

Gündüzyeli, Bora

Article

The effects of integrating guerrilla marketing techniques with social media applications in digital marketing

Businesses

Provided in Cooperation with:

MDPI – Multidisciplinary Digital Publishing Institute, Basel

Suggested Citation: Gündüzyeli, Bora (2025) : The effects of integrating guerrilla marketing techniques with social media applications in digital marketing, *Businesses*, ISSN 2673-7116, MDPI, Basel, Vol. 5, Iss. 4, pp. 1-15,
<https://doi.org/10.3390/businesses5040047>

This Version is available at:

<https://hdl.handle.net/10419/338839>

Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.



<https://creativecommons.org/licenses/by/4.0/>

Article

The Effects of Integrating Guerrilla Marketing Techniques with Social Media Applications in Digital Marketing

Bora Gündüzyeli 

Faculty of Economics, Administrative and Social Sciences, Department of Management Information Systems (MIS), Istanbul Topkapı University, Istanbul 34310, Turkey; boragunduziyeli@topkapi.edu.tr

Abstract

The landscape of marketing is rapidly evolving as companies adapt to new societal dynamics and technological advancements. Guerrilla marketing, characterized by its unconventional, creative, and cost-effective tactics, has proven effective in capturing consumer attention. When integrated with social media platforms, these tactics gain amplified reach, immediacy, and interactive potential, fostering viral spread and deeper consumer engagement. This research seeks to answer the pivotal question: “How does guerrilla marketing on social media influence consumer behavior and brand awareness?” To address this, a comprehensive literature review was conducted to provide an in-depth analysis of relevant studies in the field. Our findings reveal that this integration significantly enhances consumer engagement, boosts brand awareness, and positively influences purchasing behavior. Moreover, it provides firms with competitive advantages in dynamic, resource-constrained markets. The results highlight the importance of leveraging creative marketing approaches alongside digital platforms to shape consumer choices and drive successful marketing outcomes in the digital age.

Keywords: guerrilla marketing; digital marketing; social media marketing; consumer engagement; brand awareness



Academic Editors: José Luís Mendes Loureiro Abrantes, Natália de Lima Figueiredo, Bruno Morgado Ferreira and Luís F. Martinez

Received: 11 July 2025

Revised: 23 August 2025

Accepted: 9 September 2025

Published: 11 October 2025

Citation: Gündüzyeli, B. (2025). The Effects of Integrating Guerrilla Marketing Techniques with Social Media Applications in Digital Marketing. *Businesses*, 5(4), 47. <https://doi.org/10.3390/businesses5040047>

Copyright: © 2025 by the author. Licensee MDPI, Basel, Switzerland. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

1. Introduction

Marketing approaches have evolved in response to shifting societal trends, progressing from word-of-mouth to television and telephone advertising, transitioning through societal and guerrilla marketing, and ultimately leading to the rise of social media marketing (Bagchi & Mohanty, 2020). Guerrilla marketing is an advertising strategy that focuses on low-cost unconventional marketing tactics that yield maximum results (Levinson, 1989). Guerrilla marketing mirrors guerrilla warfare strategies, relying on innovative and unorthodox methods that require a guerrilla mindset to succeed in the marketplace. Guerrilla advertising strategies tend to be more creative and attention-grabbing compared to conventional advertising approaches (Ouf, 2023). They employ strategic and tactical adjustments to gain a competitive advantage, functioning as a supportive unit within the broader marketing strategy (Nufer & Bender, 2008).

Guerrilla marketing is an advertising strategy in which a company uses surprise and unconventional interactions to promote a product or service (Xavier & Jayan, 2021). Techniques such as viral marketing, unusual events, street graphics, and memorable experiences have a positive and significant impact on consumers' purchase decisions (Ahmed et al., 2020). Guerrilla marketing enables marketers to efficiently reach target prospects with minimal waste and limited budgets (Hatch, 2005).

Numerous companies increasingly resort to this form of advertising by partnering with influencers who have widely visited profiles and effectively present their brand and products (Buljubašić et al., 2021). Moreover, guerrilla marketing campaigns are, on average, associated with significantly positive movements in company stock prices (Davis & Davis, 2021). Guerrilla marketing is a powerful tool to influence consumer behavior, stimulate sales, conduct non-traditional advertising, promote competition, meet consumer needs, raise product or service awareness, and execute creative advertising within a specific budget (Khanna et al., 2019).

The evolving landscape of social media offers marketers innovative avenues to engage consumers through tailored content and targeted strategies, particularly in digital marketing (Appel et al., 2020). These platforms have become essential tools, reshaping consumer engagement and brand promotion while significantly influencing customer relationships and enhancing marketing effectiveness (Hennig-Thurau et al., 2010). Increasingly, individuals perceive social media applications as integral to their daily lives, actively engaging with platforms such as Facebook, Instagram, LinkedIn, and X (formerly Twitter) (Alalwan, 2018). These platforms empower companies to influence consumer behavior by enhancing brand awareness, providing product information, impacting purchasing decisions, facilitating direct interactions, and enabling post-purchase evaluations (Mangold & Faulds, 2009). Modern marketing prioritizes understanding and meeting customer needs through value-driven strategies, with social media at the heart of this process (Kotler & Keller, 2014). Effective marketing necessitates a strategic approach to value creation and delivery (Kotler, 1997).

The profound impact of social media on digital marketing strategies is evident through Web 2.0 tools, which present valuable opportunities for analyzing social networks and creating targeted engagement strategies, thereby deepening our understanding of consumer behavior (Cooke & Buckley, 2008). Companies increasingly integrate social media into their business plans to establish a robust online presence (Chatterjee & Kar, 2020). Technological advancements have broadened digital marketing methods to include mobile devices and other digital channels (Desai & Vidyapeeth, 2019). These platforms facilitate real-time consumer engagement, allowing brands to gain visibility within dynamic communities (Roberts & Kraynak, 2008). Social media marketing leverages diverse channels to promote brands and products, complementing traditional online marketing strategies such as email campaigns and web advertising (Barefoot & Szabo, 2009).

Given the rapid development of technology, the relationship between social media and marketing requires continuous exploration. Social-media user behaviors highlight how businesses can leverage these platforms to develop effective marketing strategies (Kaplan & Haenlein, 2010). Mangold and Faulds (2009) explore the hybrid nature of social media in the marketing communication mix, emphasizing the integration of traditional methods with social media strategies. Computational techniques now play a pivotal role in automating influencer selection, optimizing campaign targeting, and enhancing interactive consumer engagement (Gui et al., 2025).

