

Competitive Advantage through Guerrilla Marketing Dimensions: Evidence from Beverage Companies in South East Nigeria

^{1*}**Fidelia Igemohia & Stanley Akpewwe Onobrakpeya**

Department of Marketing and Entrepreneurship, Delta State University Abraka
Department of Marketing, Federal Polytechnic Orogun, Delta State, Nigeria.

**For correspondence, email: fideliaabu@gmail.com*

Abstract

The study investigated the effect of guerrilla marketing dimensions in improving competitive advantage among beverage companies in South East Nigeria. This study seeks to address how ambient advertising, ambush marketing, and brand storytelling, as guerrilla marketing dimensions, affect competitive advantage. The cross-sectional survey research method was selected for this study. The study population comprised 644 workers from six beverage companies. The sample size was established at 234 participants. Primary data were collected using questionnaires. To analyze the data collected a combination of descriptive and inferential statistics was employed. The study revealed that brand storytelling ($\beta = 0.504$) has the strongest positive effect on competitive advantage, followed by ambient advertising ($\beta = 0.308$) and ambush marketing ($\beta = 0.220$). The findings suggest that beverage companies should prioritize brand storytelling as it has the strongest positive effect on competitive advantage, enabling them to create emotional connections with consumers and enhance brand loyalty. While ambush marketing shows a positive effect, it is less impactful compared to brand storytelling and ambient advertising, indicating that it should be used selectively.

Keywords: Ambient Advertising, Beverage Companies, Brand Storytelling, Competitive Advantage, Guerrilla Marketing Dimensions.

INTRODUCTION

In today's increasingly competitive business landscape, companies are constantly seeking innovative strategies to differentiate themselves and gain a sustainable competitive advantage. The beverage industry, characterized by intense rivalry and ever-changing consumer preferences, is no exception. In Nigeria, where the market is flooded with several local and international beverage brands, companies must think creatively to stand out and capture market share. Guerrilla marketing, an unconventional and low-cost marketing approach, has emerged as a viable strategy for companies seeking to disrupt traditional marketing norms and create

lasting impressions. Conventional marketing strategies are increasingly ineffective for two primary reasons: first, consumers are flooded with information, encountering approximately 3,000 advertising messages daily; and second, the monotonous uniformity of advertisements diminishes the likelihood of an advertisement making a lasting impression on viewers (Hutter & Hoffmann, 2014). Consequently, research emphasizes the necessity of cultivating "attention marketing," which aims to surprise consumers to seize their attention (Hutter & Hoffmann, 2011). Guerrilla marketing leverages the psychological dimensions of existing and prospective customers, accomplished via word of mouth and surprising tactics. As rivalry in the market escalates, organizations must adaptively implement appropriate marketing techniques in advertising (Bachnik & Nowacki, 2018). Guerrilla marketing campaigns are regarded as more innovative and credible than traditional campaigns, while also being less costly and providing greater opportunities to engage target audiences (Lubytè, 2021). This marketing strategy entails innovative thinking and prioritizes capturing public attention, typically employing cost-effective marketing strategies. Consequently, several strategies have emerged throughout the years, including ambient advertising, ambush marketing, and brand storytelling.

Ambient advertising employs the strategic placement of advertisements in a customer's environment, leveraging the element of surprise (Gillert, 2021). Positioning an advertisement in areas with high foot traffic necessitates less marketing effort, leading to reduced financial expenditure. The components of the surroundings are also taken into account in the creative integration within commercials. The objective is to capture consumers' attention by presenting a message in an unconventional and highly visible format (Xavier & Jayan, 2021). Ambush marketing, on the other hand, is a third party's endeavour, without the consent of the participants, to establish a direct or indirect association with a sporting event. As a result, official sponsors, dealers, and partners forfeit certain financial benefits associated with the "official" designation (Sudarshan, Begum, & Kaur, 2023). Additionally, brand storytelling enhances a brand's emotional and visual legacy to increase its appeal to consumers. Brand storytelling elicits emotional reactions and fosters connections with consumers, enhancing their receptivity and susceptibility to persuasion (Biesenbach, 2018). Narratives can strengthen emotional bonds by highlighting facts, eliciting emotions, and providing vivid depictions (Onobrakpeya & Okechukwu, 2024). Guerrilla marketing aims to engage the broadest audience across various venues, including concerts, public parks, sporting events, festivals, beaches, and retail centers (Davis & Davis, 2021).

An essential aspect of guerrilla marketing is selecting the optimal time and location for a campaign to avoid potential legal issues. Despite its potential, there is a dearth of research on the application and effectiveness of guerrilla marketing strategies in the Nigerian context. Past studies on guerrilla marketing have primarily focused on consumer behaviour, brand engagement, and brand image across various sectors such as agriculture, fashion, and social causes (Inyommom, Ekpah, Dagba, & Iheanacho, 2024; Dimobi & Anyasor, 2022; Farooqui, 2021). However, there is a notable gap in understanding how specific guerrilla marketing dimensions, such as ambient advertising, ambush marketing, and brand storytelling, contribute to the long-term competitive advantage of companies, particularly within the beverage sector. Most studies have concentrated on short-term consumer responses and brand perception, with

Igemohia & Onobrakpeya. Competitive advantage through guerrilla marketing dimensions

limited attention on how these strategies affect strategic outcomes such as market positioning, brand differentiation, and customer loyalty over time (Kabir & Ikwuagwu, 2021; Barbosa, Rocha, and Pina, 2022). This research addresses this gap by investigating the effect of guerrilla marketing dimensions on the competitive advantage of beverage companies in South East Nigeria, providing valuable insights into how these marketing dimensions can foster sustainable competitive advantages and improve performance in a highly competitive industry. The specific objectives are to evaluate the effect of ambient advertising, ambush marketing, and brand storytelling on competitive advantage.

REVIEW OF RELATED LITERATURE

Conceptual Review

Guerrilla Marketing Dimensions

The phrase Guerrilla Marketing was introduced by Jay Conrad Levinson in 1984. Levinson posits that this technique focusses on acquiring further referrals and maintaining current consumers instead of pursuing new clientele. Moreover, guerrilla marketing facilitates direct engagement with individuals while striving to elicit an emotional response that enhances recall of the commercial through unusual methods (Xavier & Jayan, 2021). Individuals consistently want innovative concepts, and possessing a distinctive advertising approach can assist a corporation in captivating prospective clients (Mani, Tripathi, Batola, Thapliyal, & Jain, 2020). Guerrilla marketing is regarded as the inception of unorthodox communication methods, characterised by limitless innovation and application (Stoenescu, 2018). Guerrilla marketing aims to achieve company vision by leveraging unconventional strategies (Gillert, 2021). In contrast to conventional marketing, Guerrilla Marketing emphasises creativity and efficiency in approaches with minimal financial expenditure, suitable for both small and large enterprises that believe the effectiveness of an advertisement's core message exceeds that of mass advertising strategies. Guerrilla marketing is a communication strategy that can engage customers more rapidly than any other form of advertising (Iqbal & Lohdi, 2016). Guerrilla warfare, in contrast to other offensive strategies, is employed by firms that are too small to initiate conventional offensives or similar operations against their market competitors. Hutter and Hoffmann (2011a) asserted that guerrilla marketing encompasses unconventional advertising methods aimed at capturing the attention of a broad audience at minimal expense by eliciting surprise and diffusion effects. Guerrilla marketing strategies are especially effective for cost-benefit ratios in this manner. Guerrilla marketing is an unconventional strategy aimed at astonishing customers or the broader populace. It is highly efficient, and the financial costs are relatively low compared to conventional and costly advertising efforts (Khare, 2017). Guerrilla campaigns employ unconventional tactics that are typically unprecedented. Due to its inherent element of surprise, guerrilla marketing campaigns cannot be replicated without modification. The fundamental objective is to provoke discussion to facilitate virality on social media, via public relations, and through interpersonal communication. The objective of Guerrilla Marketing is to expand the scope of advertising. Long-standing advertisements must confront the reality that their reach has diminished over time (Levinson & Horowitz, 2016).

