

Guerrilla Marketing Practices and Customer Satisfaction of Selected Banks in Lagos State, Nigeria

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ABSTRACT

Several banks do not adequately understand their customers' needs and preferences, which has led to customer dissatisfaction. Their marketing strategies are not correctly aligned to ensure customer satisfaction. They assume they know the needs of their customers better than the customers themselves. This has often led to the adoption of wrong strategies which yield no promising results. Hence customers become dissatisfied and are willing to leave the organisation once they get the opportunity. For the banks to be sustainable, innovative marketing through guerrilla marketing is essential. Therefore, this paper examines the effect of guerrilla marketing practices on customer satisfaction of selected deposit money banks in Lagos State, Nigeria. Descriptive survey research design was adopted for the study. The population of the study consists of management staffs at the strategic and operational management level from eight selected deposit money banks in Lagos state giving a population of 4837 and a sample size of 464 respondents were determined using the Raosoft sample size calculator. A structured questionnaire was administered which gave a response rate of 95.0%. The instrument was validated and the Cronbach's alpha reliability coefficient for the constructs ranged from 0.752 to 0.904. The data gathered was analyzed through descriptive, multiple regression analysis. The findings revealed that there is a positive and significant effect guerrilla marketing practices on customer satisfaction ($R^2 = 0.625$, $F = 185.246_{(4, 438)}$; $P < 0.05$). The study concludes that guerrilla marketing practices have a positive relationship on customer satisfaction of selected deposit money banks in Lagos State, Nigeria. The study recommends that banks' customer experience management (CEM) staff and management as a whole should put adequate measures in place to ensure that the feedbacks from customers are used to improve customer satisfaction to gain the customer's attention by using different tools and techniques such as personal relations, direct marketing and unique advertising.

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KEYWORDS: Development, Career Employee Engagement, Deposit Money Banks

1. INTRODUCTION

Customers remain vital to the growth and development of organisations around the world, especially in the banking sector. Despite this notion, customers in the banking sector often complain about the issues of not been appropriately treated or made part of the growth process of the firms that operate in that sector. Marketing communications strategies have been faulted to not be all-inclusive, thereby leading to dissonance. Therefore, customer satisfaction is waning, the values they derive from the services they receive is not satisfactory, this goes a long way to affect the reputation of the banks and in turn this has negatively affected the trust from customers, in the belief that the bank cannot meet their demand and ensure they are left delighted with the services rendered.

The Nigerian banking system has undergone remarkable changes over the years, in terms of the number of institutions, ownership structure, as well as depth and breadth of operations. These changes have been influenced largely by challenges posed by deregulation of the financial sector, globalisation of operations, technological innovations

and adoption of supervisory and prudential requirements that conform to international standards. Prior to the recent reforms, the Nigerian banking sector was in a weak state. According to Soludo (2004), "the Nigerian banking system today is fragile and marginal. The system faces enormous challenges which, if not addressed urgently, could snowball into a crisis shortly. He identified the problems of the banks, especially those seen as feeble, as persistent illiquidity, unprofitable operations, low customer loyalty and having a poor assets base (Adegbaio & Olokoyo, 2008). The competition was more or less unknown in the immediate past banking era; there was little or no need for a marketing strategy which include, innovation, product development, public relation, promotion, and marketing research. The banks then concentrated mainly on advertising as their only marketing strategy.

Recently, businesses, mostly banks, have resorted to increasing their competitiveness by taking advantage of new marketing methods to enhance their customer satisfaction to stand out in the developing technology and differentiating

market. Within this context, organisations have started to use different marketing strategies to be more relevant in the market and to maintain their presence and awareness in different ways, thereby enhancing their customer satisfaction. Guerrilla marketing has been developed as one of these strategies.

