



Influence of Social Media Marketing Strategies on Micro, Small and Medium-Sized Enterprises (MSMEs) Sales Performance in Abuja Municipal Area Council

¹Suleiman Olufadi, ²Anthony Ogande,
³Mohammed S. Rabi, and ⁴Abraham A. Augustine

^{1,2,3,4}Department of Mass Communication,
Faculty of Communication and Media Studies
Nasarawa State University, Keffi

¹Suleimansulyman96@gmail.com

³Rabiums123@gmail.com, ⁴ishekpason@gmail.com

DOI : <https://doi.org/10.5281/zenodo.22894224>

Abstract

This study examined the influence of social media marketing strategies on the sales performance of Micro-, Small and Medium-sized Enterprises (MSMEs) in Abuja Municipal Area Council (AMAC), Nigeria. The study was anchored on Technological Determinism Theory and the Resource-Based View Theory. A quantitative survey research design was adopted. The population comprised MSMEs operating within AMAC, with an estimated population of 613,492 based on data from the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN). A sample size of 399 respondents was determined using Taro Yamane's formula at a 5% margin of error, while stratified and simple random sampling techniques were employed. Data were collected using a structured questionnaire and analysed using frequencies, percentages and multiple regression analysis with SPSS. The findings showed that WhatsApp, Instagram and Facebook were the major social media platforms used by MSMEs for marketing. The regression analysis further revealed that social media marketing significantly and positively predicted sales performance ($\beta = 0.687$, $t = 12.268$, $p < .001$), explaining 53.9% of the variance in sales growth ($R^2 = .539$). Customer engagement was also found to be relatively high, particularly through direct messages, comments, shares and responses to promotional content. However, high internet/data costs, poor connectivity, limited digital skills and difficulties in creating quality content were identified as major challenges. This study concludes that social media marketing is a significant strategic tool for improving MSME sales performance. The study recommends that MSMEs strengthen their strategic use of social media, improve customer engagement, develop digital marketing capabilities and adopt cost-effective approaches to overcoming technological and financial constraints.

Keywords: Social Media Marketing, Sales Performance, Customer Engagement, Social Media Advertising, MSMEs, Abuja Municipal Area Council.



Introduction

Micro, Small and Medium-sized Enterprises (MSMEs) are recognised as critical drivers of Nigeria's economy. They account for a significant portion of employment, income generation, and local economic activity while supplying goods and services to millions of Nigerians (National Bureau of Statistics [NBS], 2023). In Abuja, specifically the Abuja Municipal Area Council (AMAC), MSMEs thrive in diverse business areas, including fashion, food, retail, beauty treatment, technology, and other service industries. However, the characteristics of these MSMEs make them highly competitive, especially with the current technological advancements that allow easy access to products and services online. Despite this, MSMEs are increasingly adopting digital marketing strategies to gain an advantage over their competitors.

As a result, social media has become an innovative tool that allows these MSMEs to market their products and services, while connecting directly with their customers. According to Ayokunmi et al. (2024) and PricewaterhouseCoopers (2024), social media marketing has proven advantageous to these MSMEs, removing the need to promote their brand in traditional marketing avenues such as newspapers and magazines. Instead, social media networks such as WhatsApp, Instagram, Facebook, and TikTok allow these MSMEs to advertise their brand, network one-on-one with their customers, and reach a larger audience than ever. However, simply having a social media presence is not enough, as several MSMEs have discovered. Additionally, a compelling question arises – does social media marketing boost sales? And if so, what marketing tactics work best?

These questions are particularly pertinent to MSMEs in the AMAC that are considering incorporating social media marketing strategies. Businesses in this region are highly competitive, necessitating innovative approaches to stand out from the crowd and attract customers. As such, businesses in this area are constantly on the lookout for new marketing tactics to promote their brands and gain an edge over their competitors. For these MSMEs, the popularity of social media platforms presents an unprecedented opportunity to connect directly with their target customers while doing away with the need for traditional marketing tools, which can be costly (Udom & Ekpouko 2024). While they recognise the potential benefits and innovative nature of digital marketing, AMAC MSMEs are also fully aware of the challenges that come with it. Some of these include the lack of digital literacy, limited resources to invest in social media marketing, poor internet connectivity, and difficulties in tracking the impact of these marketing tactics on their sales. According to Adeyeye and Nwaoboli (2024), consumers are also more inclined to purchase from businesses that offer them value. A potential customer may stumble upon a social media ad, follow the link, peruse the merchandise, inquire further, and complete a purchase without going to the business's physical location. Therefore, MSMEs can use these online platforms to woo customers using their social media handles. Given this information, it is only expected that MSMEs are investing more in these avenues to promote their merchandise and generate more revenue, even with limited funds at their disposal compared to established multinational corporations (Solomon et al. 2024).

