

The Effectiveness of Guerrilla Marketing for Small Business: A Systematic Literature Review



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ABSTRACT: The role of small and medium enterprises (SMEs) was encouraged either inclusively or sustainably as a post-pandemic effect of COVID-19 as well as climate and political crisis in the world today. Guerrilla marketing was one of non-conventional marketing strategy techniques taken as an option applied by many SMEs businessmen. Although, it only spent a limited budget and low promotion cost, it could result a large output in attracting public attention. Thus, many SMEs businessmen decided to apply this technique. The aim of this research was to identify the effectiveness of guerrilla marketing in SMEs. This research used literature studies from 2012 to 2022. This research also used systematic literature review (SLR) method. Based on the research result, guerrilla marketing could affect positively and significantly on brand awareness that has brought positive effects to the customer purchasing decision on particular product. Moreover, this guerrilla marketing was an effective technique to reach out customers, because of innovative and creative ideas applied by the business owner and effectiveness in financial aspect.

KEYWORDS: Guerrilla Marketing, SMEs

I. INTRODUCTION

Small and medium enterprise (SMEs) has crucial role in global economic growth, since it is able to boost economic growth rate and labor distribution. United Nations has admitted that small and medium enterprise (SMEs) is contributing about 90% of world business growth and about 60%-70% of employment opened by SMEs around the world (beritasatu.com, 2022). This admission refers that SMEs is one of business types that can survive and keep growing even in a hard economic situation. In this situation, SMEs becomes a sector that has been severely impacted by pandemic of COVID-19. Therefore, it is relevant that the development of SMEs becomes an economic priority in many countries lately. Inasmuch as the nature of SMEs is flexible, in which SMEs is able to deal with many economic conditions.

The implementation of business strategy and planning is now a focus of SMEs as an inclusive and sustainable form of economic recovery after the pandemic. The businessmen need making a good and marketing strategy in order to practice the business activities they offer. Guerrilla marketing is an uncommon and non-conventional marketing technique, which the focuses of this marketing technique are ideas and creativity created by the businessmen in attracting customers and improving product interest and brand awareness. The purpose is to result buzz and attraction the brand, this factor will affect the customer purchasing decision and brand awareness. The customers will realize the brand and product or service offered by the business owner, thus, when the customers are getting familiar to the product or service, it drives the customers buying the product. Guerrilla marketing is taken as an option for SMEs, which many business owners of small and medium enterprise decide to use this marketing strategy due to limited budget and low promotion cost, but this marketing technique can still result a large attention from customers to the product (Mc Naughton, 2008). Based on the explanation, the business owners can take some advantages while implementing guerrilla marketing as the marketing strategy in the business. Then, the aim of this scientific article writing is to find the effectiveness of guerrilla marketing implementation in SMEs from various industrial sectors in many countries. Hence, this research can be exerted as a reference for SMEs businessmen if they will use guerrilla marketing on their business.

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II. LITERATURE REVIEW

Guerrilla Marketing

Guerrilla marketing is a marketing strategy that is widely used in marketing mix, namely the promotion aspect. Through a lot of promotion activities, it certainly needs a way, so the promotion can look different and attractive for the customers, therefore, it requires innovative, effective, and efficient techniques in cost factor, this is the focus of guerrilla marketing concept in order to win the competition. The guerrilla marketing is not depended on the amount of marketing budget expense, but it is depended on creativity and imagination (Levinson, 2013).

The components of guerrilla marketing are explained below (Maynes, 2013):

1. Word of Mouth (WoM)

The type of marketing technique that takes advantage of communication between one individual and the other individuals either directly or indirectly.

2. Buzz Marketing

This type of marketing has been the most effective way, because the individuals find it easier to believe their friends and families than the regular promotion technique.

3. Viral Marketing

The type of marketing technique which creates chain effect as word of mouth. The viral marketing technique is similar to WoM, the difference is that when the customer is getting realized about viral marketing activities, he will communicate with five to ten people about that matter and they those people will continue conveying the same information to five up to ten people and so on. The aim of this marketing is to reach and get the peak of customer intention to spread information to the other people.

4. Ambient Marketing

This marketing technique is ads placement in irregular and unexpected spaces or locations that is often used through conventional (execution) method and may be the first ads execution or the only one ads execution (temporary).

5. Ambush Marketing

This marketing technique is that the organization plays role as sponsor for a program, but it is not the real. So, the organization seems getting benefit as if it becomes the official sponsor.

Small Business

Small business is an economic activity of small-scale population with many criteria established by Department of Industry, Department of Cooperative and Banking Institution. The characteristics of small businessman: (a) no clear task division between administration and operational sector, (b) low access of small business to formal credit agencies, (c) most of small businesses are characterized by the absence of a business entity status (Kuncoro, 1997).

