
**DEVELOPMENT OF INTEGRATED MARKETING IN THE SME
INDUSTRY IN NIGERIA, A NEW PARADIGM FOR
UNDERSTANDING MARKETING CHANGES**

IGYUVE, I. ANTHONY (PhD)

Department of mass communication
Nasarawa state university, keffi

&

SARKI, REUBEN SUNDAY

Department of mass communication
Nasarawa state university, keffi

ABSTRACT

The business world enterprise has come face to face with the revolution that has swept across the information and technology industry and invariably going to affect the small and medium scale enterprises in Nigeria. SMEs the world over are facing this form of revolution in a manner that is changing and revolutionising the way marketers do their business and on the other hand the way consumers are deciding on what and how to consume. This study on the 'development of integrated marketing in the SME industry in Nigeria, a paradigm for understanding marketing changes', has identified the fact that, integrated marketing communication which is the means by which IMT is striving is undergoing a period of metamorphosis in the cause of the first, second, third and fourth revolutionary development, making mobile phone, computer and other handheld devices the means through which business and consumption is highly revolutionized, and small businesses imbibing the use of technology to attend and record the profile and buying habits of the consumer. The recommended that Government must as a matter of deliberate policy, create an enabling environment and policies that would guarantee the availability of internet facility, and favourable business environment to enable SMEs to grow, as was the case in China, that has made that country rise above expectations.

Keywords: Integrated Marketing, Small Scale Industry (SMEs), Understanding Marketing Change

1.0 INTRODUCTION

The world of business enterprise (Schwab, 2016) is at the centre of a revolution that is fundamentally changing the way marketers do business; consumers consume goods and services and relate to the market generally. In its scope and complexity, what is considered to be the fourth industrial revolution is unlike anything humankind has experienced before. Consider the unlimited possibilities of having billions of people connected by mobile devices, giving rise to unprecedented processing power, storage capabilities and knowledge access. Or

think about the staggering confluence of emerging information technology breakthroughs, covering wide-ranging fields such as integrated marketing technology (IMT), artificial intelligence (AI), robotics, the internet of things (IoT), 3D printing and advertising, biotechnology, material science, energy storage and quantum computing, to name a few.

Many of these innovations are in their infancy, but they are already reaching an inflexion point in their development as they build on and amplify each other in a fusion of technologies across the physical, digital and natural worlds of the market (Schwab, 2016).

For instance, the metamorphosis of the Chinese market environment and its strides over the years against the US forces and dominance is as, Zeng (2016, p.74), writes, that;

Since 2010, China's manufacturing output has overtaken the US, becoming the biggest manufacturing country all over the world. However, after the US subprime mortgage crisis in 2008, the European and American developed countries have implemented a series of industrial revitalization plan, which means that a third industrial revolution with the characteristics of personalization, intelligence and digital in the global market continued to deepen. In such a new wave of industrial revolution, Chinese traditional manufacturing industry is facing huge impact, such as the gradually decreasing labor cost advantages, mode of production localization and diversification and deepening manufacturing service level, etc.

In order for entrepreneurs to achieve a new round of growth and success for industry transformation says Zeng (2016), manufacturing revolution is urgently needed. At the same time, through the theoretical analysis of traditional scale economies (SMEs) for its applicability, it is pointed out that, with the use of a large number of advanced manufacturing crafts, enterprises average cost curve is flattening, and the importance of personalized customization in the market is increasingly prominent. On the other hand, through the analysis of the current market change of demand and supply, the effect of integrated marketing to meet the personalized needs of consumers, of the scope of the economy in the industrial revolution wave, will be even more popular, and the scope economy will bring manufacturers to reduce production costs and improve product differentiation, even promoting the marketing and enterprise technology innovation and competitive advantage. Compared to traditional standardized mass production, new marketing paradigm based on the scope economy could be more adaptable to the current market demand and promote the country's economic growth.

In this technological era, information is playing very important parts in human lives, its role is again daily increasing as a result of social progress and the development of science and technology, hence the word/coinage 'convergence' as used to describe the coming together of technology (though highly debated within the academia). This study adopted the term to mean technological advancement that has a process (Ogunsola and Aboyade, 2005), and this process involves five broad areas of broadcast media:

1. Tools for the acquisition or production of content or programming, including cameras, microphones, and other computer-based sensors and technologies for

- capturing or inputting information, whether visual, audio or other formats to a target consumer/customer;
2. Storage technologies, including archival and other digital storage media;
3. Editing or other computer-based technologies or postproduction processing of visual, audio, or other text, or of graphical, multimedia, or interactive programming;
4. Distribution technologies, or networking or telecommunications technologies, for distributing or communicating content;
5. Display or presentation technologies for accessing or displaying audio, visual, or another programming.

