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THE POTENTIAL FOR SMALL ENTERPRISE TO CONSIDER GUERRILLA MARKETING FROM BRAND EQUITY PERSPECTIVE

Case: Taiga Chocolate in Hongkong

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ABSTRACT

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The innovation of society entails consumers' demand. It is not only product quality but also brand image. In particular, it requires the organization to be active in their marketing updates in order to enhance brand value. In addition, after discussing with the case company, the topic arose as a development project to advance the marketing tactics for brand equity. Thus, this thesis topic concentrated on a new marketing, guerrilla marketing, and the relation to brand equity. After finding the relation, the writer's responsibility was to research if the company case has the potential to execute guerrilla marketing as a renovative project in a niche market.

The literature section started with brand equity in two areas of the consumers' side, which were brand awareness and perceived quality. It showed the connection of the organization's image on consumers with the value of branding. The theory continued with guerrilla marketing and focused on its characteristics. The main point was to discover the connection attributes between brand equity and guerrilla marketing to set the criteria for the case company, Taiga Chocolate, before launching the guerrilla campaign.

In terms of the empirical case, the study was conducted by interview one-by-one. The respondents' answers to determine the ability of the company achieved the set criteria. The internal and external employees gave different points of view to ensure validity and reliability.

The study findings were if Taiga Chocolate could reach criteria to be able to execute guerrilla marketing in the Hongkong market. The result gathered the influence of guerrilla marketing tactics to the brand image. In addition, the result was the beginning of the development project. Therefore, more time is needed to receive reliable results guerrilla marketing in brand equity.

Keywords	Brand Equity, Brand Awareness, Perceived Quality, Guerrilla Marketing

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1   INTRODUCTION

Brand equity is known as a core for brand development. Meanwhile, the changing of consumers' demand requires innovative strategy for marketing the brand. People are seeking renewable and fascinating content, which is the start of guerrilla marketing. Thus, the topic focuses on conducting guerrilla marketing and brand equity on the consumers' perception to support the organization. To make the study more persuasive, there is a Taiga Chocolate research as the case company.

1.1   Thesis Background

There are several brand definitions that are suitable for each organization's phases in the business process. The branding is a large area and easily misunderstood. Brand equity is one of the notions aligning with the organization's strategy from the start to the development process. It is a track that controls the organization's marketing tactics to attain the customer's demand (The Guardian). Following the essence of eye-catching by breaking the rules (Yuping 2012), guerrilla marketing is an effective method to attract customers. Therefore, this thesis is expected to find potential from the organization brand equity to implement the guerrilla marketing.

The study will be a development project to support the case company, TAIGA Chocolate, to determine the future marketing plan. The company has already penetrated the international market, but it still considers guerrilla marketing as a way to strengthen the brand. They will provide the researcher with their current marketing methods in the international market and their expectations. Hereby, the researcher can suggest guerrilla marketing ideas from brand equity criteria. The observations are analyzed to gain insights into utilizing guerrilla marketing to renovate brand equity.

1.2   Thesis Objective and Research Question

The study focuses to find the theory of brand equity and guerrilla marketing. From the research process, it uses real examples as supportive information to integrate the marketing plan for the brand. The integration of two subjects' theories as the

foundation to achieve **the aim of the research is to find the potential factors of the organization to start guerrilla marketing tactics for brand equity.**

In order to obtain the objectives, all analyses revolve around the main research question, **"What are the guerrilla marketing considerations factors that relate to brand equity?".** There are sub-questions to answer and conclude the last result for the main question:

- What are the factors an organization must have?
- How can an efficient guerrilla marketing strategy be implemented?

1.3 Research Structure

The research follows a basic approach by implementing the empirical research bases on the theoretical combination.
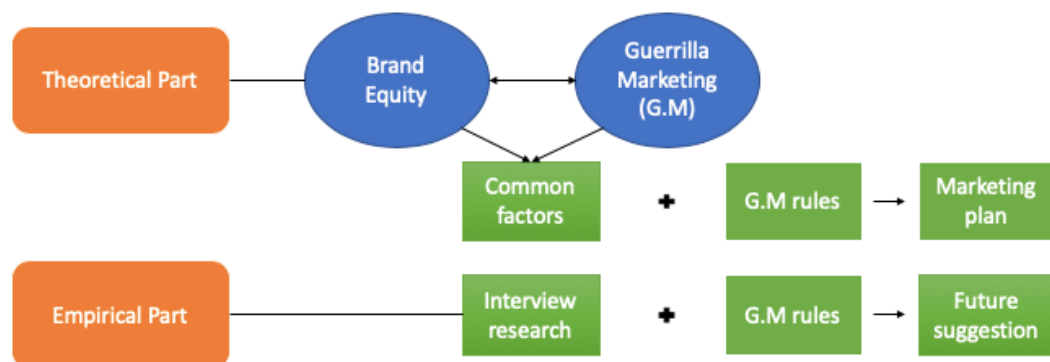
Figure 1 Thesis structure

The summary mapping of figure 1 shows the thesis structure. The theoretical part mentions brand equity and guerrilla marketing. Brand equity has different components, but the researcher focuses on brand awareness and perceived quality which cover the appearance of brand equity (Blokdyk 2019). The guerrilla marketing theory will be researched from the definition and characteristic to build effective marketing content. Finally, it will show the common perceptions as the foundation tactics for the organization to follow in a defined market. Therefore, the theoretical research can determine how to build guerrilla marketing from the organization's brand equity.

The second part is the empirical research which is conducted by interviewing TAIGA Chocolate's employees and partners. The main purpose is to know if they have common factors from the theoretical part. In addition, it helps the researcher to determine the company's perspective and what is their position in Hongkong to suggest an updated marketing campaign.

1.4   Company Case Introduction

The company TAIGA Chocolate was founded in July 2018. There is a total of 14 flavors of the chocolate bar and 3 product lines of the seed package. The company catches current trends, so besides the original selling units, they also have package products that are suitable for events, season, and holidays. All of the products are organic gluten-free and, nut-free handmade from the Wild Arctic nature. Each specificity of products intertwines with natural resources such as reindeer, berries, smelt fish, and cricket. The company's unique concept has covered the Finnish tradition through the ingredients that highlighting their vision "To allow the foreigner market to enjoy TAIGA Chocolate and take the Finnish happiness with them." (TAIGA Chocolate)

After a short time of establishment, in August 2018, TAIGA Chocolate participated in NOPA 2018 (Natural & Organic Awards Asia 2018) in Hongkong. The "Dark Chocolate with Smelt Fish" product brought the first award in "Outstanding Natural/Organic Product" to the company. It was a step for them to penetrate the Asian market. (Officially Award-Winning Chocolate | NOPA 2018).

2 BRAND EQUITY

This chapter is an opening for the theoretical part. It explains the way to promote the brand through consumers' perception. The consumer buying decision is the target to enhance brand value which leads to brand success.

2.1 Brand Equity Definition

Since the 18th century, people have had the perception to make the brand be more outperformed. Therefore, the publishing of the brand's essence emerged with names, materials, and pictures. The development of remarkable appearance continued in the 19th century with perceived value definition. The typical addition showed product uniqueness, for example, the year production or typical flavours. It was not until 1986 that Jones and Leuthesser claimed that brand equity is the foundation to enhance the product value. It has been agreed that the brand is an appearance by the logo, symbol, and name to show the functional purpose of products (Hanaysha, Hilman & Ghani 2013).

In the past 35 years, a more comprehensive definition of brand equity has emerged. Aaker (2009) is one of the pioneer researchers in this concept. He accepted the previous definitions of brand equity and expanded in other angles. It is believed that brand equity is based on the context because of changing the operation. Brand equity assets influence customer satisfaction and increase the probability of loyal customers.

Figure 2 Alternative conceptualizations of brand equity (Aaker 2009)

In figure 2, Aaker divided brand equity concepts into five categories which are a preceding element to satisfy the customer and quality for the brand. Also, customer satisfaction is the decision to dominate the market.

Besides Aaker's (2009) different analysis aspects, there are two sides of definition from other professionals. The first side determines the relation between brand equity and customers. For example, Sanyal and Banerjee (2008) implied the clients decide the brand position in the market. This is the same as the Deli-Gray and Rosenbloom's opinion (2011) about the importance of loyal customers by executing brand measurement. The other side of the definition is about the organization's core. It is about the brand that brings a valuable addition to the product and services (Louis & Lombart 2010) or brand equity is a forefront element that helps to evolve a brand (Sedaghat & Moakher 2012).