Guerrilla tactics are effective in both digital and traditional marketing due to their reliance on viral influence to capture attention (Susilo, 2020). Guerrilla marketing originated as an unconventional promotional strategy that depended on time, effort, and creativity instead of a substantial marketing budget. The objective of guerrilla marketing is to create an interactive, conversational, unique, and intellectually stimulating concept. This is executed to generate excitement, stimulate discussions about the brand, and amplify the volume of conversations surrounding it. Numerous aspects of guerrilla marketing research have been examined in studies. Isaac (2014) found that in the hotel industry, the integration of guerilla marketing with traditional marketing strategies enhanced organisational marketing efficiency. Kelly (2015) found that guerrilla marketing methods affect the consumption behaviour of Generation Y customers; however, not all individuals within this demographic were aware of or comprehended guerrilla marketing and its impact on their choices or purchasing decisions. Guerrilla marketing tactics are distinctive and unforgettable, have the capacity to leave a lasting impression on consumers (Soomro, Baeshen, Alfarshouty, Kaimkhani, & Bhutto, 2021).

Guerrilla marketing tactics also include viral marketing, graffiti advertising, and clickbait advertising. Viral marketing as one of the guerrilla marketing tactics encourages individuals to amplify the reach and visibility of a marketing message by disseminating it to others (Andocsová et al., 2018). Graffiti advertising is increasingly gaining popularity among brands as it merges street art with advertising. This has enabled marketers to create visually striking artworks while also conveying their goods (Soomro, Baeshen, & Kaimkhani, 2021). Clickbait advertising employs a push-and-pull method in which brands present a fragment of the main commercial to capture users' attention. This form of advertising is frequently employed in contemporary social media due to its ability to evoke curiosity (Soomro et al., 2021). Consumers are left astonished, impressed, and eager to acquire further knowledge about the product and/or service following a successful campaign (Ahmed, Qureshi, Treimikien, Vveinhardt, & Soomro, 2020). This marketing strategy facilitates brand recall. Guerrilla marketing utilises unconventional strategies to get effective outcomes at a reduced expense compared to conventional marketing practices (Ay, Aytakin, & Nardali, 2010). Guerrilla marketing includes viral marketing, social media blog marketing, as well as ambient, grassroots, buzz, undercover, and stealth marketing (Soomro et al., 2021). Infection, Surprise, and Ambush marketing are three categories of guerrilla marketing proposed by Nufer (2016).

Competitive Advantage

The capacity to consistently produce capital growth beyond the industry average is termed a competitive advantage (Siswoyo, Kustyadi, Wijayani, & Hartati, 2020). Anwar, Rehman, and Zulfiqar (2018) posited that competitive advantage constitutes a firm's strategic superiority over its industry competitors. Competitive advantage can serve as a significant mediator in the interaction between environmental preservation and financial success, as well as a catalyst for enhancing corporate performance. The financial network and the performance of the new business, together with the business network and the success of the new company, are significantly influenced by competitive advantage. Rua, França, and Ortiz (2018) concurred with numerous prior studies by asserting that competitive advantage, including cost and differentiation, might exert a positive and substantial influence on competitive advantage.

Igemohia & Onobrakpeya. Competitive advantage through guerrilla marketing dimensions

Figure 1 illustrates how the components of guerrilla marketing, including ambient advertising, ambush marketing, and brand storytelling, affect competitive advantage.

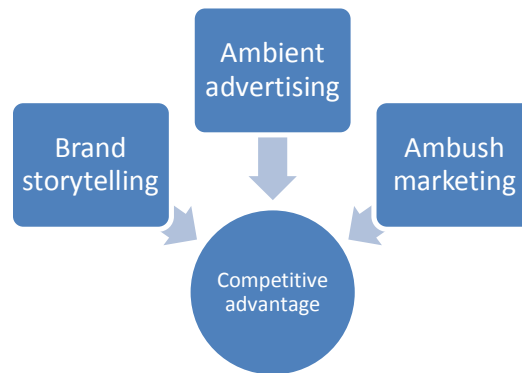


Figure 1. Guerilla marketing dimensions

Source: Authors Desk Research

Figure 1 visually demonstrates how the key components of guerrilla marketing—ambient advertising, ambush marketing, and brand storytelling—contribute to enhancing competitive advantage. The figure includes a flowchart that connects each marketing component to its respective impact on competitive advantage, with ambient advertising shown as increasing brand visibility, ambush marketing driving consumer engagement through strategic placements, and brand storytelling creating emotional connections that differentiate the brand. The relevance of this figure lies in its ability to provide a clear and concise representation of how these guerrilla marketing dimensions work together to improve a company's market position. By illustrating these connections, the figure effectively highlights the strategic importance of these components in building a strong competitive edge. The figure serves as a visual aid that reinforces the study's argument on the significant role of guerrilla marketing in fostering long-term business success.

Ambient Advertising

Ambient advertising refers to the strategic placement of advertisements in unconventional, non-traditional environments, such as public spaces, events, or everyday objects, to create immersive and memorable brand experiences. For instance a beverage company wraps city buses with branded vinyl, turning them into mobile billboards. Ambient media refers to non-traditional outdoor advertising. Ambient marketing uses unusual methods, including holography, role-playing, and graffiti, to communicate its message. Dinh and Mail (2016) define ambient marketing as the strategic positioning of advertisements in unconventional and unforeseen areas, often employing unusual techniques. Ambient advertisements are shown on manhole covers, cranes, pizza boxes, complimentary postcards, and in pubs, while other out-of-home advertisers use large-scale billboards for their promotions. Each of them engages in increasingly extravagant demonstrations. Recent years have witnessed the emergence of novel ambient media, such as large-format display signage in subways and supermarket cart handles

(Behal & Sareen, 2014). The essential factor is to engage the target market in an enjoyable manner at their preferred location. Ambient marketing captures attention mostly by unique messaging rather than the magnitude of the campaign. Therefore, to achieve the objective, it must be promoted through an innovative technique to capture public interest. Ujwava (2012) stated that several prominent firms, such as Coca-Cola, Nike, and Nestle, employ ambient advertising to advertise their new products, despite its original purpose for non-profit organisations.



Figure 2. McDonald's campaign in pedestrian crossing

Source: Pinterest (2011)

McDonald's exemplifies ambient marketing in the food industry. The campaign captivates attention as the brand understands the traits of potential customers and the fundamental nature of the product. Figure 2 illustrates the optimal pedestrian crossing beside the conventional McDonald's French fries that individuals must traverse to cross the street. McDonald's exemplifies ambient marketing in the food industry through its strategic use of everyday spaces, as illustrated in Figure 2, where the placement of the optimal pedestrian crossing beside the iconic McDonald's French fries outlet becomes a subtle yet impactful marketing tool. By situating the crossing near a well-known establishment, McDonald's leverages the familiarity of its brand, enhancing brand visibility in a non-intrusive manner. Pedestrians, drawn to the location either out of convenience or the brand's prominence, are subconsciously exposed to the brand's presence every time they traverse the street. This integration of the McDonald's outlet within an everyday urban setting, like the pedestrian crossing, showcases how ambient marketing can seamlessly incorporate a brand into the consumer's environment, influencing behavior without overt advertising. This method helps McDonald's maintain a continuous brand presence while encouraging foot traffic and reinforcing brand recall.

