marketing strategies to use that could lead to increase in profit, productivity, and better competitive advantages over other firms. Dzisi and Ofosu (2014) also asserted that, in the current competitive business environment, marketing strategy is the only matrix for business performance and sustainability. Empirical studies have shown that marketing strategies have influence on business sustainability, but there is little empirical evidence on influence of marketing strategies on the sustainability of SMEs in Bauchi state. It is against this backdrop the researcher was inspired to carry out the study and cover the existing gap using different marketing strategies variables that were not captured by previous study.

Purpose of the Study

The major purpose of the study was to determine marketing strategies as determinants of sustainability of Small-scale business in Bauchi State, Nigeria. Specifically, the study sought to:
1. Determine the extent to which Content Marketing strategy influence sustainability of Small-scale business in Bauchi metropolis;
2. Ascertain the extent to which marketing mix strategy influence sustainability of Small-scale business in Bauchi metropolis;
3. Determine the extent to which endorsement marketing strategy influence sustainability of Small-scale business in Bauchi metropolis;
4. Assess the extent to which sponsored posting marketing strategy influence sustainability of Small-scale business in Bauchi metropolis;
5. Examine the extent to which referral marketing strategy influence sustainability of Small-scale business in Bauchi metropolis and
6. Determine the extent to which competitive strategy influence sustainability of Small-

scale business in Bauchi metropolis.

Research Hypotheses

As a guide, the following null hypotheses were formulated and tested at 0.05 level of significance

1.   Content Marketing strategy has no significant influence on the sustainability of Small-scale business in Bauchi metropolis;
2.   Marketing mix strategy has no significant influence on the sustainability of Small-scale business in Bauchi metropolis;
3.   Endorsement marketing strategy has no significant influence on the sustainability of Small-scale business in Bauchi metropolis;
4.   Sponsored posting marketing strategy has no significant influence on the sustainability of Small-scale business in Bauchi metropolis;
5.   Referral marketing strategy has no significant influence on the sustainability of Small-scale business in Bauchi metropolis.
6.   Competitive strategy has no significant influence on the sustainability of Small-scale business in Bauchi metropolis.

Methodology

The study adopted a survey descriptive research design. The population of the study comprised of management of 526 Small-scale enterprises (SME`s) that registered with National Association of Small and Medium Scale Enterprises (NASME), Bauchi metropolis. The researchers adopted Total Population Sample where the entire population (526) was used for the study. The instrument for data collection was adopted questionnaire. The questionnaire was adopted from the study of Rijgut (2012) structured in 4-point scale of Strongly Agree (SA), 4 points; Agree (A), 3 points; Strongly Disagree (SD), 2 points and Disagree (D), 1 point. The instrument contained 70 items. The instrument was validated by three experts and pilot tested using 30 management staff of Small-scale business in Azare metropolis. A Cronbach Alpha reliability coefficient of 0.79 was obtained. The instrument was found to be reliable as suggested by Hair, (2010) who opined that internal consistency of at least 0.70 should be considered satisfactory for survey study. The researcher assisted by six trained enumerators distribution and retrieval of the instrument. Direct contact was used for the administration of the research instrument. The researcher visited each of the target respondents in their business premises of the respondents. This enabled the researcher to retrieve 487 out of 526 copies of question distributed. The exercise lasted for four (4) weeks. The data collected from the study were entered into Statistical Package of Social Science (SPSS), version 25. The package was employed to run Linear Regression which was employed to test the research hypotheses at 0.05 level of significance. In the test of the hypotheses, when the p-value is found to be less than the alpha value (0.05) the hypothesis was rejected and when the p-value was found to be greater than the alpha value, the hypothesis was retained.

Results

Research Hypothesis One

Content Marketing strategy has no significant influence on the sustainability of Small-scale business in Bauchi metropolis. The outcome of data used to test null hypothesis one in Table 1 disclosed the Standardized Coefficients Beta value of. .941. The t-value stood at 59.500 with R-.941 and R-square of .885. The obtained R-square value indicated that content marketing strategy has 88.5% influence on sustainability of Small-scale business in Bauchi metropolis. The *.000 p-*

value indicated that content marketing strategy has significant influence on sustainability of Small-scale business in Bauchi metropolis. The hypothesis was rejected.

