

## RESEARCH ARTICLE

## THE EFFECTS OF GUERRILLA MARKETING IN SMALL AND MEDIUM-SIZED ENTERPRISES IN METRO MANILA, PHILIPPINES

Stephen Rafael U. Marasigan<sup>a\*</sup>, Jasper F. Navarro<sup>a</sup>, Patricia M. Palanca<sup>a</sup>, and Earl E. Pantoja<sup>b</sup><sup>a</sup>University of Santo Tomas, College of Commerce and Business Administration 1008 España Blvd, Sampaloc, Manila, Metro Manila, Philippines<sup>b</sup>University of Santo Tomas 1008 España Blvd, Sampaloc, Manila, Metro Manila, Philippines\*Corresponding Email Author: [stephenrafael.marasigan.comm@ust.edu.ph](mailto:stephenrafael.marasigan.comm@ust.edu.ph), [jasper.navarro.comm@ust.edu.ph](mailto:jasper.navarro.comm@ust.edu.ph), [patricia.palanca.comm@ust.edu.ph](mailto:patricia.palanca.comm@ust.edu.ph), [eepantoja@ust.edu.ph](mailto:eepantoja@ust.edu.ph)

This is an open access journal distributed under the Creative Commons Attribution License CC BY 4.0, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited

## ARTICLE DETAILS

## Article History:

Received 28 November 2022  
Revised 14 December 2022  
Accepted 26 January 2023  
Available online 30 January 2023

## ABSTRACT

In the 21st Century, businesses have maximized the opportunities of media advertising to communicate their products and services to customers. As time progressed, advertising firms preferred applying traditional strategies to clients' advertisements, such as celebrity endorsements, telemarketing, and print media. Small and medium-sized enterprises, or SMEs, have a significant role in most economies. With these businesses having several employees below a certain threshold and a limited budget, some SMEs set themselves apart from competitors by using unique and creative strategies commonly called Guerrilla Marketing. Through a mixed-method approach, the researchers determined the effects of Guerrilla Marketing on Small and Medium-sized Enterprises in Metro Manila. The researchers deployed questionnaires to 385 respondents and an online interview with 13 employees. The results of this study shall contribute to the body of knowledge of businesses, more particularly SMEs, on whether it is beneficial for them to adopt such marketing strategies.

## KEYWORDS

Guerrilla Marketing, SMEs, Small and Medium-sized Enterprises, Marketing Strategies

## 1. INTRODUCTION

Whether it may be traditional or digital advertising, every marketing genius and advertising firm makes sure that they make the most out of their resources as it is a way to reach a wider audience. In marketing terms, the more the audience is aware of a brand, the better opportunities the business has to achieve a positive profit margin. Thus, competition has increased massively in recent years. Traditional advertising is the most accepted way of communication to create brand awareness and extend market reach. However, the implementation of Guerrilla Marketing has changed how mass and interactive media are used to connect with a broader audience. Implementing Guerrilla advertising stimulates further feedback from a selected group of consumers, directly and indirectly influenced through communication channels. In the Philippines, SMEs need more financial resources, creating fewer opportunities and awareness. As SMEs implement Guerrilla advertising as a strategy, the study aims to understand its effectiveness and how it can potentially develop growth despite the possible risks.

## 1.1 Global Situation

Small-Medium Sized Enterprises (SMEs) claim to be 90% of all businesses and provide 50%-60% of the employment rate in the world. According to The World Bank, unlike established businesses with sufficient funds, SMEs in developing countries have unmet financial needs since they mainly depend on other sources of income, loans from friends, family, and banks. Globalization created a demanding and aggressive market, positioning established and well-managed SMEs in the context of growth and development. At the same time, for SMEs, especially in developing countries, the world being more connected and interdependent affects their internal and external operations, financial capability, advertising, and market competitiveness.

## 1.2 Local Situation

The ASEAN, including the Philippines, receives limited loans with shorter terms and higher interest rates than larger SMEs in developed countries. In hindsight, local agencies provide advising and awareness-raising programs, specifically managing financial resources. In the Philippine economy, SMEs are considered the backbone, comprising 99% of all businesses in the country. However, the need for the implementation of marketing strategies and appropriate budget allocation is one of the hindrances to SMEs in attaining growth and profitability. Some SMEs attempt to break the norm of traditional advertising and utilize a more creative approach by spending lower costs using Guerrilla Marketing strategies. Businesses with limited financial resources slowly transition to advertising in social media channels as cost-effective. In the Philippines, Binalot, a fast-food chain to expand market reach and increase brand awareness, applies Guerrilla Marketing in digital communication channels.

## 2. GENERAL OBJECTIVES

The interest in implementing a Guerrilla Marketing Strategy has been emerging. Concurrently, 99% of the 957,620 registered businesses in the Philippines are classified as SMEs, according to the Department of Trade and Industry (DTI). The general objective of this study is to recognize the effects of adopting a Guerrilla Marketing Strategy on the sales goals of SMEs.

## 2.1 Research Objectives

- To provide sufficient evidence behind Guerrilla Marketing to help SMEs gain more sales despite its challenges.

## Quick Response Code



## Access this article online

Website:  
[www.myecommercejournal.com](http://www.myecommercejournal.com)

DOI:  
10.26480/mecj.01.2023.01.08

- To answer how Guerrilla Marketing can benefit businesses more or less than traditional advertising strategies.
- To answer the question, "should small and medium-sized enterprises adopt Guerrilla Marketing?"

The following are the hypothesis set to be proven or nullified by the current study:

**H<sub>0</sub>:** *The use of Guerrilla Marketing has no significant impact on the sales of SMEs.*

**H<sub>a</sub>:** *The use of Guerrilla Marketing has a significant impact on the sales of SMEs.*

This study was conducted to assess whether the effects of Guerrilla Marketing affect the sales of SMEs. Because people have different perceptions and responses towards an ad, the researchers seek to know if how they feel about unusual ads would affect how they see the brands and how this will affect the companies - focusing on SMEs.

### 3. REVIEW OF RELATED LITERATURE

This chapter presents the literature and studies about Guerrilla Marketing collected locally and internationally. The focus of this paper is to recognize the effects of Guerrilla Marketing. However, of course, we must first understand the concept behind this method. This chapter includes ideas, theories, and concepts that guided the researchers in conducting and developing this research.