Keller (2013, 69) summarized all definitions and appended that brand equity is the experimental knowledge combined with the updated trends: "The differences of brand knowledge impacts on consumer response". He also emphasized that the development of the brand depends on the consumer's decision.

In conclusion, there are many diversified definitions of brand equity. However, they have the same point that brand equity is the added value to the brand by different strategies to evaluate and enhance the users' perceptions.

2.2   Consumer-based Brand Equity Model

Based on the previous literature, brand equity is divided into a consumer-based and firm-based perspective. To the firm-based part, it needs to consider the company's financial statement and competitive analysis. The consumer-based aspect improves customer behavior for strong branding. Thus, firm-based brand equity is the outcome of a consumer-based perspective strategy (Kim, Kim & An 2013). This has the consensus by the claim of Akinci, Aksoy & Kaynak (2009) about the brand equity model. This study focuses on consumer-based brand equity analysis to determine the background factors in brand equity. From this point of view, it can show the preparation for the firm-based perspective.

The brand equity literature of Aaker (2010) and the exploration of consumer-based perspective norms above, it concludes the key elements of client brand equity side in figure 3:
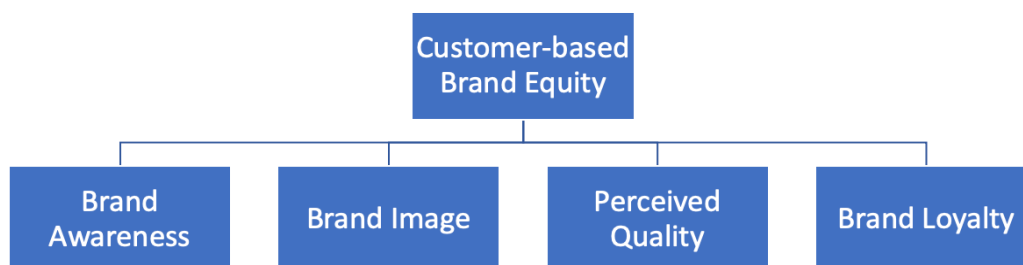
Figure 3 Consumer-based perspective framework (Aaker, 2010)

As stated by Keller (2013), the values that a brand attempts to the product will enhance the consumers' individual experiences. He indicated the power of consumers' minds to a strong brand. There are four levels of consumer-based evolution, which are brand identity, brand meaning, brand responses, and brand relationship. Aligning to the stages, there are six blocks in the pyramid-shaped to define the criteria consumers' attitudes for brand development. The creation of this pyramid bases on the sense of purchasers and experiences outcome.

According to figure 4, the basement of the pyramid is "salience" which is about customer awareness of the brand function in the marketplace. It relates to brand recognition when consumers recognize the logo, name, or specific products when hearing the name. After building awareness of consumers' minds, the next stage is to define the meaning of the brand in the industry. Keller (2013) divided into two categories in this stage which are performance and imagery. This is an intangible and tangible relationship to show the products and services' performance meets the customer's requirements. The higher performance of the product makes satisfaction to users. Besides, the imagery represents social information. This can seem like word-of-mouth by spreading negative or positive brand information. The third level receives the responses from the combination of rational and emotional. This stage is to know how customers judge the brand and their feelings while using the products. According to Keller, there are six intensive feelings for brand building: warmth, excitement, fun, social approval, self-respect, and security. Lastly, the highest of the pyramid is resonance. It is the harmonization between customer and

brand. When stepping off this stage, it is the same as having one additional loyal customer (Keller 2013, 108-121). The pyramid consumer-based brand equity can be summarized as figure 4:
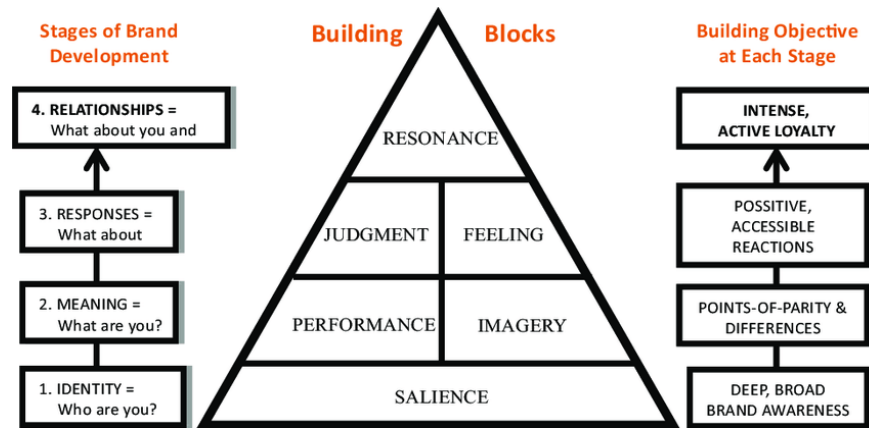
Figure 4 Keller's Consumer-based brand equity (Keller 2013, 108)

The process of a consumer-based platform is the criteria for each framework element in Figure 3. However, in this study, the researcher focuses only on brand awareness and perceived quality as the direction of the pyramid. The reason is that as Aaker (2009, 30) stated, perceived quality, brand awareness, and brand loyalty are the bridges that connect the consumers to brand equity.
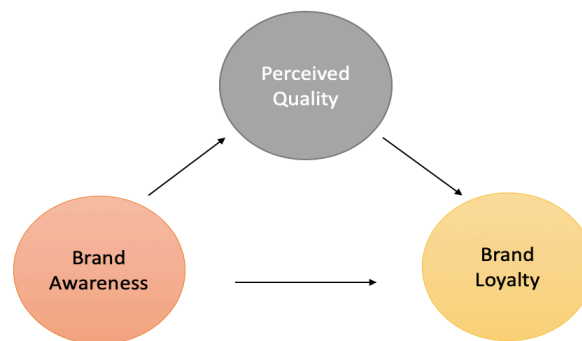
Figure 5 Brand equity sources relationship (Alhaddad, 2015)

On the other hand, according to figure 5, brand awareness is the source of brand equity dimensions. In this study, the researcher focuses only on brand awareness and perceived quality as the direction of the pyramid. Equally important, the brand equity sources relationship in figure 5 indicates brand awareness and perceived quality are the two pioneered phenomena for brand loyalty. Besides, Alhaddad

(2015) appended that the organization always puts perceived value and brand awareness criteria to decide the advertising spending.

2.2.1 Brand awareness

From the above pyramid model and the conclusion of both Aaker (2009, 63) and Keller (2013), brand awareness includes recognition and recall performance. The brand awareness is consumers' ability to recognize the brand and identify the relation of a specific product (Aaker 2009, 63). Otherwise, the professor implied these performances generate a long-term relationship to the top layer "Resonance" of the consumer-based brand equity model (Figure 4).

Regarding the awareness pyramid from Aaker (2009), figure 6 shows that brand awareness has four different levels which start with unaware of a brand. The next is brand recognition, brand recall, and the top layer is top of mind. As the brand awareness term, it focuses on brand recognition and brand recall which are a basic element to shape the consumer's awareness about the brand.
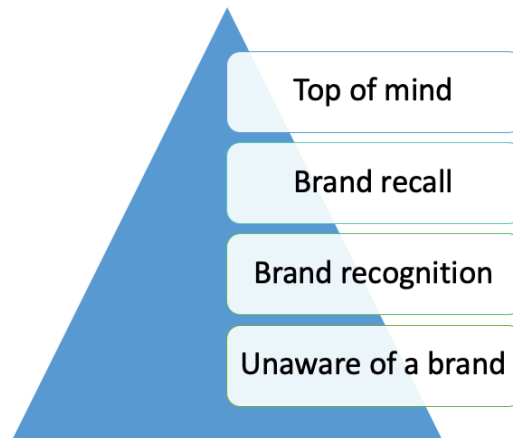
Figure 6 The awareness pyramid (Aaker 2009)

Brand recognition is the lowest level of brand awareness which shows the ability of consumers to authenticate exposure to the brand. It is called successful brand recognition when consumers can recognize and distinguish the brand by the logo, names, or slogans. Additionally, on the word of Keller (2013), brand recognition is on customers' exposure while purchasing and consumption process. It connects directly to a higher step, brand recall. Brand recall is how the consumer can remind

the brand characteristics from their memory when giving a suggestive detail of the products or services. As Keller (2013) stated, it proves the ability of customers from their positive experiences about the products and services (Figure 6).