Table 1: Regression Analysis on the Influence of Content Marketing strategy on the sustainability of Small-scale business in Bauchi metropolis

Model	Standardized Coefficients Beta	T	R	R^2	Adjusted R^2	P-value	Remark
1	.941	59.500	.941[a]	.885	.885	.000	HO_1 Rejected

a. Dependent Variable: Sustainability
b. Predictors: (Constant), CMS

Research Hypothesis Two

Marketing mix strategy has no significant influence on the sustainability of Small-scale business in Bauchi metropolis. The output of regression analysis on the test null hypothesis two documented in Table 2 unveiled the Standardized Coefficients Beta value of .945 with the t-value of 62.150. The R=945 with R-square of 894. The obtained value of R-square indicated that marketing mix strategy has 89.4% influence on sustainability of Small-scale business. This is also seen in the *p-value of .000* indicated that the independent variable has significant influence on dependent variable. The hypothesis was rejected.

Table 2: Regression Analysis on the Influence of Marketing Mix Strategy on the sustainability of Small-scale business in Bauchi Metropolis

Model	Standardized Coefficients Beta	T	R	R^2	Adjusted R^2	P-value	Remark
1	.945	62.150	.945[a]	.894	.894	.000	HO_2 Rejected

a. Dependent Variable: Sustainability
b. Predictors: (Constant), MX

Research Hypothesis Three

Endorsement marketing strategy has no significant influence on the sustainability of Small-scale business in Bauchi metropolis

The statistical evidence documented in Table 3 reveals that the standardized coefficients beta value of .892 with t=42.273. The R-value stood at 892 with the R-square of .796. The obtained R-square indicated that the independent variable has 79.6% influence on the dependent variable. This is also obtained in the *p-value of .000* suggested that Endorsement Marketing Strategy has significant influence on sustainability of Small-scale business in Bauchi Metropolis. The hypothesis was therefore rejected

Table 3: Regression Analysis on the Influence of Endorsement Marketing Strategy on the Sustainability of Small-scale business in Bauchi Metropolis

Model	Standardized Coefficients Beta	T	R	R^2	Adjusted R^2	P-value	Remark
1	.892	42.273	.892[a]	.796	.795	.000	HO_3 Rejected

a. Dependent Variable: Sustainability
b. Predictors: (Constant), EMS

Research Hypothesis Four: Sponsored posting marketing strategy has no significant influence on the sustainability of Small-scale business in Bauchi metropolis

The outcome of regression analysis used to test null hypothesis four in Table 4 disclosed the Standardized Coefficients Beta value of. .902. The t-value obtained stood at 44.670 with R-value of .902 and R-square of .813. The obtained R-square indicated that sponsored posting marketing strategy has 81.3% influence on sustainability of small-scale business in Bauchi Metropolis This is also seen in the *p-value of .000* indicated that the influence of sponsored posting marketing strategy on the sustainability of small-scale business in Bauchi Metropolis was significant. The hypothesis was rejected.

Table 4: Regression Analysis on the Influence of Sponsored Posting Marketing Strategy on the Sustainability of Small-scale business in Bauchi Metropolis

Model	Standardized Coefficients Beta	T	R	R^2	Adjusted R^2	P-value	Remark
1	.902	44.670	.902^a	.813	.813	.000	HO_4 Rejected

a. Dependent Variable: Sustainability
b. Predictors: (Constant), SPMS

Research Hypothesis Five: Referral marketing strategy has no significant influence on the sustainability of Small-scale business in Bauchi metropolis.

The output of regression analysis on the test null hypothesis one documented in Table 5 unveiled the Standardized Coefficients Beta value of .893 with the t-value of 42.559. The R=.893 with R-square of. .798. The obtained .798 R-square indicated that referral marketing strategy has 79.8% influence on sustainability of Small-scale business in Bauchi Metropolis. This is also seen in the *p-value of .000* indicated that the influence of referral marketing strategy on sustainability of Small-scale business in Bauchi state was significant. The hypothesis was rejected.

Table 5: Regression Analysis on the Influence of Referral Marketing Strategy on the Sustainability of Small-scale business in Bauchi Metropolis

Model	Standardized Coefficients T Beta		R	R2	Adjusted R2	P-value	Remark
1	.893	42.559	.893^a	.798	.797	.000	HO_5 Rejected

a. Dependent Variable: Sustainability
b. Predictors: (Constant), RMS

Research Hypothesis Six: Competitive strategy has no significant influence on the sustainability of Small-scale business in Bauchi metropolis.