#### 3.1 Guerrilla Marketing

The term Guerrilla Marketing was coined by Jay Conrad Levinson back in 1984. The strategy uses low-cost marketing tactics adopted mainly by small businesses (Gümüştepe, 2020). According to Levinson, this strategy involves getting more referrals and retaining existing customers rather than going after new ones. The main idea of Guerrilla Marketing is to attain an objective using unconventional methods (Gillert, 2021).

Compared to traditional marketing, Guerrilla Marketing explores creativity and efficiency in methods with minimum financial spending, applicable to small and large-scale businesses that imagine that the impact of the underlying message of an advertisement surpasses the strategy of volume advertising. Guerrilla marketing taps into the psychological aspect of current and potential customers, achieved through word of mouth and surprise (Gillert, 2021). As the market intensifies in competition, companies must be flexible in applying the correct marketing strategies in advertising (Bachnik and Nowacki, 2018). Furthermore, Guerrilla Marketing is a way of having direct contact with people, simultaneously attempting to cause an emotional reaction to remembering the advertisement in an unconventional way (Xavier and Jayan, 2021).

Due to the current competitive environment in the advertising industry, which is likely to get more intense in the future, attracting consumer attention through the development of new strategies that are new to them, is vital. Unorthodox Advertising, Unconventional Advertising, commonly known as Guerrilla Marketing, is a strategy that businesses - tiny and starting ones, can apply, especially with the low costs and impact that this strategy has.

#### 3.2 Positive Effects of Guerrilla Marketing

Guerrilla Marketing is beneficial since it is more flexible than other advertising forms. It can get over the limitations set by traditional marketing communications. Moreover, unconventional ways of Guerrilla Marketing tend to have higher brand recall and better positioning (Rahman et al., 2020). Guerrilla Marketing has made way not just for brands to have unique and cool concepts but also gave artists a means of expressing their passion through Guerrilla artist tactics. In various ways possible, artists make use of the resources allocated to them while at the same time giving them the artistic freedom to execute their work (Roxas et al., 2020). Another positive aspect of Guerrilla Marketing is its potential to multiply communication because of its creativity and uniqueness (Kiradoo, 2018). Guerrilla Marketing is an ideal form of advertising - it gives companies the freedom to conceptualize and relay the message they aim for in their advertisement while not needing to compromise their budget.

#### 3.3 Negative Effects of Guerrilla Marketing

Guerrilla Marketing is an "outgoing" form of marketing communication that cannot steer clear of the adverse effects or ethical issues that come with it. There may be false and misleading advertisements, and messages

of the campaign might get distorted, all leading to wrong conclusions. As the receivers of advertisements, consumers become more aware of their right to complain and become more sensitive to unethical advertising. Moreover, shockvertising is a phenomenon wherein to draw attention. It deliberately bombards the audience with induced feelings and fear that violate social norms and the unique ideas of consumers (Bachnik & Nowacki, 2018).

Although the effect is insignificant, the number of complaints about unethical advertisements has increased since consumers use their voices to control the activities they desire to see (Bachnik & Nowacki, 2018).

Many things can lead to an unsuccessful application of Guerrilla Marketing. Double meanings and unclear execution of Guerrilla Marketing may lead to misinterpretations that can affect the viewer's point of view and defeat the company's main objective of the advertisement.

#### 3.4 Effects of Guerrilla Marketing on Consumer Behavior and Purchase Intention

Guerrilla campaigns are perceived as more creative and credible than traditional ones and are less expensive than traditional ones while offering more opportunities to reach target audiences (Lubyte, 2021). People are constantly looking for fresh ideas, and having a unique advertising strategy can help a business attract potential customers (Mani et al., 2020). Companies should develop campaigns that entertain customers to attract customer attention and thus successfully pass the reading stage (Rahman et al., 2020). Companies' penetration of Guerrilla Marketing has allowed them to retain and attract new customers by releasing entertaining and exciting advertisements.

#### 3.5 Guerrilla Advertising Strategies

Guerrilla Marketing is believed to be the starting point of unconventional ways of communication, and one particular thing about it is that there are no limits when it comes to creativity and implementation (Stoescu, 2018). This method of communication involves thinking outside the box and focusing on grabbing the public's attention and usually uses low-cost marketing methods. With that, many tactics have been introduced throughout the years.

#### 3.6 Ambient Marketing

Ambient Marketing tries to approach the customer individually through the 'Surprise Effect' (Gümüştepe, 2020). It is utilized by strategically positioning an advertisement within a customer's location, executing a surprise effect of Guerrilla Marketing, and making it one of the most frequently used advertising methods (Gillert, 2021). Placing an advertisement where foot traffic is heavy requires minimum marketing effort, thus resulting in lower financial investment. The surrounding environment's elements are also considered in creatively integrating them into the advertisements (Gillert, 2021). The idea is to grab the consumers' attention by placing a message in ways they are not used to with high visibility (Xavier and Jayan, 2021).

#### 3.7 Viral Marketing

Viral Marketing is a strategy whereby a marketing campaign becomes "viral" quickly due to popularity and exponential sharing of ideas (Eke et al., 2022). It stimulates people to extend the reach and exposure of a marketing message by sharing it with others (Andocsová et al., 2018). It originates from the term "virus" since it spreads randomly to people rapidly (Gillert, 2021). Viral marketing's goal is to reach as many people as possible through traditional media, which utilizes social media. The increase in reach and attention is made possible by word of mouth and sharing content that captures the interest of numerous internet users. Viral marketing can also be described as the relationship between 3 other marketing strategies: Buzz Marketing, Word of Mouth Marketing, and Online Marketing (Eke et al., 2022).

#### 3.8 Graffiti Advertising

Graffiti advertising is slowly becoming a popular trend among brands as it combines the world of street art and advertising. It has paved the way for brands to conceptualize eye-catching artworks and, at the same time, tell the brands' offerings. (Soomro et al., 2021).

#### 3.9 Ambush Marketing

Companies use ambush marketing as a way to attract a large audience. That is why some companies use these insignificant strategies in events like the Superbowl, where brands are plastered throughout the stadiums

and get the same attention from other brands, especially the event's official sponsors. (Soomro et al., 2021). Ambush marketing exploits a competitor's marketing campaign by associating its brand and taking advantage of the event's publicity (Gillert, 2021).