In Aaker's opinion (2009), brand awareness is a crucial element to build sustainable brand equity. According to figure 7, there are four ways that brand awareness implements to gain equity for the brand:
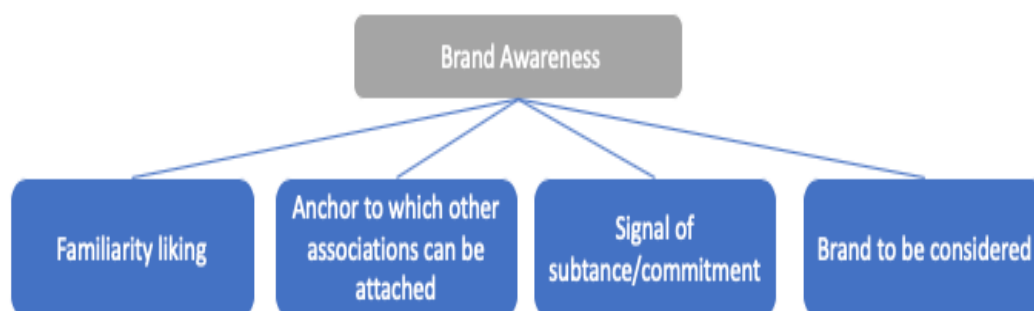
Figure 7 Value of brand awareness to brand equity (Aaker 2009)

From the value of Aaker (2009), Keller (2013) appended the advantages of brand awareness when achieving a high level, namely: learning advantages, consideration advantages, and choice advantages. All the advantages tend to cover from the consumers' awareness about the brand to the end-purchase. It motivates the brand to make the unique image that consumers can learn and remember the brand associations. Then, the brand needs to understand the consumer's behavior while standing in front of the products or services. From the previous advantages, consumers are likely to retrieve the brand information to consider. Keller called this advantage set relating to recall. Lastly, the choice advantage is referred to as the make decision among other brands in the consideration set.

Brand awareness would be efficient if the organization knows how to utilize the core of the brand. Both fathers of brand equity, Aaker (2009), and Keller (2013) affirmed the same methods for powerful brand awareness. Firstly, consumers can easily identify a brand by the logo, character, packaging, slogan, or jingle which will be the initial step to start brand recognition. It makes a unique for the whole organization's image and asserts the positioning in the marketplace. Secondly, the

organization needs strategies of promotion to set brand repetition. Through the publicity, it is one time of re-calling brand and linking to consumers' memory.

Besides, Aaker (2009) suggested the messages behind the creative must show all the brand's purpose and characteristics. In brief, brand awareness is the first start of brand equity. It brings value to enhance the consumer's perception of the brand.

2.2.2 Perceived quality

After giving the knowledge about the brand to consumers, the organization needs to receive the response by the perceived value of the product. Aaker (2009) and Keller (2013) continued to agree with each other about perceived quality definition. They stated that perceived quality is the way to control customer's opinions about the products or services quality. This influences the decision to purchase or using alternatives. Otherwise, Aaker (2009) supplemented that it is the overall feeling of the consumers about the whole brand experience. To him, the most pioneer issue to attach the brand's organization is characteristics, for example, performances.

As explained by Keller (2013, 187), he specified clearer about the fundamental criteria which are: main ingredients and supportive attributes; serviceability and reliability; appearances. He also extended that the product quality is measured by the functional product performance and process performance such as customer service, delivery, accuracy. Figure 8 expresses the successful contribution of perceived quality to brand performance (Aaker 2009):
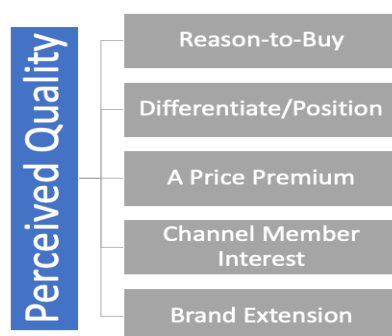
Figure 8 The Value of Perceived Quality (Aaker, 2009)

The first value of perceived quality is **"Reason to Buy"** which controls the purchasers' decision to buy. On the consideration set, buyers require the

information and objective purpose of the product to assess the product functionary if it meets their standards.

Secondly, perceived quality helps the entire brand identify its **"Position"** in the marketplace. With the brand's characteristics and the organization's vision, it helps the brand to develop the strengths. Also, it is a vital reason to defeat competitors.

Next, the perceived quality always relates to the price. A constancy mindset is the higher the price is, the better the quality. Therefore, perceived quality helps to enhance and goes **"Premium Price"**. For this reason, it attains more potential loyal customers and observes for future making strategies. Furthermore, it contributes the product innovation and brand awareness growth.

With the brand growth by the quality added value, the extension of relation would achieve a higher position in different industries. The **"Channel Member Interest"** includes the relationship, for instance, distributors, wholesalers or, retailers. Additionally, consumers will have more perception when the brand is overspread.

Eventually, perceived quality motivates to execute "**Brand Extension**". It opens an avenue to experiment with new product categories. Thus, when the brand enlarges to offer customers demands, consumers would have more choices to consider.

In short, perceived quality is not an untouchable feeling but the customers' experiences of the production process. Fundamentally, perceived quality raises customers' trustworthiness and affirms the brand's position.

2.3   Building Brand Equity

This section will summarize the building brand equity method by integrating the chosen sources. As claimed by Keller (2013), there are three vital methods to innovate brand equity, including fundamental elements for the brand; holding marketing events; implementing the later association.

To demonstrate, he generated the building customer-based brand equity criteria for each category as figure 9:
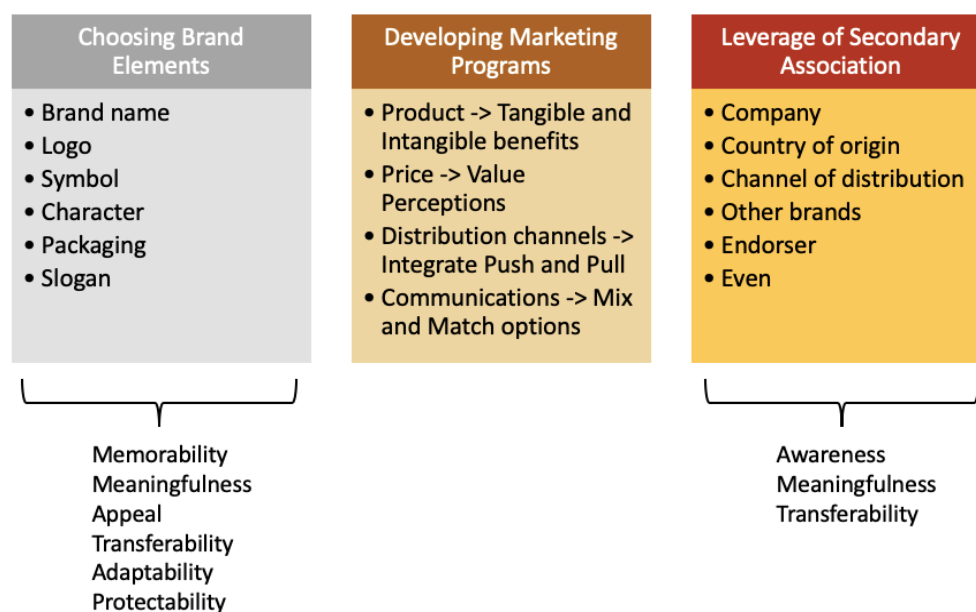
Figure 9 Building Customer-Based Brand Equity (Keller, 2013, 550)

Following the structure in figure 9, Keller (2013) explained that the pioneer of brand awareness is the brand signature. It makes the customers' segmentation recognize the brand. It not only creates the brand element but also launches strategies to spread the brand. The organization must integrate from traditional marketing to digital marketing. One of the reasons that Baskin Robins or Amazon impresses its logo because it expresses all the company's mission. Hence, consumers when finding out the meaning, they would get longer memory about the brand. Next, Keller continued to illustrate the importance of being a listener which gathers the response. For this reason, the organization can rely on the consumers' expectations to renovate and reshape the tactics. Consequently, consumers would satisfy when the brand listens to them and turn to be loyal customers (Keller 2013, 549 – 560).

The above explanation is totally following Keller (2013) because he encapsulated the most potent way of building brand equity pathway from previous professors and global brand examples. The main target is gaining brand benefits and vision from the users' experiences.

3 GUERRILLA MARKETING

People know about the impressive campaign but rarely know about the exact name of this marketing type. Therefore, in this chapter, the researcher provides guerrilla marketing theory and principles, a new method from the current 8 years. The content gets the process of guerrilla marketing establishment and suggests suitable categories by following the characteristics and principles.