Farooqui (2021) asserted that ambient advertising in marketing were initially utilized in 1996 by Concord Advertising, a British agency specialising in outdoor campaigns. Customers requested several unique components for their campaigns, prompting the organisation to devise several novel challenges. The agency company initially pioneered advertising on unconventional surfaces such as floors, petrol pump handles and the lower backs of toilet doors, a practice that subsequently became known as ambient advertising. Nonetheless, the

Igemohia & Onobrakpeya. Competitive advantage through guerrilla marketing dimensions

most fundamental characteristic of ambient advertising and marketing is not the unconventional places. Ambient advertising facilitates engagement with the audience by eliciting diverse emotions and sentiments (Kabir & Ikwuagwu, 2021). Ambient promotion elicits favourable sentiments regarding the commercial. They are characterised as imaginative and humorous. Rudzewicz and Grzybowska-Brzeziska (2013) asserted that ambient marketing encompasses innovative advertising in unconventional locations such as toilet seats in bars and restaurants, as well as on buses, trains, and postcards. The objective of ambient advertising is to astonish consumers through its strategic placement in distinctive or unorthodox areas where advertisements are not typically expected (Othman, 2020). Ambient advertising may be utilized alone or in combination with traditional advertising methods. Through its element of surprise, ambient advertising can attract customers while reducing advertising clutter. This form of advertising often involves positioning unexpected adverts in unconventional locations to capture consumers' attention and create a lasting impression. Consequently, it is posited that:

H₁: Ambient advertising has a significant effect on competitive advantage.

Having explored the role of ambient advertising in enhancing competitive advantage, the focus now shifts to ambush marketing, another unconventional strategy that leverages association with high-profile events to maximize brand visibility.

Ambush Marketing

Ambush marketing involves exploiting events, sponsorships, or cultural phenomena without official sponsorship or permission, to associate a brand with the event or phenomenon and gain unauthorized promotional benefits. Ambush marketing refers to the distribution of company literature on a train without establishing a formal presence. It is increasingly prevalent in the realm of corporate sponsorship (Soomro, et al., 2021). It denotes a strategic type of out-of-home advertising that leverages major events to endorse a firm without incurring sponsorship fees. One company invests significantly to secure exclusive sponsorship of a major event, but the competitors seek alternatives. Despite these unusual situations, ambush marketers successfully disseminate information about their products. The concept of ambush marketing, while not novel, has gained significant popularity in recent years (Nufer, 2016). For instance, Pepsi positioned a colossal, gigantic Pepsi bottle adjacent to a football match sponsored by Coca-Cola (Behal & Sareen, 2014). Subsequently, research has demonstrated that promotional commercials and various brand activities influence consumer perceptions of a brand (Gökerik, Gürbüz, Erkan, Mogaji, & Sap, 2018). Utilising diverse media channels and slogans, guerrilla marketers are tasked with distinguishing the brand's advertisements from those of competitors, thereby enhancing the visibility of its services and products. The essence of ambush marketing lies in its entrepreneurial and innovative nature (Ghanbari & Ghanbari, 2017).

Ambush marketing is the strategy employed by a firm, often a competitor, to infiltrate the public focus surrounding an event, aiming to redirect attention from the official sponsors to themselves (Pitkowska & Gocowska, 2016). Ambush marketing is inherently contentious due to its tendency to forge a predominantly misleading link with an event (Kabir & Ikwuagwu, 2021). The salient aspect is that a specific firm or organisation garners media attention without being an event sponsor. This may occur during sporting events, where a specific group of fans

might display banners or posters featuring an advertisement precisely as the camera capture them. This approach enables the business or organisation to promote themselves without incurring substantial sponsorship costs. The consequences may include reduced effectiveness of other sponsors' initiatives and a deterioration of confidence between them and the sponsoring entity.

Large companies are vying for consumer attention during major athletic events, intensifying competition both on and off the pitch. The selection process for hosting large international sporting events requires control of ambush marketing to ensure robust protection for the trademarks of sports organisations and their official sponsors. Ambush marketing is recognised as a considerable concern, especially during major athletic events where numerous organisations depend on hefty sponsorships. Consequently, a "Sponsorship Police" is present at significant athletic events to prevent any form of ambush marketing. Ambush marketing is, conversely, an ethically questionable strategy for achieving certain marketing goals and often incites ethical debates.

Ambush marketing is a double-edged sword, offering both significant advantages and complex ethical implications. Its effectiveness lies in its ability to generate substantial brand visibility and publicity at a fraction of the cost of official sponsorships. By associating with high-profile events, ambush marketing positions brands as innovative and daring, often capturing consumer attention and fostering a perception of boldness and creativity. However, it raises ethical concerns as it undermines the investments and rights of official sponsors who have paid for exclusivity. This practice can damage the integrity of sponsorship agreements and lead to legal disputes, reputational risks, and strained relationships with event organizers. Additionally, it may confuse consumers about official brand affiliations, potentially diluting the event's authenticity. Thus, while ambush marketing can be a powerful tool for achieving competitive advantage, its ethical ramifications require careful consideration to balance creative marketing with responsible business practices.

According to Burton and Chadwick (2018), ambush marketing has evolved into three distinct categories of action. Ambush marketing encompasses the aggressive, predatory, or invasive actions of a brand lacking official or legal affiliation with an event, deliberately aimed at jeopardising, undermining, or distracting from an event or another brand's legitimate sponsorship; conversely, obtrusive ambushing is characterised as "the conspicuous or adversely prominent marketing endeavours of a brand without executive or legal ties to an event." By employing this method, the firm markedly decreases sponsorship costs while seeking to attract attention without undermining the official sponsor. Consequently, some individuals advocate for the advancement of ambush marketing, citing the intense competition, pressure to implement effective communication strategies, and the dynamic nature of market opportunities in the contemporary global marketplace. Ambush marketing enhances competitive advantage by creating buzz and generating publicity without substantial investment. It can also undermine competitors' official sponsorship efforts, position a brand as bold, innovative, and attention-grabbing, and build brand awareness among a broader audience. Based on these considerations, it is hypothesized that:

Igemohia & Onobrakpeya. Competitive advantage through guerrilla marketing dimensions

H₂: Ambush marketing has a significant effect on competitive advantage.

Having examined the potential of ambush marketing to impact competitive advantage, the next section delves into brand storytelling, a strategy centered on creating emotional connections and fostering deeper consumer engagement through compelling narratives.

Brand Storytelling

Brand storytelling involves crafting and sharing narratives that convey a brand's values, mission, history, and personality, to create emotional connections and resonance with the target audience. Storytelling serves as a significant method for image enhancement. This technology has gained popularity among firms for constructing corporate identities and entering new markets (Xu & Niu, 2016). Whether a nation, an organisation, or an individual, narrative serves as a vital marketing tool (Kyungin, Xinran, Susan, & Xiaoxiao, 2019). The impact of brand narratives on branding encompasses three dimensions: In contrast to traditional marketing techniques, brand storytelling enables buyers to swiftly and effectively comprehend the meaning and philosophy of brands, thereby conveying their core values (Herskovitz & Crystal, 2010). Brand storytelling is a marketing approach in which a corporation conveys a creative tale to forge a connection with its clients (Onobrakpeya & Ugwuonah, 2023). Furthermore, brand storytelling engages staff and stakeholders, conveys the fundamental values of companies, enhances financing and recruitment results (Chiu, Hsieh, & Kuo, 2012), and contributes to the formation of brand image. Storytelling is a potent method for shaping customer behaviour by engendering a contemplative experience in the audience's psyche (Onobrakpeya & Okechukwu, 2024). Simultaneously, narrating stories that engage and captivate consumers, while employing narratives to enhance the beneficial impacts of the brand, will augment or redefine the brand image, broaden market reach (Brown, Kozinets, & Sherry, 2003), and facilitate effective public relations marketing (Shu & Zhao, 2015). Brand storytelling imbues a brand with vitality and character (Lundqvist, Liljander, Gummerus, & Van, 2013), fosters distinctive and advantageous creativity, influences consumer perceptions, thereby facilitating brand differentiation from competitors, cultivating brand reputation (Spear & Roper, 2013), and enhancing consumer impressions of the brand (Yueh & Zheng, 2019). Storytelling literature conceptualises storytelling as a means to foster customer participation (Dessart & Pitardi, 2019). Narratives can influence consumer views of a company and provide a significant competitive advantage (Hemsley, 2016).