Guerrilla marketing is an important marketing technique that both large, small and medium-sized businesses are using with minimum marketing investments in extraordinary ways at unexpected times to attract the attention of the target audience (Yildiz, 2016). The basis of this marketing technique is to ensure a lasting impression on consumers with factors such as creativity and imagination with messages that are not seen before and cannot be imitated. The essential feature of guerrilla marketing is that the message is transmitted to the consumer at an unexpected time in an incredible way. Generic competition leaves the firms fighting for the common customer wallet. Thus, traditional marketing approaches no longer remain the powerful tools for the firms, steering to the emergence of the guerrilla marketing concept. Guerrilla marketing is specifically geared for the small business and also large firms. In this competitive, swift, and overcrowded marketplace more companies are resorting to the use of guerrilla marketing (Alrabeeah, & Jaramillo, 2018), which, simply stated, uses unconventional marketing methods to gain conventional results. Like in warfare, guerrilla tactics are used when an organisation is small and/or does not have the resources to deal with a large, entrenched enemy head-on. Guerrilla marketing is the crucial connection between banks and customers; no bank can expect to succeed without putting substantial investments in its marketing efforts. Banks nowadays are coming up with surprising and impressing ways to lure customers and retain their customer base. Generally, banks are focusing heavily on building long term relationships with their existing customers and thereby gaining new customers. This paper therefore examined the effect of guerrilla marketing practices on customer satisfaction of selected deposit money banks in Lagos State, Nigeria.

2. Literature Review

2.1. Guerrilla Marketing Practices

The term guerrilla marketing was coined by Jay Conrad Levinson in 1984 in his book 'Guerrilla Marketing'. The term guerrilla marketing practices was originally derived from the warfare terminology, guerrilla strategies in marketing and advertisement are based on conducting activities and seeking opportunities where and when the competitors are not expecting to happen (Margolis & Garrigan, 2008; Atkinson, 2014). Guerrilla marketing practices core concept lies in the unconventional methods, unconventional locations that it facilitates to attract the right customers at an unpredictable moment in an original but relevant way so that the impact was long-lasting and unforgettable (Baltes & Liebing, 2008). Ekrem (2012) stated that guerrilla marketing practices draws its strength from creativity and the power of imagination.

Kotler and Keller (2012) stated that guerrilla advertising has the aim to surprise the competitors, "the enemies", in different fields. Therefore, guerrilla marketing practices is recognized as different and unconventional ways of communicating the value to the customers (Ay, Aytekin &

Nardali, 2010). Scholars consider guerrilla techniques as the synonym with the term "unconventional marketing" (Buljubašić et al., 2016; Baack, Wilson & Till, 2008). Guerrilla marketing practices has the aim of increasing the brand awareness and interest toward the products or services (Ay et al., 2010). They are the unconventional and non-traditional campaigns and messages that aim to create a significant promotional effect (Baltes & Liebing, 2008). Hutter and Hoffmann (2011) defined the emergence of guerrilla marketing as an effort to capture the interest of a wider number of recipients by means of a surprise effect and a diffusion impact at reasonably low costs. Guerrilla marketing practices is a powerful means of rapidly boosting a firm's competitive edge, particularly for small and middle scale enterprises in today's fiercely competitive markets. Swity, Syed and Nupur (2017) states that guerrilla marketing practices relies on an unconventional strategy which requires high energy and wild imagination. This type of marketing revolves around how to create a social buzz among the people. Guerrilla marketing practices does not only create an image of a particular product but also touches people's heart.

Guerrilla tactics are rational, and they can transform its disadvantages into advantages. Guerrilla marketing practices aims to maximise public interest in a firm's goods and services while also minimising the costs of advertising. Guerrilla marketing practices is a type of marketing communication (MC) which affects consumer behaviour. The main purpose of guerrilla marketing is to gain the customer's attention by using different tools and techniques such as personal relations, direct marketing and unique advertising (Kathireshan & Kennedy, 2018). The principles of guerrilla marketing are based on eight (8) premise which are unexpected, creative and innovative, drastic, humorous, simplicity, one-shot game, low cost and goodwill. The first principle, which is unexpected, which is a guerrilla marketing practice strategy that depends on the unexpected situation and surprise element. It catches customer's attention and their interest by putting unusual objects in unusual places or using unusual objects in an unusual time. The second principle is creativity and innovation, which relies on imagination, creative idea and innovative design rather than a big marketing budget. It is unexpected, unconventional and targeted customers in unexpected places.