Qualman (2012) discusses the broader societal impacts of social media, offering insights for businesses navigating this complex landscape. Collectively, these studies underscore the necessity of ongoing exploration at the intersection of social media and marketing. The emergence of new platforms like TikTok and Snapchat highlights the importance of continually reassessing their interactions, particularly within digital marketing strategies. In this context, W. Chen et al. (2015) conducted a systematic literature review of 16 peer-reviewed articles published between 2016 and 2020, focusing on SMEs' use of social media marketing. Their study identified current research trends, methods, theoretical approaches, and platforms, while also highlighting future research potential in areas such

as customer knowledge management and TikTok marketing. Similarly, [Bryła et al. \(2022\)](#) conducted a systematic literature review of 70 empirical studies published between 2014 and 2022, examining the impact of social media marketing on consumer engagement in sustainable consumption. They found that influencer marketing, creatively designed content, and strong brand relationships are key drivers, particularly among socially driven and entrepreneurial youth. AI-generated influencers can evoke similar levels of perceived personalization and consumer engagement as human influencers, albeit with slightly lower trust ([Bryła et al., 2022](#)). Furthermore, recent studies on digital transformation highlight the critical role of these technologies in shaping marketing strategies during crises, leading to the central research question: “How does guerrilla marketing on social media influence consumer behavior and brand awareness?” In this context, this study examines the role of integrating guerrilla marketing techniques with social media applications in enhancing digital marketing effectiveness and consumer engagement.

In today’s rapidly evolving digital ecosystem, businesses face several challenges such as content saturation, diminishing user attention spans, algorithm-driven visibility, data privacy regulations, and growing skepticism towards traditional advertising. These complexities demand innovative and cost-effective marketing approaches that can break through digital clutter and establish authentic consumer connections. Integrating guerrilla marketing with social media platforms offers a promising response to these challenges by combining creativity, low-cost execution, and high potential for virality. This study contributes to the literature by addressing the relative scarcity of academic research examining the synergistic effects of guerrilla marketing strategies within digital and social media contexts. By systematically reviewing recent scholarly work, this paper offers new insights into how unconventional marketing tactics can be strategically adapted for digital environments to enhance brand visibility and consumer engagement, particularly in resource-constrained settings.

The structure of this paper is organized as follows: Section 2 describes the materials and methods used in the study. Section 3 presents the results. Section 4 provides a discussion of the findings. Finally, Section 5 concludes the paper with the main conclusions.

2. Materials and Methods

This study aims to explore the integration of guerrilla marketing techniques with social media applications in digital marketing through a systematic literature review. Adopting a qualitative research approach, the study critically examines existing literature to identify key themes, methodologies, and findings related to the intersection of guerrilla marketing, social media strategies, and consumer engagement. The review was conducted in December 2024 across three major academic databases: Google Scholar, Scopus, and ScienceDirect. The search was limited to peer-reviewed journal articles, conference papers, and literature reviews published between January 2000 and September 2024. Only studies available in full-text and written in English were included, to ensure clarity and depth of analysis. Keywords were combined to target the TITLE-ABS-KEY fields, focusing on terms such as “guerrilla marketing,” “social media marketing,” and “digital consumer behavior.” This strategy was designed to capture studies addressing the convergence of these concepts within the context of digital marketing. Initial searches retrieved numerous records across the selected databases; however, relevant results were primarily sourced from Google Scholar, with a total of 182 records initially retrieved. After removing 37 duplicates, 145 articles remained for title and abstract screening. Following this stage, 59 articles were selected for full-text evaluation based on their relevance to the research objectives. Ultimately, 24 studies were included in the final synthesis. These studies were selected for their empirical strength, methodological transparency, theoretical contribution, and

direct relevance to the convergence of guerrilla marketing strategies and social media applications within digital marketing frameworks. Articles without full-text availability were excluded, to ensure comprehensive content analysis. The screening and evaluation process followed a transparent and structured strategy that reflects accepted standards for qualitative reviews in the social sciences. Emphasis was placed on identifying studies that provide insight into how unconventional, cost-effective, and creative marketing techniques are adapted and amplified through social media channels. The selected literature covers diverse aspects of guerrilla marketing, including its psychological impact on consumer behavior, the role of influencers, content virality, experiential marketing, and branding within online communities. The final set of studies also highlights the increasing role of digital platforms in enhancing the visibility, reach, and effectiveness of guerrilla campaigns, particularly in markets characterized by limited resources and high competitiveness. The selected studies were then evaluated based on their alignment with the research objectives, particularly their focus on how guerrilla marketing techniques, social media applications, and consumer engagement interrelate within digital marketing frameworks. This methodological approach allowed for the identification of core themes and recurring patterns, offering a comprehensive understanding of how guerrilla marketing is operationalized within contemporary digital ecosystems. The reviewed literature served as a foundational basis for addressing the central research question concerning the impact of guerrilla marketing on consumer behavior and brand awareness when applied through social media environments. The research model for this study is presented in Figure 1.

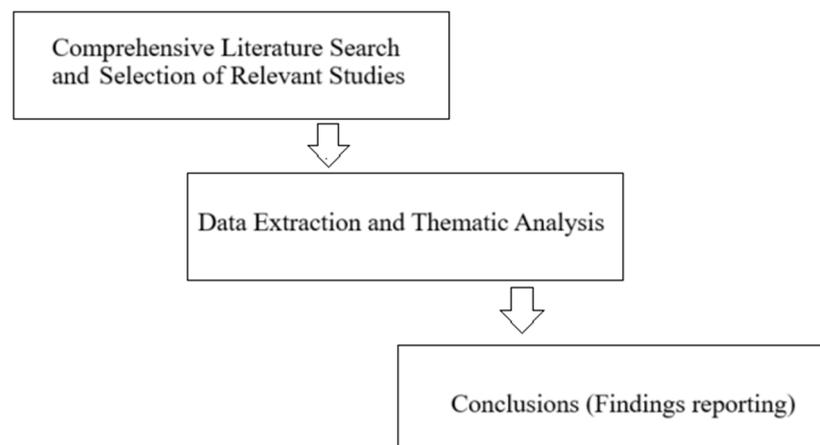


Figure 1. Proposed research model.

3. Results

3.1. *The Concept and Evolution of Guerrilla Marketing*

Despite the growing adoption of guerrilla marketing by practitioners, the concept has received relatively limited attention in academic literature (Hutter & Hoffmann, 2011). This limited academic focus may be attributed to the evolving nature of guerrilla marketing practices and the challenges in systematically studying its diverse and unconventional approaches. Addressing these gaps underscores the importance of this study in contributing new insights to the field. Although not a new trend, guerrilla marketing has recently gained popularity due to its creative ideas, innovative thinking, and financial advantages in reaching customers more effectively, compared to traditional methods (Jeevan, 2016). In today's fast-paced and competitive market, guerrilla marketing's unconventional and budget-friendly nature is vital for building a strong brand image and recognition (Al-Attari, 2021). It fosters strong customer relationships by delivering value directly to consumers, rather than prioritizing business-centric outcomes (Dubauskas & Išoraitė, 2022).