3.1 History and Definition

Jay Conrad Levinson is known as a father of guerrilla marketing with over 52 books discussing all the angles of this marketing type from community view and company view. The word "guerrilla" is from Spanish with the meaning of tenuous war, it is more about the starter of an independent revolt. It was not until 1957 that Levinson (2011) found this new word and started to attach to his written career. After contacting different companies, he discovered that small enterprises have "no bottomless bank account but big ideas". He stated that guerrilla marketing is a new way for a low-cost organization to attract consumers in a unique and surprising way of products or services. He explained it with "unconventional strategies" and "earning conventional goals" to emphasize the brand characteristics instead of using traditional advertising (Levinson & Levinson 2011, 18-30).

The motivation for shaping guerrilla marketing is because of the developing society, consumers are getting bored with traditional advertising, so using guerrilla marketing to get the first impression. Otherwise, assessing the goal of the organization is a crucial reason to keep and raise a constructive relationship with consumers (Margolis & Garrigan 2008, 16-20).

Levinson (2011) summarized the definition of the guerrilla approach in three aspects, which are a surprise, diffusion, and low cost. The unconventional marketing campaign always creates attention by the surprise effect on consumers. Apparently, "consumer" is the reason to create the diffusion effect when they are telling their experiences and imparting the marketing message. The previous effect leads to two reasons to get the low-cost effect: it helps to promote the brand with

low cost and the budget for the campaign requires little money. Figure 10 generalizes guerrilla marketing attributes as follows:
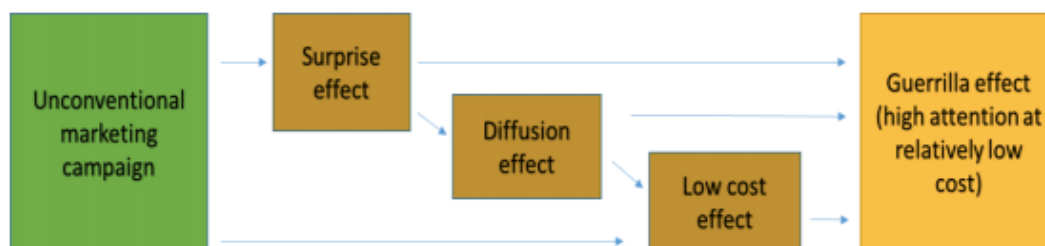
Figure 10 The basic guerrilla effect (Levinson 2011)

Each effect attribute attaches to each guerrilla marketing type. The explanation connects to the bellowing chapter.

3.2   Guerrilla Marketing Types

To build guerrilla marketing, there are two criteria which are the market requirement and brand characteristics. Therefore, the marketer needs to determine the fundamental way to communicate and convey the brand message to customers (Blakemanm 2014, 80-88). Otherwise, Levinson (2011) used metaphor to emphasize the importance of choosing suitable guerrilla marketing weapon tactics for brand: "Guerrilla marketing strategy is the brains of the marketing program, the weapons are the muscles." (Levinson 2011, 77-78).

There are three guerrilla marketing types to consider before executing: Out-of-home weapons, New media weapons, and Low budget ideas.

- Out-of-home weapons: the campaign in this weapon type is always catchy and easily memorized at public locations. It attracts the passerby and turns into a topic in every discussion. In addition, it is a starting strategy way of extending brand awareness.
- New media weapon: this relates to the last principle above which requiring the technology. The method is relying on the mouse clicking of the consumers on the company's campaign.
- Low budget weapon: it is a source for Jay Conrad Levinson starting to conduct guerrilla marketing. The subject is small and medium-sized

companies to invest the local culture by the unconventional methods to attraction.

Out Of Home Weapons	New Media Weapons	Low Budget Ideas
• Ambient Marketing • Guerrilla Sensation • Ambush Marketing	• Viral Marketing • Guerrilla Weapons	• Clever Ideas For Small and Medium Sized Firms

Figure 11 Guerrilla Marketing Weapons (Levinson 2011, 79-84)

In each category, there are smaller part types in figure 11. Contacting to the above explanation, the surprise effect is caused through the out-of-home weapons type because of the abnormal campaign. The customers diffuse the campaign when receiving a surprise. The fastest way is utilizing the media weapons which are in viral marketing and buzz guerrilla marketing weapons. The main subject in guerrilla marketing is small enterprise so the little financial requirements are being placed for ambush marketing and the concept of the supportive ideas (Levinson 2014).

3.2.1 Ambient marketing

The ambient marketing is not important about the campaign size but the non-standard message content to attract attention. Hereby, to achieve the target, it must be placed in publicity with an unconventional method to stimulate people's curiosity (Ujwala 2012, 121-125). Margolis and Garrigan (2008, 83-123) admitted that ambient marketing is a way to distinct consumer segmentations. The group of people who stay to look at the advertising is the group that the company needs to contact. Levinson (2011) also believed that this way represents the brand to communicate to the consumers. Especially, to the group of people who do not believe in commercial advertising, now they can feel from ambient marketing with actual experiences.

Ujwava (2012) indicated that even though guerrilla marketing is for the no-cost organization, there are many big brands that adopt this type to promote their new products, for instance: Coca-Cola, Nike, Nestle.

Figure 12 McDonald's campaign in pedestrian crossing (Source: Pinterest)

One example of food ambient marketing is McDonald's (Haig 2011). The brand understands the outsiders' characteristics and the product's essence, hereby, people cannot take the eyes of the campaign. Figure 12 is the ideal combination of pedestrian crossing and the typical McDonald's French fries force people to step on to cross the road.

3.2.2   Guerrilla sensation

This type of weapon is similar to ambient marketing by making consumers fascinate and surprise by the public campaign. However, it is placed in an unusual location, or an open space to advertise itself. Its design also usually exaggerates. Because of that point, this type is utilized in the short term or specific events. The short period of promoting makes a high impression because the consumer has only one-time experiences and there is no repeatable campaign (Levinson, Adkins & Forbes 2010). In addition, the sensation bases on human feelings to attack. The campaign can rely on the seasons or events to penetrate the audience's sensation.

Figure 13 Nike soccer ball's guerrilla sensation campaign (Source: Koreus)

Figure 13 is taken in 2012, Nike launched a campaign of a soccer ball while the EURO 2012 (Haig 2011). Even though the ball was not chosen by FIFA but the recognition of the product ability is a great choice for soccer fans. It makes the people under the ball can feel the danger. Moreover, it appears the power of Nike soccer ball.

3.2.3 Ambush marketing

Ambush marketing type partly goes different ways of guerrilla marketing principles if the utilization in the wrong way. Mostly, it creates a connection from the previous advertising to highlight the main brand. There are two different campaigns for different products but supporting to promote each product feature value. This form of marketing is usually used for events without the sponsor fee (Louw 2012, 88).

In other aspects of this type, the pioneer element that the brand needs to compete to turn into an affordable sponsor for the event. In contrast, this is also called as prohibited marketing because of a sneaky way to advertise between the two competitors (Louw 2012, 93-95).

3.2.4 Viral marketing

This is a typical weapon basing on communication in guerrilla marketing. Taking the advantages of the internet encourages the people who watched the advertising to share the brand message. The impact of the media is an essential reason to let

consumers know about the products or services. It helps the company saving money because of Word-of-Mouth utilization to increase user interaction. It is also called as a "Boom effect" if the amount of sharing is increasing (Scott, 2011).

The keys to making an efficient campaign are providing the needed information. The information can be sent in a funny way or by using a celebrity. In addition, the information needs to be short and valuable, which is enough to provide consumers awareness about the brand. There are many different methods to perform, such as blogs or videos (Ciotti, 2013).

3.2.5   Guerrilla weapons

This type is also called Guerrilla Mobile when mobile is an important device to transport the message to the owners. From the conduct of smartphone users, 79% of users spend 163 minutes on social media per day. Moreover, it is in a top 3 necessity device to keep with owners approximately 20 hours per day (Stadd, 2013).

From the current statistics, the companies can contact and give the product or services information by sending through e-mail or messages. To get more potential attraction, the message content must be short, and with special offers (Horky, 2014).

3.2.6   Ideas for small and medium-sized firms

The concept of this type is following the principles of guerrilla marketing. It is a guarantee for small and medium-sized firms to state a sustainable position in the industry. The common feature of these firms is having financial limitation, thus, the tactic mostly bases on the message and exotic strategies. However, it needs to base on guerrilla marketing merits, for example, simple, flexible, and impact on the audience (Levinson, Adkins & Forbes 2010).