For a long time now, these technological developments in telecommunications and computers have followed very distinct trajectories. Today, the basic design parameters which form the core of technological regimes are increasingly becoming more similar in different fields of human endeavour, not only in terms of the material properties but also with respect to the manufacturing process involved. Although the first signs of the convergence process became apparent in the late 1950s it was not until the early 1970s that it really took off. In the following years, subsequent improvements accelerated the rate of adoption of these components in all kinds of electronic equipment. Today almost every single electronic device is based on the same digital technology.

Digitalization of telecommunications and computer equipment has broadened the existing technology base as a network of both technology and people using computers that make a vast amount of information available and facilitated the emergence of large-scale communication networks that carry voice, data and images (Ogunsola and Aboyade, 2005). Duysters and Hagedoorn (1997, p 2) writes that;

The second wave of convergence took place during the mid-1980s when analogue telephone systems were gradually transformed into fully digital networks. The rise in distributed computing and the digitalization of the telecommunications network induced a number of telecommunication firms to accumulate skills in software and micro-electronics and raised the interests of computer manufacturers in telecommunication technology. At that time a number of authors and industry practitioners argued that the information technology (IT) industry would eventually offer a continuum of products, which could not be referred to as either telecommunication or computer products. They envisioned that all the different IT markets would melt into one giant 'information and entertainment industry' and that firms would react to the new opportunities by lateral entry into each other's markets.

As computers were increasingly accommodated within those telecommunications networks, ICT permeated the business environment, underpinning the success of the modern corporate business, and provided customers and business owners with an efficient infrastructure. ICT added value to the process of doing business and in the organisation and management of customer relationship (Patru, 2002).

2.0 REVIEW OF CONCEPTS

2.1 Integrated Marketing

According to the World Economic Forum quoted by Lee, Yun, Pyka, Won, Kodama, Schiuma, Park, Jeon, Park, Jung, Yan, Lee and Zhao (2018), the Fourth Industrial Revolution has been in progress since the start of the 21st century. It is a revolutionary change characterized by the ubiquitous and mobile Internet; cheaper, smaller, and stronger sensors; and artificial and machine learning. The concept of the Industrial Revolution is defined as the revolutionary change based on recent diverse technological advancement. This definition does not, however, describe the technical paradigm. But with the rapid development of information technology (IT), the development of societies is now subject to technological advancements.

Schwab (2017) mention too that the result of technological development and globalization, the been witness has brought about profound shifts across all industries, marked by the emergence of new business models and consumption, the disruption of distance and the reshaping of production, consumption, transportation and delivery systems. On marketing and society front, the paradigm shift is determining how we buy and consume goods and services, where we go and who we communicate with, what manufactures produce and for whom, as well as how we express, inform and entertain ourselves (Schwab 2017). As a result of this technological development, Maina (2014, no page) said though

Communication networks were designed to carry different types of information independently. Radio was designed for audio, and televisions were designed for video. The older media, such as television and radio, are broadcasting networks with passive audiences. Convergence of telecommunication technology permits the manipulation of all forms of information, voice, data, and video. Telecommunication has changed from a world of scarcity to one of seemingly limitless capacity.

This is why Hackley (2005, p15) admits that

The phrase '**Integrated Marketing Communications**' reflects managerial interest in co-coordinating different media channels to optimize the effectiveness of marketing communications programmes. If brand communications reflect implied values and imagery that are consistent throughout differing media channels, then clearly these channels act in a mutually reinforcing way with each successive consumer engagement. Interest in IMC has developed because of the view that marketing communication offers the 'only sustainable competitive advantage of marketing organizations'. Consequently, all points of contact between an organization and its audience can be utilized as possible communications channels through which all forms of communication may be used. The end goal is to influence the behaviour of targeted audiences.