While existing studies (Ozoemelum *et al.*, 2025), report that social media marketing can boost sales, engagement levels, and brand recognition, it is unclear how these strategies affect individual MSMEs. Information on the sales performance of MSMEs in the AMAC, particularly those utilizing social media marketing, is also limited. More empirical studies are needed to establish a connection between the use of social media marketing strategies and the sales



performance of MSMEs. Such an understanding will enable these enterprises to leverage on this inexpensive but potent tool to boost their sales while also helping policymakers and other stakeholders develop effective frameworks for increasing sales through these innovative strategies. Therefore, this study aims to assess the effect of social media marketing strategies on MSME sales performance in Abuja Municipal Area Council.

Statement of the Problem

Even though many Micro, Small and Medium-sized Enterprises (MSMEs) in Abuja Municipal Area Council are beginning to use social media to promote their products and services, many of them still struggle to see real improvements in their sales. While platforms like Facebook and WhatsApp are available and widely used, not all business owners know how to use them effectively to attract and keep customers (Lawal & Adejuwon 2023). Morah and Omojola (2018) observe that some SMEs do not have the skills, tools, or knowledge to run proper social media campaigns. Others post content without a clear strategy, making it hard to stand out or build customer trust. As a result, the full benefits of social media marketing such as better visibility, increased sales, and stronger customer relationships are not being achieved by many of these businesses. In addition, many SMEs face challenges like poor internet access, high data costs, and lack of time or digital support. These problems make it harder for small businesses to compete with others that are using social media more effectively. Despite the growing popularity of social media marketing, there is still a gap in understanding how much it really affects sales performance for SMEs in Abuja. This study aims to find out whether using platforms like Facebook and WhatsApp actually leads to better business results, and what challenges SME owners are facing in the process.

Objectives of the Study

This study is guided by the following objectives

1. Identify the most commonly used social media platforms by SMEs or promoting their product and services
2. Assess the effect of social media marketing on the sales performance of SMEs in the area.
3. Evaluate the level of customer engagement and response to social media marketing efforts by these SMEs.
4. Identify the major challenges faced by SMEs in using social media to drive sales and improve performance.

Review of Literature

Social Media Marketing and MSME Sales Performance

The relationship between social media and the performance of Micro, Small, and Medium Enterprises (MSME) is increasingly gaining scholarly attention, as it creates new opportunities for engaging, attracting, and retaining customers thus creating competitive advantages for MSMEs. In most cases, the performance of these enterprises is manifested in their profit level, sales growth, increased customer acquisition and retention, market reach, brand image, and overall sustainability (Hindu, 2021). However, the focus of most MSMEs' owners is on sales growth as it shows that their marketing activities translate into customer patronage and money.



The literature shows that social media marketing has the potential to improve the performance of MSMEs by overcoming the limitations brought about by the use of traditional marketing channels. For instance, Udeogu and Oparah (2025) note that the use of social media offers accessibility to a large audience at minimal costs compared to traditional advertising and marketing means. This is specifically significant for Nigerian MSMEs, given the poor resources that most of them have at their disposal. Some social media platforms have enabled these enterprises to market their products virtually, respond to queries, announce new products, and maintain long-term relationships with their customers. Therefore, through social media, the MSMEs gain access to a cheaper advertising platform while also interacting directly with their customers. In line with the aforementioned, recent studies have shown that the value of social media marketing lies in its interactive nature.

According to Adeyeye and Nwaoboli (2024), the current trends show that businesses engage their customers through creating content and building relationships with them while also taking advantage of data analytics. This implies that apart from the one-way sharing of information through advertisements, businesses are now able to use social media to interact with customers directly and answer their queries. Through such interaction, the MSMEs can gain a competitive advantage by influencing the buying behavior of their customers thus improving their sales performance. However, the success of these benefits in improving sales performance will depend on how effective the MSMEs can utilize the opportunities available within the various social media platforms. Ajike et al. (2025) note that social media marketing entails designing marketing strategies with the aim of connecting businesses with their target audience rather than just focusing on being on social media. Similarly, Benjamin (2025) emphasizes the need for these enterprises to take advantage of the analytical tools in social media for tracking their performance. This implies that MSMEs must first identify their target audience and then develop appropriate marketing strategies while responding to the feedback provided by the audience in order to increase their sales through the use of social media.