Guerrilla marketing is an innovative and non-traditional marketing technique designed to deliver products or messages to customers distinctively and memorably (Xavier & Jayan, 2021). The term “guerrilla marketing” was first coined by Jay Conrad Levinson, who emphasized the critical role of creativity and technology in its success (Levinson, 2007). It is an approach that relies on time, energy, and creativity, rather than large financial investments (Levinson, 1998). The core principle is to capture consumer attention by creating a gap between their expectations and actual experiences (Hutter, 2015). Guerrilla communication campaigns apply various strategic approaches. Ambush advertising involves gaining exposure through unauthorized associations with events or properties (Chadwick & Burton, 2011). Invisible communication employs hidden or embedded messaging that engages the audience without making the commercial intent immediately apparent (Finne & Strandvik, 2012). Despite their differences, all these strategies aim to surprise and emotionally engage consumers.

Guerrilla marketing integrates elements of public relations, advertising, and branding into an aggressive, highly visual strategy, often utilizing street graphics, unexpected events, memorable experiences, and viral campaigns (Scozzese & Chionne, 2014). It is a widely adopted strategy among SMEs, given its flexibility and cost-effectiveness (Azhar, 2022). Creativity, rebellion, innovation, and imagination are frequently associated with guerrilla marketing (Buljubašić et al., 2021). Table 1 summarizes various guerrilla marketing techniques (Xavier & Jayan, 2021).

Table 1. Types of Guerrilla Marketing.

Type	Description	Example/Note
Ambient Marketing	Placing an interesting, attention-grabbing object in a highly visible place to surprise consumers.	Large objects on streets, product placements in media.
Ambush Marketing	“Ambushing” an event or space to gain exposure against competitors.	Billboard rivalry between BMW and AUDI.
Stealth Marketing	Marketing to consumers without their awareness.	Product placement in films and subtle ads on social media.
Viral/Buzz Marketing	Creating buzz through word-of-mouth and social media sharing to amplify marketing messages.	Making a product or brand newsworthy and entertaining.

To ensure optimal influence across social networks, advertisers must carefully select seed content creators and initial consumer targets to ignite viral campaigns (W. Chen et al., 2015). Guerrilla marketing remains a potent tool for shaping consumer behavior, increasing sales, and executing non-traditional promotional efforts. It also facilitates creative brand exposure within limited budgets and is particularly effective in resource-constrained and highly competitive environments (Dubauskas & Išoraitė, 2022).

3.2. The Synergy Between Guerrilla Marketing and Social Media Applications

Studies demonstrate a strong synergy between guerrilla marketing tactics and social media platforms, highlighting their combined potential to amplify marketing outcomes. Barbosa et al. (2022) showed that frequent Facebook users are more likely to engage with guerrilla marketing content, suggesting that habitual social media use increases exposure and interaction. Similarly, Dahlén et al. (2009) found that consumers perceive guerrilla campaigns as valuable tools that positively influence word-of-mouth communication. Guerrilla marketing significantly enhances brand awareness, which in turn plays

a crucial role in shaping consumer purchasing decisions (Azhar, 2022). Collaborating with influencers—particularly on platforms like Instagram—has proven to be an effective strategy for brand promotion and product sales, as influencers' close relationships with their followers strongly shape brand perception and trust (Buljubašić et al., 2021).

Social media functions as a medium for both direct and word-of-mouth marketing. While the latter is generally more effective and cost-efficient, it remains underutilized by many brands (Kumar et al., 2017). This underutilization can be attributed to factors such as lack of strategic planning, difficulties in measuring word-of-mouth impact, and the challenge of managing and encouraging authentic consumer advocacy. Recognizing these barriers is critical to maximizing the benefits of guerrilla marketing through social media. These platforms have become essential tools for fashion brand marketing and advertising, offering visually engaging and interactive experiences (Manikonda et al., 2015). For instance, Self-Portrait's SS20 campaign creatively collaborated with bakeries around the world to distribute 1200 food-filled limited-edition totes—a guerrilla tactic that generated organic social buzz through user sharing (Chitrakorn, 2020). Dimobi and Anyasor (2022) concluded that ambient marketing, ambush marketing, and viral marketing positively influence consumer buying behavior, especially in the context of carbonated soft drink products, whereas buzz marketing showed no significant effect. Similarly, Farooqui (2021) identified street marketing, stealth marketing, and ambush marketing as critical guerrilla strategies that significantly affect clothing purchase decisions among consumers in Karachi, Pakistan. Unlike traditional advertising, guerrilla marketing does not require heavy financial investment. Instead, it relies on imagination, energy, creativity, time, and strategic information use to execute effective campaigns (Dubauskas & Išoraitė, 2022) and integration with social media platforms, where the viral potential of creative content can amplify reach, strengthen engagement, and foster emotional connections with audiences.

3.3. Technological Advancements and the Role of Social Media in Digital Marketing

Technological advancements have profoundly reshaped marketing processes, making them increasingly dynamic, data-driven, and personalized. Social media plays a central role in this transformation by enabling brands to communicate quickly and directly with consumers, accelerating interactions, and allowing for more tailored experiences. Unlike traditional marketing methods, social media not only promotes products and services, but also reaches a broader and more diverse audience (Weinberg, 2009). Its influence is further magnified through Social Customer Relationship Management (CRM) tools, which enable real-time feedback and foster deeper consumer engagement (Luo et al., 2024). These platforms support more interactive and customer-centric strategies, enhancing overall marketing effectiveness. As a vital component of digital marketing, social media influences numerous aspects of promotional activity, encompassing various sub-disciplines including promotions, sentiment analysis, public relations, marketing intelligence, and customer management (Tanuri, 2010). Its inherently viral nature makes it a compelling and powerful channel for businesses seeking to extend their market reach and influence (Xiang & Gretzel, 2010).

Artificial Intelligence (AI) has emerged as a transformative force within social media marketing, drastically altering how brands interact with their audiences. AI plays a crucial role in measuring campaign performance while enhancing user experience through tools like chatbots, virtual influencers, and augmented reality (AR)—all contributing to more engaging and personalized interactions (Omeish et al., 2024). By enabling real-time, tailored communication, AI has revolutionized traditional digital marketing models (S. C. Chen & Lin, 2019). Chatbots offer instant and customized responses, virtual influencers create authentic and engaging content, and AR delivers immersive brand experi-

riences. These innovations not only improve customer service, but also build stronger emotional connections with consumers, increasing trust and brand loyalty. However, the use of AI also raises concerns regarding data privacy, algorithmic biases, and ethical implications, which marketers must carefully navigate to maintain consumer trust and fairness. Additionally, AI enhances data analytics capabilities, providing deeper insights into consumer behavior and preferences, which helps businesses optimize marketing strategies and improve ROI.