**3.10 Clickbait Advertising**

Clickbait advertising is a push-and-pull strategy where brands would put a snippet of the primary advertisement to get the viewers' attention. This type of advertising is commonly used nowadays in social media as it gives people a sense of curiosity. (Soomro et al., 2021).

Oversaturation in the market concerning implementing traditional advertising strategies became the initiative for marketing professionals to think "outside the box" and let imagination and creativity advertise products and services unconventionally.

**3.11 SMEs in the Philippines**

SMEs are becoming more and more competent through the years. According to the 2020 MSME statistics from the Department of Trade and Industry, 957,620 business enterprises are recorded to be operating in the country, and of these, 952,969 (99.51%) are MSMEs.

It is seldom that people see smaller businesses using the Guerrilla Marketing strategy. Nevertheless, according to (Lubytė, 2021), it is ideal for small businesses since it is easier to implement due to flexibility, aside from its low costs. Additionally, (Sharama and Saini, 2021) mentioned that if small and medium companies use Guerrilla Marketing, its benefits are attractiveness, simplicity, and accessibility, which can successfully administer an unconventional campaign.

Guerrilla Marketing is slowly taking place in the Philippines as advertising costs may be high, especially for Small and Medium Enterprises. Filipinos are wise and resourceful. Many businesses maximize the use of social media as a medium to advertise their business. With Filipinos' well-witted ideas and concepts, it is with ease that they can create advertisements that fall under Guerrilla Marketing.

**4. RESEARCH METHODOLOGY**

This chapter presents the methodology and research methods used for collecting data for the study. The researchers explained how the data was collected to address the research objectives. The researchers provided reasons and justifications for data collection, population, methods, and sampling procedures.

The research procedure has refined the tools used through reliability and validity testing. The quantitative survey questionnaire was pre-tested and distributed to 20 valid study respondents. The respondents of the pre-testing should be more eligible to participate in the data-gathering process. The survey questionnaire to be answered by the 385 respondents was finalized after the pre-testing procedure, and qualitative interviews were scheduled.

The survey questionnaire was distributed to 385 respondents who are residing in Metro Manila and 13 professionals are interviewed who work in SMEs in Metro Manila. The data-gathering procedure is administered virtually due to the restrictions brought about by the ongoing COVID-19 Pandemic. All respondents are 18-50 years old. The respondents do not require parental consent for the age qualification to meet the legal age. Data privacy and confidentiality of the respondents' information are discussed in the first part of the form before they proceed with the participation.

The quantitative data gathered from the mentioned survey questionnaire will go through Factor analysis using Principal Component analysis. The formulated questions for the Awareness and Perception of Guerrilla advertising were summarized into special measures. The Factor Analysis provides a method for translating measurements across a set of variables into a singular, latent variable that defines a familiar construct. The design is similar to the structural equation model (SEM).

The data would go through Logistic Regression Model and Categorical Data analysis in analyzing the quantitative data collected from the survey questionnaire. The Logistic Regression Model describes a specific form of General Linear Models (GLM) when the responsive variable is no longer aptly described by the normal distribution. The model will be assessed through the results of a likelihood test on the null and residual deviance.

**5. MECHANICS**

The researchers of this study conveniently chose respondents from Metro Manila, Philippines, as it is the region where the research is focused. For

the quantitative approach, the researchers utilized the Raosoft calculator to compute the total number of respondents who will participate in the survey questionnaire. The overall population size of Metro Manila is 14,406,059, with a 5% margin of error and 95% confidence level. The researchers surveyed 385 respondents using convenience sampling to gather data for the study. Adopting convenience sampling, a non-probability sampling method, the population in this study is essentially all consumers who may be aware of Guerrilla Marketing. Furthermore, 13 professionals were interviewed for the qualitative approach to reach data saturation (Clarke and Braun, 2013).

In the survey questionnaire, the respondents were screened before answering the main questions to determine their qualifications. If their choices are deemed unqualified, the forms will automatically be submitted. Among the qualifications are the following:

- a. Must be 18 years old and above
- b. Must be from Metro Manila, Philippines
- c. Must be familiar with the term Guerrilla Advertising

The researchers utilized two procedures in collecting data. The first is through an online survey questionnaire where a set of questions is asked regarding Guerrilla Marketing in SMEs, and the second is through interviews done through a zoom meeting or any medium of online communication due to the still strict measures of the pandemic.

Since the researchers utilized a mixed method to get the appropriate data needed, for the quantitative part, the researchers have a survey questionnaire with four (4) parts, which was executed through google forms. **Part I** asks for the respondents' profiles, which will determine their age, gender, employment status, and place of residence - if they are from Metro Manila.

**Part II** helps in determining the respondents' awareness when it comes to Guerrilla Marketing. If the respondents are unfamiliar with the said approach, the forms will automatically end.

**Part III** is the respondents' judgment regarding the different types of Guerrilla Marketing, such as Viral Marketing, Ambush Marketing, Graffiti Marketing, Ambient Marketing, and Clickbait Marketing which will be measured using a Likert Scale.

Moreover, the last part will confirm if using Guerrilla Marketing by businesses affects their purchasing decision, affecting the businesses in terms of sales.

A semi-structured interview was conducted to obtain in-depth information using open-ended questions for the qualitative part of the research. A total of 8 questions were asked regarding the business' perception and experience of Guerrilla Marketing and how it either positively or negatively affects their sales in general.

**6. QUANTITATIVE SURVEY RESULTS**

Discussion of the results begins with an overview of the demographic indicators of respondents participating in the survey, summarized in Table 1 through a frequency distribution table.

Table 1: Demographic profile of respondents			
		Count	%
Age	Below 18 years	5	1.13
	18 to 20 years	116	26.30
	21 to 30 years	230	52.15
	31 to 40 years	66	14.97
	41 to 50 years	24	5.44
Gender	Female	210	48.47
	Male	220	50.46
	Others	6	1.38
Employment	Employed	150	34.40
	Self-Employed/Freelancer	4	0.92
	Unemployed	27	6.19
	Student	255	58.49

Meanwhile, Tables 2, 3, and 4 present the frequency of responses to individual items in the AWARENESS, JUDGMENT, and AFFECT sections. The analysis begins with Table 5, which proceeds with the factor model and the logistic regression analysis.