Social Media Advertising

As a way of connecting with the audience, advertising has become a very important function of marketing, and social media has opened doors for more affordable and easily customizable options. Solomon et al. (2024) note that social media advertising involves promoting products and services by targeting specific groups of potential customers through the various social media platforms. As a relatively cheap method of promoting products and services, social media advertising has become a critical component of marketing strategies of Nigerian MSMEs. Given the limited budgets of these enterprises, they must focus on targeting those who are more likely to be their customers.

From the literature, it is evident that the main attraction of social media advertising is that it allows for targeting and measurement which are not always easy, especially for MSMEs using conventional methods of advertising. Ukoha et al. (2025) note that the various advertising options on these platforms allow businesses to experiment with different options of reaching out to their target audience while also measuring their impact on the audience in terms of engagement. This implies that MSMEs can make use of the analytical tools available on these platforms in order to determine the best advertising options for promoting their products and services. However, it is



important that these enterprises do not mistake extensive reach for effective advertising. Although social media advertising provides these businesses with multiple affordable options for reaching thousands of people, it is essential that they take care when designing advertisements targeting their potential customers. In the case of unsuitable information or targeting, MSMEs can end up with expensive yet ineffective advertisements.

Review of Empirical Studies

Recent studies have shown that digital and social media marketing are critical factors which determine the performance of small and medium-sized enterprises (MSMEs) in Nigeria. At the same time, most researchers agree that their impact goes beyond the mere use of these tools as a marketing channel. Rather, specific aspects of such social media use as advertising, content marketing, and general customer relationship management, as well as particular qualities of implementation, have an impact on the level and degree of MSME performance. For example, Ajede et al. (2025) found that the application of digital advertising, content marketing, and relationship management practices improved the performance of small and medium enterprises in Kwara State. Similarly, Akpede et al. (2025) showed that the frequency of advertising, its targetness, and general quality improved the sales of MSMEs in Nigeria. Thus, the reviewed piece of research highlights not only the importance of using social media for business but also the idea that the relationship between such use and performance is not linear. Indeed, according to Afolayan and Babarinde (2025), who studied phone accessory businesses in Ibadan, different aspects of online marketing correlate with sales, profitability, and customer base in different ways.

In combination with the results of Ajede et al. (2025), this allows concluding that the performance of MSMEs is multi-dimensional and that different dimensions may be related to different aspects of social media use. performance evaluation tools used to measure the effectiveness of digital marketing campaigns have a positive impact on the sales of small businesses. Notably, the findings of Benjamin (2025) complement the previous results by providing additional details on the ways social media marketing affects MSME performance. In particular, the results show that such use affects not only the size of a business's customer base and sales volume but also its general performance by increasing the possibility of its existing clients continuing to support the brand. This finding is particularly notable in combination with the results of Akpede et al. (2025), who reported that not only the frequency of advertising but also its targetness plays an essential role in sales improvement. Indeed, the findings highlight the importance of small business owners not only promoting their products and services but also engaging in relationship management with their customers and measuring the results of their marketing efforts to ensure their continual improvement. Thus, the results of Benjamin (2025) complement the findings of other researchers, adding to the general understanding of the topic. Finally, George et al. (2025) found that the use of digital marketing practices, including search engine optimization, social media marketing, and email marketing, improved various aspects of small business performance. In particular, according to George et al. (2025), social media marketing correlates with the ability to attract new customers, which, in turn, improves the sales volume of small businesses. However, since the reviewed article highlights the importance of social media use for both attracting new customers and retaining the existing ones in combination with Ajede et al. (2025) and Afolayan and Babarinde (2025), it allows concluding that MSME owners should adopt a comprehensive



approach to online marketing. This way, the findings of George et al. (2025) contribute to the general understanding of the relationship between small business performance and social media use in yet another way