The evolution of marketing definitions over time reflects a broader shift—from viewing marketing as a business function focused on distribution to recognizing it as a comprehensive organizational process centered on value creation and relationship building. This progression is largely facilitated by the expanding influence of social media. Social media acts as a hybrid element, blending traditional and digital marketing strategies into a more integrated and multifaceted promotional mix (Mangold & Faulds, 2009).

To adapt to these developments, companies continuously refine their digital strategies by leveraging the unique strengths of platforms such as Facebook, Twitter (now X), Instagram, and YouTube (Leonardi et al., 2013). Facebook, launched in 2004, remains one of the most widely used platforms worldwide, facilitating direct interaction between brands and users, while also serving as a critical tool for content creation, engagement, and market insight collection (Simon & Tossan, 2018). Its features—such as news feeds and profile pages—have solidified its status as a cornerstone of digital marketing (Nadaraja & Yazdanifard, 2013). Moreover, each platform presents unique features and advantages for integrating guerrilla marketing strategies, such as Instagram’s visual focus aiding creative campaigns, while Twitter (X) provides real-time engagement opportunities. Exploring these differences could further optimize guerrilla marketing outcomes.

Twitter, rebranded as “X” since its launch in 2006, enables users to share short messages and follow others, providing a real-time communication channel for businesses to deliver updates and engage in public discourse (Kaplan & Haenlein, 2010). Instagram, launched in 2010, centers on visual storytelling, with influencers playing a key role in shaping online impulse buying behaviors through their marketing activities (Koay et al., 2021). Its interactive elements—likes, followers, and comments—are essential in enhancing brand visibility and consumer engagement. YouTube, acquired by Google, has grown into a dominant platform for video content distribution, ranging from entertainment to educational materials. It allows for two-way interactions between users and brands, enabling both peer-to-peer and brand-to-consumer communication on a global scale (Agnew & Sindhav, 2009). Thanks to its vast reach and multimedia versatility, YouTube remains a powerful tool in the digital marketing toolkit. Despite their benefits, these platforms also present several challenges. Marketers must constantly adapt to algorithm changes, ensure content quality, and sustain audience interaction. Successfully navigating these complexities is essential for companies aiming to use social media effectively for brand building, audience engagement, and maintaining a competitive edge in an increasingly digital marketplace.

3.4. Social Media Opportunities and Challenges for Guerrilla Marketing

Social media platforms have become indispensable components of digital marketing strategies, especially in the context of guerrilla marketing, by providing a diverse array of opportunities and challenges. Their extensive reach allows brands to capitalize on cost-effective, highly interactive, and globally accessible communication channels. However, navigating this complex digital environment requires strategic vigilance, due to inherent risks and operational complexities.

Table 2 presents a comparative overview of the primary advantages and disadvantages of employing social media in guerrilla marketing campaigns.

Table 2. Comparison of Opportunities and Challenges of Social Media Platforms.

Aspect	Opportunities	Challenges
Cost	More cost-effective than traditional methods; platforms are often free or low-cost (Watson et al., 2002; Sheth & Sharma, 2005).	Hidden costs like time and expertise may increase overall expenses.
Reach	Breaks time and location barriers, enabling global engagement (Watson et al., 2002; Sheth & Sharma, 2005; Kohli et al., 2014).	Wider reach can make content management across markets more complex.
Information Delivery	Real-time, automated sharing of detailed info; e.g., airlines benefit from online systems (Sheth & Sharma, 2005; Kohli et al., 2014).	Accuracy of content, especially UGC, can pose reputational and legal risks (Mendes-Filho & Tan, 2009).
Customization	Enables personalized offers, services, and experiences (e.g., seat selection) (Sheth & Sharma, 2005; Kohli et al., 2014).	Must comply with privacy laws and maintain user trust (Xiang & Gretzel, 2010).
Transactional Capabilities	Facilitates direct sales and bookings, as seen with Dell and Amazon (Sheth & Sharma, 2005, p. 46).	Secure handling of transactions and data is critical (Steinman & Hawkins, 2010).
Engagement	Boosts interaction and peer influence; users trust content from friends (Hutter, 2015).	Negative feedback spreads fast; quick brand response is essential (Simon & Tossan, 2018).
Interactivity	Allows users to engage and co-create, building loyalty (Azhar, 2022; Chitrakorn, 2020).	Requires ongoing monitoring and resources (Barefoot & Szabo, 2009).
Market Targeting	Precise targeting based on interests; viral campaigns like Hotmail show success (Dimobi & Anyasor, 2022; Weinberg, 2009).	Over-targeting or privacy concerns can damage trust (S. C. Chen & Lin, 2019).
Customer Service	Enables fast support via live chat, FAQs, and varied delivery channels (Luo et al., 2024; Tanuri, 2010).	Scaling quality service needs proper staffing and tools (Barefoot & Szabo, 2009).
Brand Protection	—	Hard to control trademark use; requires monitoring and legal actions (Steinman & Hawkins, 2010).
User-Generated Content	Builds trust and visibility through community contributions (Mendes-Filho & Tan, 2009).	Legal and reputational risks; many executives remain cautious, due to limited understanding (Mendes-Filho & Tan, 2009)

On the opportunity side, social media enables brands to achieve wide audience reach, reduce marketing expenses, engage in personalized interactions, and enhance customer service capabilities. These platforms facilitate transactional functions and foster consumer engagement through high levels of interactivity and the generation of user-generated content (UGC). Such factors contribute substantially to improving brand visibility and fostering customer loyalty, as supported by various studies (Kaplan & Haenlein, 2010).

Conversely, social media marketing poses several challenges. It demands significant investments of time and resources for content management, platform monitoring, and prompt feedback response. The protection of intellectual property rights remains a persistent concern, given the frequent misuse of trademarks and copyrighted materials online (Steinman & Hawkins, 2010). Moreover, issues surrounding privacy, trust, and security must be carefully addressed to sustain consumer confidence (Ratnasingham, 1998). The incorporation of UGC introduces legal complexities related to content credibility and copyright infringement, while negative feedback or reviews, if not managed swiftly, can rapidly damage brand reputation (Cheung et al., 2009).