Guerrilla marketing practices is much cheaper than other traditional marketing techniques. In Guerrilla, marketing thoughts is more important than budget. The most powerful weapon of guerrilla marketing is word of mouth better than many other powerful weapons of the market in which message is transferred from people to people through the campaign. Some forms of Guerrilla marketing practices like non-permission street graffiti make a tightness with authorities. Most of the guerrilla marketing strategies are lost by bad weather, wrong timing and other small instances that could easily make the campaign weak. There is no doubt Guerrilla marketing give a great result to marketers while they work uniquely but it will for that business that is not scared of risk-taking. Given the above, this study defines guerrilla marketing practices as an unexpectedly use of marketing mix in unexpected places with unexpected tools: shock, raise eyebrows and pull out your public's emotional strings, to win them over.

Some guerilla marketing practices are discussed hereunder:

Ambient Marketing

According to Hutter and Hoffmann (2011), ambient marketing intends to surprise consumers by placing unconventional advertisements often at unusual locations in the target group's social environment. The surprise effects in ambient advertising are essential in drawing its consumers' attention to the product or services that are being promoted and helps to intensify information processing by the customer to resolve incongruence, which leads to a positive attitude towards the advertisement campaigns (Hutter, 2015). Suyar and Banyar (2015) state that ambient marketing represents alternative carriers of adverts, most often of indoor or outdoor character, which differs from usual campaigns by its originality, usage of different than usual formats or sizes, but also by their placement on unusual or nontraditional places.

Ambient Marketing involves all kinds of communications that use elements of the environment or any physical surface to convey messages that attract customers' attention (Dhanda, 2015). Ambient marketing involves placing the messages in the form of unusual things at unusual places in an unusual size and style. Ambient advertisement are placed and integrated into the normal living environment of the customers without actually pushing the products (Dhanda, 2015). Customers are taken by a surprise as they do not expect such ads and therefore find them interesting and likeable (Buljubasic, Ham & Pap, 2016). Ambient marketing is a complex form of marketing that uses elements belonging to the external ambient, including all the available public areas, to spread messages that incentivize consumer involvement.

Ambush Marketing

The word "ambush" simply implies an attack from a hidden position which was derived from an old French verb *bushier*, having the meaning "to place in a wood". The term "ambush marketing" was coined by marketing strategist Jerry Welsh, while he was working as the manager of global marketing efforts for the American Express Company in the 1980s. According to Lybergerand McCarthy (2011), ambush marketing is a type of marketing in which a company that is not an official sponsor of an event places advertisements using the event to induce customers to pay attention to the advertisement. Ambush Marketing is a tactic to ride-off or takes advantage of a major event by aligning its promotional activities around it to undermine the promotional activities of the competitors who are the legal sponsors of the events (Shakeel & Khan, 2011). Ambush advertising is a form of associative marketing which is designed by an organisation to capitalise on the awareness, attention, goodwill, and other benefits, generated by having an association with an event or property, without the organisation having an official or direct connection to that event or property (Chadwick & Burton, 2011).

Stealth Marketing

Stealth marketing is a deliberate act of entering, operating in, or exiting a market in a furtive, secretive or imperceptible manner, or an attempt to do so. People get involved with the product without them knowing that they are the part of an advertisement campaign (Okpara, Nkwocha & Onyeme, 2017). Stealth Marketing involves techniques to introduce products to the target customers that do not seem like advertising (Elena, Katharina, Olivia & Stefan, 2017). The main purpose of stealth marketing is to create an interest or

excitement about the product by giving the customers a unique or memorable experience in such a way that they create a buzz about the products which finally leads to sales (Naglaa, 2017). Stealth marketing involves marketing to people without clearly presenting the brand name and without explicitly letting the customers know about the marketing push (Harrun & Agnes, 2018). Stealth guerrilla marketing needs to be implemented with uttermost covertness because if the participants become aware of the campaign, it will have a negative effect on the brand resulting in ethical doubts about its use.