Otherwise, Levinson et al (2010) reminded that it is important for small businesses to take awareness of ethical issues in launching a campaign. In order to have an effective message, the enterprise needs to avoid the negative images with immoral issues which needs to be suitable for all consumers segmentations, gender, ages. Additionally, as stated above, there is no competitor in guerrilla marketing, for this

reason, all the campaign requires respect or at least no directly mentioned competitors' names on the advertising.

3.3 Advantages and Disadvantages

Guerrilla marketing brings benefits, however, it does not mean that not having drawbacks. Therefore, organizations need to capture the advantages to achieve accomplishment and minimize the disadvantages.

For the guerrilla marketing, as noted earlier, it is the ideal method for low budget companies because it spends low-cost on the campaign or possibility no-cost. Secondly, it draws into the consumers' memory by nature so consumers can sympathize with the brand message. There is no strong catalyst and constrain the consumers to remember while using this method. Lastly, when starting with guerrilla marketing, the organization always sets the goal of making a communication format to the community in a natural way. Hence, the boom effect by the Word-of-Mouth enhances the company reputation (Blakeman 2014, 37-56)

On the other hand, the process of taking guerrilla marketing also has disadvantages. Initially, while launching the campaign, companies must accept for being a centricity of the discussion. Obviously, the controversy has a negative or positive side. The company must have a backup plan if the negative issue turns into risk. Also, instead of money investment, spending time is a need for guerrilla marketing which adapts the careful and market demands. Time investment is parallel with the skills. Guerrilla marketing does not take importance about the skill experiences which creativity skill is more significant. The way of thinking out-of-the-box but there must be on the quality, fascinating, and ethics (Blakeman 2014, 37-56).

Overall, to execute a guerrilla marketing campaign, the company must foresee the needed resources, such as investment, public opinion. However, it cannot deny the benefits bring to company's success.

3.4   Guerrilla Marketing Characteristics

Levinson and Lautenslager (2014) demonstrated guerrilla marketing principles to let organizations consider and understand before applying this type of marketing as the following rules:

Firstly, small businesses are the subject of guerrilla marketing towards. The new businesses in the marketplace always have the desire to promote their brand, hereby, using guerrilla marketing is the most potent way to make brand recognition.

The second guerrilla marketing principle tends to human psychology by making special tactics to create an impression on consumers' mindset. Human psychology can be appeared with feeling, thinking, and reacting instead of the traditional approach as experiences.

One of the common guerrilla marketing characteristics is a low-cost investment so it is an affordable strategy for small businesses. Otherwise, the organization needs to concentrate on the time, creativity, and imagination to create a qualified campaign.

Next, guerrilla marketing helps the organization to consider the market share to gain higher profitability. In other words, the aim of the marketing is not the number of sales but increasing profit.

Another principle of guerrilla marketing is highlighting the brand's essence. It accentuates the brand's core and the standard of excellence that only brand has. Consequently, it shapes the impression on customers.

From the previous principle, it leads to the following principle on customer segmentation. The uniqueness of the brand aims to the existing customers, not new customers base. The target is how to increase the transactions from existing customers to gain higher value. Equally importantly, it creates the Word of Mouth and brings natural brand recognition.

On the marketplace side, there is no competition when using guerrilla marketing because of the organizations' size and different ideas. Guerrilla marketing helps

the business to extend the relationship with the competitors and grab the benefits by potential partners.

Lastly, guerrilla marketing pertains to technology. Technology plays an essential position to establish ideas and control the marketing process.

The eight guerrilla marketing characteristics are the principles for the brand to follow while building campaigns. Otherwise, after seeing the success of companies applying guerrilla marketing, Levinson (2011) updated other angles. He insisted that guerrilla marketing not only promotes products and services to consumers but also stimulates the consumers to seek the organization's operation. Thus, the position of people who is the head of the company is similar to the product if the brand. The other principle that Levinson (2014) also found out is the relation of consumers' attitudes and marketing tactics. To clarify, the foundation of tactics bases on how consumers think about and it is the contribution to start the ideas.

On the whole, there is a total of eight characteristics of guerrilla marketing that Levinson and Lautenslager (2014) concluded. It relates to the mission and consequences while launching a guerrilla marketing campaign. Otherwise, Levinson (2011) added more two characteristics that are from the consumers' side.

3.5 Building Guerrilla Marketing

Levinson (2011) stated that there are seven phases to undertake guerrilla marketing for the brand. He believed from seven factors that the organization can launch completed strategies.

The foremost is the purpose of starting the marketing campaign. The company needs to clarify the fundamental activity to promote the product. Secondly, the company determines the specific product or service to align with the marketing campaign. The campaign must show three pieces of information, including the product, the product's essence, and the brand. Even though there is no competition in guerrilla marketing, there is still a competitor's existence. Therefore, the market analysis is a stepping-stone to form the strategy. In addition, market analysis not only determines the competition's weakness but also giving the reasons to penetrate

that market. Besides getting an overview of the marketplace, the company also needs to understand its own operation. Determining their position in the market and consumers' mindset is a way to set a suitable weapon for the company. Lastly, guerrilla marketing is for low marketing investment, nevertheless, the company still qualifies the marketing budget as compared to the profitability of the sales (Levinson 2011, 61-67).

The process is a framework of planning guerrilla marketing, Levinson (2011) insisted that the content of this marketing is a factor to succeed. The first idea is knowing the goal. The objective wraps the audience's ideas and company mission. It must cover the subject, understand the audiences' demand and primary information. Secondly, guerrilla marketing has a specific feature. It brings a message which contains all product purpose, outside elements, and unusual impression. Meanwhile, the appearance must be short and direct to the main point. One suggestion from the author is making an impression by number or typing size (Levinson 2011, 189 – 195).

There are several ways to make a guerrilla marketing advertisement. Creativity must be located in the right place to design potential. Likewise, the aiming is to promote the product and branding in general.

4 GUERRILLA MARKETING AND BRAND EQUITY RELATIONSHIP

The above theories have been separated into in-depth each subject information. This chapter summarizes the theory for readers not to getting confusion. Otherwise, this can be the main chapter which proves how guerrilla marketing build in brand equity.

4.1 Connection Elements

From the theoretical analysis by different authors above, there are seven common factors for the purpose of creating a guerrilla campaign to enhance brand equity performance, which is created by Levinson and Perry (2011) and updated in 2014 by Levinson and Lautenslager. Table 1 summarizes the similarities between guerrilla marketing and brand equity:

Guerrilla marketing	Brand equity
The unconventional attributes	The brand recognition performance
Extended value by viral marketing type	Brand awareness by WOM
Valuable transaction in services	Customer relationship
Product standard excellence	Brand symbol
Human psychology	Buying behavior in perceived quality
Content repetition	Brand recall performance
Catchy content	Brand awareness for public promotion

Table 1 Guerrilla marketing - Brand equity similarities

Firstly, guerrilla marketing gets attention by its specific of being "unconventional". When consumers are getting used to the regular, the new method is getting more impressive. This factor creates a unique image for the brand and stimulates the

excitement of viewers. Consequently, consumers would have recognition of the brand which attach to the non-standard advertisement.

The purpose of guerrilla marketing is for small enterprises to extend the valuable transaction with recent customers by setting the reputation in a niche market. Hereby, the need of showing and propagating the brand meaning is a strategy to popularize the image of the company. The usefulness of word-of-mouth increases the natural awareness of the brand. In addition, viral marketing is a supportive type to let people gain knowledge about the brand by using media weapons.

Thirdly, as the improvement of the valuable transaction above, it leads to strengthening the customer relationship. Guerrilla marketing tends to raise constructive customers which customer base naturally turns into loyal customers. The loyal customer position is a root of word-of-mouth without the company participating.

Next, guerrilla marketing shows the standard excellence of a product. Because of this, it develops the product value in function, price, or quality for example. Hereby, the product comes into a specific symbol for a brand.

The main characteristic of guerrilla marketing is impacting human psychology. This factor influences the perceived quality while consumers' buying behavior base on mostly their feeling. From the side of the choosing method, both ambient marketing and guerrilla sensation generate successfully new feelings for audiences.

After making the recognition and guaranteeing the consumers' awareness, guerrilla marketing must pursue the popularity of the brand by having catchy content and keep repeat the campaign. The repetition engraves to consumers' brain, hence, they can recall the brand by their own sensation.

Guerrilla marketing keeps reminding that it does not have competition. However, the brand needs to consider competitive advantages before penetration, therefore, preventing the risk. This strategy concept maximizes the company's strengths but also reduces the unfair competition. On the whole, it sustains the firm base. In addition, utilizing ambush marketing in a smart tactic would bring benefits.