Brand storytelling can be a highly effective tool for fostering emotional connections, enhancing brand loyalty, and differentiating products in competitive markets. By weaving compelling narratives, brands can resonate with consumers on a deeper level, making their offerings more memorable and engaging. Well-executed storytelling also strengthens brand identity, making it easier to create advocacy and establish long-term relationships with customers. However, its effectiveness depends heavily on the authenticity and consistency of the narrative; if a brand's story is perceived as inauthentic or overly commercial, it can damage credibility and alienate consumers. Additionally, brand storytelling may not always be suitable for all industries or target audiences, as some customers may prioritize functional benefits over emotional connections. While it can be a powerful tool for building brand equity, the challenge lies in

maintaining a balance between emotional appeals and delivering real value to the consumer. Furthermore, the approach requires significant investment in creative content, and the returns may be difficult to measure, making it harder to quantify its direct impact on business outcomes. Therefore, while brand storytelling can be highly effective, it is essential for brands to tailor their narratives to their audience and ensure consistency across all touchpoints to avoid potential pitfalls. Brand storytelling can enhance competitive advantage by fostering brand loyalty and advocacy through emotional connections, differentiating the brand with unique and authentic narratives, creating memorable and shareable content, and establishing thought leadership and expertise. These qualities position brand storytelling as a powerful tool for engaging consumers and building lasting relationships. Consequently, it is posited that:

H₃: Brand storytelling has a significant effect on competitive advantage.

Having explored the role of brand storytelling in achieving competitive advantage, the next section delves into the review of related model, providing a theoretical foundation to understand and analyze the impact of guerrilla marketing dimensions on competitive advantage.

Review of Related Theories

Porter's 5 Forces Model

In his 1979 article titled "How Competitive Forces Shape Strategy," Michael Porter introduces his strategic framework for the first time. In his article, he contends that the competitive landscape of a business is influenced by five fundamental causes. The profitability of the industry can be evaluated based on the intensity of these pressures. The diminished strength of such pressures facilitates the establishment of your business inside an industry and the pursuit of enhanced performance (Porter, 1979). Porter emphasises that each industry faces distinct issues related to competitive pressures, and addressing these challenges should be the foremost goal for a corporation seeking to position itself competitively within its sector.



Figure 3 Porter's 5 Forces Model

Source: Porter (1979)

Igemohia & Onobrakpeya. Competitive advantage through guerrilla marketing dimensions

Porter posited that linking a firm to its environment is essential for formulating a competitive strategy. The structure of an industry profoundly influences competitive dynamics and the strategies vital for a firm. The level of competitiveness within a particular industry is determined by five essential, opposing forces: The subsequent elements delineate this point in figure 3: (1) The threat of new entrants, referring to the likelihood of fresh startups entering the market and the associated entry barriers; (2) The power of suppliers, indicating the degree of bargaining power held by suppliers; (3) The power of buyers, denoting the extent of bargaining power possessed by buyers; (4) The threat of substitutes, concerning the ease with which a product or service can be substituted; and (5) Rivalry among existing competitors, reflecting the cumulative impact of all the aforementioned factors.

Porter's Five Forces Model provides a valuable framework for analyzing the competitive dynamics within an industry and can be effectively applied to the study of guerrilla marketing and competitive advantage. Each of the five forces offers insights into how guerrilla marketing strategies can be used to navigate competitive pressures and enhance market positioning. For instance, the threat of new entrants is mitigated when companies use guerrilla marketing to create strong brand differentiation through innovative and memorable campaigns. These strategies make it harder for new competitors to replicate the brand's market presence or establish a foothold, thus raising entry barriers. Similarly, the power of suppliers can be diminished by fostering strong brand loyalty through storytelling and unique advertising tactics, which maintain consumer demand and reduce reliance on supplier-driven pricing power.

Additionally, guerrilla marketing helps address the power of buyers by increasing the perceived value of a brand or product. Campaigns that surprise and engage consumers emotionally reduce their likelihood of seeking alternatives, thereby decreasing their bargaining power. The threat of substitutes is minimized when brands use storytelling and ambush marketing to create a distinctive identity that competitors' products cannot easily replicate. In industries characterized by intense rivalry among existing competitors, guerrilla marketing serves as a cost-effective tool for disrupting conventional advertising norms, capturing consumer attention, and undermining competitors' strategies. By understanding these competitive forces through Porter's model, companies can leverage guerrilla marketing as a strategic mechanism to build and sustain competitive advantage, particularly in highly dynamic and saturated markets such as the beverage industry.

While Porter's Five Forces Model remains a widely recognized framework for analyzing industry structure and competitive dynamics, it has limitations that must be acknowledged to apply it effectively. One key limitation is its static nature, which does not fully account for the rapidly changing dynamics of modern markets, particularly in industries influenced by technological innovation and globalization. Additionally, the model focuses heavily on external forces and does not adequately address internal organizational factors, such as resources and capabilities, which are crucial for competitive advantage. The model also assumes a clear industry boundary, which can be difficult to define in today's interconnected and evolving business landscapes. Despite these limitations, the Five Forces Model provides valuable insights into understanding external pressures and how firms can position themselves strategically. It is particularly useful for identifying areas where guerrilla marketing can disrupt

traditional power dynamics, such as mitigating the threat of substitutes or reducing buyer bargaining power through innovative and emotionally resonant campaigns. To maximize its utility, the model should be applied in conjunction with other frameworks, such as resource-based or dynamic capability theories, to provide a more comprehensive analysis. Table 1 summarized the empirical studies reviewed along with critical evaluations, organizing the studies thematically, and synthesizing the findings.

Table 1 Review of Empirical Studies

Author(s)	Research Focus	Methodology	Key Findings	Evaluation
Inyommom et al. (2024)	Impact of guerrilla marketing on customer purchase behaviour of agricultural items in Benue State, Nigeria	Convenience sampling, Structured questionnaires, 200 respondents	Found a substantial positive impact of guerrilla marketing on consumer purchase behaviour	Convenience sampling may introduce bias, limiting generalizability. The study's focus on agricultural items may not apply to other industries.
Kaczorowska et al. (2024)	Interaction between storytelling involvement, cause, and philanthropy	Online poll, Participants read narratives	Story transportation facilitates customer brand engagement via cognitive, emotional, and conative pathways	Lack of real-world application and focus on a single cause (homelessness) limits the generalizability of the findings.
Onobrakpeya and Okechukwu (2024)	Impact of brand storytelling on customer retention in non-alcoholic beverages	Cross-sectional survey	Authentic brand narratives and emotional connections enhance customer retention	Cross-sectional design limits causality inference, and findings are focused on a specific industry (non-alcoholic beverages).
Dimobi and Anyasor (2022)	Guerrilla marketing strategies and consumer purchases of carbonated soft drinks in	Descriptive survey, Questionnaire	Ambient, ambush, and viral marketing positively influence consumer purchases, but	Focused on a single product category, limiting broader conclusions. Also, the survey design may introduce biases.