Similarly, Belch and Belch (2003) without mincing words agree that a number of factors are impacting the way marketers communicate and interact with consumers. The audiences that marketers seek, along with the media and methods for reaching customers, have become increasingly digitised. Advertising and promotional efforts have become more regionalized

and targeted to specific audiences. Retailers have become larger and more powerful as customers have become more sophisticated, forcing marketers to shift money from advertising budgets to sales promotion. Marketers expect their promotional dollars to generate immediate sales and are demanding more accountability from their agencies. The Internet revolution according to the (Belch and Belch, 2003) is well underway and the online audience is growing rapidly, not only in the United States and Western Europe but in many other countries as well including Africa. Many companies are coordinating all their communications efforts so that they can send cohesive messages to their customers. Some companies are building brands with little or no use of traditional media advertising.

Belch and Belch (2003) have the emphasis that, for many years, the promotional function in most companies was dominated by mass-media advertising. That, companies relied primarily on their advertising agencies for guidance in nearly all their areas of marketing communication. So most marketers did use additional promotional and marketing communication tools, but sales promotion and direct-marketing agencies, as well as package design firms, were generally viewed as auxiliary services and often used on a per-project basis. Public relations agencies on the other hand, were used to manage the organization's publicity, image, social service and affairs with relevant publics on an ongoing basis, but were not viewed as integral participants in the marketing communications process.

As a result, many marketers built strong barriers around the various marketing and promotional functions and planned and managed them as separate practices, with different budgets, different views of the market, and different goals and objectives. These companies failed to recognize that the wide range of marketing and promotional tools must be coordinated to communicate effectively and present a consistent image to target markets (Kumar, 2009).

Integrated Marketing Communications (IMC) is the term use to describe the entire programme by which marketers communicate with their customers. The "face, personality and spirit" of the company and product (s) (all marketing mix variables) should blend together to present a unified message. An IMC plan is the portion of the marketing plan that involves all promotional aspects of the marketing plan. All communications with customers, including but not limited to

- Personal selling
- Consumer sales promotions
- Trade (channel) promotions
- Advertising
- Public relations
- Corporate as well as product positioning
- Customer service experiences are included in a complete IMC plan. Each of these different communication types must be aligned with and in support of each other and the overall positioning (Value Image) of the company (Porcu, del barrio-Garcia and Kitchen, 2012).

The concept of Integrated Marketing Communications (IMC) which emerged since the mid-1990s has come to the fore and attracted considerable attention in research. To explain the need for analysing and exploring this concept, Porcu, del barrio-Garcia and Kitchen, (2012),

says we should commence by examining the development of the 'integrated marketing communication' concept.

In this sense, Porcu, Del barrio-Garcia and Kitchen, (2012, p.316) postulated that;

MC was created and adopted by academics as a response to professional developments in marketing and advertising. As Clarke Caywood affirmed, "IMC emerged out of an academic department that, for several decades, had been recognized as the number one advertising program...In the last few years, authors have developed the theory of IMC in order to direct, describe and explain the new practices.

On his part, Pluta-Olearnik (2018), said the concept of integrated marketing communication (IMC) was established in the middle of 1990s, when it was noticed that to achieve effective marketing communication, it is necessary to coordinate various tools and communication channels in such a way that the message sent by a company is coherent. In the following years, evolution of the perception of IMC was been observed from a narrow view to a more holistic one. According to Professor Pluta-Olearnik (2018, p. 126),

An example of a narrow view of the definition was provided by such researchers as K. Przybyłowski, S. Hartley, R.A. Kerin, W. Rudelius (1998), who concluded that IMC is a "concept of designing marketing communication programmes, which cover all elements of promotion: advertising, direct sales, sales promotion and public relations, making it possible to send a coherent message to all groups of recipients. A broader definition of IMC comes from Ch. Fill (1999), who claims that IMC means "managing the dialogue of an organization with its internal and external stakeholders, in which the used tools have to be coherent with the goals and strategy of an organization and the recipients have to recognize all signals coming from an organization as coordinated, coherent and harmonized.

2.2 Small and Medium Enterprises (SMEs)

Emezic (2018, p.1) simplifies the definition of SMEs in his thesis, he says;

SME is an acronym that stands for small and medium scale enterprises. Small and medium-sized enterprises (SMEs) are non-subsidiary, independent firms which employ less than a given number of employees. This is because different countries and different continents have different criteria for classifying an SME. The acronym 'SME' is often used by the European Union and such international organizations such as the World Bank, the United Nations and the World Trade Organization. Small enterprises out-number large companies by a wide margin and also employ many more people. SMEs are **defined by the European Commission** as having less than 250 persons employed. They should also have an annual turnover of up to EUR 50 million, or a balance sheet total of no more than EUR 43 million

Although Small and Medium-sized Enterprises play a vital role in every country's economic growth and development, the concept is conceptualised differently by countries, agencies and institutions to suit their own concepts and operations. Meanwhile, some authorities, countries and scholars have to define SME on the basis of the size of business, its capital assets, working capital, number of employees and their turnover, as against global and acceptable definition as that of World Bank, International Monetary Fund (IMF), African Development Bank (AFDB), Asian Development Bank, European Union (EU) and many others) the most widely used in the European Union definition (Emezie, 2018).