**Table 2: Frequency Distribution of Responses to Awareness**

	No	Yes
Have you seen any of these kinds of advertisements?	3.5	96.5
Are you familiar with the term "Guerrilla Marketing"?	6.6	93.4
Do you usually see these kinds of advertisements online and in-person?	15.3	84.7
Do you get attracted to these kinds of advertisements rather than traditional ones?	16.1	83.9

**Table 3: Frequency Distribution of Responses to Judgment**

	Strongly Disagree	Disagree	Agree	Strongly Agree
Marketing campaigns such as the one shown above are catchy and effective in getting one's attention and interest, affecting the sales of businesses.	0.8	4.4	35.3	59.5
Marketing campaigns such as the ones shown above are more of only a "hype" or "bandwagon" and don't reflect on the sales of the businesses.	17.7	37.9	33.0	11.4
The advertisements shown above are effective marketing campaigns that capture your interest, making you buy a particular product/service from that brand	0.8	11.9	58.2	29.1
Advertisements shown above take advantage of the situation and negatively affect the atmosphere in the location.	17.1	44.2	30.4	8.3
Graffiti marketing using street art to advertise brands catches the attention of passers-by.	0.0	0.8	21.3	77.9
Graffiti marketing that utilizes street art to advertise brands is considered public vandalism.	22.9	34.5	34.0	8.6
Marketing campaigns like the ones shown above are attractive and encourage people to know more about them.	0.5	2.6	50.6	46.2
Marketing campaigns like the ones shown above are ineffective, especially when placed in unusual places.	9.9	37.7	37.4	15.1
Marketing campaigns like the one shown above is effective in directing people towards content.	9.4	13.2	29.6	47.8
Marketing campaigns such as the one shown above is misleading.	2.6	13.8	47.5	36.1

**Table 4: Frequency distribution of responses to affect**

	No	Yes
Can you say that Guerrilla Advertising has impacted your purchasing decision?	35.06	64.94
If you see a product being marketed through one of the techniques, do you think you would likely purchase the product?	21.82	78.18

Factor analysis is conducted on the awareness and judgment sections of the questionnaire to obtain overall factor scores for use in the regression analysis. Table 5 presents the factor loadings for the items on awareness, while Table 6 presents the factor loadings for the items on judgment.

**Table 5: Loadings of principal component factors for awareness**

	Loading
Have you seen any of these kinds of advertisements?	
Are you familiar with the term "Guerrilla Marketing"?	
Do you usually see these kinds of advertisements online and in-person?	0.558
Do you get attracted to these kinds of advertisements rather than traditional ones?	-0.830

Factor loadings indicate the level of influence items have in the overall factor. In Table 5, it is evident that the most significant indicators for the awareness factor refer to whether the respondent gets attracted to Guerrilla Marketing type of advertisements and if they usually see them online and in person.

The overall factor contrasts these two items: higher values on the awareness factor indicate that respondents usually see these kinds of advertisements but are not generally attracted to them. Meanwhile, lower scores on the awareness factor indicate respondents who do not usually see these kinds of advertisements but are attracted to them compared to traditional types of advertising.

**Table 6: Loadings of Principal Component Factor for Judgment**

	Loading
Marketing campaigns such as the one shown above are catchy and effective in getting one's attention and interest, affecting the sales of businesses.	
Marketing campaigns such as the ones shown above are more of only a "hype" or "bandwagon" and don't reflect on the sales of the businesses.	-0.574
The advertisements shown above are effective marketing campaigns that capture your interest, making you buy a particular product/service from that brand.	
Advertisements shown above take advantage of the situation and negatively affect the atmosphere in the location.	-0.515
Graffiti marketing using street art to advertise brands catches the attention of passers-by.	
Graffiti marketing that utilizes street art to advertise brands is considered public vandalism.	-0.524
Marketing campaigns like the ones shown above are attractive and encourage people to know more about them.	
Marketing campaigns like the ones shown above are ineffective, especially when placed in unusual places.	-0.264
Marketing campaigns like the one shown above is effective in directing people towards content.	
Marketing campaigns such as the one shown above is misleading.	-0.201

Meanwhile, in Table 6, the three most relevant indicators are respondents' assessments that Guerrilla Marketing is more of a hype, that graffiti marketing is considered public vandalism, and advertisements take advantage of certain situations and negatively affect the atmosphere in the location. Since all the loadings are negative, this factor indicates a negative assessment of Guerrilla Marketing. Meaning that larger values on the

judgment scale indicate negative opinions of Guerrilla Marketing, while lower values indicate a positive evaluation of them.

With the factor scores obtained through the principal components analysis, the discussion now proceeds to model the impact of awareness and judgment on Guerrilla Marketing on customer effect. In particular, AFFECT1 represents customer judgments on whether Guerrilla Marketing has impacted their purchasing behavior. In contrast, AFFECT2 assesses whether respondents are more likely to purchase products advertised through Guerrilla Marketing.

The boxplots in Figure 1 visualize these relationships. The first row of the plots represents distributions of Awareness on AFFECT1 and AFFECT2. Through the thick middle lines of the boxplots, Awareness does not bear a substantial impact on either AFFECT1 or AFFECT2. However, there is visibly a wider distribution of Awareness scores between levels of AFFECT2. The range of Awareness of respondents who are not likely to purchase products advertised through Guerrilla Marketing is visibly more expansive than that of respondents that are more likely to buy.

Meanwhile, the second row of plots represents similar visualizations, this time for Judgment against AFFECT1 and AFFECT2. The relationship of Judgment is more apparent in the shift in variances between levels of each variable. On the left plot, the average Judgment value moves from 0 among respondents whose purchasing decisions have not been affected by Guerrilla Marketing (AFFECT1 = 0) to around one among respondents whose purchasing decisions have been affected (AFFECT1 = 1). A similar increase can be seen on the plot on the right, though average Judgment values appear closer to -1 among respondents who are not likely to purchase (AFFECT2 = 0).

Modeling relationships like this against a binary dependent variable (AFFECT1 and AFFECT2) requires the logistic generalized linear model. The coefficients of these models are presented in Table 7 for AFFECT1 and Table 8 for AFFECT2. The model for AFFECT1 is measured to have a Pseudo R2 value of 0.0167, while the model for AFFECT2 has 0.1273. This means that more variance is explained in AFFECT2 at 12.7%, compared to the small portion in AFFECT1 of only 1.67%.

do not purchase products that are marketed using Guerrilla Marketing techniques. At the same time, respondents that do not see these types of marketing frequently but are attracted to them tend to purchase such products with higher probability.