Igemohia & Onobrakpeya. Competitive advantage through guerrilla marketing dimensions

Author(s)	Research Focus	Methodology	Key Findings	Evaluation
	Anambra State, Nigeria		buzz marketing had no impact	
Barbosa et al. (2022)	Guerrilla marketing on Facebook and its effects on brand image and content sharing intentions	Mixed-method study, Focus groups	Engagement with guerrilla marketing on Facebook depends on content quality; humorous appeals increase engagement	Focus on a specific social media platform (Facebook) limits the applicability of findings to other platforms or offline settings.
Kabir and Ikwuagwu (2021)	Impact of guerrilla marketing on entrepreneurial performance in Nigeria	Survey, Multiple regression analysis	Ambush, ambient, sensation, and viral marketing positively influence performance	Generalizability limited to Nigerian entrepreneurs, and does not account for cultural factors influencing marketing effectiveness.
Farooqui (2021)	Influence of guerrilla marketing on consumer purchasing behaviour in Pakistan's garment industry	SEM, Purposive sampling, 247 respondents	Guerrilla marketing strategies such as street, stealth, and ambush marketing influenced consumer decisions; ambient and viral marketing had no impact	Purposive sampling reduces generalizability, and the study focuses on a specific industry (garment).
Soomro et al. (2021)	Guerrilla marketing's influence on brand image for millennials in Pakistan	SEM with AMOS	Guerrilla marketing impacts both symbolic and experiential brand images; ambush marketing negatively affects brand image	Focus on millennials in Pakistan; does not address the long-term effects of guerrilla marketing on brand reputation.
Ahmed et al.	Guerrilla	Exploratory and	Guerrilla	A lack of diversity

Author(s)	Research Focus	Methodology	Key Findings	Evaluation
(2020)	marketing trends for sustainable solutions in Pakistan	confirmatory factor analysis, SEM	marketing tactics positively influence customer decision-making	in the sample limits the applicability of the findings. The study's focus on sustainability may not generalize to other sectors.
Wirawan and Wardana (2020)	Impact of guerrilla marketing on word-of-mouth among Generation Z in Denpasar	SEM-PLS, 148 respondents	Creativity, message clarity, and surprise enhance ad credibility, which positively impacts word-of-mouth	Small sample size and focus on Generation Z in a specific location limit broader applicability.

Source: Authors Desk Research (2025)

The reviewed studies in Table 1 collectively highlight the positive influence of guerrilla marketing strategies, including ambient, ambush, viral, and street marketing, on consumer behaviour and brand image across various sectors. While the general consensus indicates a strong impact on customer engagement and decision-making, the studies emphasize the importance of creative, authentic, and targeted campaigns. However, limitations such as small sample sizes, regional focus, and reliance on specific industries limit the broader applicability of the findings. Studies on brand storytelling also show its potential to enhance customer retention and brand loyalty, particularly through emotional connections, but similarly face limitations due to narrow industry focus and research design.

Guerrilla marketing, especially when strategically executed, can significantly enhance consumer behavior and brand image. Brand storytelling is a powerful tool for creating lasting emotional connections and differentiating brands in competitive markets. Future research should explore the long-term effects of guerrilla marketing on brand reputation and investigate its applicability across different industries and cultural contexts. Methodological improvements such as using larger and more diverse samples, and multi-country studies could provide deeper insights and broader applicability.

METHODOLOGY

Research Design

The cross-sectional survey research method was selected for this study. The choice of a cross-sectional survey research strategy was driven by its facilitation of assessing public opinion through survey and sampling methods at a particular moment in time.

Population of the Study

The study population comprised 644 workers from six beverage companies in South East Nigeria. The selection of the six companies was based on the researchers' access to the major distributors and marketing managers of these companies. The 644 workers are total estimates of staff that supports the daily distributions of beverage products in the region (Source: major distributors and marketing managers of beverage companies, 2025). The sample size that most accurately represents the studied population, rather than the general population, was selected using the sample size determination table designed by Krejcie and Morgan (1970). The sample size was established at 234 participants.

Sampling Technique

The stratified random sampling technique was employed in this study to select a representative sample. This technique was chosen to ensure that the sample accurately reflected the diversity of the population, comprising small, medium, and large-scale enterprises, as well as companies from different geographical locations within the region. By stratifying the population based on company size (small, medium, large) and geographical location (state), this technique enabled the researcher to guarantee representation from each subgroup, minimizing sampling bias and ensuring equal chances of selection for all units. Stratified random sampling also allowed for more precise estimates and increased the study's external validity, as the sample mirrored the population's characteristics.

Research Instrument

The research instrument used in this study was a structured questionnaire designed to capture data on both demographic information and the key variables under investigation. The questionnaire consisted of two main sections. The first section collected demographic data, including age, gender, marital status and educational level within the beverage industry, to help contextualize the participants' responses. The second section focused on the key research variables—guerrilla marketing dimensions (ambient advertising, ambush marketing, and brand storytelling) and competitive advantage. Each of these dimensions was measured using a set of Likert scale items ranging from 1 (strongly disagree) to 5 (strongly agree), ensuring that participants could express their opinions with varying levels of intensity. The scales used for measurement were validated through expert review and a pilot study, ensuring their reliability and suitability for the research context. This study used both face and content validity to assess the validity of the research instrument. A test-retest reliability method was employed to assess the instrument's reliability. The results of the Cronbach alpha test are displayed in Table 2.

Table 2 Reliability test variables

S/N	Variables	Number of Items	Cronbach Alpha
1	Ambient Advertising	5	0.786
2	Ambush Marketing	5	0.759
3	Brand Storytelling	5	0.761
4	Competitive Advantage	5	0.771

Source: Field Survey (2025)

The results indicated that the Cronbach Alpha for the competitive advantage construct varied between 0.759 and 0.786 for the aspects of guerrilla marketing. The tools employed for data collection in the study were deemed statistically reliable, as the Cronbach alpha coefficients above 0.7.

Methods of Data Analysis

The data collected from the survey were analyzed using both descriptive and inferential statistics to ensure comprehensive insights into the relationships between guerrilla marketing dimensions and competitive advantage. Descriptive statistics, including frequencies and percentages were used to summarize demographic data and other survey responses. This helped in identifying trends, patterns, and key characteristics of the sample. Inferential statistics, specifically multiple regression analysis, were employed to examine the relationships between the independent variables and the dependent variable. The analysis was performed using statistical software such as SPSS (Statistical Package for the Social Sciences) version 25, ensuring accuracy and robustness in the interpretation of the data. This method allowed for the control of confounding variables and tested the hypotheses.

Statistical Model

The statistical model can be written as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

Y=Competitive Advantage

$\beta_1, \beta_2, \beta_3$ = Coefficients for the independent variables

X1= Ambush Marketing

X2= Ambient Advertising

X3= Brand Storytelling

ϵ = error term

Limitations of the Study

One potential limitation of the study was common method bias, which could have arisen from using self-reported data collected through a questionnaire. This bias occurred when participants provided answers based on their own perceptions, which could have led to inflated or skewed results. To mitigate this, the study implemented procedural remedies such as ensuring anonymity and confidentiality, which helped reduce social desirability bias and increased the reliability of responses. Additionally, a multiple method approach, combining both self-reports and objective performance indicators (if feasible), could have been considered in future studies to further address this limitation. Another potential limitation was the use of cross-sectional data, which limited the ability to draw causal inferences. Future studies could address this by adopting a longitudinal design to better capture the dynamics of guerrilla marketing's effect on competitive advantage over time.