The statistical evidence documented in Table 6 revealed the standardized coefficients beta value of .889 with R=.889 and the R-square of .790. The obtained R-square indicated that the independent variable has 79% influence on the dependent variable. This is also obtained in the *p-value of* .000 suggested that competitive strategy has significant positive influence on sustainability of Small-scale business in Bauchi metropolis. The hypothesis was therefore rejected

Table 6: Regression Analysis on the Influence of Competitive Marketing Strategy on the Sustainability of Small-scale business in Bauchi Metropolis

Model	Standardized CoefficientsBeta	T	R	R2	Adjusted R2	P-value	Remark
1	.889	41.498	.889[a]	.790	.789	.000	HO_6 Rejected

a. Dependent Variable: Sustainability
b. Predictors: (Constant), MC

Discussion of Findings

The result of research null hypothesis one disclosed that content marketing strategy has significant influence on the sustainability of Small-scale business in Bauchi metropolis. The finding agreed with the report of Shinkle et al., (2013) who opined that, when a multiple or mixed-strategy approach is beneficial is in a transition economy with low market orientation. Similarly, Bendekovic (2014) reported that adaptation of the marketing strategies improves the competitive advantage, performance and sustainability of business organizations. The author maintained that, understanding the intricacy and Importance of Marketing Strategy is very imperative for the management of the company if it wants to accomplish its long-term and short-term goals in a successful way. According to online guide (2019) content marketing which is an umbrella term covering a set of strategies, techniques and tactics to fulfill business and customer goals by using the most relevant content to serve, attract, convert, retain and engage customers in a trustworthy and valuable way has influence on business sustainability. According to Dave (2019) content marketers is very essential for business success and sustainability. The findings of null hypothesis two indicated that, marketing mix strategy significantly influence on the sustainability of Small-scale business in Bauchi metropolis. The outcome of the study is in line with the submission of Mburu (2015) study found out that marketing strategies constitute one of the key functional of Small-scale business. The study of Anas, Adamu and Bala (2020) also reported that effective adoption of marketing strategies helps companies to achieve its goals aligned with segmentation, target market, positioning and the marketing mix elements to satisfy customer requirements. Also, Babandi (2017) opined that effective marketing mix has significant role of business sustainability. In line with this, Umar (2018) study shows that is a significant relationship between business strategies adopted and the performance of SMEs in Nigeria.

The outcome of null hypothesis three suggested that the influence of endorsement marketing strategy significantly influences the sustainability of Small-scale business in Bauchi metropolis. The finding is in line with that of Awotadi and Ojeka (2012) who reported that the failure of small businesses in Nigeria to inability of adopting relevant marketing skills by Small-Scale business owners. Awotadi and Ojeka further argued that, marketing strategies is very essential for achieving competitive advantage and sustainability of business enterprises. The authors added that integration and adoption of marketing strategies in business environment has the potentials of promoting and sustaining business organization. Equally, Adebisi and Gbegi (2013) reported that inappropriate use of marketing strategies has negative influence on Small-scale business. The study of Oyebamiji, kareem and Ayeni (2013) also discovered that Small and Medium Enterprises (SMEs) in Nigeria have not performed creditably well because of inability of utilizing appropriate marketing strategies.

The finding of research hypothesis four indicated that, sponsored posting marketing strategy has significant influence on the sustainability of Small-scale business in Bauchi metropolis. The result of the study is in line with that of Lechner & Gudmundsson (2014) who reported that, small business owners must engage in competitive strategy analysis to explore how their businesses operate in order to increase the business's performance. Radda (2019) also reported that the major problem facing SMEs in developing countries to poor marketing strategies. The author stressed that Small-Scale business owners do not have initial knowledge on what kind of marketing strategies to use that could lead to increase in profit, productivity, and better competitive advantages over other firms. Sustainable organization proprietors should be aware of the competition and the behaviors of direct and indirect competitors (Biggemann, Williams, & Kro, 2014). Bauer, Schriber and King (2016) also opined that sustainable proprietors should differentiate their products or services to get a competitive edge.