	Estimate	Std. Err.	P-Value
Intercept	0.619470	0.108419	< 0.0001
AWARE	-0.529596	0.286754	0.0648
JUDGMENT	0.048412	0.052957	0.3606
AWARE x JUDGMENT	-0.002797	0.148716	0.9850

Judgment, however, has a positive association with purchasing behavior. The estimated coefficient is 0.18398 (SE = 0.06632; p = 0.0056). Against our interpretation for judgment, this would imply that respondents with a more negative assessment of Guerrilla Marketing tactics (e.g., they view them as public vandalism or as being part of a hype) tend to purchase products marketed in this way with a higher probability.

Logistic regression models can be used to recover the modeled binary variable's predicted probabilities. In this case, we visualize the likelihood of purchasing products marketed through Guerrilla Advertising in Figure 2 against values of judgment and awareness. To help guide interpretations, our definition of these factors based on the factor scoring model has been annotated into the graphs.

	Estimate	Std. Err.	P-Value
Intercept	1.40947	0.13782	< 0.0001
AWARE	-1.57532	0.33572	< 0.0001
JUDGMENT	0.18398	0.06632	0.0056
AWARE x JUDGMENT	-0.04514	0.148716	0.7964

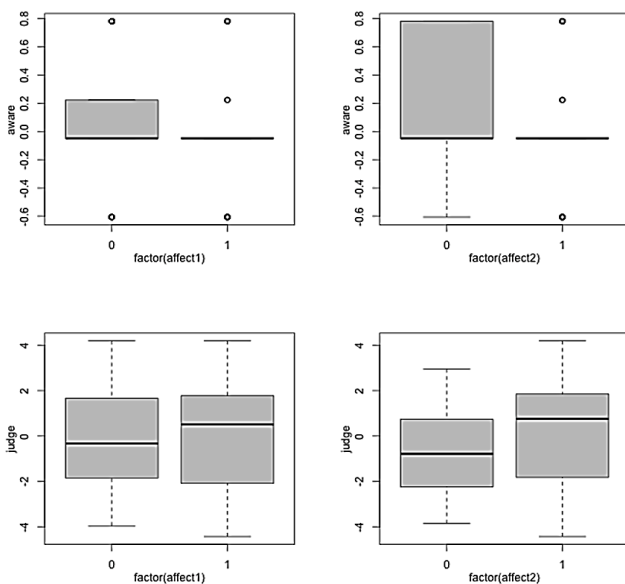


Figure 1: Boxplots of Judgment and Awareness values across levels of AFFECT1 and AFFECT2

Moreover, the model for AFFECT1 in Table 7 does not have any significant regressors at a 5% significance level. This is mainly explainable by a large amount of uncertainty in the measured effects compared to their effect estimates. The impact of Awareness on AFFECT1 has an average of -0.5296 with a standard error of nearly half, SE = 0.2868 (p = 0.0648). Even more significant is the standard error for the effect of Judgment, at 0.0530, more significant than the estimated effect of 0.0484.

However, there is a significant effect on both Awareness and Judgment in the model for AFFECT2. Awareness carries a negative coefficient of -1.5753 (SE = 0.3357; p < 0.0001). Against our interpretation of this variable on the factor model, this would suggest that respondents that see these advertisements frequently but are not attracted to them generally

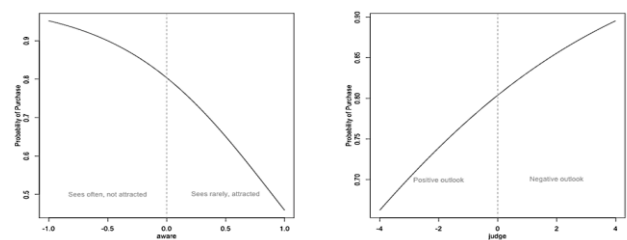


Figure 2: The plot of modeled probabilities of purchasing is based on the logistic regression model.

### 7. QUALITATIVE INTERVIEW RESULTS

Of the thirteen interviewed businesses, only one reported not engaging in guerrilla marketing activities. For the rest of the businesses, representatives have made very positive observations of such marketing strategies' effects on their business performance. Among the common themes observed is that guerilla marketing strategies, especially those done through the internet and social media, can be an economical way of putting the brand on the map and driving engagement in the business.

According to businesses, guerilla advertising drives engagement through curiosity. Also, because guerilla marketing uses unconventional advertising tactics such as graffiti and entertaining photo and video content, they appear more relatable to the customers.

*"Using Guerrilla advertising increases our engagement with our followers as they too can relate with our posts, and in that way, they will be curious about us."*

*"For the positive, building a good name and relationship with the community. Since our ways of advertising are relatable to our target market and even to other people as well."*

One fascinating case study involves a skateboarding business. Knowing that graffiti is another form that skateboarders generally find interesting, the business owners could use this knowledge to maximize a guerilla advertising campaign through graffiti art. The business reports that the

move not only resulted in converting new customers but also created a wider brand consciousness for their business within the skateboarding community.

However, the businesses also note that guerilla marketing can be risky, especially when it needs a similarly strong understanding of its target market, like the skateboarding company. As some of the business reports:

*"...medyo nakakaba dahil baka hindi matuwa ang mga tao sa post namin at di nila magets pero nung pinost naman po namin, marami ang nag like at nag share."*

*"And I guess this can also affect a business negatively if interpreted wrong by the people. Some businesses, even known ones, had bad feedback from their guerrilla advertising campaigns."*

While guerilla marketing effectively drives engagement through curiosity and intrigue, they often appeal to a specific subset of customers, like with the skateboarding business. Thus, it is likely that potential customers viewing the guerilla marketing campaigns will come out either confused or, worse, with opposing opinions or impressions regarding the brand or the campaign.

It is a strong indicator that might explain the polarized judgments of the respondents in the survey. When asked whether such advertising campaigns can be considered public vandalism, 22.9% of respondents strongly disagreed, though another sizable group of 34.0% agreed. Meanwhile, when asked whether such campaigns are only a form of hype or bandwagon, 17.7% strongly disagreed, and 33.0% agreed.