Astroturfing/Undercover Marketing

Astroturfing is a deceptive practice often deployed by marketers to create the false impression that a campaign has developed organically (the grass-roots in AstroTurf are fake (Wade, 2013). Astroturfing, in simple words, means creating an artificial buzz for various products and services. Astroturfing/undercover marketing is a practice of masking the identity of the sponsors/companies and makes it appear that the buzz about the products is originated by the general public. An individual operates as many persons to give an impression that the product is being liked and supported by a huge client base (Prevot, 2009). Astroturfing/undercover marketing involves generating an artificial hype around a particular product or company through a review or discussion on online blogs or forums by an individual who is paid to convey a positive view (Okpara, Nkwocha & Onyeme, 2017). According to Cova & Saucet (2014), astroturfing/undercover marketing is among the most controversial and has a high-risk factor for the company marketing the product or service.

2.2. Customer Satisfaction

Schiffman (2007) defined satisfaction as a person's expression of pleasure or disappointment resulting from comparing a service outcome concerning the expectations. If the performance falls below expectation, the customer is dissatisfied. If the performance matches the expectations, the customer is satisfied. If the performance exceeds expectations, the customer is highly satisfied or delighted. Satisfaction is a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfilment (Woisetschläger, Hartleb & Blut, 2008). Customer satisfaction is an effective state connected with positive feelings as a result of overall usage experience evaluation (Edward & Sahadev, 2011).

Customer satisfaction level is an outcome of an analysis by customer of how fine their expectations matched with experience, but measurement of satisfaction has always remained a difficult question for researchers (Aneela & Amer, 2014). In the situations where service performance exceeds more than customer's expectations then customer satisfaction is increased, this is positive confirmation. When negative disconfirmation arises, it generates dissatisfaction (Basheer, Saeed & Tarabieh, 2011). Satisfied customers are willing to re-buy products even though there are competitive alternatives that may cause switching. Customer satisfaction leads to loyalty, continuous patronage, positive word of mouth, recommendation, paying less attention to advertisements of competitors and ultimately increased market share, profitability and customer retention (Shaker & Ahmed, 2014). For the future of a company customer satisfaction should be predicted as a significant competitive factor, the reason is that it is an indicator of a company's

ability to generate profits in this current environment of fierce competition (Oberiri, 2016).

2.3. Empirical Review

2.3.1. Guerrilla Marketing Practices and Customer Satisfaction

The interactions between guerrilla marketing practices and customer satisfaction are empirically evident in literature emerging from different content, construct, and theoretical application. However, the incongruence in findings makes these works profound and scholarly stimulating but demanding academic synthesis towards deconstructing existing works.

The study of Igor (2017) investigated the effect of guerrilla marketing on customer satisfaction. The findings of the study revealed that ambient guerrilla marketing has a positive effect on brand equity through the positive experience associated in the consumers' mind and consumers can be impressed by the creativity of guerrilla marketing which in turn increase the value of the brand. The findings of the study revealed a negative effect as guerrilla marketing relies on the element of surprise, which can endanger its effects if the advertisement is inconvenient for potential customers.

Corroborating the study of Igor (2017) is the findings of Naglaa (2017) which revealed that ambient guerrilla marketing advertisement creativity, emotional arousal, clarity, humour, and surprise has a positive effect on consumer satisfaction. Adding to the scholarly consensus is the study of Ebru (2017) which examined the determination of consumer perceptions related to guerrilla marketing methods which findings revealed that guerrilla marketing is an essential factor in ensuring customers satisfaction hence, the positive relationship between the variables. The study further revealed that there are three factors in guerrilla marketing which increases customer's satisfaction. Extraordinary has been identified as the most important factor. The second important factor is interesting and surprising, and the final factor is communication.

Supporting the works of previous scholars is the work of Kathireshan and Kennedy (2018) which results of their findings revealed that there is a statistically linear significant and positive relationship between guerrilla marketing effect (novelty, aesthetics, relevance, clarity, humour, emotional arousal, and surprise) on customer's satisfaction. The work of Naeem, Hammad, Muhammad, Waseem, Huma, and Adeel (2016) examined the impact of guerrilla marketing on consumer buying behaviour. The study revealed that guerrilla marketing has a significant impact on consumer buying behaviour and customer satisfaction. Additionally, the result also shows that guerrilla advertising and word of mouth technique is very favourable for marketing and has a significant effect on customer satisfaction.