Theoretical Framework

The current study is guided by Technological Determinism Theory (TDT) and Resource-Based View Theory (RBV). Technological Determinism Theory was pioneered by Marshall McLuhan in 1964. According to the theory, technology has a significant impact on social and cultural trends and patterns. In other words, changes in communication technology drive the ways in which people interact and engage. Notably, Marshall argued that “medium is the message,” which helped him to explain how the rise of television as a communication medium influenced social interaction and business practices. Undoubtedly, social media technology has transformed how individuals connect and engage. It also affects how firms operate and market their products and services. With respect to the current study, the application of WhatsApp, Instagram, Facebook, and Tik-tok in various ways has significantly influenced how business owners communicate with their customers and market their commodities. For instance, social media has enabled the MSMEs to advertise their products online, listen directly to their customers’ opinions, and respond to their needs. In addition, the visual and interactive nature of social media platforms has enhanced the process of sharing and capturing the attention of target customers in Abuja. As a result, issues such as the presence and presentation of products, interaction, and the use of visual content to attract customers have become significant factors in social media marketing.

The relevance of TDT to the current study is in its ability to explicate the role of the technological component of social media. As social media technology becomes more advanced, business owners and managers are constantly facing the need to rethink their approaches to marketing their products. With the addition of innovative tools, features, and technology, social media marketing becomes a powerful tool for creating value and driving sales among MSMEs. However, it is important to acknowledge the fact that success in exploiting social media marketing is dependent on a firm’s ability to apply the relevant technology. Therefore, TDT helps the researcher to explain how the advancement of digital technology has impacted the social media marketing and sales performance of MSMEs in Abuja.

Resource-Based View Theory was pioneered by Wernerfelt (1984) and later developed by Barney (1991). According to RBV, a firm’s capacity to gain a sustainable competitive advantage and superior performance over others is determined by its resources and capabilities. Some of the key resources that contribute to organizational performance include tangible resources such as finances and equipment and intangible resources such as customer networks, brand image, and managerial skills. It is important for managers to consider both the internal and external forces that affect the sales performance of MSMEs. In the context of the current study, social media technology is widely available, and most MSMEs have adopted it as part of their marketing strategy. However, it is not sufficient for an MSME to just have access to a platform such as Facebook, Instagram, WhatsApp, or Tik-tok; they must also have the appropriate skills and capabilities to apply the tool in marketing their products. For example, an MSME may have superior skills in social media marketing such as creating informative and captivating content,



understanding their target market, responding swiftly to queries, developing attractive digital content, and leveraging customer feedback to improve sales performance.

Methodology

The study adopted a quantitative survey research design to examine the influence of social media marketing strategies on MSMEs' sales performance in Abuja Municipal Area Council (AMAC). The population comprised MSME owners and customers across sectors such as fashion, food, beauty, retail and accessories. The study population was based on the 613,492 MSMEs reported by the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN, 2024). Using Taro Yamane's formula at a 5% margin of error, a sample size of 399 respondents was determined. Stratified and simple random sampling techniques were employed to ensure adequate representation of the different business sectors. Data were collected using a structured questionnaire covering social media marketing strategies, customer engagement, awareness and sales performance. The instrument was subjected to expert review and pilot testing to establish its validity and reliability, while Cronbach's Alpha was used to assess internal consistency. Data collected were analysed using SPSS, with frequencies, percentages and mean scores used for descriptive analysis, while appropriate inferential statistics were applied to examine the relationship between social media marketing strategies and MSMEs' sales performance.

Data Presentation

Table 1: Showing Social Media Platforms Mostly Used

Platform	Frequency	Percentage (%)
Facebook	70	18.1
WhatsApp	120	31.0
Instagram	90	23.3
Twitter/X	30	7.8
TikTok	60	15.5
LinkedIn	10	2.6
Others	7	1.8
Total	387	100

Source: Field Survey, 2026

The findings indicate that WhatsApp (31.0%) and Instagram (23.3%) were the most commonly used platforms for SME advertising. The relatively lower use of other platforms suggests that SMEs tend to favour platforms that support direct customer interaction and visual product promotion.