Despite this, 64.94% of respondents have indicated that such campaigns have impacted their purchasing decisions in some way, and 78.18% said that they are likely to purchase a product marketed in this way. Respondents are generally aware of the unconventional and viral-targeted nature of these campaigns. They may even carry negative perceptions towards them, but guerilla marketing campaigns can be quite an effective tool within a particular niche being targeted by a business. This explains why the businesses interviewed generally agreed that such campaigns can "make or break" a business, with implications that had the campaign been done wrong or less carefully, the company or its products could have been cast in a negative light.

## 8. CONCLUSION

After analyzing and interpreting the quantitative and qualitative results, the researchers concluded that the null hypothesis is rejected. The use of Guerrilla Marketing does have a significant impact on the sales of SMEs, with 64.94% of the respondents claiming that such campaigns have impacted their purchasing decision in a way and 78.18% stating that they are likely to purchase a product marketed through Guerrilla Marketing. Moreover, this is backed up by the responses from the thirteen interviewed businesses, with most, if not all, implying that their business applies such campaigns, increases people's engagement, and affects their sales.

Furthermore, the researchers were able to gather sufficient data to satisfy the objectives provided in the first chapter:

- *To provide sufficient evidence behind Guerrilla Marketing to help SMEs gain more sales despite its challenges.*

As Guerrilla Marketing can positively or negatively influence the sales of SMEs, thirteen out of thirteen SMEs representatives all said that Guerrilla Marketing has positively influenced their sales despite the uncertain outcome it may produce.

- *To answer how Guerrilla Marketing can benefit businesses more or less than traditional advertising strategies.*

While it is evident that Guerrilla Marketing has the upper hand in attracting and getting people to engage more than traditional advertising strategies, 83.9% of the respondents said that they get attracted to Guerrilla Marketing advertisements rather than traditional ones.

- *To answer the question, "should small and medium-sized enterprises adopt Guerrilla Marketing?"*

With 78.18% of respondents said that they would likely purchase a product if marketed through Guerrilla Marketing techniques, this indicates a certain level of opportunity for SMEs which they should take advantage of. SMEs should adopt Guerrilla Marketing since the qualitative and quantitative data suggest that most respondents are aware that such advertisements would influence their purchasing decision. Concurrently,

by interviews, SMEs positively impacted sales when they applied Guerrilla Marketing techniques.

The researchers opted for a mixed methodology to obtain information from SMEs who have tried and tested Guerrilla Marketing aside from consumers' perceptions. From the interviews, just like every decision - there are always two effects to action made, including adopting a Guerrilla way of marketing. Adopting such a way, as stated by some of the people interviewed, can "make or break" your business, for it has negative effects when communicated in a way that is viewed negatively by people. Still, it can also lead to an impact on the business' sales when done correctly. It will all come down to how far the business is willing to take the risk and how well they know its target market.

## RECOMMENDATIONS

Small and Medium Enterprises are slowly adapting to modern marketing strategies day by day as the threat of competition remarkably increases. Prominent examples of that are small enterprises that companies and big businesses support. These growths of enterprises make it difficult for independent business owners to set themselves apart from others to make noise and be noticed. However, the researchers have seen many possibilities for further improvement on how SMEs can utilize Guerrilla Marketing. This will help the owners of local SMEs to create an effective marketing campaign. In many areas of business-related systems, some stand out among the rest for having unique product offerings, long history, location-based, and by Word-of-Mouth. One of the most budget-friendly and effective ways to increase awareness is by applying Guerrilla Marketing. As SMEs take the initiative to use Guerrilla Marketing, its effects on sales can benefit the business positively if created with sufficient research. Furthermore, these are some of the recommendations that the researchers believe, in line with the results, how SMEs can effectively apply Guerrilla Marketing:

First, the researchers recommend having a systematic plan for releasing advertisements. The researchers have seen that most SMEs use Guerrilla Marketing out of the blue, that's why some consumers may find it strange. The goal of every business is to grow; doing a systematic way of advertising provides more chances of maximizing awareness, engagement, and potential sales.

Second, the marketing head of the business should also consider the effectiveness of the proposed advertisement. With thorough market research, advertisements must be relatable and timely to gather interest from the target audience as they absorb the creative message being conveyed.

Third, SMEs should be aware of the reality wherein opinions are much more expressed and verbalized than in previous generations. Thus, advertisements must be created inclined towards the purpose of creating and unorthodox with the goal of creating noise for awareness. Such advertisements can either make or break the image of a business.

All of the suggestions provided by the researchers are based on the results gathered through the study. Further recommendations by future studies are freely welcome to be added here.

## REFERENCES

- Abdelhay, A., 2022. Impact of Verbal and Visual Rhetoric in Advertising on Consumers' Response. Retrieved from: [https://jfafu.journals.ekb.eg/article\\_188727\\_9c89453453c324bfff9a7138b109a3ae8.pdf](https://jfafu.journals.ekb.eg/article_188727_9c89453453c324bfff9a7138b109a3ae8.pdf)
- Andocsová, A., Géci, A., Kubelaková, A., and Nagyová, L., 2018. Viral marketing as unconventional form of addressing consumers. Retrieved from: <https://pdfs.semanticscholar.org/d5be/7993b51757aaede098234dafd195b360570e.pdf>
- Anyasor, M. O., 2022. Guerrilla marketing techniques and consumer purchase of carbonated soft drinks in Anambra State, Nigeria. Retrieved from: [https://www.researchgate.net/publication/361634251\\_Guerrilla\\_Marketing\\_Techniques\\_And\\_Consumer\\_Purchase\\_Of\\_Carbonated\\_Soft\\_Drinks\\_In\\_Anambra\\_State\\_Nigeria](https://www.researchgate.net/publication/361634251_Guerrilla_Marketing_Techniques_And_Consumer_Purchase_Of_Carbonated_Soft_Drinks_In_Anambra_State_Nigeria)
- Ashwini, M. P., Rani K.R., 2019. New Methods Techniques in Advertising. Retrieved from:
- Bachnik, K., and Nowacki, R. N., 2018. How to build consumer trust: Socially responsible or controversial advertising. Retrieved from:

- <https://www.mdpi.com/2071-1050/10/7/2173/htm>
- Bestari, D. P., Saudi, M., Sinaga, O., and Setyadi, A., 2021. View of the influence of experiential marketing, Guerrilla Marketing, and buzz marketing in the formation of consumer purchase intention in the JD.ID marketplace. Retrieved from: <https://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=21460353&AN=153024233&h=E7SfuzjUR2uhKMoLkgAgqjRYHTzNp1SP4FWvKInjznbHs9lJ1VghcP6UdYnNl3olthQSUxg18e30wd4Ulw%3D%3D&crl=c>
- Dehay, E. K., and Landwehr, J. R., 2019. A MAP for effective advertising: The metaphoric advertising processing model. Retrieved from: <https://link.springer.com/article/10.1007/s13162-018-0131-1>
- Gillert, V., 2021. Theseus: The benefits of Guerrilla Marketing. Retrieved from: <https://www.theseus.fi/handle/10024/502254>
- Gokerik, M., Gürbüz, A., Erkan, I., Mogaji, E., Sap, S., 2018. Surprise me with your ads! The impacts of Guerrilla Marketing in social media on brand image. *Asia Pacific Journal of Marketing and Logistics* 30(2). Retrieved from: [https://www.researchgate.net/publication/328821395\\_Surprise\\_me\\_with\\_your\\_ads\\_The\\_impacts\\_of\\_guerrilla\\_marketing\\_in\\_social\\_media\\_on\\_brand\\_image](https://www.researchgate.net/publication/328821395_Surprise_me_with_your_ads_The_impacts_of_guerrilla_marketing_in_social_media_on_brand_image)
- Gümüštepe, Ç., 2020. The effects of Guerrilla advertising on female consumers' purchase intention and brand awareness (Master's thesis, Sosyal Bilimler Enstitüsü). Retrieved from: <https://acikbilim.yok.gov.tr/handle/20.500.12812/79286>
- Gutiérrez, J. S., Díaz, R. V., and Salcedo, M. G., 2019. The Effect Of Guerrilla Marketing Strategies On Competitiveness: Restaurants In Guadalajara, Mexico. Retrieved from: [http://www.cucea.udg.mx/sites/default/files/documentos/adjuntos\\_pagina/marketingguerrilla2019jcsolv27no1\\_organized.pdf](http://www.cucea.udg.mx/sites/default/files/documentos/adjuntos_pagina/marketingguerrilla2019jcsolv27no1_organized.pdf) <https://thinkindiaquarterly.org>
- Kiradoo, 2018. Hacking Advertisement Campaign By Guerrilla Marketing: An Inexpensive Way To Communicate Unconventionally With Customers. Retrieved from: [https://www.academia.edu/download/65838121/2018\\_09\\_JOM\\_05\\_05\\_028.pdf](https://www.academia.edu/download/65838121/2018_09_JOM_05_05_028.pdf)
- Lubytė, V., 2021. Small and medium enterprises' brand positioning through Guerrilla Marketing principles. On the 15th, prof. Vladas Gronskas international scientific conference: reviewed selected papers Pp. 69-75. Vilnius universiteto leidykla. Retrieved from: <https://epublications.vu.lt/object/elaba:98875450/98875450.pdf>
- Mani, D. A. P., Tripathi, D. V., Batola, D. M., Thapliyal, C. L., and Jain, A., 2020. Exploring Dimensions of Creativity in Advertising: An Empirical Evidence. *International Journal of Advanced Research in Engineering and Technology*, 11(7). Retrieved from: [https://www.academia.edu/download/66182863/IJARET\\_11\\_07\\_077.pdf](https://www.academia.edu/download/66182863/IJARET_11_07_077.pdf)
- Manyal, B., and Mittal, A., 2020. A Study on the Significance of Guerrilla Marketing on Consumer Buying Behaviour. Retrieved from: <https://events.rdis.ac.in/wp-content/uploads/2021/06/A-Study-on-the-Significance-of-Guerrilla-Marketing-on-Consumer-Buying-Behaviour.pdf>
- Murwonugroho, W., and Yudarwati, G. A., 2020. Exposure to Unconventional Outdoor Media Advertising. *Pertanika J. Soc. and Hum*, 28(4), Pp. 3407-3424. Retrieved from: [http://119.40.116.186/resources/files/Pertanika%20PAPERS/JSSH%20Vol.%2028%20\(4\)%20Dec.%202020/50%20JSSH-3979-2018.pdf](http://119.40.116.186/resources/files/Pertanika%20PAPERS/JSSH%20Vol.%2028%20(4)%20Dec.%202020/50%20JSSH-3979-2018.pdf)
- Nufer, G., 2021. Innovative digital Guerrilla Marketing. *International journal of innovation, management, and technology: IJIMT*, 12(3), Pp. 40-44. Retrieved from: <https://publikationen.reutlingen-university.de/frontdoor/index/index/docId/3212>
- Nunthiphatprueksa, A., 2017. Is Guerrilla Marketing worth investing? The impacts of Guerrilla Marketing on purchase intention. The determinants of career growth: The case study of spa businesses, 39. Retrieved from: <https://so06.tci-thaijo.org/index.php/ijbejournal/issue/download/16592/3892#page=39>
- Okwara, C. C., Chinedu, U. L., Akamere, F. A. C., Mbaeri, C. C., and Onyeme Linus, N., 2019. The Effect of Marketing Strategies on Entrepreneurial Development in Imo State. Retrieved from: <https://www.arcnjournals.org/images/ASPL-IJMS-7-2-9.pdf>
- Othman, H., 2021. Guerrilla Advertising Strategies, A Theoretical Approach. Retrieved from: <http://isaa.aaciaegypt.com/bitstream/handle/123456789/1527/7.pdf?sequence=1&isAllowed=y>
- Oviedo-Trespalacios, O., Truelove, V., Watson, B., and Hinton, J. A., 2019. The impact of road advertising signs on driver behavior and implications for road safety: A critical systematic review. *Transportation research part A: policy and practice*, 122, Pp. 85-98. Retrieved from: <https://www.sciencedirect.com/science/article/pii/S0965856418310632>
- Özkan, S. Y., 2019. The Effect of Guerrilla advertising on consumer's ad attitude and purchase intention: a study on well-known brands (Master's thesis, Middle East Technical University). Retrieved from: <https://www.sciencedirect.com/science/article/pii/S0965856418310632>
- Rahman, M., Saha, S., Anny, S., Afrin, S., Afrin, T., and Haq, I., 2020. View of creative marketing and innovative branding: An effective way to attract customers. Retrieved from: <https://archive.conscientiabeam.com/index.php/29/article/view/1659>
- Roxas, J. B., Patimo, D. M., Calumba, E. C., Tolesa, F. C., Canaman, F. C., 2020. Guerrilla Marketing Practices Of Small And Medium Enterprises: A Case Of Calbayog City, Philippines. Retrieved from: [https://www.researchgate.net/profile/Donald-Patimo/publication/345770084\\_Guerrilla\\_Marketing\\_Practices\\_of\\_Small\\_and\\_Medium\\_Enterprises\\_A\\_Case\\_of\\_Calbayog\\_City\\_Philippines/links/5fad584345851507810d83a5/Guerrilla-Marketing-Practices-of-Small-and-Medium-Enterprises-A-Case-of-Calbayog-City-Philippines.pdf](https://www.researchgate.net/profile/Donald-Patimo/publication/345770084_Guerrilla_Marketing_Practices_of_Small_and_Medium_Enterprises_A_Case_of_Calbayog_City_Philippines/links/5fad584345851507810d83a5/Guerrilla-Marketing-Practices-of-Small-and-Medium-Enterprises-A-Case-of-Calbayog-City-Philippines.pdf)
- Selan, C. V., Lapian, S. L. J., and Gunawan, E. M., 2021. The Effects Of Guerrilla Marketing On Consumer Purchase Intention With Brand Awareness As A Mediating Variable In Pt. Solusi Transportasi Indonesia (Grab). *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 9(4), Pp. 385-396. Retrieved from: <https://ejournal.unsrat.ac.id/index.php/emba/article/view/36297/33795>
- Sharama, H., and Saini, M., 2021. A Review Paper On Why Small Businesses Should Use Guerrilla Marketing? Retrieved from: [https://www.academia.edu/download/65992207/Research\\_Paper\\_Dr\\_Harshit\\_Sharma.pdf](https://www.academia.edu/download/65992207/Research_Paper_Dr_Harshit_Sharma.pdf)
- Soomro, Y. A., Baeshen, Y., Alfarshouty, F., Kaimkhani, S. A., and Bhutto, M. Y., 2021. The Impact of Guerrilla Marketing on Brand Image: Evidence from Millennial Consumers in Pakistan. *The Journal of Asian Finance, Economics, and Business*, 8(4), 917-928. Retrieved from: <https://doi.org/10.13106/jafeb.2021.vol8.no4.0917>
- Stoenescu, A. O., 2018. The Impact of Unconventional Marketing Communications. *International Conference on Marketing and Business Development*, Vol. 1, No. 1, Pp. 85-92. Retrieved from: [http://www.mbd.ase.ro/journal/ICMBD\\_V1\\_2018.pdf#page=85](http://www.mbd.ase.ro/journal/ICMBD_V1_2018.pdf#page=85)
- Susilo, D., 2020. Promoting Environmental Sustainability Through Guerrilla Marketing. *International Journal of Environmental, Sustainability, and Social Science*, 1(2), Pp. 12-18. Retrieved from: <https://journalkeberlanjutan.com/index.php/ijesss/article/view/22/17>
- The MSME Sector At A Glance. Legacy Senate. 2012. Retrieved from: <https://legacy.senate.gov.ph/publications/AG%202012-03%20-%20MSME.pdf>
- The National Capital Region (NCR), 2022. Dti.gov.ph. (n.d.). <https://www.dti.gov.ph/regions/ncr/>
- The World Bank (n.d), 2011. World Bank SME Finance: Development news, research, data. Retrieved from: <https://www.worldbank.org/en/topic/smefinance>
- Ugegea and Ezenwa Samuel Chinenyeze, 2019. Awareness, Utilization, And