Adding to the debate is the discourse of Okwara, Nkwocha and Onyeme (2017) which examined the impact of guerrilla marketing on the sales performance of entrepreneurs (A Case of Alaba International Market). The findings revealed that guerrilla marketing strategies are imperative for achieving customer satisfaction. The study further revealed that if guerrilla marketing is not carefully presented can lead to a series of risk that can make the targeted audience misinterpret the firm, which in turn will lead to a decrease in sales. The findings of Anukam (2014) while investigating the analysis of guerrilla and traditional marketing interface in

improving the productivity of organisational marketing in Small and Medium Size Enterprises (SMEs) in Nigeria revealed that brand building guerrilla marketing is synonymous with product marketing and that guerrilla marketing would bring about change in the opinion of the customers about the product.

The works of Ahmad, Ahmed, Jahangir, Muftaba, Shamim and Baig (2014) revealed that guerrilla advertising has a significant impact on consumer buying behaviour. Pearson's r for the correlation between Guerrilla advertising and Consumer buying behaviour is 0.468. This means that there is a correlation between the above two variables. P-value is less than 0.01, which is 0.000; therefore, the correlation between two variables is significant with a t-value of 7.457. The study of Amit (2017) revealed that guerrilla marketing influenced by customer focus, advertising appeal and targeted at well-defined consumer group would yield positive market response.

In light of the preceding, it was hypothesized that:

H₀₁: Guerrilla marketing practices has no significant effect on customer satisfaction of selected banks in Lagos State.

2.4. Theoretical Review

2.4.1. Assimilation-Contrast Theory

Assimilation-contrast theory, as the theoretical framework of this study, provides more insight into consumer behaviour as related to brand loyalty. This theory states that assimilation occurs when unconfirmed expectation discrepancies are assimilated by aligning perceptions with expectation (Anderson, 1973; Deliza- MacFie, 1996; Schifferstein, 2001). In the case of absence of assimilation, extrinsic cues do not interfere with sensory perceptions in overall evaluations. In this case, no difference is observed between blind scores and full information scores. An assimilation effect (positive or negative) is verified if the change in the product evaluation corresponds to the change in the expected value of information. On the other hand, a contrast effect is identified when the change in product evaluation is in the opposite direction compared to the expected value of information. In the case of assimilation-contrast theory, the theories of contrast and assimilation are combined. In this case, there are some levels of consumer preferences regarding acceptance and rejection. In some cases, the disparity between expectations and performance is small enough, and consumers can assimilate it. If the discrepancy is large enough to fall into the zone of rejection, then a contrast effect arises (Anderson, 1973; Schifferstein, 2001).

This model is a generally accepted theory utilized by marketing managers to analyze consumer satisfaction and the likelihood of purchase (Teas & Palan, 2003). It implies that consumers purchase goods and services with pre-purchase expectations about anticipated performance (Yüksel-Yüksel, 2001). The theoretical approach understands that the size of the discrepancy between expectation and actual performance may determine final consumer behaviour. Expectation level becomes a standard against which the product is judged. However, according to Yüksel and Yüksel (2008), the use of expectation as a baseline comparison is considered to be one of the shortcomings of the expectation-disconfirmation model. The dynamic nature of expectation means to respondents, the use of different scores for assessing satisfaction, and the type of product are some of the shortcomings of the model. The

meaning of expectations represents a methodological problem because expectations are defined differently by consumers.