Last but not least, going to a specific weapon, out-of-home, it is a general method for increasing brand awareness of having the purpose of street promotion.

4.2   Organization's attributes

From the above sub-chapter, the organization can start to draw marketing tactics. Levinson and Adkins recommended the organization to implement after checking the company's ability in brand equity. Hence, the author and his colleague listed elements and suggested to start if the organization has completed five out of seven criteria (Levinson et al. 2010, 145). The criteria are mentioned shortly as table 2 below:

1	Perceive the current situation in the market
2	Small business size
3	Brand image availableness
4	Product quality control method
5	Purpose and proper view of marketing
6	Spying – competitive aspect
7	Company's vision

Table 2 Organization's criteria

Firstly, the company must know if they are investing their efforts in the right activities. Thus, the common way is to perceive well the internal operation and external situation. The internal side shows how the organization operates to execute the marketing campaign and to choose suitable guerrilla marketing types. The external situation is the organization's overview of the market, especially in sudden circumstances. This could lead to determining the position.

Secondly, Levinson kept promoting guerrilla marketing to a small enterprise. It does not mean that it is not suitable for a big company. However, the big company

always shapes its image and product lines, therefore, starting guerrilla tactics will mislead to the company core.

Guerrilla marketing is believed to be suitable for small enterprises with already creating their image to a small group of customers so they can adapt to a new one. It is a chance for the company to make a symbol of the brand which can touch the consumer's emotion. This would help the organization promote the consumer into the "resonance" in the emotional pyramid (figure 5).

As running a business, the company must guarantee the product quality as the company's message. The quality is not only in the packaging but also in the product inside. The higher the quality is, the more customers rebuy the product. The marketing campaign and the product quality are integrated for the result of "Reason-To-Buy" in perceived quality.

Next, many organizations launch marketing as trending but cannot align the company's situation. Consequently, the marketing campaign does not support for the company's message. Forbes and Adkins advised the owner to determine the purpose of marketing to a specific product. The marketing campaign keeps repeating is a method to recall the brand image in the consumer's minds by music or logo.

Levinson mentioned about "spying" even though guerrilla marketing towards "no competition". The "spying" does not mean a negative competition but a mirror for the organization reflects itself to develop the product's feature.

Finally, the business must have a vision so they can have the strategy at the present to succeed in the future. Levinson's theory inspired the organization to dedicate for the dreams. Guerrilla marketing is an avenue for them to evolve and brand extension.

5 RESEARCH METHODOLOGY

Chapter 5 is a source to implement the empirical study. The last option will be made after analyzing the methodologies and approaches. It is also an overall introduction about empirical execution by the questionnaire and respondents background.

5.1 Research Approach

In scientific research, choosing a methodology for conducting is important to consolidate the theoretical research. It proves by showing the real information and perspectives from different sources. There are two main methodologies, which are: quantitative methodology and qualitative methodology.

On the theoretical definition, the quantitative research gathers information by using different modes of comparison and classification in the numerical method to analyze. The target of using this methodology is to quarantine the theory by the statistical evidence. It seems as having high fidelity because of proving in practice with objectivity and number (Oflazoglu 2017). Otherwise, qualitative methodology typically takes the information by words. It bases on the people's observation perspective and analyzes by the human's characteristics based on theory. In other words, it is from interpretative views without researching the evidence (Ragin 2014).

Further, there are two research approaches: inductive type and deductive type. The inductive approach tends to collect relevant information through observations. The analysis requires the researcher to get an overview of the collected information. The process of the inductive approach is gathering data in a specific topic, analysis to look for the sample then theoretical development. On the other hand, the deductive approach is contacted when research executes to authenticate the existed theory by giving the hypothesis. From the chosen theory, it needs to be a test of the social observation data. Different from the inductive type process, the deductive type starts with a general topic to open a possible hypothesis. To get a conclusion with an accepted hypothesis, it takes time to analyze the data by graphs and tendency lines. Consequently, it is believed that the inductive approach aligns with

qualitative methodology while the deductive approach is for quantitative methodology (Glaser 2014).

Regarding the thesis topic research, the study objective is to determine the potential factors of guerrilla marketing to develop brand equity from the consumers' side. Thus, it needs to consider the appropriate methodologies to find exactly the result of the company case. To get the information from different perspectives, interviewing the company case's employees by the question is a method to define the effective marketing campaign. Therefore, the qualitative method and inductive approach are the acceptable techniques to achieve the objectives.

5.2   Questionnaire Design and Data Collection

From the perspective of outside circumstances, qualitative research will be applied with a depth interview method. It is a way to obtain information on a one-to-one basis. This tends to an unstructured method to get the feelings and interviewee's personal observation (Edwards & Holland 2013). Moreover, according to Brinkmann (2013), the interviewer needs to act to lead the discussion in-topic. As the one-to-one interview can create the overall topic without earning the target. He suggested that the interview normally takes for a maximum of one hour. Contacting the study research, to gain a comfortable atmosphere, the questionnaire will be divided into two parts, overall company information in a specific market and the company's expectation in a total of 12 questions.

From the data collection module, basing on the above methodology and chosen method type, the gathering data would take time to complete. To conduct the empirical research, there will be seven experts from the company or a supported team to company strategy. The first respondent is Tanja Davidov, a Taiga Chocolate sales director who controls the sales activities from globalization. She is also a co-founder of the company, therefore, she understands the structure of the product in a specific market. The second approaching is people from a supportive company X for Taiga Chocolate in Hongkong including founder, sales manager and three employees who manage the market information between Scandic and Hongkong. From choosing Hongkong as a researching market, these five people can provide useful information from the Hongkong market perspective. Lastly, Otto Lilja as

social marketing responsibility for the company. He can provide information and controlled platforms as marketing ideas.

In summary, with the depth interview of qualitative methodology theory, the empirical research will be conducted by sending questions to seven respondents.

5.3 Validity and reliability

The validity and reliability are vital parts of the research process. It pertains to the theoretical source to design the research questions and evaluate the authenticity of the result.

The validity is to ensure the same results after testing at certain times. Relating to the qualitative methodology, the validity function integrates the reliable theoretical literature and the study research. Concerning reliability, it is the stability of the result that the researcher evaluates and gathers the information from the expert groups (Markus & Borsboom 2013).

6 TAIGA CHOCOLATE ANALYSIS

After the theoretical knowledge, this chapter starts to mention the empiric. The basement of the empirical part is conducting a Finnish company in Hongkong, Taiga Chocolate. To clarify, chapter 6 is the analysis after interviewing the company's employees and partners. While analyzing, there will be findings which relate to the theory.

6.1 Interview Result Analysis

Taiga Chocolate has launched the business for two years with the clear responsibility of five employees in the company. To start the business in a new market, the company perceives the importance of local companies. Therefore, with the cooperation with partner X, Taiga Chocolate has a good start in the performance in Hongkong. To conduct the empiric, the author interviewed two people from Taiga Chocolate and 5 people who work in the company partner in Hongkong.

The questionnaire part has been built throughout the theory which begins to know the overall of the company and the current operation. Then, it continues with the vision of the brand to set the extension in marketing.

6.1.1 Company current execution

There are eight questions in the current execution part, the purpose of asking these questions is to know what the company has done and what elements should continue to invest. This part is expected to show that the company case adapts the brand equity criteria to start thinking about guerrilla marketing. The theory aligns with these questions are the image in brand awareness, the customer's perception of product quality, and the brand equity execution in marketing.

1. _What is your position in Hongkong market, comparing by the performance?_

The first question is about the company execution information to determine that the company has control in operation. The sales director concerned about the pandemic and the general politics in Hongkong, therefore, the sales performance has downsized the number of pop-up stores, and all their planning in 2020 has been

delayed. Especially, the protests lasted for 9 months in 2019 lead the operation had become a struggle for a small company like Taiga Chocolate. The company's main target now is holding the sales on an average. The other respondents also had the same point of view as the sales director. However, two people had a more positive point of view that Taiga Chocolate has good exposure since starting so to strive for this situation, the company can change into pushing the online shop and the home market. In the interviewing process, all the respondents emphasized knowing the current situation is the most important to continue the business.

These answers are the company's overall current performance. It has a perception of the obstacles and determines what they have to do in this situation. It aligns with first Adkins's requirement (2010) of the organization's attribute that it must know about the market situation which including trending, digitalization to adapt to the local market. In addition, the first answer from sales director showed that Taiga is a small enterprise that indirect achieving the second criteria about the business size.