Impact Of Viral Marketing On The Performance Rate And Global Competitiveness Of Msmes In Sub-Urban Area Of Edo State (Ekpoma And Uromi). *International Journal of Scientific and Research Publications (IJSRP)*, 9, p9522. 10.29322/IJSRP.9.11.2019.p9522. Retrieved from: [https://www.researchgate.net/profile/Joseph-Ugege-2/publication/337866249\\_awareness\\_utilization\\_and\\_impact\\_of\\_viral\\_marketing\\_on\\_the\\_performance\\_rate\\_and\\_global\\_competitiveness\\_of\\_msmes\\_in\\_suburban\\_area\\_of\\_edo\\_state\\_ekpoma\\_and\\_uromi/links/5f174f21299bf1720d56fd53/awareness-utilization-and-impact-of-viral-marketing-on-the-performance-rate-and-global-competitiveness-of-msmes-in-sub-urban-area-of-edo-state-ekpoma-and-uromi.pdf](https://www.researchgate.net/profile/Joseph-Ugege-2/publication/337866249_awareness_utilization_and_impact_of_viral_marketing_on_the_performance_rate_and_global_competitiveness_of_msmes_in_suburban_area_of_edo_state_ekpoma_and_uromi/links/5f174f21299bf1720d56fd53/awareness-utilization-and-impact-of-viral-marketing-on-the-performance-rate-and-global-competitiveness-of-msmes-in-sub-urban-area-of-edo-state-ekpoma-and-uromi.pdf)

Usani, N. E., 2022. Guerrilla Marketing Strategies and Customer Patronage of Noodles Product in Calabar, Cross River State. *International Journal of Academic Management Science Research (IJAMSR)*, 6(3), Pp. 9-16. Retrieved from: [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=4152744](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4152744)

XAVIER and JAYAN 2021). *The Guerrilla Marketing Technique. PBME*, 138. Retrieved from: <https://pbme.in/papers/133.pdf>

Хваленя, 2019). Guerrilla marketing is a way to improve advertisement effectiveness. Retrieved

From: [https://Rep.Bntu.By/Bitstream/Handle/Data/55985/Guerilla\\_Marketing\\_As\\_A\\_Way\\_To\\_Improve\\_Advertisement\\_Effectiveness.Pdf?Sequence=1&Isallowed=Y](https://Rep.Bntu.By/Bitstream/Handle/Data/55985/Guerilla_Marketing_As_A_Way_To_Improve_Advertisement_Effectiveness.Pdf?Sequence=1&Isallowed=Y)