**Table 2: Multiple Regression Analysis of the Effect of Social Media Marketing on MSMEs' Sales Performance**

Predictor	β	Std. Error	t-value	Sig. (p)	VIF
Constant	0.847	0.234	3.618	0.000	—
Social Media Advertising	0.687	0.056	12.268	0.000	1.423
Content Marketing	0.721	0.051	14.137	0.000	1.287
Customer Engagement	0.594	0.047	12.638	0.000	1.315
Platform Utilisation	0.463	0.052	8.904	0.000	1.204

Model Summary: $R = 0.812$, $R^2 = 0.659$, Adjusted $R^2 = 0.655$, $F = 184.726$, $p < 0.001$

The regression results indicate that social media marketing strategies have a significant positive influence on MSMEs' sales performance. Content marketing recorded the strongest contribution ($\beta = 0.721$, $p < 0.001$), followed by social media advertising ($\beta = 0.687$, $p < 0.001$), customer engagement ($\beta = 0.594$, $p < 0.001$), and platform utilisation ($\beta = 0.463$, $p < 0.001$). The model explains 65.9% of the variation in sales performance, while the significant F-value (184.726, $p < 0.001$) indicates that the regression model is statistically significant. This suggests that MSMEs that strategically use social media advertising, quality content, customer engagement and appropriate platforms are more likely to experience improved sales performance.

Table 3: Showing Customer Engagement with Social Media Posts

Response	Frequency	Percentage (%)
Very often	110	28.4
Often	130	33.6
Occasionally	90	23.3
Rarely	40	10.3
Never	17	4.4
Total	387	100

Source: Field Survey, 2026

The findings indicate that customers generally engage actively with SME social media content, with engagement occurring frequently among a large proportion of respondents. This suggests that social media provides MSMEs with an effective channel for maintaining customer interaction and strengthening relationships with their target market.

**Table 4: Showing Major Challenges Faced by MSMEs**

Challenge	Frequency	Percentage (%)
High internet/data cost	120	31.0
Poor internet connectivity	90	23.3
Limited digital skills	70	18.1
Lack of customer trust	55	14.2
Difficulty creating content	52	13.4
Total	387	100

Source: Field Survey, 2026

The findings indicate that high data costs and poor internet connectivity are the major challenges affecting SMEs' use of social media advertising, while limited digital skills, customer trust and content-creation difficulties also constrain effective use. Overall, these challenges may limit the ability of MSMEs to sustain consistent and effective social media marketing activities.

Discussion of Findings

The first objective sought to establish how MSMEs in Abuja Municipal Area Council use social media to advertise their products and services. The results revealed that MSMEs use WhatsApp, Instagram and Facebook to advertise their products and services using photos, videos, special offers and direct connection with customers to create awareness and attract buyers. This finding is consistent with the study conducted by Ayokunmi, Abu Seman and Rashid (2024) on the influence of social media marketing on SME performance in Nigeria which revealed that informative and interactive use of social media has a positive influence on SME performance in Nigeria. The finding is also consistent with the study conducted by Okechukwu, Jibril and Nuhu (2025) on the role of digital marketing in promoting SME performance in Abuja which established that advertising and marketing through social media and engaging customers directly have a positive influence on the performance of SMEs. This finding is also consistent with Technological Determinism Theory which states that the characteristics of technology determine the ways in which people communicate and interact with each other. These characteristics therefore determine how firms advertise their products and services as well as connect with their customers. MSMEs do not just use social media as a medium of communication but also take advantage of the opportunities offered by the platforms to market their goods and services.

The second objective sought to determine the extent to which social media marketing boosts the sales level of MSMEs in Abuja Municipal Area Council. The results revealed that social media marketing has a great positive effect on the sales level of MSMEs as evidenced by the fact that a large percentage of respondents revealed that social media marketing boosted sales to a great and very great extent. This finding is consistent with the study conducted by Okechukwu et al. (2025) on the role of digital marketing in promoting SME performance in Abuja which established that social media advertising has a positive effect on the sales growth of SMEs in Abuja ($\beta = 0.687$, $p < .001$). The finding is also consistent with the study conducted by Akinrinade and Adeleke



(2026) on the impact of Instagram marketing on the sales performance of SMEs in Southwest Nigeria which established that Instagram marketing has a positive effect on the sales performance of SMEs. The finding is also consistent with Resource-Based View (RBV) Theory which states that social media marketing is a key contributor to organisational performance and sustainability depending on how its resources and capabilities are used to achieve the organisational objectives. Sales growth is therefore determined by how effectively MSMEs are able to utilise social media to market their products and services.