III. RESEARCH METHODS

This research was a literature study which used systematic literature review (SLR) method. The systematic literature review was aimed to identify, evaluate, and interpret research findings that were relevant to topic, phenomena, or problem of author's concern (Kitchenham, 2004). Moreover, qualitative approach in this systematic literature review was aimed to sum up the descriptive qualitative research findings. The source of literature study was taken from a number of scientific articles, journals, and research documents that were relevant to this research, namely google scholar. The literature search was done with the help of Publish or Perish application, which this literature search could find about 100 literatures throughout 2012 – 2022.

IV. RESULTS & DISCUSSION

The first step in this research was to search article references as the research materials. The literature search used following keywords: guerrilla marketing, guerrilla advertising, small business, and small medium enterprise that could finally identify about 100 articles. Next, the researcher continued screening process by reading abstraction and filtering literatures based on inclusion and exclusion criteria shown on table 1. Based on the screening process, the researcher found about 17 literatures selected from the journal as the primary data.

Table 1. Scientific Articles Review

| | |
|---------------------------|---|
| Inclusion Criteria | The studies discuss about ideas relating to guerilla marketing and small business |
| | The studies use empirical data |
| | The study journals that use a large or small scale |
| Exclusion Criteria | The type of data used in study journals is literature review |
| | The studies that take the case of alcohol, drugs, and illegal drugs business |

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This research used bibliometric analysis which was aimed to illustrate the effectiveness of guerrilla marketing in small business. From about 17 literature reviews that have been through screening process, these were bibliometric analysis based on the year of journal publication:

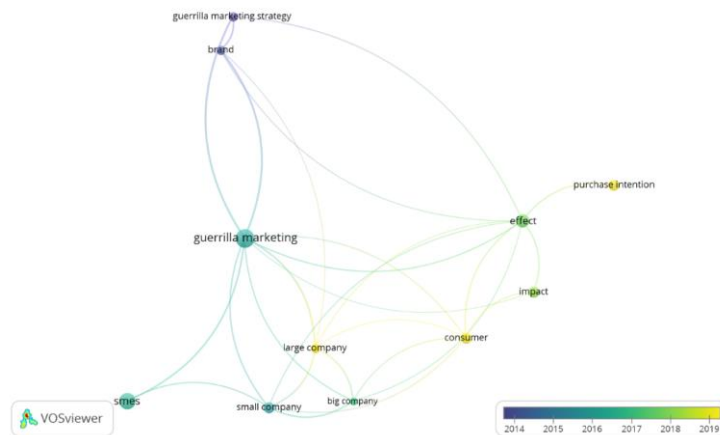


Figure 1. Bibliometric Analysis Based on Publication Year

Based on the figure 1, from about 17 literatures that have been chosen as the study material, brand and guerrilla marketing strategy were the preliminary research materials concerning to guerrilla marketing in 2012. Further, the research discussed guerrilla marketing more broadly and continued to be studied in depth, especially about the application of guerrilla marketing in small business throughout 2015 – 2017. Throughout 2018 – early 2020, the researches on guerrilla marketing topic were growing with a focus on customer, large company, and purchasing decision as the research subjects. More specifically, the interrelation among keywords in the literatures that would be studied was seen in figure 2 and 3:

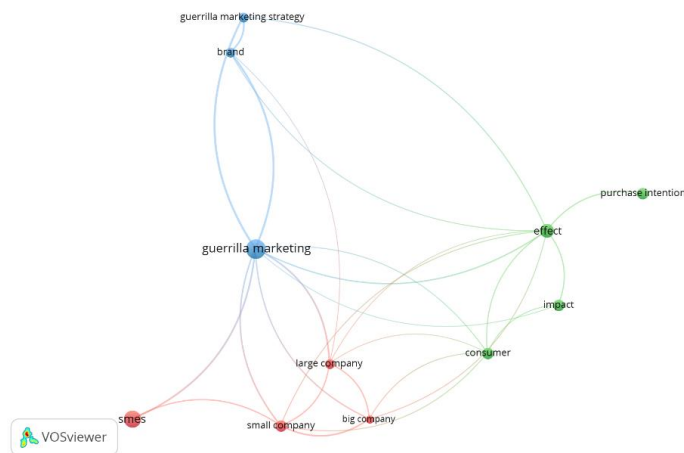


Figure 2. VOSviewer Result of Networking Visualization Based on Keywords

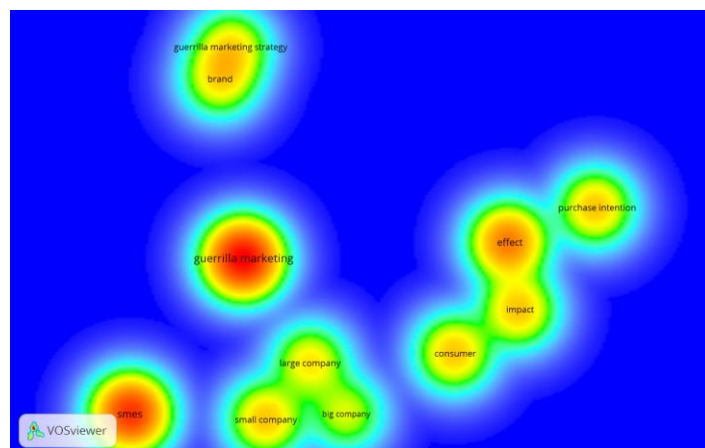


Figure 3. VOSviewer Result of Destiny Visualization Based on Keywords

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The figure 2 and 3 referred bibliometric analysis based on keywords. Based on the keywords determined in this research and from about 16 articles selected, the researcher indicated relation between guerrilla marketing and other terms from keywords that have been determined. The topic of guerrilla marketing was related to three other factors: brand, impact, and organization (either a large, medium, or small-sized enterprises). Moreover, the guerrilla marketing was related to the brand, since the purpose of guerrilla marketing was to create buzz about the product or brand, so it could increase the customer probability to buy or talk about it with other prospective customers. On the other words, guerrilla marketing could enforce and strengthen the brand in the eyes of customers. Based on bibliometric analysis, it has been illustrated a relation between guerrilla marketing and impact and organization, which the guerrilla marketing applied in the organizations (especially small and medium-sized) could affect the customers (for instance in buying decision) and brand for the organization. To put more specifically, these were 16 literature studies on guerrilla marketing in small business”.

Table 2. Scientific Literatures on Guerrilla Marketing in Many Business Industries

| No | Author & Year | Title | Research Result |
|----|------------------------------------|---|--|
| 1 | (Milak and Dobrinic 2017) | Customer Perception on Guerilla Marketing | This research was conducted to see customer perception on the application of guerilla marketing in business sector at Varadzin Market, Kroasia. The research result showed that through guerilla marketing, it could attract customer interest in the product offered and they have stated that creativity was the most important feature in the application of guerilla marketing. |
| 2 | (Milak and Dobrinic 2017) | The Use of Guerilla Marketing in SMEs | This research result referred that the majority of SMEs in Turkey did not expect to apply guerilla marketing as the future strategic plan in their business. |
| 3 | (R Sharma and Sharma 2015) | Effects of Guerilla Marketing On Cell Phone Buying Decisions In Urban Market Of Chhattisgarh-A Study | This research was focused on the effects of guerilla marketing in buying decision of cell phone at Chhattisgarh, India. This research result has also written that the customers look for different things from what they have already seen in ads. Although, the aspects of quality and price were the biggest factors in affecting their buying decision, the role of uncommon advertisement and its ability to convey the customer need were also important things to be consideration points in buying decision. |
| 4 | (Navrátilová and Milichovský 2015) | Ways of Using Guerilla Marketing in SMEs | This research was aimed to identify the effects of marketing communication on guerilla marketing and its relation to gender and looking for the effective marketing communication that could affect buying decision of customer. This research objects were young people in Czech. It resulted that the customer perception on marketing should be specific based on gender, location, and individual habit, moreover, the guerilla marketing technique was able to result a great competitive advantage for SMEs. |
| 5 | (Damar-Ladkoo 2016) | Guerilla Marketing of Fresh Organic Agricultural Products | The purpose of research was to collect understanding on the concept of guerilla marketing of fresh organic agricultural products according the perspectives of farmer, marketer, and consumer. This research result stated that farmer, marketer, or consumer of product were still unfamiliar to the concept of guerilla marketing and prefer the concept of traditional marketing. |
| 6 | (Onorlubas, Ebru 2017) | A Research on the Determination of Consumer Perceptions Related to Guerilla Marketing Methods: Sample of Izmir Province | This research discussed about the customer perception in Izmir Province, Turkey on guerilla marketing. The target customers were divided according to gender, marital status, and educational background. The difference of gender, marital status, and educational background could give different perception on guerilla marketing. |
| 7 | (Kabukcu 2017) | Creative Guerilla Marketing In Fashion: Festivals And Events | This research was aimed to examine form of communication through guerilla marketing in fashion brands and events on potential consumers. The research result referred that when consumer-facing brands could find a creative way of communication, it would build positive impression on the consumers. |