RESULTS AND DISCUSSIONS

A total of 234 questionnaires were distributed, and 225 fully completed questionnaires were returned, yielding a 96% response rate, which is deemed satisfactory according to Kothari

Igemohia & Onobrakpeya. Competitive advantage through guerrilla marketing dimensions

(2004), who suggests that a minimum response rate of 50% is necessary for analysis. Stratified random sampling was employed to ensure that various subgroups within the population were adequately represented, reducing selection bias and enhancing the generalizability of the results. However, potential biases could still arise from the specific characteristics of the subgroups chosen or from non-response, as seen with the 9 questionnaires that were not returned. The reasons for non-response may include factors such as lack of time, disinterest, or misunderstanding of the questions, which could introduce some bias. Nevertheless, the remaining 225 fully completed responses are considered sufficient for analysis.

Table 3 Sample demographics (n= 225).

Variable	Category	Number	%
Gender	Male	117	52
	Female	108	48
Age	18-30	79	35
	31-42	45	20
	43-54	101	45
Marital status	Single	90	40
	Married	113	50
	Divorced	22	10
Education level	OND	90	40
	HND/ B.Sc.	117	52
	Postgraduate degree	18	8

Source: Field Survey (2025)

Table 3 indicated that 52% of the respondents were men and 48% were women. A total of 35% participants were under 30 years of age, 20% of respondents were within the age range of 31-42, while 45% of respondents were between the ages of 43 and 54. 40% of respondents were single, 50% were married, and 10% of the remaining respondents were divorced. The results showed that majority (52%) of the respondents were HND/B.Sc holders, 40% of the respondents were OND/NCE holders, while 8% of the other respondents were post graduate degree holders.

Table 4 Effect of guerilla marketing dimensions on competitive advantage

Model	Coefficients ^a			t	Sig.	Collinearity Statistics	
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta			Tolerance	VIF
1 (Constant)	-3.702	2.216		-1.670	.096		
Ambient advertising	.288	.047	.308	6.110	.000	.957	1.045
Ambush marketing	.267	.060	.220	4.450	.000	.998	1.002
Brand storytelling	.595	.060	.504	9.994	.000	.957	1.044

a. Dependent Variable: Competitive advantage

b. Predictors: (Constant), Ambient Advertising, Ambush Marketing, Brand Storytelling

Source: Field Survey (2025)

Table 4 showed that ambient advertising, ambush marketing, and brand storytelling significantly impact competitive advantage, with all predictors having $p < 0.05$. Brand storytelling ($B = .595$, $\beta = .504$) has the strongest positive effect, followed by ambient advertising ($B = .288$, $\beta = .308$) and ambush marketing ($B = .267$, $\beta = .220$). This indicates that for every unit increase in brand storytelling, competitive advantage increases by 0.595 units, making it the most influential factor. Ambient advertising and ambush marketing also positively contribute, increasing competitive advantage by 0.288 and 0.267 units, respectively. The collinearity statistics (Tolerance > 0.95 , VIF ≈ 1) confirm no multicollinearity issues among the predictors. Therefore, organizations seeking to enhance competitive advantage should prioritize brand storytelling, followed by ambient advertising and ambush marketing.

The significant positive effects of guerrilla marketing dimensions on competitive advantage suggest that these strategies can effectively enhance market positioning. Brand storytelling, in particular, stands out as the most influential factor, highlighting its potential to foster deeper emotional connections with consumers and differentiate brands. Potential confounding variables, such as external market conditions, competitor actions, and consumer preferences, may influence the relationship between guerrilla marketing dimensions and competitive advantage. These factors were not controlled in this study, future research should account for these variables to offer a more comprehensive analysis of the drivers of competitive advantage.

Table 5 Model Fitness

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	80.504	3	26.835	63.298	.000 ^b
	Residual	93.692	221	.424		
	Total	174.196	224			

a. Dependent Variable: Competitive advantage

b. Predictors: (Constant), Brand storytelling , Ambush marketing , Ambient advertising

Table 5 assesses the overall fitness of the regression model predicting competitive advantage based on ambient advertising, ambush marketing, and brand storytelling. The model shows a statistically significant fit (F=63.298, p=.000), indicating that the predictors collectively explain a significant portion of the variance in competitive advantage.

Table 6 Level of Variance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 ^a	.462	.455	.651

a. Predictors: (Constant), Ambient advertising, Ambush marketing, Brand storytelling

The dimensions of guerilla marketing in Table 6 were seen as acceptable factors in clarifying competitive advantage with R square of 0.462. This means that the independent variables explained 46% of the variations in competitive advantage.

Discussion of Findings

This study investigated the effect of guerrilla marketing dimensions on competitive advantage in the Nigerian beverage industry. Findings showed that ambient advertising has a significant positive effect on competitive advantage ($\beta = 0.308$, $p < 0.05$). The test of H₁ showed that ambient advertising has a significant positive effect on competitive advantage ($0.000 < 0.05$). The result contradicted Farooqui (2021) study findings that ambient marketing has no influence on customers' purchasing decisions. This implied that by adopting this tactic, companies can differentiate themselves, increase brand awareness, and ultimately enhance their competitive advantage.

Findings showed that ambush marketing has a significant positive effect on competitive advantage ($\beta = 0.220$, $p < 0.05$). The test of H₂ showed that ambush marketing has a significant positive effect on competitive advantage ($0.000 < 0.05$). The result agreed with Dimobi and Anyasor (2022) study findings that ambush marketing significantly positively affect consumer purchases of carbonated soft drinks. The result contradicted Soomro, et al. (2021) study findings that ambush marketing had no significant effect on the brand's image (both symbolic and experiential). Indicating that employing the ambush strategy in marketing campaigns could

tarnish the brand's reputation. This implied that companies can still stay ahead of the competition, drive business growth, and establish themselves as innovative and bold players in the market when they adopt ambush marketing.

The study revealed that brand storytelling has a significant positive effect on competitive advantage ($\beta = 0.504, p < 0.05$). The test of H_3 showed that brand storytelling has a significant positive effect on competitive advantage ($0.000 < 0.05$). The result aligned with Kaczorowska *et al.* (2024) study findings that story transportation facilitates customer brand engagement via several cognitive, emotional, and conative engagement pathways. Onobrakpeya and Okechukwu (2024) study findings also indicated that authentic brand narratives, emotional connections with the brand, and a consistent brand narrative significantly enhance customer retention. This implied that brand storytelling fosters emotional connections with customers, leading to increased loyalty and retention.

The study's implications underscore the need for industry stakeholders to prioritize innovative marketing practices, invest in creative talent, and foster a culture of experimentation and risk-taking. By embracing guerrilla marketing, the Nigerian beverage industry can drive innovation, growth, and competitiveness, ultimately contributing to the country's economic development. Several potential confounding variables may also influence the relationship between guerrilla marketing dimensions and competitive advantage. For instance, market dynamics, such as competitor actions or shifts in consumer demand, could impact the effectiveness of guerrilla marketing strategies. Other factors, such as brand reputation, product quality, or the broader economic environment, may also play significant roles in determining competitive advantage and could have been overlooked in this study.

CONCLUSION AND RECOMMENDATIONS

The study reveals that the dimensions of guerrilla marketing significantly and positively affect competitive advantage in the Nigerian beverage industry, fostering enhanced brand visibility, increased customer engagement, differentiation from competitors, improved market positioning, and revenue growth. This study highlights the substantial positive influence of ambient advertising, ambush marketing, and brand storytelling on competitive advantage. The findings offer strong support for marketing practitioners to integrate these guerrilla marketing strategies into their campaigns, utilizing immersive experiences, strategic associations, and emotional connections to elevate brand visibility, engagement, and, ultimately, competitive edge.