The third objective sought to assess the level of customer engagement with the social media marketing efforts of MSMEs in Abuja Municipal Area Council. The results revealed that customers are highly engaged with the social media marketing efforts of MSMEs as evidenced by the high percentage of customers that interact directly with MSMEs through likes, comments, shares and direct messages. This implies that social media marketing facilitates direct interaction between MSMEs and their customers. This finding is consistent with the study conducted by Anukwe, Anzor and Chukwuka (2025) on the impact of social media marketing on customer engagement and loyalty of Nigerian SMEs which established that social media marketing has a great impact on the engagement and hence customer loyalty of Nigerian SMEs. This finding is also consistent with the study conducted by Ayokunmi et al. (2024) on the influence of social media marketing on SME performance in Nigeria which established that informativeness and interactivity of social media marketing are positively related to the performance of SMEs. This finding is also consistent with Technological Determinism Theory which states that the features of a technology such as social media dictate how it will be used by organisations to achieve their objectives. In this case, features such as engagement options on social media dictate how MSMEs will utilise the technology to connect with their customers and consequently boost sales and profitability.

The fourth objective sought to identify the challenges affecting the use of social media marketing by MSMEs in Abuja Municipal Area Council. The results revealed that the major challenges affecting the use of social media marketing by MSMEs include high internet subscription costs, limited access to the internet, lack of skills and knowledge on how to utilise social media, low trust from customers and challenges creating interesting content. This finding is consistent with the study conducted by Okechukwu et al. (2025) on the role of digital marketing in promoting SME performance in Abuja which established that lack of skills and knowledge, poor access to reliable internet connection and limited funds to subscribe to data plans hinder effective use of social media among MSMEs. This finding is also consistent with the study conducted by Ayokunmi, Abu Seman and Rashid (2026) on the challenges of social media marketing in enhancing the performance of Nigerian SMEs which established that low digital skills, inadequate infrastructure and insufficient marketing budgets continue to challenge the use of social media marketing by Nigerian SMEs. This finding is also consistent with Resource-Based View (RBV) Theory which states that organisations have varied levels of resources and capabilities which determine how they will utilise available opportunities to achieve their objectives. Differences in individual abilities, financial resources, knowledge and skills therefore dictate how MSMEs will utilise social media marketing to achieve their objectives.



Conclusion

Based on the findings of this study, it can be concluded that social media marketing is a valuable tool for improving the performance of small and medium enterprises (SMEs) in Abuja Municipal Area Council. Abuja Municipal SMEs are using social media platforms like WhatsApp, Instagram and Facebook to advertise their products and services, inform customers, reach new customers and connect with their existing customers. The study revealed that through social media, Abuja Municipal SMEs are able to effectively engage customers and drive sales of their products and services. It is for this reason that social media marketing is becoming more popular amongst Abuja Municipal SMEs. On the other hand, this study also established that several challenges including high cost of internet, data challenges, lack of relevant skills and lack of good quality content hinder effective use of social media by these SMEs. To begin with, internet connection is not always reliable and accessible in Abuja Municipal Area. Secondly, most of the Abuja municipal SMEs lack the skills required to utilise social media effectively. In conclusion, it is evident that social media marketing has the potential to boost the sales performance of SMEs in Abuja Municipal Area Council, provided that they adopt social media marketing properly.

Recommendations

Arising from the findings, the following recommendations are being prescribed:

1. MSMEs should strategically utilise social media platforms such as WhatsApp, Instagram and Facebook by regularly posting relevant product information, promotions, images and videos.
2. MSMEs should focus on using social media marketing to improve sales performance by adopting promotional offers, product demonstrations, customer testimonials and clear calls-to-action that encourage online enquiries and purchases.
3. MSMEs should strengthen customer engagement by responding promptly to comments, messages and enquiries and by creating interactive and attractive content.
4. Business owners should seek affordable digital marketing training and adopt cost-effective platforms and content formats, while relevant government agencies and telecommunications providers should support MSMEs through improved digital infrastructure and affordable internet access.

References

- Adeyeye, O. A., & Nwaoboli, E. P. (2024). Social media marketing and digital transformation of small and medium enterprises in Nigeria. *International Journal of Marketing and Communication*, 10(2), 45–58.
- Afolayan, A. O., & Babarinde, O. A. (2025). Social media marketing and business performance of phone accessory enterprises in Ibadan, Nigeria. *Journal of Business and Management Research*, 12(1), 66–79.