From a guerrilla marketing perspective, the fusion of creativity, surprise, and social media's viral nature generates a powerful synergy for brand exposure. Guerrilla tactics such as flash mobs, unexpected street art, or interactive online challenges can achieve exponential visibility when disseminated via platforms like Instagram, TikTok, and X (formerly Twitter). This virality reduces dependence on large advertising budgets by harnessing organic user engagement, enabling brand messages to spread peer-to-peer effectively. However, the unpredictability of social media audiences means that campaigns may backfire if perceived as intrusive, offensive, or inauthentic. This underlines the importance of cultural sensitivity, authenticity, and real-time monitoring. Therefore, while social media offers substantial potential for guerrilla marketing, it simultaneously requires proactive and strategic management to mitigate inherent risks. Brands must carefully balance leveraging creative opportunities with addressing the challenges posed by the digital environment.

In particular, the risk of "backfiring" can increase when guerrilla campaigns include surprise or disruptive elements that may not resonate well with all audience segments. Intrusive content has the potential to generate negative brand perceptions, rapid spread of criticism, or organized backlash. Furthermore, audience sensitivity to authenticity means that campaigns perceived as manipulative or insincere might face challenges in achieving their intended outcomes. To address these concerns, it is important for brands to carefully analyze their target audiences, consider pre-testing campaign components, and be prepared to respond promptly to any negative feedback. Such measures can help improve the overall effectiveness and resilience of guerrilla marketing efforts on social media platforms.

Guerrilla marketing, while innovative and cost-effective, raises significant ethical concerns, particularly when deployed on social media platforms. One primary issue is the invasion of privacy. Techniques such as capturing candid reactions from individuals without their consent or utilizing personal data for targeted campaigns can violate privacy rights and erode consumer trust (Martin & Smith, 2008). Additionally, the use of fear-appeal advertisements and attention-grabbing tactics can cause distress or anxiety among consumers, leading to ethical dilemmas regarding emotional manipulation (Sameen, 2025). Intellectual property rights also pose challenges in guerrilla marketing. Unauthorized use of copyrighted materials, such as music or logos, can result in legal repercussions and damage to brand reputation (Martin & Smith, 2008). Moreover, cultural sensitivity is crucial; campaigns that are well-received in one cultural context may be offensive in another, highlighting the need for marketers to be aware of cultural nuances (Sameen, 2025). Environmental impact is another consideration. Guerrilla marketing often involves

physical installations or materials that can contribute to litter and pollution if not properly managed (Martin & Smith, 2008). Furthermore, safety concerns arise when campaigns disrupt public spaces or involve risky stunts, potentially endangering participants and bystanders (Sameen, 2025). To mitigate these ethical issues, marketers must prioritize transparency, obtain necessary permissions, respect cultural differences, and ensure the safety and privacy of individuals involved. By adhering to ethical standards, guerrilla marketing can remain a powerful tool for engagement without compromising consumer rights or societal norms.

Recent research across diverse industries reinforces the fact that social media marketing enhances engagement and trust through tailored strategies, with direct implications for guerrilla marketing. Santoso et al. (2023) demonstrate that in Indonesia's ice cream sector, brands significantly boost consumer awareness by selecting appropriate influencers, leveraging trend-responsive content formats like interactive quizzes and live streams, and maintaining active engagement. Similarly, in the hospitality domain, Uludag et al. (2024) reveal that digital marketing features—namely interactivity, ubiquity, and credibility—promote green consumer brand engagement and strengthen loyalty among hotel customers, emphasizing the importance of authenticity and sustained engagement. Further, Hu et al. (2024) find that social media marketing campaigns shape green values and support repurchase intentions for eco-friendly products by positioning sustainability as part of brand identity. In education, Altamira et al. (2023) highlight how creative, visually engaging content on Instagram drives higher audience participation for vocational institutions. Conversely, Bitakou et al. (2023) show that despite its strategic intent, social media marketing in the Greek winery sector sometimes fails to foster sufficient engagement, indicating that content relevance and resonance with target audiences remain critical. Integrating these insights, the current discussion underscores the fact that while guerrilla marketing gains amplified impact when paired with social media's interactivity and reach, success ultimately depends on contextual alignment, creative authenticity, and strategic adaptation.

4. Discussion

This study set out to investigate the synergistic integration of guerrilla marketing techniques with social media applications within the broader framework of digital marketing. The comprehensive review of existing literature highlights the increasing significance of unconventional marketing strategies in a market environment that is progressively digitalized and driven by empowered consumers. Guerrilla marketing—characterized by its creativity, cost-efficiency, and reliance on surprise elements—has been empirically demonstrated to exert a substantial influence on consumer engagement, brand perception, and purchase behavior (Dubauskas & Išoraitė, 2022; Azhar, 2022). When combined with the interactive and viral capabilities of social media platforms, these effects are further magnified, enabling brands to access wider audiences while operating with limited resources.

Empirical evidence substantiates this synergistic relationship. For example, Barbosa et al. (2022) found that frequent Facebook users exhibit greater receptivity to guerrilla marketing content, whereas Buljubašić et al. (2021) emphasized the pivotal role of influencer collaborations on Instagram in shaping consumer perceptions and driving purchase decisions. These findings correspond with broader literature underscoring the power of peer influence and parasocial interactions within social-media marketing contexts (Kumar et al., 2017). Moreover, real-world campaigns such as Self-Portrait's SS20 tote bag distribution illustrate how guerrilla strategies can be creatively tailored for social platforms to generate buzz, enhance brand recall, and stimulate valuable user-generated content (Chitrakorn, 2020).

The effectiveness of guerrilla marketing, however, appears to be context-dependent, varying across industries and cultural milieus. [Dimobi and Anyasor \(2022\)](#) reported that ambient and viral marketing significantly influence purchasing behavior in the carbonated soft drink sector, while [Farooqui \(2021\)](#) identified stealth and street marketing as particularly effective in the fashion industry. These sector-specific variations suggest that cultural norms and product characteristics play a mediating role in the success of guerrilla tactics. Furthermore, the consistent advantage of guerrilla marketing lies in its cost-effectiveness, making it an especially attractive strategy for small and medium-sized enterprises (SMEs) facing budgetary constraints.