While the study provides valuable insights into the effect of guerrilla marketing dimensions on competitive advantage in the Nigerian beverage industry, it is important to acknowledge several limitations. One key limitation is the potential for sampling biases, despite the use of stratified random sampling. The study's sample may not fully represent all types of beverage companies in Nigeria. Furthermore, the study employed a cross-sectional design, which prevents the establishment of causal relationships. Future research could address these limitations by utilizing longitudinal data to track the effects of guerrilla marketing strategies over time. Additionally, a more diverse sample that includes different regions or types of beverage

Igemohia & Onobrakpeya. Competitive advantage through guerrilla marketing dimensions

companies could provide a broader understanding of how these marketing strategies impact competitive advantage across the industry.

Marketing practitioners may face several challenges when implementing guerrilla marketing tactics. First, guerrilla marketing often requires significant creativity, which can be difficult to sustain over time and may necessitate specialized expertise. Small beverage companies, in particular, may lack the resources to execute high-impact campaigns that stand out in crowded markets. Additionally, guerrilla marketing can be unpredictable; what resonates with one group of consumers may not be effective for another, making it harder to achieve consistent results. Managing the costs and logistics of such campaigns, especially when trying to make a meaningful impact with limited budgets, can be a significant challenge. Furthermore, companies must carefully navigate legal and ethical concerns related to unconventional advertising methods, such as ambush marketing, which could damage a brand's reputation if not executed carefully. There is also the risk of alienating certain customer segments who may view guerrilla marketing as disruptive or intrusive.

Marketing practitioners should approach guerrilla marketing tactics with a clear understanding of both the potential benefits and limitations. While strategies like ambient advertising, ambush marketing, and brand storytelling can enhance brand visibility, customer engagement, and differentiation from competitors, it is important to ensure that these tactics are aligned with the overall brand identity and values. Practitioners should balance creativity with caution, ensuring that campaigns do not alienate or confuse their target audience. It is also crucial to monitor the effectiveness of guerrilla marketing efforts continuously and adapt strategies based on feedback and performance metrics. Guerrilla marketing can be particularly effective for small and medium-sized beverage companies looking to make a big impact without large budgets, but they must ensure that their campaigns are scalable and sustainable over time. Additionally, practitioners should be aware of the risks associated with more aggressive forms of guerrilla marketing, such as ambush marketing, which can backfire if perceived negatively by consumers or competitors. Therefore, incorporating guerrilla marketing tactics should be part of a broader, integrated marketing strategy that includes more traditional methods, creating a well-rounded approach to building a competitive advantage. Based on these findings, the study recommends that:

- a. Beverage companies prioritize brand storytelling, as it has the strongest positive effect on competitive advantage, enabling them to create emotional connections with consumers and foster brand loyalty.
- b. Ambient advertising should be leveraged to capture attention through creative, unexpected placements in high-traffic areas, thereby enhancing brand visibility.
- c. While ambush marketing has a positive effect, it is less impactful compared to brand storytelling and ambient advertising, suggesting it should be used selectively.

REFERENCES

- Ahmed, R. R., Qureshi, J. A., Štreimikienė, D., Vveinhardt, J., & Soomro, R. H. (2020). Guerrilla marketing trends for sustainable solutions: Evidence from SEM-based multivariate and conditional process approaches. *Journal of Business Economics and Management*, 21(3), 851–871. doi:10.3846/jbem.2020.10730
- Andocsová, A., Géci, A., Kubelaková, A., & Nagyová, L. (2018). Viral marketing as unconventional form of addressing consumers. <https://pdfs.semanticscholar.org/d5be/7993b51757aaede098234dafd195b360570e.pdf>.
- Anwar, M., Rehman, A., & Zulfiqar, S (2018). Networking and new venture's performance: Mediating role of competitive advantage. *International Journal of Emerging Markets*, 13(5), 998-1025.
- Ay, C., Aytakin, P., & Nardali, S. (2010). Guerrilla marketing communication tools and ethical problems in guerilla advertising. *American Journal of Economics and Business Administration*, 2(3), 280–286. doi:10.3844/ajebasp.2010.280.286
- Bachnik, K., & Nowacki, R. N. (2018). How to build consumer trust: Socially responsible or controversial advertising. doi: 2071-1050/10/7/2173/htm
- Barbosa, B., Rocha, A., & Pina, L., (2022). Guerrilla marketing on Facebook: A mixed-method study on the effects on brand image and content sharing intentions. *Tourism & Management Studies*, 18(2), 37-47.
- Bassano, C., Barile, S., & Piciocchi, P., (2019). Storytelling about places: Tourism marketing in the digital age. *Cities*, 87: 10-20. doi:10.1016/j.cities.2018.12.025
- Behal, V. & Sareen, S.(2014). Guerilla marketing: A low cost marketing strategy. *International Journal of Management Research and Business Strategies*, 3(1), 1-8.
- Biesenbach, R. (2018). *Unleash the power of storytelling: Win hearts, change minds, get results*. Illinois: Eastlawn Media.
- Brown S, Kozinets R V, & Sherry J. (2003) Teaching old brands new tricks: Retro branding and the revival of brand meaning. *Journal of Marketing*, 67, 19-33. doi: 10.1509/jmkg. 67.3. 19.18657
- Burton N., & Chadwick S. (2018). Ambush marketing is dead, long live ambush marketing: A redefinition and typology of an increasingly prevalent phenomenon, *Journal of Advertising Research*, 58(3), 282-296; doi: 10.2501/JAR-2017-014.
- Chiu, H. C., Hsieh, Y. C., & Kuo, Y. C., (2012) How to align your brand stories with your products. *Journal of Retailing* 88, 262-275. doi: 10.1016/j.jretai.2012.02.001
- Davis, S., & Davis, F. (2021). The effect of guerrilla marketing on company share prices: An event study analysis. *Journal of Advertising Research*, 61(3), 346-361.
- Dessart, L. & Pitardi, V. (2019). How stories generate consumer engagement: An exploratory study. *Journal of Business Research* 104, 183–195. doi: 10. 1016/j. jbusr es.2019. 06. 045.

Igemohia & Onobrakpeya. Competitive advantage through guerrilla marketing dimensions