Research hypothesis five indicated that the influence of referral marketing strategy on the sustainability of Small-scale business in Bauchi metropolis was significant. The finding is similar with that of Villanueva, Yoo, and Hanssens (2008) who reported that customers acquired through referral marketing strategy can generate more revenue for the firm than customers acquired through traditional marketing efforts. Likewise, the study conducted by Trusov, Bucklin, and Pauwels (2009) reported that, traditionally, referral marketing appeal has been in the belief that it is cheaper than other acquisition methods and it promotes business sustainability. Van den Bulte, and Raghuram (2011) whose study shows that referral marketing otherwise known as word of mouth (WOM) has reemerged as an important marketing phenomenon, and its usage as a customer acquisition method has begun to attract renewed interest because it promotes business performance.

The finding of hypothesis six shows that the influence of competitive strategy on the sustainability of Small-scale business in Bauchi metropolis was significant. The find agreed with that of Erratum, Pang and Liu (2016) who opined that, managers also use the benchmarking to determine the best strategies to yield results and to obtain a competitive advantage. The authors stressed that, the first step to put in place a successful differentiation strategy is to apply the benchmarking approach for competitive strategy. Externally, benchmarking is helpful to gather useful information about the performance of competitors to develop similar or best practices to resist or to surpass rivals. Similarly, the study conducted by Shavneet, Gurmeet, and Asheefa (2019) also revealed that the best way for a sustainable business to protect itself from the competition is through a servitization strategy. The authors added that, the strategy adds more values to stakeholders and gives entrepreneurs a sustainable competitive edge.

Conclusion
The outcome of the study suggested that effective marketing strategy has positive influence on sustainability of small-scale business in Bauchi state. This therefore indicated that adoption of appropriate marketing strategy will help to reduce the mortality rate of small-scale business in the area and improves its success and sustainability.

Recommendations
Based on the findings of the study, it recommended that:
1. Small-scale trade unions should organize orientation programme that will enlighten their members on the need to adopt effective marketing strategies of their products.

2. Bauchi state government with collaboration of Small And Medium Enterprises Development Agency of Nigeria should create awareness programme to proprietors of Small-scale business in the state on the need to adopt endorsement marketing strategy to their customers.

References

Adebisi, J. F., & Gbegi, D. O. (2013). Effects of multiple taxations on the performance of small and medium scale business enterprises (A study of West Africa Ceramics Ajeokuta, Kogi State). *Mediterranean Journal of Social Sciences,* 4(6), 324-334.   doi:10.5901/mjss.

Adisa, T., A., Abdulraheem, I. & Mordi, C. (2014). The Characteristics and Challenges of Small Businesses in Africa: an Exploratory Study of Nigerian Small Business Owners, *Economic Insights – Trends and Challenges*, III (LXVI), 1-14.

Alaye-Oga, E. (2012). *A practical guide to running successful small businesses in Nigeria: challenges, peculiarities, and effective resolution support*. Lambert Academic Publishing, Deutschland.

Anas S., Adamu, I., & Bala, M. (2020). Skills needs for business sustainability among trainees of technical and vocational education training centres in Bauchi state, Nigeria. *International Journal of Education,* Humanities and social science, 3 (3), 33-52.

Aremu, M. A. & Adeyemi, S. L. (2011). Small and medium scale enterprises as a survival strategy for employment generation in Nigeria. *Journal of Sustainable Development* 4 (1), 200-206

Atawodi, O. W. & Ojeka, S. A., 2012. Factors that affect tax compliance among small and medium enterprises (SMEs) in north central Nigeria.. *International Journal of Business and Management,* 7(12), 87-93.

Babandi I. G. (2017) Critical challenges facing small business enterprises in Nigeria: A literature review, *International Journal of Scientific and Engineering Research* 8(8):796-808

Bauer, F., Schriber, S., King, D.R. & Uzelac, B. (2016), "Entrepreneurial integration skills: knowing what you acquire to integrate it", *mergers and acquisitions, entrepreneurship and innovation* (*Technology, Innovation, Entrepreneurship and Competitive Strategy,* Emerald Group Publishing Limited, Bingley, 15, 1-29. https://doi.org/10.1108/S1479-067X20160000015002

Bendekovic, J., Simonic, T. & Naletina, D. (2014). *Importance of marketing strategy for achievement of competitive advantage of Croatian road transporters*, From, https://www.researchgate.net/publication/,

Biggemann, S., Williams, M. & Kro, G. (2014). Building in sustainability, social responsibility and value co-creation, J*ournal of Business & Industrial Marketing* 29 (4), 304–312,

Chuwiruch, N., Jhundra-Indra, P. and Boonlua, S. (2015), "Marketing innovation strategy and marketing performance: a conceptual framework", *Academy of Marketing Studies*, 20 (2), 82-93