However, no matter its definition and conceptualization, Safar, Sopko, Bednar, Poklemba (2018, p.626) feels that;

Small and medium enterprises (SMEs) are considered as a backbone of the economy because of their strong position as employers of labour; hence they attract attention both from policy makers and scientists. As technology keeps advancing at fast pace, SMEs must be prepared to adapt to new technology environment, in order to, at least, stay competitive. Moving towards the so-called 4th industrial revolution, several challenges are being raised.

In Nigeria for instance, small businesses irrefutably have remained critical to the development of the country like in many nation's economies as they provide an excellent, source of employment generation, development of local technology, and development and promotion of indigenous entrepreneurs (Adisa, Abdularaheem and Mordi, No date). The researchers again admitted that the critical nature of small businesses to the empowerment and growth of standard of living and the overall per capital growth of economies does not need to be reechoed, as it is obvious that the co-existence of the large-scale industries can be said to be dependent on healthy working activities of the small businesses.

They are thus considered according to Agwu and Emeti (2014, p.104) as the "backbone of economic growth in all countries. They play an important role in Nigerian's economic growth, as they constitute 97.2% of the companies in Nigeria. They also contribute to national development by positively influencing the distribution of income in both functional and nominal terms". Meanwhile, Ekpenyong and Nyong (1992), Ogechukwu, Oboreh, Omukoro and Uche (2013), Adisa, Abdularaheem and Mordi (No date) all agree that there is no generally accepted definition of a small business because the classification of businesses into large-scale or small-scale is a subjective and qualitative judgment. In countries such as the USA, Britain, and Canada, small-scale business is defined in terms of annual turnover and the number of paid employees. In Britain, small-scale business is defined as that industry with an annual turnover of 2 million pounds or less with fewer than 200 paid employees.

3.0 UNDERSTANDING MARKETING AND CHANGE

The tremendous and radical growth that the Chinese economy has witnessed, in the last three decades, has become a model to the world of economic champion in terms of development, growth and impact. Compare to other world economies, the Chinese economic and market change development has proven to be a unique pattern and distinctive market growth of small and medium enterprises (SMEs), forming the foundation of this "economic miracle" (Muriithi, 2018).

Muriithi (2018, p.27-28) reiterated that,

This Chinese entry into the world economy has destabilized the economic and political monopoly of the western countries that must now recognise and acknowledge the economic giant. While the world is still amazed at how China has emerged as a superpower within a short time, to the Chinese Authorities, this is not an accident but a well-orchestrated plan meant to transform and gain advantage of millions of small and medium enterprises in the country. Through well organised reform structures and economic reforms, China has succeeded in doing what many countries have desired to achieve for decades.

The growth of the Chinese SMEs is noticeably rapid and progressive following its adoption of an "open-door" policy and movement to a socialist market economy in 1978. The radical change is not just economical but also replaced the historical state-controlled model and ideology (Anderson, Li, Harrison & Robson, 2003; Davies, 1995, in Muriithi (2018)). This model with more than a 3000 years history, of the market-oriented economy and political changes, marked a series of changes meant to prepare the country to enter the global market (Muriithi, 2018 quoting Tseng, Ip & Ng, 1999). With these deliberate changes, the last three-decade has witnessed the obvious total transformation of small businesses operations in that country to the delight and admiration of the world. From a position of no private-owned business in 1979 to an 11.7 million SMEs and 44.4 million self-employed entrepreneurs in 2013. The SMEs businesses are spread in all major sectors with the service sector accounting for 60.2%, 18.5% in manufacturing, 5% in the construction industry and 3.2% in agricultural-related industries (OECD, 2016).