2.5. Research Conceptual Model

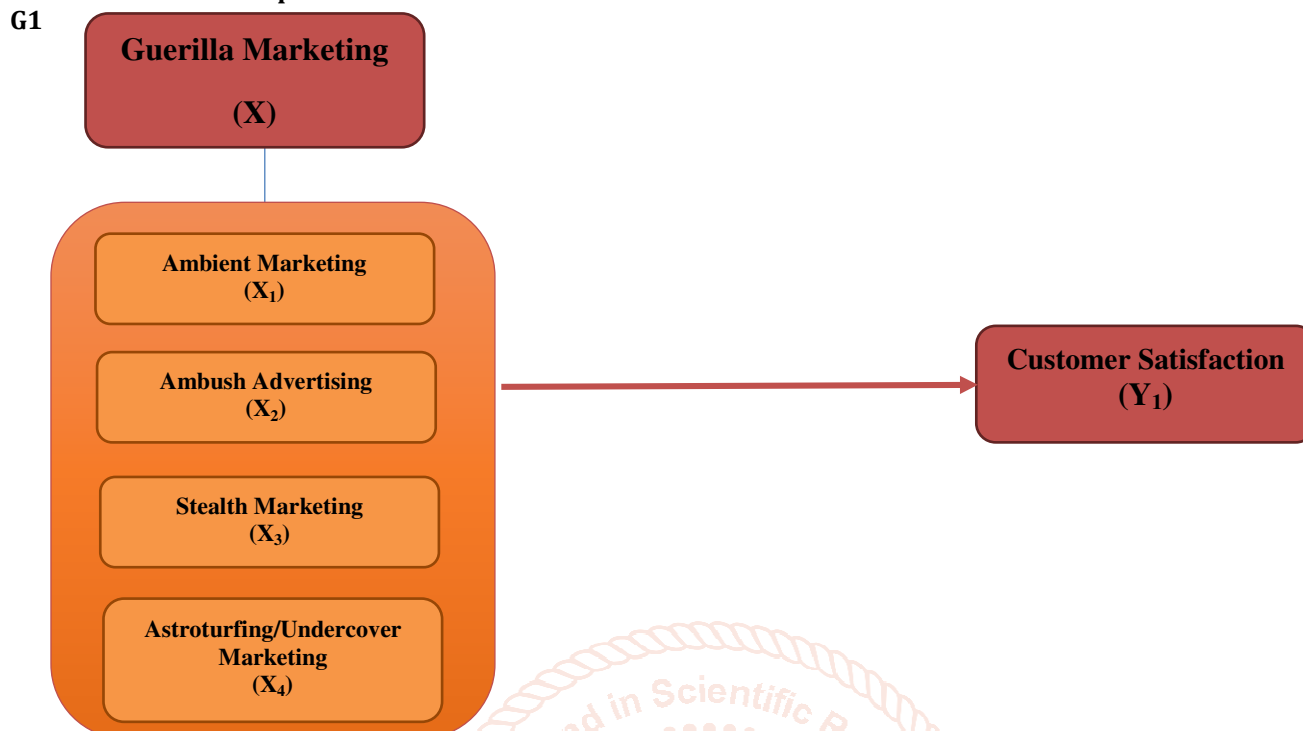


Figure-1. Conceptual Model for guerilla marketing practices and customer satisfaction

Source: Researcher's Conceptualization (2021)

3. Methodology

Descriptive survey research design was adopted for the study. The population of the study consists of management staffs at the strategic and operational management level from ten selected deposit money banks in Lagos state giving a population of 4837 and a sample size of 464 respondents were determined using the Raosoft sample size calculator. A structured questionnaire was administered which gave a response rate of 95.0%. The instrument was validated and the Cronbach Alpha reliability for the major constructs.

Pilot Survey

A pre-test of the questionnaire was conducted to evaluate the relevance and proper understanding of the research questions. The questionnaire was checked by the researcher's supervisor as well as experts in the field of marketing. Furthermore, 10% of other respondents who corresponded to our sample were accessed and interviewed to see if the questionnaire has to be modified. Fifty (50) copies of the questionnaire were used in total for the study. The pilot study was considered necessary to establish the relevance of the questionnaire to the objectives of the study and to measure to have a foreknowledge of the reactions of the respondents and to ascertain the reliability of the questionnaire when used in the population of the study.

Measures

The data gathering instrument to be employed for this study was a self-structured questionnaire. The purpose of using a questionnaire for the survey was to gather a direct response, feedback and because of the literacy level of the proposed respondents. Six points likert rating scale was used to measure the response. The scales ranged from 6 (Very High) to 1 (Very Low).

Reliability of the Research Instrument

The internal test of consistency was utilized to determine the reliability of the research instrument for this study. This test was done using the statistical methods - Cronbach's alpha since the study used multiple-item measures. The reliability index for guerrilla marketing practices and customer brand loyalty was determined using Statistical Package for Science Solutions Version 22 software to process it correctly and precisely, and the researcher's revalidation scale was 0.841 as indicated by the respective Cronbach alpha values as indicated in Table 3.1. The aim of reliability as a quality criterion was to minimize errors and give stable results of data collection.