2. *What have you created your image brand in Hongkong market?*

Taiga Chocolate has launched in Hongkong for nearly 2 years. According to the sales director's opinion, there are two reasons for Taiga succeeds in creating an image in Hongkong. The first precondition was the award in food & nutrition. It contributes to the targeted image of the brand that is organic and pure. Secondly, the image of Scandinavian resources can continue to establish after having a Hongkong partnership.

The partnership background is an ambassador of Nordic country in Hongkong. The head of company X confirmed that their responsibility for Taiga is contacting to the Scandinavian pop-up store in Hongkong. For this reason, two employees agreed that the company contributed to the product's image as a foreign brand. Also, the manager who is management in sales said that basically they have delivered on Taiga's message for the product. However, from the time promoting, she and one of her employees realized that the luxury price of Taiga's product is a result of the product's award and the organic.

Otherwise, the marketing responsible person agreed with other's points, and he added that to keep the image, Taiga participated in events and collaborations with local stakeholders. However, since having the pandemic, all marketing activities are terminated instead of social media marketing. The advertising campaigns are not only posts on Instagram, Facebook, but also spending the fee to run advertising circulation on social platform.

The respondents were confident about the strengths of product origin and ingredients. They controlled the brand image in consumers' minds through marketing and previous achievement. The answers in this question were the avenue of creating images in Hongkong and obviously that the company has achieved the third attribute requirement (Levinson, 2010) about shaping the brand image and already promoting it in Hongkong.

3. *What are your brand characteristics?*

The purpose of asking this question is to know how the company defines its characteristics on customers' awareness that links to the chocolate brand's image. To the sales director, she said that the aim is to let customers remember Taiga with the original flavor from nature. Also, the targeted customers are business groups so she hoped that the luxury packaging and price could bring an impression.

On the other hand, five respondents' views from the partnership who closes to the market most stated that the diversified flavors have an impact on the public, especially the exotic flavors which are cricket, reindeer crisps, and, smelt fish. The marketing team synthesized the Taiga characteristics are delicate and brazen taste experiences with original hand-made luxury chocolate. The target of creating wild arctic ingredients and Nordic berries is delivering the adventurous souls of happiness.

The affirmation for Taiga has operated successfully in creating a brand image. The company determined clearly the characteristics in packaging and diversified flavors on the specified brand image. The company's long-term vision impresses the audiences the symbol with product essence.

4. *What are your strengths to compete to other brands?*

In terms of the perceived quality, the question is to get the company's strengths as reasons for consumers to consider purchasing. All the interviewees shared that the brand's strengths are the hand-made product.

The internal company's employees, sales director and marketing consultant, emphasized resources as the specialty is pure Finnish berries. The unique exotic award was also a belief for the customer to try. Otherwise, she was confident in the strong digital performance of the company. The team network between countries has completed over their responsibilities. Two people agreed about the award and analyzed the trending aspect that the Nordics brand is interesting in this particular market. Some fruits are strange in Asian like berries and have stimulated the consumer's curiosity. Both of them had the same opinions about keeping and promoting the strengths are the hardest but most important to have customers' trustworthy. From the perspective of 5 respondents in the local partnership, they thought that the impressive and exotic ingredients would be the strengths. Since Taiga chocolate is distinct in their own strategies, they believed in their strengths to promote and no need to consider the competitors' performance. Three people added that a small enterprise size as Taiga Chocolate gained some achievements would also a strength.

In general, the answers are to know the strengths as the reasons for purchasing decisions. The company has the product core to develop in the quality of the ingredients. Also, the unconventional flavors of cricket and the smell fish can connect to the main characteristics of guerrilla marketing which is impacting human psychology. The answers are opening for the company's product quality control in the fourth criteria which determines the consumer's reason to buy. In addition, the partner employees' point of view already claimed that Taiga develops their own brand characteristics without "spying". This leads to the company has no criteria 6.

5. *What are your expectations of users' experience?*

The purpose is discovering how the company engraves the strengths as their perception into user's experiences. Both the sales director and marketing

responsibility hoped to shape the product essence which mentioned the previous answers, including freshness and finest quality of handpicked ingredients in Nordic, in customers' minds. The sales director added the product price premium. She wanted customers to believe the price and the quality are parallel. For her, it is the most challenges, but it is essential for consumers to remember Taiga Chocolate.

As the view of outsiders not contributing to the product creating process, two out of five employees commented that Taiga towards as luxury chocolate so they believe customers would think the same, especially the berries. Three people also claimed that they are on the track of evolution basing on feedback from the company's homepage or the social media comments.

On question number 3, one of the answers said that customer segmentation is a business group. It is determined clearly when the company setting the product price and the sources of the ingredients. The premium price setting for product aiming to the message "higher the price is, the better the quality." Also, they receive feedback as a way to renovate a marketing strategy. Overall, the company has succeeded in showing the reason to buy in products for customers. They generate consumer buying behavior and manage it by receiving feedbacks.

6. _What are the differences between before and after launching marketing on social media?_

Since this question, it starts to conduct the brand equity building in the organization. All seven respondents agreed that the function of social media contributes to product promotion. Especially with the current situation of the pandemic, social media is the only communication facility between brands and customers. From the past two years, marketing responsible person kept on developing the social media foundation with attractive posts to get the "organic interaction". He explained that the follower, like or share have increased in each post. The aim of launching social media is for delivering the message and to know how many people reach their content.

As the partnership who needs to report the number of sales back to the sales team confirmed that the number of online orders has grown. However, the manager stated

that it is not as high as in the Finnish market. On the other hand, sales director saw that social media is relevant to the online shop and will be an understructure for other new marketing campaigns. She shared about the protest in Hongkong last year, Taiga decided to open the online shop in Hongkong and kept promote it in social media.

The answers show that the company starts launching social media platform since the beginning. The purpose of marketing responsibility person's statement shows the importance to determine the consumer's reactions to the brand's content. Also, as following what sales director said, the situation drives the company's purpose. Since then, Taiga Chocolate partly achieves the fifth criterion of organization's attribute about the purpose of marketing.

7. *What main marketing campaign are you launching now? What campaigns did you do in Hongkong before?*

The seventh question is for researching the brand equity execution of the organization in a specific market. According to the all respondents in partner X and the sales director, there are not any campaigns launching in Hongkong at the moment. According to them, because of the pandemic, the investment in international is limited, so their main priority is to promote the web-shop in the Finnish market. However, to prepare the future vision in Hongkong, two people in the internal company are thinking about restarting the marketing activities in there. Besides social media marketing, influencer marketing campaigns are also considered.

The answers contribute to the company has a proper view of marketing, especially in the current situation. Otherwise, they also considered the future marketing campaign. This question helps the researcher to know that Taiga completes the proper view of the fifth criterion.

8. *What are the challenges of marketing execution in this market?*

The above question is only about the positive proper view of marketing. This question wants to know the marketing challenges from respondents' views. Five

out of seven respondents answered about politics. To the founder's view, as the cooperation experiences in 7 years with Nordic companies want to penetrate in Hongkong, politics always take time for the organization to launch the business.

Three people attached to the current situation of a worldwide pandemic which is hard for marketing campaign performance. And if there is a performance, it cannot receive good results. Since this year, the company has released a new product line, but it cannot promote because of the worldwide situation. Three people agreed with the above answers and also added the cultural adaption for the product. Conversely, they are all optimistic in terms of the future.

The result showed that Taiga Chocolate has the proper view of marketing in the current situation. The combination of the answers in question 6, 7, and 8 affirmed that Taiga completed in gaining the fifth criteria.

6.1.2 Company's expectation

The second questionnaire part will discover the company vision to implement marketing tactics in this market. Four questions help the author to make the recommendation basing the company's knowledge about guerrilla marketing and target promotion.

9. *Have you ever heard about guerrilla marketing? How do you think it will be suitable with your company?*

According to two employees in the internal company, they are considering a new marketing tactic in Asian. Sales director expressed that it is a new thing for a small company like Taiga, but it sounds really suitable for the product. However, marketing person would wonder that it may require a solid strategy and a comprehensive intellectual work.

Three opinions from the company partner in Hongkong believed that the exotic flavors and guerrilla marketing's essence are compatible. Two people who know the Hongkong market well suggested that guerrilla marketing is more popular in Asia.

The responses show that Taiga Chocolate has the intention to focus on the Hongkong market more. The idea planning and consideration are the starts to achieving the seventh criteria. They saw that the marketing campaign needs to be changed but it required the ideas and the works need to be high productivity. Moreover, once again, the sales director predicated as a small company which aligns to the second criteria.