Despite demonstrated benefits, guerrilla marketing remains underexploited within digital marketing strategies. Word-of-mouth mechanisms, although widely acknowledged for their influence, are frequently neglected in favor of more direct, yet less engaging, promotional approaches ([Kumar et al., 2017](#)). This gap represents a promising avenue for strategic enhancement, wherein marketers could better harness social media's interactive features to facilitate organic, peer-driven brand diffusion. This underutilization may be attributed to several factors, including a lack of awareness among marketers regarding the full potential of this integration, perceived difficulties in executing such campaigns effectively, and concerns about the risks associated with unpredictable audience reactions. Additionally, the complexity of managing real-time interactions and the need for specialized skills may deter some organizations from fully embracing guerrilla tactics within digital marketing strategies. Addressing these challenges through increased education, strategic planning, and resource allocation could facilitate broader and more effective use of guerrilla marketing in social media contexts. The integration of guerrilla marketing with social media transcends mere expansion of digital reach; it fundamentally transforms how brands communicate value, engage with audiences, and cultivate long-term relationships. Success in this evolving domain demands not only creativity and precise timing, but also a profound understanding of audience behavior and platform-specific dynamics.

In synthesizing the reviewed literature, it becomes clear that while individual studies contribute valuable insights, there is a need to integrate these findings to develop a holistic understanding of how guerrilla marketing and social media interplay across various contexts. This synthesis reveals core themes such as the amplification of consumer engagement through virality, the critical role of influencers in shaping brand narratives, and the contextual variability influenced by industry and culture. By comparing and contrasting these studies, the discussion highlights both convergent findings—such as the effectiveness of peer influence—and divergent results that point to gaps in knowledge, particularly regarding long-term brand equity impacts. Moreover, this integrated perspective emphasizes that the convergence of guerrilla marketing and social media is not merely additive, but synergistic, creating dynamic feedback loops between brand activities and consumer responses. The discussion thus moves beyond description to critically analyze how these mechanisms function collectively, providing a roadmap for future research to address unresolved questions and for practitioners to design more nuanced, context-sensitive marketing strategies.

Guerrilla marketing combined with social media platforms presents unique opportunities for brands to engage consumers creatively and cost-effectively, leveraging the viral and interactive features of digital channels. The reviewed studies reveal that this integration enhances brand awareness and consumer participation, especially through influencer partnerships and word-of-mouth mechanisms. Nonetheless, the impact of these strategies is influenced by factors such as industry type, cultural context, and technological advancements like artificial intelligence. At the same time, challenges persist, including adapting to platform algorithm changes, content overload, and sustaining audience interest over time.

These limitations suggest that while guerrilla marketing holds considerable promise within digital environments, marketers must continuously refine their approaches to maximize effectiveness. Addressing these constraints through further empirical investigation will contribute to a more nuanced understanding of how guerrilla marketing can sustainably influence consumer behavior and brand equity in evolving social media landscapes.

Future empirical research is essential to evaluate the long-term impacts on brand equity and to develop adaptable frameworks that guide the effective fusion of guerrilla and social media marketing across diverse market contexts.

5. Conclusions

This study has comprehensively examined the integration of guerrilla marketing techniques with social media applications within the expansive realm of digital marketing. Based on a systematic review of the literature, the analysis reveals that guerrilla marketing—characterized by its emphasis on creativity, surprise, and cost-effectiveness—achieves heightened impact when deployed through the dynamic, interactive, and far-reaching nature of social media platforms. Empirical evidence suggests that this synergistic fusion substantially boosts consumer engagement, fortifies brand awareness, and shapes purchasing behaviors across a variety of industries and demographic segments.

The studies reviewed indicate that particular guerrilla tactics—such as ambient, viral, stealth, and ambush marketing—demonstrate enhanced effectiveness when propagated through digital channels that enable peer-to-peer communication and rapid content dissemination. Social media not only functions as an efficient conduit for guerrilla campaigns, but also plays a vital role in the co-creation of brand narratives through mechanisms like user-generated content and influencer participation. Campaigns such as Self-Portrait's limited-edition tote distribution exemplify how innovative guerrilla initiatives can generate organic buzz and increase brand visibility without necessitating extensive advertising budgets.

Moreover, the findings underscore the fact that the success of guerrilla marketing strategies is context-sensitive, influenced by factors such as industry sector, cultural environment, and consumer behavior. Nevertheless, the consistent advantage of low-cost investment combined with high consumer engagement renders guerrilla marketing particularly appealing for small and medium-sized enterprises (SMEs) navigating resource constraints. The strategic integration of guerrilla marketing with social media applications thus emerges as a powerful approach for brands aiming to differentiate themselves, achieve virality, and foster meaningful consumer connections in today's highly competitive digital marketplace. As the digital ecosystem evolves, marketers must maintain agility and creativity, harnessing the complementary strengths of guerrilla tactics and social media interactivity to sustain relevance, emotional resonance, and competitive advantage. This study consolidates previously fragmented insights in the literature and proposes a clearer conceptual framework for understanding the practical interplay between guerrilla marketing and social media. By highlighting the practical significance of this integration—particularly for resource-constrained SMEs—it offers actionable guidance for applying cost-effective, high-impact strategies in evolving digital environments. This study contributes by offering a systematic synthesis of the existing research on guerrilla marketing and social media integration, providing a clearer overall framework that can guide future investigations. Furthermore, the findings underline the practical relevance of this integration for marketers, especially SMEs, by highlighting its potential as an accessible and innovative strategy in digital marketing.

While the current literature provides valuable insights into the guerrilla marketing–social media nexus, further empirical investigation is warranted to assess long-term impacts, including sustained brand loyalty, consumer trust, and return on investment. Future re-

search should explore variations in consumer responses across platforms (e.g., Instagram versus TikTok), demographic groups, and cultural contexts, to refine strategic marketing frameworks. Additionally, experimental and longitudinal studies could illuminate underlying psychological drivers—such as surprise, emotional engagement, and perceived authenticity—that catalyze consumer participation in guerrilla social media campaigns. Finally, ethical considerations merit attention; research must address the potential risks of consumer backlash stemming from intrusive or ambiguous messaging, thereby guiding the development of responsible and ethical implementation guidelines for marketers.

Funding: This research received no external funding.

Data Availability Statement: The original contributions presented in this study are included in the article. Further inquiries can be directed to the corresponding author.

Conflicts of Interest: The authors declare no conflicts of interest.