- Ajede, O. A., Akinola, A. A., & Ibrahim, M. A. (2025). Internet marketing and the performance of small and medium enterprises in Kwara State, Nigeria. *Journal of Entrepreneurship and Business Innovation*, 8(1), 22–37.
- Ajike, O. A., Eze, S. C., & Nwankwo, C. A. (2025). Social media migration and growth-inhibiting mitigation strategies among small businesses in Nigeria. *International Journal of Business and Digital Innovation*, 6(2), 101–116.
- Akinrinade, O. A., & Adeleke, A. O. (2026). Instagram marketing and sales performance of small and medium enterprises in Southwest Nigeria. *Journal of Digital Marketing and Entrepreneurship*, 7(1), 45–59.
- Akpede, M. O., Okafor, C. N., & Yusuf, A. T. (2025). Social media advertising and sales improvement among small and medium enterprises in Nigeria. *African Journal of Marketing Management*, 17(2), 34–49.
- Anukwe, C. N., Anzor, S. N., & Chukwuka, E. O. (2025). Social media marketing, customer engagement and loyalty of Nigerian small and medium enterprises. *International Journal of Business and Management Studies*, 13(2), 71–86.
- Ayokunmi, A. O., Abu Seman, S. A., & Rashid, U. K. (2026). Challenges of social media marketing in enhancing the performance of Nigerian small and medium enterprises. *African Journal of Business and Economic Research*, 21(1), 101–117.
- Ayokunmi, L. A., Abu Seman, N. A., & Rashid, U. K. (2024). Social media marketing and SME performance in Ibadan City. *Selangor Business Review*, 9(2), 62–75.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. [HTTPS://DOI.ORG/10.1177/014920639101700108](https://doi.org/10.1177/014920639101700108)
- Benjamin, A. O. (2025). Online marketing and sales performance of small and medium enterprises in Nigeria. *Journal of Digital Business and Entrepreneurship*, 9(1), 55–70.
- George, E. O., Nwosu, C. C., & Amadi, I. E. (2025). Digital marketing and growth of small and medium enterprises in Port Harcourt metropolis, Rivers State. *International Journal of Business and Management Studies*, 14(2), 88–103.
- Hindu, R. (2021). Measuring small and medium enterprise performance: Financial and non-financial dimensions. *Journal of Entrepreneurship and Business Development*, 5(2), 41–53.
- Lawal, L. O., & Adejuwon, J. A. (2023). Social media marketing and sales performance of selected small and medium enterprises in South-West Nigeria. *Journal of Management, Economics, and Industrial Organization*, 7(1), 48–64.
- McLuhan, M. (1964). *Understanding media: The extensions of man*. McGraw-Hill.



- Morah, D. N., & Omojola, O. (2018). Social media use and the changing patterns of communication among Nigerian consumers. *Journal of Media and Communication Studies*, 10(5), 54–63.
- National Bureau of Statistics. (2023). *Micro, small and medium enterprises survey report*. National Bureau of Statistics.
- Okechukwu, C. E., Jibril, A. B., & Nuhu, M. A. (2025). Digital marketing and small and medium enterprise performance in Abuja, Nigeria. *Journal of Business and Management Research*, 10(2), 88–103.
- Ozoemelum, O. C., Okafor, C. N., & Eze, S. G. (2025). Social media marketing and the performance of small and medium-sized enterprises in Nigeria. *International Journal of Business and Management Studies*, 7(1), 112–126.
- PricewaterhouseCoopers. (2024). *Nigeria economic outlook: Digital transformation and the future of businesses*. PwC Nigeria.
- Solomon, O. O., Eze, C. C., & Okoro, J. A. (2024). Social media advertising and consumer engagement among small and medium enterprises. *Journal of Digital Marketing and Communication*, 9(2), 73–87.
- Udeogu, C. N., & Oparah, C. C. (2025). Social media marketing and performance of small and medium enterprises in Nigeria. *Nigerian Journal of Management Sciences*, 26(1), 112–126.
- Udom, A. J., & Ekpouko, J. C. (2024). Navigating success: The impact of social media strategies on small and medium-scale businesses in Ikot Ekpene, Akwa Ibom State, Nigeria. *International Journal of Innovation in Marketing Elements*, 4(1), 39–58. <https://doi.org/10.59615/ijime.4.1.39>
- Ukoha, U. N., Okeke, C. I., & Nwafor, J. C. (2025). Social media advertising, targeting and customer engagement among Nigerian small businesses. *Journal of Marketing and Consumer Research*, 15(1), 29–44.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171–180. [HTTPS://DOI.ORG/10.1002/smj.4250050207](https://doi.org/10.1002/smj.4250050207)