10. *What are your most characteristics of your product that you want to promote?*

Seven respondents agree to keep what they have promoted. It is not only the purity and freshness or the exotic flavors but also as an extreme chocolate innovation. Sales director and one employee mentioned that the handmade quality element would also impress the customer. It can be fundamental to open the brand image of Arctic nature.

Basically, the employees wanted to keep their strengths with a message of quality. Taiga Chocolate has plans for the future, but they do not forget the company's core which is an understructure for brand extension.

11. *Is there any message you want to create in customers' mind?*

The previous question wants to research about how the product opinion to promote. In this question, the product is representative of the brand which conveys the message for the brand.

Two employees from the internal company, sales director and marketing responsible, answered that the message is the same as the product's characteristics with delicate but brazen taste. Besides, they create a belief from customers with a safe and tasty product. The marketing consultant stated that even launching brand extension, but they still always keep the brand characteristics. Likewise, all five employees in partnership's point of view thought that the ingredients of the exotic flavor can engrave deeply to customers' minds.

The consistent of the company in brand characteristics proves they certainly determine the brand image even planning for brand strategy extension.

12. <u>What are the potential elements you see on this market?</u>

Although there were outside reasons that changed many ideas, two interviewees claimed that Hongkong was the first market for them to enter an exporting strategy. According to founder and his employee, there are no different cultures in Hongkong, especially in language when over half of the population speaking English. Also, Hongkong would be a stage for opening the East Asian market.

The last question is for researching that the company not only concentrates on the product but also on the market. It shows the organization to have a passion to extend the market with a worldwide vision. The answer was claimed that Hongkong is a potential market if there are not any outside reasons influence, such as politics, and pandemic.

6.2 Research Results

The research has been started to implement after deciding the main thesis research question: "What are the guerrilla marketing considerations factors relate to brand equity?". All twelve questionnaires are developed from the objective question and following the theory structure. The theoretical answer for research questions relates to sub-chapter 4.2. Hence, the findings are to satisfy the purpose of knowing the objective: "Finding the potential factors of the organization to start guerrilla marketing for brand equity".

The findings process from the interview can present to answer two sub-questions. On the first sub-question, "What are the factors an organization must have?", the theory incorporates the empiric to show that the company needs to shape the brand scope and control image into the market. Following the image, the product information drives customers' purchasing behavior. The evolution of the brand will succeed when building the identity of the brand on the consumer's mind to let the consumers are on the "Resonance" feeling of the brand. From the analysis, Taiga Chocolate completes six out of seven criteria that adapt the requirement of the setting. As this is the starting project following Taiga's consideration, the consideration factors most for the company are the 1st, 4th, 5th, and 7th criteria since the answers emphasize the importance of the market overview to develop.

And, to be stable in a foreign market, there must have control product quality and the appropriate marketing tactics.

The second sub-question relates to instructions to have an efficient guerrilla marketing strategy. The theory suggests that the organization must check criteria before starting to implement the tactics. The combination of the factors of the organization must have that Taiga has achieved with their expectations about the product characteristics and the brand message would bring solid content.

To conclude, the interview with Taiga helps the study to find the core of the company which attaches to guerrilla marketing. It adapts six out of seven criteria for the organization must have before starting guerrilla marketing. Therefore, Taiga can start to choose the guerrilla marketing type ideas. In addition, brand equity in the image and sentiment is the target for the campaign and the organization must follow the marketing characteristics to be efficient.

7   CONCLUSION

The last chapter presents the conclusion based on the theory and empirical research. In addition, there is a suggestion from the author for Taiga Chocolate to consider the next marketing campaign in Hongkong.

7.1   Suggestions from The Author

This sub-chapter is from the writer's idea after discussing with Taiga's chocolate partner and contacting to the message as the company's expectation. It is also from personal opinions while researching about Hongkong market. The suggestions are followed by the Connection Element in chapter 4.1.

The purpose of applying guerrilla marketing is to take people's attention. Therefore, the campaign must be in the public where most people cross by. According to the public transportation statistic 2017, there were about 12.69 million of passengers using daily public transportation (Statista). The company can consider having the campaign in public transportation to increase the passerby people's awareness. Hongkong metro has escalators to change the station on different floors. The campaign will align with the escalator with cricket chocolate. It shows the movement of cricket through the way with crossing people. On figure 14, the essence of Taiga's product is no mixture between the flavor and the chocolate.

Figure 14 Taiga Smell Fish Chocolate (Source: Taiga Chocolate)

To make the reality in the campaign, the flavor should be embossed which attacks human psychology. Otherwise, the ferry is also typical transportation in Hongkong. The smelt fish chocolate can be on the outside of the ferry to feel the unconventional flavor with waterways. To enhance the valuable transaction with customers, the

brand must be in a commonplace. The night market and street market are two crowded local destinations that can increase consumers with a pop-up store. The campaign in the market is not in quantity like public transportation but the size and the unconventional decoration which shows the Nordic flavors. In addition, the catchy content pertains to Hongkong's characteristics, especially with skyscrapers. The chocolate bar has the shape as the building window so the company can invest in huge drawing outside. However, the building should not too high because it cannot attract walking people and also waste finance.

In terms of the international campaign, social media is one of the most viral ways to set the word-of-mouth. As researching, Taiga Chocolate has a YouTube account, but it is not updated casually. Especially in pandemic time, YouTube is an app to waste time while quarantining. Because of this, the company can implement a video to introduce the product. Normally, people are satisfied with the process of making a product. Taiga can show the process of picking berries and making chocolate. It helps the viewers understand the nature of the product and the guarantee of product quality. Sometimes, the scene can be exaggerated, for example, the raspberry drops into the melted chocolate. Similarly, the animation would be catchy content to brand recognition. It is suitable to advertise with animated fish, cricket, and reindeer. The video investment helps to save financial but utilizing long terms.

On the whole, the suggestion is for the offline market and also the online market. It bases on the rules of guerrilla marketing which relates to brand equity. Accordingly, the company can consider finding the most potential campaign.

7.2   Validity and Reliability Reflection

The topic idea is to find if a small enterprise achieves the theoretical criteria. Therefore, the questionnaire design totally relies on the theory with the purpose of answering sub-questions. The theory is starting to find the relation between guerrilla marketing and brand equity in brand awareness and perceived quality. It researches the possibility of the organization to launch the guerrilla marketing campaign. The result helps the company to renovate the marketing section in the international market. Overall, the validity is guaranteed from reliable sources in

authoritative books and published articles to generate the findings in empirical research.

Regarding the empirical part, the answers are collected by a reliable group of Taiga's employees and partners who certain the company's performance. The answers from respondents are their own point of view to the target of finding the potential of the company. On the whole, the research has executed with high validity and reliability.

7.3   Research Limitation and Future Research

While researching this topic, there are some limitations to get into the most persuasive result. From a theoretical perspective, brand equity is wide, and many factors are required to build a successful brand. However, the thesis topic only concentrates on brand awareness and perceived quality. The guerrilla marketing theory has shorter information, but from the past 10 years, the father of guerrilla marketing keeps updating or eliminating the knowledge. Thus, the theory of the two subjects is maybe even longer, nevertheless, it has been concretized to relate the company case. The empirical part has a limitation on the number of respondents. The interview had been implemented with only two out of five employees in the internal company. Hereby, it cannot reflect the whole company's opinions. Moreover, the limitation is on the company size when the empiric is a small enterprise. Besides, the methodology is qualitative, so it is only personal opinion to the company case. If it uses the other methodology, there would need the view from both customers and employees.

This thesis topic only focuses on the start of a small enterprise to consider guerrilla marketing. In terms of this topic development, there are many aspects of the brand to execute the guerrilla marketing campaign. Therefore, to future research, the author suggests finding the other fundamental criteria to start guerrilla marketing instead of brand awareness and perceived quality. After launching the campaign, there would need research on the changes in customer's perception and the organization. In the researching process, measuring would be necessary.

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APPENDICES

1. What is your position in Hongkong market, comparing by the performance?
2. What have you created your image brand in Hongkong market?
3. What are your brand characteristics?
4. What are your strengths to compete to other brands?
5. What are your expectations of users' experience?
6. What are the differences between before and after launching marketing on social media?
7. What main marketing campaign are you launching now? What campaigns did you do in Hongkong before?
8. What are the challenges of marketing execution in this market?
9. Have you ever heard about guerrilla marketing? How do you think it will be suitable with your company?
10. What are your most characteristics of your product that you want to promote?
11. Is there any message you want to create in customers' mind?
12. What are the potential elements you see on this market?