References

- Agnew, J., & Sindhav, B. (2009). An e-commerce business model of peer-to-peer interactions among consumers. *Journal of Cases on Information Technology (JCIT)*, 11(2), 12–21. [\[CrossRef\]](#)
- Ahmed, R. R., Qureshi, J. A., Štreimikienė, D., Vveinhardt, J., & Soomro, R. H. (2020). Guerrilla marketing trends for sustainable solutions: Evidence from SEM-based multivariate and conditional process approaches. *Journal of Business Economics and Management*, 21(3), 851–871. [\[CrossRef\]](#)
- Alalwan, A. A. (2018). Investigating the impact of social media advertising features on customer purchase intention. *International Journal of Information Management*, 42, 65–77. [\[CrossRef\]](#)
- Al-Attari, F. (2021). *The impact of guerilla marketing on the customers purchase decision of entrepreneurial restaurants in Amman: The mediating role of brand awareness* [Master's thesis, Princess Sumaya University for Technology (Jordan)].
- Altamira, M. B., Putri, K. D. A. P., & Samudra, R. M. R. T. (2023). The role of creative content in digital marketing strategies in educational institution social media (Case study: Instagram of vocational education program, Universitas Indonesia). *Proceedings*, 83, 62. [\[CrossRef\]](#)
- Appel, G., Grewal, L., Hadi, R., & Stephen, A. T. (2020). The future of social media in marketing. *Journal of the Academy of Marketing Science*, 48(1), 79–95.
- Azhar, R. M. (2022). The effectiveness of guerrilla marketing for small business: A systematic literature review. *Journal of Economics, Finance and Management Studies*, 5(11), 3219–3225. [\[CrossRef\]](#)
- Bagchi, C., & Mohanty, S. S. (2020). *Marketing in the 21st century*. PBME.
- Barbosa, B., Rocha, A., & Pina, L. (2022). Guerrilla marketing on Facebook: A mixed-method study on the effects on brand image and content sharing intentions. *Tourism & Management Studies*, 18(3), 37–47. [\[CrossRef\]](#)
- Barefoot, D., & Szabo, J. (2009). *Friends with benefits: A social media marketing handbook*. No Starch Press.
- Bitakou, E., Karetsos, S., Ntalianis, F., Ntaliani, M., & Costopoulou, C. (2023). Evaluating social media marketing in the Greek winery industry. *Sustainability*, 16(1), 192. [\[CrossRef\]](#)
- Bryła, P., Chatterjee, S., & Ciabiada-Bryła, B. (2022). The impact of social media marketing on consumer engagement in sustainable consumption: A systematic literature review. *International Journal of Environmental Research and Public Health*, 19(24), 16637. [\[CrossRef\]](#)
- Buljubašić, I., Nobilo, I., & Jambrenčina, E. (2021). Social media marketing: Implementation of guerrilla marketing among instagram influencers. *Megatrends and Media*, 8(1), 366–377.
- Chadwick, S., & Burton, N. (2011). The evolving sophistication of ambush marketing: A typology of strategies. *Thunderbird International Business Review*, 53(6), 709–719. [\[CrossRef\]](#)
- Chatterjee, S., & Kar, A. K. (2020). Why do small and medium enterprises use social media marketing and what is the impact: Empirical insights from India. *International Journal of Information Management*, 53, 102103. [\[CrossRef\]](#)
- Chen, S. C., & Lin, C. P. (2019). Understanding the effect of social media marketing activities: The mediation of social identification, perceived value, and satisfaction. *Technological Forecasting and Social Change*, 140, 22–32. [\[CrossRef\]](#)
- Chen, W., Li, F., Lin, T., & Rubinstein, A. (2015, June 15–19). *Combining traditional marketing and viral marketing with amphibious influence maximization*. Sixteenth ACM Conference on Economics and Computation (pp. 779–796), Portland, OR, USA.
- Cheung, C. M., Lee, M. K., & Thadani, D. R. (2009). *The impact of positive electronic word-of-mouth on consumer online purchasing decision* (pp. 501–510). Springer.

- Chitrakorn, K. (2020). *The new rules of guerrilla marketing in fashion*. Vogue Business. Available online: <https://www.voguebusiness.com/companies/the-new-rules-of-guerrilla-marketing-in-fashion> (accessed on 18 December 2024).
- Cooke, M., & Buckley, N. (2008). Web 2.0, social networks and the future of market research. *International Journal of Market Research*, 50(2), 267–292. [CrossRef]
- Dahlén, M., Granlund, A., & Grenros, M. (2009). The consumer-perceived value of non-traditional media: Effects of brand reputation, appropriateness and expense. *Journal of Consumer Marketing*, 26(3), 155–163. [CrossRef]
- Davis, S., & Davis, F. (2021). The effect of guerrilla marketing on company share prices: An event study analysis. *Journal of Advertising Research*, 61(3), 346–361. [CrossRef]
- Desai, V., & Vidyapeeth, B. (2019). Digital marketing: A review. *International Journal of Trend in Scientific Research and Development*, 5(5), 196–200. [CrossRef]
- Dimobi, V. I., & Anyasor, O. M. (2022). Guerilla marketing techniques and consumer purchase of carbonated soft drinks in Anambra State, Nigeria. *Journal of Emerging Trends in Management Sciences and Entrepreneurship*, 4(1), 215–234.
- Dubauskas, G., & Išoraitė, M. (2022). Guerrilla marketing tools in financial service organizations. *Independent Journal of Management & Production*, 13(2), 627–647. [CrossRef]
- Farooqui, R. (2021). The role of guerilla marketing for consumer buying behavior in clothing industry of Pakistan using structural equation modeling (SEM). *South Asian Journal of Management Sciences*, 15(1), 52–68. [CrossRef]
- Finne, Å., & Strandvik, T. (2012). Invisible communication: A challenge to established marketing communication. *European Business Review*, 24(2), 120–133. [CrossRef]
- Gui, H., Bertaglia, T., Goanta, C., & Spanakis, G. (2025). Computational studies in influencer marketing: A systematic literature review. *arXiv*, arXiv:2506.14602. [CrossRef]
- Hatch, C. (2005). When should you try guerrilla marketing. *ABA Bank Marketing*, 37(2), 4–11.
- Hennig-Thurau, T., Malhotra, E. C., Friege, C., Gensler, S., Lobschat, L., Rangaswamy, A., & Skiera, B. (2010). The impact of new media on customer relationships. *Journal of Service Research*, 13(3), 311–330. [CrossRef]
- Hu, T. L., Chao, C. M., & Lin, C. H. (2024). The role of social media marketing in green product repurchase intention. *Sustainability*, 16(14), 5916. [CrossRef]
- Hutter, K. (2015). Unusual location and unexpected execution in advertising: A content analysis and test of effectiveness in ambient advertisements. *Journal of Marketing Communications*, 21(1), 33–47. [CrossRef]
- Hutter, K., & Hoffmann, S. (2011). Guerrilla marketing: The nature of the concept and propositions for further research. *Asian Journal of Marketing*, 5(2), 39. [CrossRef]
- Jeevan, P. (2016). A study on awareness and effectiveness of ‘guerrilla marketing technique’—An innovative means of advertising. *International Journal of Management, IT and Engineering*, 6(1), 495–507.
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, 53(1), 59–68. [CrossRef]
- Khanna, D. V., Jain, N. I. D. H. I., & No, R. O. L. L. (2019). *The concept of guerrilla marketing: A low cost and innovative marketing strategy and the associated marketing trends*. Available online: <https://www.mcourts.net/cours/pdf/leilcllc2/leilcllc686.pdf> (accessed on 19 December 2024).
- Koay, K. Y., Teoh, C. W., & Soh, P. C. (2021). Instagram influencer marketing: Perceived social media marketing activities and online impulse buying. *First Monday*, 26(9). [CrossRef]
- Kohli, G. S., Melewar, T. C., & Yen, D. (2014). Investigating the strategic marketing significance of brand love in developing and nurturing consumer-brand relationships via film branding: A brandscape perspective. *The Marketing Review*, 14(4), 382–404. [CrossRef]
- Kotler, P. (1997). *Marketing management: Analysis, planning, implementation and control*. Prentice-Hall.
- Kotler, P., & Keller, K. L. (2014). *Philip kotler*. Astromax Entertainment.
- Kumar, N., Chandarana, Y., Anand, K., & Singh, M. (2017). Using social media for word-of-mouth marketing. In *Big data analytics and knowledge discovery: 19th international conference, DaWaK 2017, Lyon, France, 28–31 August 2017, proceedings 19* (pp. 391–406). Springer International Publishing.
- Leonardi, P. M., Huysman, M., & Steinfield, C. (2013). Enterprise social media: Definition, history, and prospects for the study of social technologies in organizations. *Journal of Computer-Mediated Communication*, 19(1), 1–19. [CrossRef]
- Levinson, J. C. (1989). *Guerrilla marketing attack: New strategies, tactics, and weapons for winning big profits for your small business*. Houghton Mifflin Harcourt.
- Levinson, J. C. (1998). *Guerrilla marketing: Secrets for making big profits from your small business*. Houghton Mifflin Harcourt.
- Levinson, J. C. (2007). *Guerrilla marketing: Easy and inexpensive strategies for making big profits from your small business* (p. 384). Houghton Mifflin.
- Luo, Z., Guo, J., Benitez, J., Scaringella, L., & Lin, J. (2024). How do organizations leverage social media to enhance marketing performance? Unveiling the power of social CRM capability and guanxi. *Decision Support Systems*, 178, 114123. [CrossRef]

- Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business Horizons*, 52(4), 357–365. [CrossRef]
- Manikonda, L., Venkatesan, R., Kambhampati, S., & Li, B. (2015). Trending chic: Analyzing the influence of social media on fashion brands. *arXiv*, arXiv:1512.01174.
- Martin, K. D., & Smith, N. C. (2008). Commercializing social interaction: The ethics of stealth marketing. *Journal of Public Policy & Marketing*, 27(1), 45–56.
- Mendes-Filho, L., & Tan, F. B. (2009, July 10–12). *User-generated content and consumer empowerment in the travel industry: A uses & gratifications and dual-process conceptualization* [Conference Paper]. PACIS 2009 Proceedings, Hyderabad, India.
- Nadaraja, R., & Yazdanifard, R. (2013). *Social media marketing: Advantages and disadvantages* (Vol. 1, pp. 1–10). Center of Southern New Hampshire University.
- Nufer, G., & Bender, M. (2008). *Guerilla Marketing, Reutlinger Diskussionsbeiträge zu Marketing & Management, No. 2008-05*. Hochschule Reutlingen, ESB Business School, Reutlingen. Available online: <https://nbn-resolving.de/urn:nbn:de:bsz:21-opus-35393> (accessed on 19 December 2024).
- Omeish, F., Al Khasawneh, M., & Khair, N. (2024). Investigating the impact of AI on improving customer experience through social media marketing: An analysis of Jordanian Millennials. *Computers in Human Behavior Reports*, 15, 100464. [CrossRef]
- Ouf, G. M. (2023). The impact of Guerrilla advertising on brand image (A study of three types of Guerrilla advertising). *Journal of Art, Design and Music*, 2(1), 5. [CrossRef]
- Qualman, E. (2012). *Socialnomics: How social media transforms the way we live and do business*. John Wiley & Sons.
- Ratnasingham, P. (1998). Internet-based EDI trust and security. *Information Management & Computer Security*, 6(1), 33–39.
- Roberts, R. R., & Kraynak, J. (2008). *Walk like a giant, sell like a madman* (p. 146). John Wiley & Sons. Inc.
- Sameen, T. (2025). The role of ethical marketing issues in consumer-brand relationships in the context of social media marketing. *European Journal of Business and Management Research*, 10(1), 108–117. [CrossRef]
- Santoso, R. K., Dewi, N. F., Setiawati, R., & Hakim, A. F. (2023). Comparison of social media marketing of ice cream brands in indonesia. *Proceedings*, 83, 56. [CrossRef]
- Scozzese, R. C. G., & Chionne, R. (2014). Some evidence on unconventional marketing: Focus on guerrilla marketing. *International Business Research*, 7, 12. [CrossRef]
- Sheth, J. N., & Sharma, A. (2005). International e-marketing: Opportunities and issues. *International Marketing Review*, 22(6), 611–622. [CrossRef]
- Simon, F., & Tossan, V. (2018). Does brand-consumer social sharing matter? A relational framework of customer engagement to brand-hosted social media. *Journal of Business Research*, 85, 175–184. [CrossRef]
- Steinman, M. L., & Hawkins, M. (2010). When marketing through social media, legal risks can go viral. *Intellectual Property & Technology Law Journal*, 22(8), 1.
- Tanuri, I. (2010). *A literature review: Role of social media in contemporary marketing*. Available online: <https://www.slideshare.net/slideshow/role-of-social-media-in-contemporary-marketing/2015130> (accessed on 24 December 2024).
- Uludag, O., Andrić, B., & Omoruyi, D. (2024). The role of green consumer brand engagement in shaping brand loyalty through digital marketing in the hotel industry. *Sustainability*, 16, 10410. [CrossRef]
- Watson, R. T., Pitt, L. F., Berthon, P., & Zinkhan, G. M. (2002). U-commerce: Expanding the universe of marketing. *Journal of the Academy of Marketing Science*, 30(4), 333–347. [CrossRef]
- Weinberg, T. (2009). *The new community rules: Marketing on the social web*. O'Reilly and Associates.
- Xavier, L., & Jayan, V. L. (2021). The guerrilla marketing technique. *Perspectives on Business Management ve Economics*, IV, 138–143.
- Xiang, Z., & Gretzel, U. (2010). Role of social media in online travel information search. *Tourism Management*, 31(2), 179–188. [CrossRef]

Disclaimer/Publisher's Note: The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of MDPI and/or the editor(s). MDPI and/or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions or products referred to in the content.