Table 3.1: Reliability Test Results

S/N	Variables	Cronbach's Alpha	Composite Reliability
1	Ambient Marketing	0.818	0.863
2	Ambush Marketing	0.891	0.941
3	Stealth Marketing	0.837	0.938
4	Astroturfing/Undercover Marketing	0.872	0.947
5	Customer Satisfaction	0.904	0.972
Overall Average Alpha for the instrument (α)		0.841	

Source: SPSS Output

Method of Data Analysis

The data was analyzed with the use of both descriptive and inferential statistical methods. Descriptive statistics analysis was used to present demographic data while the inferential statistical technique was used to evaluate the effect of one variable on the other. Multiple Linear Regression was employed to analyze the effects of guerrilla marketing practices (independent variable) on customer brand loyalty variables (dependent variable).

The model formulated for each of the hypotheses are written as:

Hypothesis One

$$y_1 = f(x_1, x_2, x_3, x_4)$$

$$y_1 = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \varepsilon_i$$

$$CS = \beta_0 + \beta_1 AM + \beta_2 AmM + \beta_3 SM + \beta_4 AUM + \varepsilon_i \text{----- Eqn1}$$

4. Data Analysis and Results

The researcher distributed 461 copies of questionnaire to the respondents in the selected firms out of which 441 copies of questionnaire were properly filled and returned. This represented an overall successful response rate of 95% as shown on Table 4.1. Bryman and Bell (2011) posit that a response rate of $\geq 50\%$ is acceptable to analyse the results of the study.

Hypothesis One

Guerrilla marketing practices has no significant effect on customer satisfaction of selected banks in Lagos State.

Table 4.1: Summary of Multiple Regression of the effect of Guerrilla Marketing Variables on customer satisfaction of selected banks in Lagos State

Predicted Values in Regress State							
Variables	B	T	Sig	R	R ²	AdjR ²	Std. Error of the Estimate
Constant	2.839	3.557	0.000	0.793 ^a	0.628	0.625	2.53036
Ambient Marketing	0.070	1.302	0.194				
Ambush Marketing	0.195	4.097	0.000				
Stealth Marketing	0.125	2.531	0.012				
Astroturfing/Undercover Marketing	0.480	9.727	0.000				
a. Dependent Variable: Customer Satisfaction				F (438, 4) = 185.246			

Source: SPSS Output (2021)

Table 4.1 reveals the result of the multiple linear regression test that was carried out to test the effect of Guerrilla marketing practices on customer satisfaction of selected banks in Lagos State. With values showing significance ($F(438,4) = 185.246$; $p\text{-value} = 0.000$), it depicts that guerrilla marketing practices (GMP) is a significant influencer of customer satisfaction (CS). The $r = 0.793$ is the correlation coefficient which represents the strength and direction of the relationship between Guerrilla marketing practices and customer satisfaction of selected banks in Lagos State. The coefficient reveals that there is a positive relationship between the Guerrilla marketing practices on customer satisfaction in the selected banks. Furthermore, it showed that there is a strong relationship between the two variables (Cohen, 1988). Concerning the exact effect of Guerrilla marketing practices on customer satisfaction, the Adjusted $R^2 = 0.625$ shows the extent to which the Guerrilla marketing practices explains the variations or changes in customer satisfaction of the selected banks. The implication here is that Guerrilla marketing practices (ambient marketing, ambush marketing, stealth marketing, astroturfing/undercover marketing) explains 62.5% of the variations that occur in the customer satisfaction creativity of selected banks, while the balance of 37.5% were accounted for by other factors not considered in this study. Based on this result, the goodness of fit of the model is considered good. Furthermore, following the model of the study, the results can be replicated below:

$$CS = 2.839 + 0.07x_1 + 0.195x_2 + 0.125x_3 + 0.480x_4 + \mu_i \text{----- Equ. (i)}$$