Muriithi (2018, p.28) said;

With this transformation, SMEs have become a major driving force and determinant of economic growth of the Chinese economy (Li, 2002; OECD, 2016). The change was a result of special attention to the growth of SMEs by the Chinese government aimed at investing and promoting SMEs as key economic drivers. These businesses accounted for 97% of all registered corporations and were a major stimulator of economic development in terms of economic growth, creating employment, increasing exports, promoting science and technology innovation and tax revenue for the government (National Bureau of statistics, NBS, 2003; OECD, 2016).

As per economic growth, again Muriithi (2018) admits that small and medium enterprises have created 75% of incremental industrial output values in that country, since the 1990s, and they have also dominated various industrial sectors ranging from food, paper making and paper printing (70%), garment tannery, recreation and sport, metal works and plastic industries (80%) and wood and furniture industries (90%). In addition, SMEs have also had an influence in the retailing and wholesale industries where they account for about 33% of the business. In fact, SMEs businesses are said to generate at least 60% of China's gross domestic product (GDP). This is the results of a deliberate Chinese government policy of establishing laws aimed at creating a conducive atmosphere for these SMEs to operate which has paid greatly.

Admittedly, Muriithi (2018, p.30) pointed out that;

The success of SMEs during this period is attributed to two main factors, township enterprises and growth of non-public enterprises (Chen, 2006). Firstly, the development on township enterprises expedited the transfer of rural surplus workforce to non-agricultural sectors. The result of this was increase in income for farmers and creation of a strong foundation for reforms and development. Secondly, the government recognized the importance of private-owned enterprises as source of economic development compared to declining state-owned enterprise dominance. The private-owned businesses were seen as right and favourable supplement for the existing socialist economy. This led the government to further amend the constitution in 2004 so as to fully legalize non-public economy within socialist market economy. The amendment opened room and motivation to private-owned enterprises leading to impetus development and growth of private enterprises (Chen, 2006; Li & Matlay, 2006). In 2014, the commercial registration system was further reformed leading to shortened registration procedures. There was also adjustment to requirements for establishing an operation site for new businesses. To this end, businesses people were free to select suitable locations for their businesses resulting to increase in the number of companies registered to 12.9 million in 2014, growth of 14.2%. The government also continues to put more emphasis on entrepreneurial education and start-up businesses innovation (OECD, 2016)

4.0 REVIEW OF EMPIRICAL STUDIES

Integrated marketing communications has grown in recent years because it is the means by which companies can establish a dialogue with their customers and other stakeholders about their product or service. The vital role that (IMC) play is building a close relationship with the customer (Customer loyalty), therefore, IMC is the result of aligning activities, procedures, messages, and goals in order to communicate with consistency and continuity within and across formal organizational boundaries Patricia, Ondoro and Aila (2017).

In the work of Zhegalina (2015) title "Developing integrated marketing communications for Cinnabon bakery in Finland" conducted and implemented according to the needs and preferences of a recently established US franchising bakery in Helsinki, with the company's interest in promoting its business and acquiring new customers in Finland, using both traditional and online marketing campaigns.

The study collected data from both quantitative and qualitative using questionnaires, about the business and its future perspectives. The empirical part of the research was done in June 2015. Among its finding, the study pointed that, Integrated Marketing Communication planning process is like a creation of music score – every instrument has its specific task, and the goal for them is to produce a beautiful music in cooperation. Result of the findings of the study showed majorly that Finns are not aware of Cinnabon yet, and competition in the restaurant industry in Finland is high, as research shows. Secondly, the current business location in the Arabia shopping mall doesn't allow business to expand.

Additionally, the finding also noted that the main strengths and weaknesses of the company as well as which marketing efforts and methods should be utilized, to reach success in this particular business. Most of the campaigns were launched during the summertime, and could already see some positive results. All rights to make decisions are left to the case company. Accordingly, Cinnabon Bakery should shift from old-fashioned mass advertising to niche marketing, to create cost-effective campaigns using both traditional and digital communication tools, and. Some of the conclusions reached in this study include that; further activities of the Cinnabon will include mostly public, media relations and intensive social media promotion, as well as voluntary work to create a positive image. In addition to that, company management will have negotiations concerning changing the business location and moving bakery to the Central Railway station area. This study is similar to the present investigation in that, it considered a small business in Finland side by side its development in the era of integrated marketing especially the need for the bakery to embrace IMC in order for it to grow among diverse competitors.

Another empirical study that this investigation looked at closely is that by Joseph who studied "Integrated Marketing Communications and Consumers Patronage of Nigerian Beverage Products" a study that is closely related to this investigation in the area of IMC as a cause for consumer patronage of beverage products.