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|----|--|---|--|
| 8 | (Yildiz 2017) | Effects Of Guerilla Marketing On Brand Awareness And Consumers' Purchase Intention | The aim of research was to identify the effects of guerilla marketing on brand awareness and customer buying decision. A number of factors were found on guerilla marketing such as novelty, aesthetics, humor, relevance, clarity, and emotional arousal that could affect positively to brand awareness. The brand awareness could also affect positively to the customer buying decision. |
| 9 | (Kanake, 2018) | Effect Of Entrepreneurial Marketing Strategies On Performance Of Micro And Small Enterprises (MSEs) in Kenya | This research was conducted in Kenya. The research result asserted that buzz marketing, guerilla marketing, new product marketing strategy. And e-commerce marketing could affect positively to the performance of MSEs in Kenya. |
| 10 | (Rahul Sharma 2019) | Guerilla Weapons: Effect on Cell Phone Purchasing Behavior of Customers | This research was focused on how great the effect of guerilla marketing on customer buying decision of cell phone in India. This research found several key factors on guerilla marketing that the customers put consideration in phone buying: interest value, surprising value, clarity value, memorable humor, novelty, and relevance. |
| 11 | (Ladokun 2019) | Entrepreneurial Marketing and Performance of Medium Size Hotel Businesses in Ibadan, Nigeria | This research recommended that the hoteliers could apply guerilla marketing because it affected positively to cost effectiveness, global range, and two-way communication. |
| 12 | (Lubowa 2020) | Influence of Guerilla Skills on Micro and Small Enterprise Survival in Wakiso District, Uganda. | This research explained that guerilla skills could significantly contribute to a sustainable dimension of MSEs in Uganda, including aspects of profitability, stability, availability of sustainable resource. Therefore, the business owners could consider developing guerilla marketing strategy if they expected for a profitable, stable, and sustainable business. |
| 13 | (Hossam Ahmed, Ghada Khairat, Reda AbouZeid ,2020) | The Impact of Guerilla Marketing On Tourism Destination Image | The purpose of this research was to examine the impacts of guerilla marketing on tourism destination image. A positive significance and relation were found between guerilla marketing and tourist destination image. |
| 14 | (Selan, Lapian, 2021) | The Effects Of Guerilla Marketing On Consumer Purchase Intention With Brand Awareness As A Mediating Variable In Solusi Transportasi Indonesia, Inc. (Grab) | This research was aimed to analyse the effects of guerilla marketing on customer buying interest through brand awareness as a mediating variable in Solusi Transportasi Indonesia, Inc. (GRAB). This research result showed that guerilla marketing could affect positively and significantly to brand awareness and buying interest, also, the brand awareness could then affect positively and significantly to build buying interest of customers. Moreover, this research result also pointed that brand awareness could be used as a mediating variable of the effects of guerilla marketing on customer buying interest in Solusi Transportasi Indonesia, Inc. (GRAB). |
| 15 | (Hammad 2021) | The Impact of Adopting Guerilla Marketing on Increasing the Market Share of Egypt Airlines | This research was aimed to study the application of guerilla marketing concept in Egypt airlines, which the application of guerilla marketing in Egypt airlines was not widely adopted, since it was restricted on the logo and star alliance at the airport. |
| 16 | (Farooqui 2021) | The Role of Guerilla Marketing for Consumer Buying Behavior in Clothing Industry of Pakistan using Structural Equation Modeling (SEM) | This research result referred that street marketing, stealth marketing, and ambush marketing were components of guerilla marketing and have a great effect on purchase decision of clothing business in Karachi, Pakistan. But, viral marketing and ambient marketing strategies did not have relation to the clothing purchase decision. |

Based on the table above, the researcher referred that the implementation of guerrilla marketing has been done in all business scales, especially small or medium-sized enterprises. The guerilla marketing was one of marketing strategy options for small business in various industrial sectors and in various regions in order to attract customers and yield profit. Moreover, the guerilla

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marketing could affect positively and significantly to build brand awareness that brought positive effects on customer buying decision.

The implementation of guerilla marketing was valued to be more effective than traditional marketing strategy in reaching out the customers. According to Jeevan (2016) in his research on the title, "A Study on Awareness and Effectiveness of Guerilla Marketing Technique – An Innovative Means of Advertising", guerilla marketing was a great marketing technique that could reach the target customers rapidly without spending a lot of expenses. The effectiveness of guerilla marketing as a marketing strategy was on the amount of cost, which based on the financial aspect, the application of guerilla marketing was more efficient than the traditional method. To say in another word, the guerilla marketing was effective way to reach customers due to innovative and creative ideas that could be implemented by the business owners through this technique and effectiveness in financial aspect.

V. CONCLUSIONS

Guerrilla marketing is not a new concept in marketing strategy, but it is more popular lately because of innovative ideas and creative perspectives that could be inserted through this guerrilla marketing strategy. This marketing strategy is able to reach out customers wider than the conventional marketing strategy methods. In addition to its effectiveness in reaching out the customers, the application of guerrilla marketing in business industry can have an impact on cost efficiency, which the guerrilla marketing is able to reduce cost more than the conventional marketing method. The effectiveness of guerrilla marketing application on business brings this guerrilla marketing as an alternative of marketing strategy that can be used by small business in different industrial sectors.

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