- Dimobi, V. I. & Anyasor, O. M. (2022). Guerilla marketing techniques and consumer purchase of carbonated soft drinks in Anambra state, Nigeria. *JETMASE* 4(1), 215 –234.
- Dinh, D. T. & Mali, N.K. (2016). The effect of guerrilla marketing on Gen Y's intention. A study in Ho chi minh city, Vietnam. *International Journal of Trade Economics and Finance*, 6(4), 191.
- Ghanbari, R., & Ghanbari, A. R. (2017). The relationship between guerilla marketing and making decision to purchase max companies. *Current Trends in Organizational Performance and Future Perspectives 1*, 49-69.
- Gillert, V. (2021). Theseus: The benefits of Guerrilla Marketing. doi:10024/502254
- Gökerik, M., Gürbüz, A., Erkan, I., Mogaji, E., & Sap, S. (2018). Surprise me with your ads! The impacts of guerrilla marketing in social media on brand image. *Asia Pacific Journal of Marketing and Logistics*, 30(5), 1222–1238. doi: 10.1108/APJML-10-2017-0257
- Hemsley, S. (2016). Why BS should be the foundation of a growth strategy. Marketing week. Marketing week. Available at: <https://www.marketingweek.com/2016/02/28/why-brandstorytelling-should-be-the-foundation-of-a-growth-strategy/>[Accessed 21 September, 2024].
- Herskovitz, S, & Crystal, M. (2010). The essential brand persona: Storytelling and branding. *Journal of Business Strategy* 31, 21-28. doi: 10.1108/02756661011036673
- Hutter, K. & Hoffmann, S. (2011a). Guerilla-Marketing- eine nüchterne Betrachtung einer viel diskutierten Werbeform. *International Journal of Marketing*, 50(2), 121–135.
- Hutter, K., & Hoffmann, S. (2011). Guerrilla marketing: The nature of the concept and propositions for further research. *Asian Journal of Marketing*, 5(2), 39.
- Hutter, K., & Hoffmann, S. (2014). Surprise, surprise. Ambient media as promotion tool for retailers. *Journal of Retailing*, 90(1), 93-110.
- Inyommom, A. E., Ekpah, M., Dagba, B. J., & Iheanacho, A. C. (2024). Effect of guerrilla marketing on consumer buying behaviour of agricultural products in Benue State Nigeria. *Direct Res. J. Manage. Strat. Studies*. 5 (2), 25-33. doi: 10.26765/DRJMSS7764863140
- Iqbal S, & Lohdi S.(2016). The impacts of guerrilla marketing on consumers buying behavior: A case of beverage industry of Karachi. *Arabian Journal of Business and Management Review*, 5(8), 35-41.
- Isaac, A. A. (2014). Analysis of guerrilla and traditional marketing interface in improving the productivity of organizational marketing in small- and medium-sized enterprises (SMEs) in Nigeria. *Journal of Small Business and Entrepreneurship Development*, 2(1), 175–190.
- Kabir, A. Y. & Ikwuagwu, H. C.(2021). Effect of guerrilla marketing on guerrilla entrepreneur performance: A study of selected businesses in Nigeria. *International Journal of Science and Management Studies*, 4(2), 49-56. doi: 10.51386/25815946/ijms-v4i2p107.

- Kaczorowska, K. Conduit, J. & Goodman, S.(2024). Engaging through storytelling: the interplay of engagement with a story, cause, and charity. *Journal of Brand Management*, 31, 265-292. doi: 10.1057/s41262-023-00343-8
- Khare, A. K. (2017). Guerrilla marketing-innovative and futuristic approach towards marketing. *International Journal of Advanced Engineering, Management and Science*, 3(5), 239832.
- Kothari, C. R. (2004). *Research Methodology: Methods and Techniques*. 2nd Edition, New Age International Publishers, New Delhi.
- Kyungin, R., Xinran, Y. L, Susan, E. G., & Xiaoxiao, F. U. (2019). Effect of a brand story structure on narrative transportation and perceived brand image of luxury hotels. *Tourism Management*, 71: 348-363. doi:10.1016/j.tourman.2018.10.021
- Levinson, J. C., & Horowitz, S. (2016). *Guerrilla marketing to heal the world: Combining principles and profit to create the world we want*. Morgan James Publishing.
- Lubytė, V. (2021). Small and medium enterprises' brand positioning through Guerrilla Marketing principles. On the 15th, prof. Vladas Gronskas international scientific conference: reviewed selected papers, 69-75. Vilniaus universiteto leidykla. doi: 98875450/98875450.pdf
- Lundqvist, A., Liljander, V., Gummerus, J., & Van, R.A. (2013). The impact of storytelling on the consumer brand experience: The case of a firm-originated story. *Journal of Brand Management*, 20, 283-297. doi: 10.1057/bm.2012.15
- Mani, D. A. P., Tripathi, D. V., Batola, D. M., Thapliyal, C. L., & Jain, A. (2020). Exploring dimensions of creativity in advertising: an empirical evidence. *International Journal of Advanced Research in Engineering and Technology*, 11(7). 77.
- Nufer, G. (2016). Ambush marketing in sports: An attack on sponsorship or innovative marketing?. *Sport, Business and Management: An International Journal*, 6(4), 476–495. doi: 10.1108/SBM-05-2013-0008
- Onobrakpeya, S.A. & Okechukwu, O.C. (2024). Effect of brand storytelling on customer retention in non-alcoholic beverage industry in Delta State, Nigeria. *Journal of Economics and Management Sciences*, 9(1), 153-181.
- Othman, H. (2020). Ambient ads as unconventional media approach. *International Design Journal*, 10(2), 269-278.
- Piątkowska, M. & Gocłowska, S. (2016). Classification of ambush marketing methods in sport – evidence from the 2012 UEFA European championship. *International Journal of Contemporary Management*, 15(1), 131–146.
- Porter, M. E. (1979). How competitive forces shape strategy. *McKinsey Quarterly* 2, 34-50.
- Rua, O. F., & Ortiz, R.F. (2018). Key drivers of SMEs export performance: the mediating effect of competitive advantage. *Journal of Knowledge Management*, 22(2), 257-279.
- Rudzewicz, A. & Grzybowska-brzezińska, M. (2013). Ambient advertising of global brands. <https://www.researchgate.net/publication/283638341>

Igemohia & Onobrakpeya. Competitive advantage through guerrilla marketing dimensions

- Shu, Y. P, & Zhao, R. S. (2015). Chinese images in independent brand stories. *Journal of Modern Communication*, 224, 106-111.
- Siswoyo, M. Kustiyadi, G. Wijayani, A. & Hartati, W. (2020). Competitive advantage of environmental management and green innovation. *Utopía y Praxis Latinoamericana*, 25(10), 533-543 doi:: 10.5281/zenodo.4155841
- Soomro, Y. A., Baeshen, Y., Alfarshouty, F., Kaimkhani, S. A., & Bhutto, M. Y. (2021). The impact of guerrilla marketing on brand image: Evidence from millennial consumers in Pakistan. *The Journal of Asian Finance, Economics, and Business*, 8(4), 917-928. doi: 10.13106/jafeb.2021.vol8.no4.0917.
- Spear, S. & Roper, S. (2013) Using corporate stories to build the corporate brand: An impression management perspective. *Journal of Product and Brand Management*, 22, 491-501.
- Stoenescu, A. O. (2018). The impact of unconventional marketing communications. *International Conference on Marketing and Business Development*, 1(1), 85-92.
- Sudarshan, S S., Begum, F., & Kaur, P. (2023). Ambush marketing - a principled business practice and just commercial irritant either! A case study of contemporary era. *In PBMEIT, I*, 1-14. doi:10.5281/zenodo.10802972
- Susilo, D. (2020). Promoting environmental sustainability through guerrilla marketing. *International Journal of Environmental, Sustainability, and Social Science*, 1(2), 11-17. doi: 10.38142/ijesss.v1i2.1.
- Ujwava, B. (2012). Insights of guerrilla marketing in business scenario. *International Journal of Marketing, Financial Services and Management Research*, 6(5), 34-41.
- Wiryanawan, G.N.D., & Wardana, I M. (2020). The influence of guerrilla marketing on word of mouth activities mediated by advertising credibility – study on generation z in Denpasar. *American Journal of Humanities and Social Sciences Research*, 4(11), 49-60.
- Xavier, L., & Jayan, V. L. (2021). The guerrilla marketing technique. *PBME*, 138.
- Xu, H., & Niu, D.W.(2016). Get a psychological upper hand”: evolution mechanism of local brands from the angle of brand storytelling — A longitudinal case study of Blue Moon. *Business Management Journal* 38, 108-119. doi: 10.19616/j.cnki.bmj.2016.09.008
- Yueh H P, & Zheng Y L. (2019). Effectiveness of storytelling in agricultural marketing: scale development and model evaluation. *Frontiers in Psychology*, 10, 1-12. doi: 10.3389/fpsyg.2019.00452