Determined to establish a need for an organization to properly coordinate its marketing communications strategies to achieve a clear, consistent and competitive message about itself and its product, the researcher pointed that, the study is aimed at examining the impact of integrated marketing communication on consumers' patronage of Nigerian beverage products. Particularly, Joseph wrote that the objectives of the research among others are too (i) establish the level of understanding and the use of IMC by Nigerian beverage communications institutions. (ii) Find out whether the use of IMC can bring about profitable long term customer relationship (iii) determine if optimal use of IMC can make a product compete effectively thereby recording a good consumers patronage, and (iv) ascertain whether the proper implementation of IMC programmes can help reduce a firm' cost of marketing communications.

The research adopted a survey method with four hypotheses and structured questionnaires which were distributed among sampled respondents, (those from marketing communication organizations, beverage producers and consumers of the products in the South Western part of Nigeria).

Joseph stated that effective marketing communications should therefore be an integral part of every efficient and result driven organization. How innovative and creative marketing communications practitioners are inappropriately combining, coordinating and efficiently using marketing communication tools will have great impact on their companies' products/services and by extension, on such products' market share. This again could pose serious challenge to competing companies across markets in the country.

His finding shows that respondents appreciate the inherent benefits that the use of IMC will bring over its non-use (the traditional approach). Such benefits according to findings include cost savings; effective and efficient marketing communication messages, sustained long term client-customer relationships, better consumer patronage, amongst others. Mere

implementation of different combination of marketing communication tools together cannot guarantee better results, it is the strategic coordination of marketing communication tools and the media that will facilitate efficient results and help the company influence its perceived brand value in the eyes of its esteemed customers and other stakeholders.

That the development of marketing communication programme, requires an in-depth analysis of the market. This analysis might make extensive use of marketing research as an input, which in turn provides the basis for the development of marketing strategies with regards to product, pricing, distribution and promotion decisions

Joseph therefore recommended base on the findings among others that; there is need for organizations to first conduct research in effectively identifying the need for marketing communications, where and to what extent. Companies need to properly integrate their marketing communications agencies, Advertising Agencies & Public Relations firms with one another in order to ensure clarity of messages, consistency, credibility and a highly competitive message across to target audience. However, if a firm cannot do this, then it is advisable such a firm should use one single agency for its marketing communication messages.

The study of Joseph (2009) is related to this study in the fact that integrated marketing is a source and means to which small scale entrepreneurs can grow and attract patronage if IMC is key in marketing.

5.0 CONCLUSION/RECOMMENDATIONS

Today, Small Scale businesses are recognized the world over as the main engine that runs the economy, creating work not only for masons, carpenters, traders, the poor, managers, accountants and architects, but also for school graduates, professionals, skilled and unskilled. SMEs are the markets forces that have turn the fortunes of nations and states into world business hubs. Meanwhile, these advancements like in the case of China, did not just happen, leaving the efforts in the hands of the business people, but it is a government /business people joint efforts where the government is to provide the needed policy framework.

Nowadays, the continuous changes needed and that is occurring in the field of Marketing Communications, are leading to an increasing relevance of the use of IMC. The boom of social media and social networks, boosted by the increasing diffusion of mobile devices (i.e., smartphones, tablets) and the new services related to them are driving to a more dynamic way to use the Internet services and interactivity is becoming a more powerful element for marketing communications. Due to the fast pace of technological innovations, IMC is going to be a very dynamic discipline. Hence, the study considers that the emerging changes should be taken into account in the conceptualization of IMC and in modeling its main drivers into the small business in Nigeria.

6.0 RECOMMENDATIONS

The importance of small businesses in offering employment to the pool of unemployed youth and adults in Nigerian has been established. Nigeria's unemployment rate has continued to rise with even with the avalanche of University and polytechnic graduates storming the

labour market hopelessly on a yearly basis. The government is not creating enough jobs to cater for its ever increasing population, making small business the last hope of securing employment for millions of Nigerians. This study, however, provided insights into our understanding of the challenges confronting small businesses in Nigeria. The study, thus, enjoins the Nigerian government to look seriously into the problems of small businesses in Nigeria with a view of providing succor to them.

Government must deliberately create an enabling environment that would make small business rise to the peak, and create the kind of market that is fitting to provide employment, and the market that can sustained the economy of the nation.

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