The model shows the multiple regression equation that best predicts the effect of Guerrilla marketing practices (ambient marketing, ambush marketing, stealth marketing,

astroturfing/undercover marketing) on customer satisfaction of selected banks in Lagos State. Ambush marketing with ($\beta = 0.195$; $p = 0.000 < 0.05$); Stealth marketing with ($\beta = 0.125$; $p = 0.012 < 0.05$) and Astroturfing/undercover marketing with ($\beta = 0.480$; $p = 0.000 < 0.05$) provided positive and significant associations with Customer satisfaction (CS) at 5% significance level while Ambient marketing with ($\beta = 0.07$, $p = 0.194 > 0.05$) positive but insignificant effect on customer satisfaction at 5% significance level. This implies that ambush marketing, stealth marketing, and astroturfing/undercover marketing are the major drivers of customer satisfaction while ambient marketing provided no significant effect on customer satisfaction as at the time of the study of the selected banks in Lagos State.

The results demonstrated that Guerrilla marketing practices predictors jointly exhibited positive significant relations with customer satisfaction of the surveyed selected banks in Lagos State. The results further showed that a unit increase in ambient marketing, ambush marketing, stealth marketing, astroturfing/undercover marketing increased customer satisfaction of selected banks by 0.07, 0.195, 0.125 and 0.480 respectively. However, the Guerrilla marketing practices predictors had statistically significant combined effect on customer satisfaction of the selected banks investigated at $p = 0.000$ as visible from Table 4.3.2, and as such confirmed the objective of the study and provided a rejection of the hypothesis one which states that Guerrilla marketing practices has no significant effect on customer satisfaction of selected banks in Lagos State.

Discussion of Findings

The test of hypothesis one revealed that guerrilla marketing practices had a significant effect on customer satisfaction.

This finding provides different implications for research and practice. The interactions between guerrilla marketing and customer satisfaction have been empirically demonstrated in literature from various material, build, and theoretical applications. The inconsistencies in the results, on the other hand, render these works profound and scholarly stimulating, yet they also require academic synthesis in order to deconstruct established works. Igor (2017) conducted research on the impact of guerrilla marketing on consumer satisfaction. The study's results showed that ambient guerrilla marketing has a positive impact on brand equity due to the positive experience associated in the minds of customers, and that consumers can be impressed by guerrilla marketing's imagination, which increases the brand's value. The study found a negative impact since guerrilla marketing depends on the element of surprise, which can jeopardize its effectiveness if the advertising is unpleasant for potential customers. Naglaa (2017) found that ambient guerrilla marketing advertising imagination, emotional arousal, transparency, humour, and surprise has a positive impact on customer satisfaction, corroborating the results of Igor (2017). The research of Ebru (2017), which investigated the determination of consumer preferences linked to guerrilla marketing methods and found that guerrilla marketing is an important factor in ensuring customer loyalty, hence the positive relationship between the variables, adds to the scholarly consensus. Three factors in guerrilla marketing, according to the report, improve consumer loyalty. The most critical element has been described as extraordinary. The second crucial aspect is that it should be informative and unexpected, and the third is that it should be communicated.

Kathireshan and Kennedy (2018) found that there is a statistically linear important and positive relationship between guerrilla marketing impact (novelty, aesthetics, significance, clarification, humour, emotional arousal, and surprise) on consumer satisfaction, which supports the findings of previous scholars. The effect of guerrilla marketing on consumer purchasing behaviour was investigated by Naeem, Hammad, Muhammad, Waseem, Huma, and Adeel (2016). Guerrilla marketing has a major effect on consumer purchasing behaviour and customer loyalty, according to the report. Furthermore, the results show that guerrilla marketing and word-of-mouth techniques are very beneficial to marketing and have a huge impact on consumer satisfaction.

5. Conclusion and Recommendation

This study investigated the effect of guerrilla marketing practices on customer brand loyalty of selected banks in Lagos State Nigeria. This study concluded that guerrilla marketing plays a very significant role in influencing the customer satisfaction especially due to the various benefits and implications that accompanies it. Therefore this study concludes that guerrilla marketing variables provided positive and significant associations with customer satisfaction.

Based on the conclusion of the study, it was recommended that banks should put adequate measures in place to ensure that the feedbacks from customers are used to improve customer satisfaction to gain the customer's attention by using different tools and techniques such as personal relations, direct marketing and unique advertising. Therefore, firms that adopt this strategy remains in business.

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