Dave, C. (2019). What is digital marketing, Retrieved from: https://www.davechaffey.com/digital-marketing-definitions/what-is-digital-marketing/Insights On 2rd June, 2021

Dzisi, S. & Ofosu, D. (2014). Marketing strategies and the performance of SMEs in Ghana, *European Journal of Business and Management*. 6 (5), 102-111

Erratum, F. C., Pang, B. & Liu, H. (2016). Quantitative study on the dynamic mechanism of smart low-carbon city development in China. *Sustainability*, *8*, 507

Hatten, T. (2012). *Small business management: entrepreneurship and beyond*. South-Western

Cengage Learning, USA.

Janet, Y. M., Gerald, Y.G. & Masaaki, K. (2011). Market orientation and performance of export ventures: The process through marketing capabilities and competitive advantages, *"Original Empirical Research*, 19 (3): 252-269

Kotler, P. & Armstrong, G. (2012). *Principles of marketing, New Jersey:* Pearson Education Inc., 10th Edition

Kumar, V.; Eli, J., Rajkumar, V. & Robert, P. L. (2011). Is market orientation a source of sustainable competitive advantage or simply the cost of competing?" *Journal of Marketing,* 75 (12): 16-30.

Lechner, C., & Gudmundsson, S. V. (2014). Entrepreneurial orientation, firm strategy and small firm performance. *International Small Business Journal, 32,* 36-60.

Mainoma M. T. (2008) *Public accountability and external audit*. Training manual of 2008 Session of the mandatory continuing professional development programmes as published by the Association of National accountants of Nigeria.

Mburu (2015). *Marketing strategies and the performance of small and medium enterprises*: in Matuu town, Machakos country, Kenya.

Owomoyela S. K., Oyeniyi K.O & Ola O.S, (2013).Investigating the impact of marketing mix elements on consumer loyalty: An empirical study on Nigerian Breweries Plc. *Interdisciplinary Journal of Contemporary Research in Business.* 4 (11), 485 –496.

Oyebamiji, F. F, Kareem T., S., & Ayeni G. O, (2013). Impact of job satisfaction dimensions on job performance in a small and medium enterprise in Ibadan, South Western, Nigeria. *Interdisciplinary Journal of Contemporary Research In Business*. 4 (11), 509 – 521

Radda, U. (2019). *We are mainstreaming the informal sector*. From https://smedan.gov.ng/we-are-mainstreaming-the-informal-sector-radda-launches-cgs-in-bauchi/

Rijgut, M. (2012). *Marketing strategies adopted by small and medium enterprises in Nairobi central business district*: A management research project. Unpublished Master's dissertation, School of Business, University of Nairobi

Saeedi, N.; Masouleh, S.; Abdolah, S.; Mousavian, S.; & Zendehbad, S. (2012). Impact of internet marketing on business performance. *American Journal of Scientific Research,* 71, 39-47.

Shavneet S., Gurmeet, S. and Asheefa, A. A. (2019): Use of social networking sites by SMEs to engage with their customers: a developing country perspective, *Journal of Internet Commerce*, DOI: 10.1080/15332861.2019.1695180

Shinkle, G. A., Kriauciunas, A. P., & Hundley, G. (2013). Why pure strategies may be wrong for transition economy firms. *Strategic Management Journal, 34,* 1244-1254. doi:10.1002/smj.206

Singh, T., Sharma, S. & Nagesh, S. (2017) Socio-economic status scales updated for 2017. *International Journal of Research in Medical Sciences, 5, 3264-3267. https://doi.org/10.18203/2320-6012.ijrms20173029*

Trusov, M., Bucklin, R., & Pauwels, K. (2009). Effects of wordof-mouth versus traditional marketing: Findings from an internet social networking site. *Journal of Marketing*, 73(5), 90–102

Umar, A. A. (2018). The *relationship between market orientation and business performance of Nigerian SMEs*: The Role of Organizational Culture.

Van den Bulte, Christophe &Raghuram Iyengar (2011). Tricked by truncation: spurious duration dependence and social contagion in hazard models. *Marketing Science*, 30 (2), 233-248.

Villanueva, J., Yoo, S., & Hanssens, D. M. (2008). The impact of marketing-induced vs word-of-mouth customer acquisition on customer equity. *Journal of Marketing Research,* 45, 48-59. doi:10.1509/jmkr.45.1.48.