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Viktoria Gillert

THE BENEFITS OF GUERILLA MARKETING

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Tikkarinne 9
80200 JOENSUU
FINLAND
+ 358 13 260 600 (switchboard)

Author (s)
Viktoria Gillert

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Abstract

The purpose of this thesis is to give an overview of the concept of guerilla marketing. Additionally, this thesis describes its application within the marketing mix and its instruments and informs about the benefits that it can offer compared to traditional marketing, as well as about the difficulties in conducting guerilla marketing campaigns.

In order to fulfill this purpose, the theoretical part of the thesis analyzes the concept of guerilla marketing in detail, based on professional and academic literature. Afterwards, case studies of empirically conducted guerilla marketing campaigns will be analyzed, with reference to the theoretical part of the thesis and based on qualitative interviews with marketing professionals who conducted the chosen campaigns. In order to enable a comprehensive analysis of the empirical implementation of guerilla marketing, five case studies have been chosen from different countries.

The results of the thesis give an overview of the benefits and the requirements of guerilla marketing, that distinguish it from traditional marketing. These are not only defined in the theoretical conceptualization of guerilla marketing but also based on empirical experiences.

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Appendix 1 Questionnaire

1 INTRODUCTION

Never before has advertisement been so present in such high amounts in people's everyday lives. Because of printed media, the increasing availability and affordability of technology, the growing importance of the internet and the use of social media platforms, businesses have more possibilities to advertise than ever. On the one hand, this development brings up new chances regarding the promotion of products, the establishment of brand images and the attraction of the attention of potential customers. On the other hand, it is harder for companies to stand out from their competitors, due to the mass of advertisement and the growing habituation of people to overlook and ignore it.

One marketing concept, which was already invented before the private use of the internet and the existence of social media, and whose importance was constantly growing since its invention, is the concept of 'Guerilla Marketing'. This concept seeks to attract attention by being different from traditional marketing approaches by being innovational and unconventional and by implementing outside-of-the-box thinking. It is one concept which might help companies stand out from their competitors. Because the flood of advertising does not seem to be receding, guerrilla marketing might be a concept that will become indispensable as a marketing concept for successful companies in the future.

For this reason, this thesis aims to analyze the concept of guerilla marketing, explain its functionality and conception and to gather and describe the benefits that guerilla marketing can offer in comparison to traditional marketing concepts. Based on the created theoretical framework, case studies of empirically conducted guerilla marketing campaigns will be analyzed to show how the concept of guerilla marketing can be put into practice and how it can be implemented by companies, illustrating the advantages and disadvantage of conducting guerilla marketing campaigns.

2 THEORETICAL FRAMEWORK

In order to investigate the benefits that guerilla marketing can offer and how it can be implemented by companies in their marketing strategies, a theoretical framework is needed that defines the concept of guerilla marketing and analyzes its functionality. This framework will ensure the comparability of the empirical case studies and act as a basis on which they can be analyzed and classified. To create the theoretical framework, specialized literature will be used, such as the books of Jay Conrad Levinson, who introduced the term 'guerilla marketing' and scientific literature about guerilla marketing and marketing in general. Before analyzing its specific functionality and instruments, the comprehensive concept of guerilla marketing will be described.

2.1 The Concept of Guerilla Marketing

One of the fundamental characteristics of guerilla marketing is its aspiration to be utterly different from traditional marketing. To fully grasp this aspiration, it is important not only to analyze its aims and characteristics, when elucidating the concept of guerilla marketing, but also its origin and background. Analyzing these aspects will then enable a distinction of guerilla marketing from traditional marketing, therefore giving a clear depiction of what the concept of guerilla marketing is. In the following subchapter, the origin and the idea of guerilla marketing will be described.

2.1.1 The Origin and Background of Guerilla Marketing

The etymology of the term ‘guerilla marketing’ is linked closely to its concept and functionality. Therefore, it is important to understand the meaning of the term ‘guerilla’¹, which is the diminutive form of the Spanish word for war, ‘guerra’. ‘Guerilla fighters’ are small groups of irregular soldiers, mostly fighting with improvised or stolen weapons and competing against larger, conventional military forces that have superior equipment and manpower. Their way of fighting and waging a war is called ‘guerilla warfare’, which is characterized as unconventional warfare with unusual tactics, fast and small-scale operations and the aim of winning against the enemy with sabotage, ambushes, traps etc. (Asprey; Hutter & Hoffmann 2013, 12; Nufer 2013, 1.)

In one of his books, Jay Conrad Levinson, who is often described as the “father of guerrilla marketing” (Autelitano 2013), describes how he invented the term guerilla marketing and why he used the word guerilla as a description for his marketing concept. Levinson was working in the advertisement industry and published two books about unconventional ways to earn money, which lead him to teach classes at the University of California, Berkley. In one of his lessons, a student asked Levinson to recommend a book regarding ideas for marketing a business without a big budget to finance the marketing. Levinson, who promised to recommend a book to his students in the next lesson, searched for literature but found nothing adequate, because all marketing books were based on the premise of the existence of a high budget available for marketing expenses. To fulfill his promise, Levinson planned to write his own book and wrote a list of “527 Ways to Market without Much Money”. (Levinson 2011, 20.)

Levinson’s students had “the conventional goals” of growing their companies and achieving financial independence but could not achieve these goals without using “unconventional methods”. This is comparable to the situation of guerilla fighters, whose goal is to win against their enemies by using unconventional methods due to their lack of manpower, equipment, or financial resources. So, Levinson decided to call his book

¹ The term ‘guerilla’ is often spelled as “guerrilla”. In this thesis, the first spelling will be used.

Guerilla Marketing. Secrets for Making Big Profits from Your Small Business. (Levinson 2011, 20.)

Levinson's book was published in 1984, a time in which consumers were flooded by advertising campaigns in which companies invested substantial financial resources and which seemed to become less efficient because of the continuously growing oversaturation of consumers, who lost interest in advertisements (Hutter et al. 2013, 4-7; Campaign 2016). Publishing his book marked the birth of the concept of guerilla marketing, which aimed to overcome these problems, and which spread around the world, becoming a widely used marketing method not only for small companies lacking the resources to use traditional marketing concepts, but also for big companies. The distinction of these concepts will be addressed more precisely in Chapter 2.1.3. To create a basis for this distinction, the aims and characteristics of guerilla marketing will be discussed in the next chapter.

2.1.2 Aims and Characteristics

As already mentioned, the underlying idea and intention of guerilla marketing is to achieve conventional goals with unconventional methods. In this sub-chapter, the aims and characteristics of these unconventional methods will be described to lay out the basic principles of guerilla marketing.

Like all marketing, guerilla marketing also has the conventional goal and purpose to promote a brand, a company, a product or an idea. One of the main characteristics which guerilla marketing intends to incorporate while trying to fulfill its goal is "to achieve the greatest possible impact with a minimum investment" (Nufer 2013, 1). This characteristic equals the pretention to operate with **maximum efficiency** and is also described as the "guerilla-effect", which is indicative of the degree of integration that this characteristic has within the concept of guerilla marketing (Hutter et al. 2013, 14).

The aspired maximum efficiency of guerilla marketing is connected closely to its second characteristic, of offering marketing methods which require a minimum financial investment or none at all, but instead require the **investment of "time, energy and**

imagination” (Behal & Sareen 2014, 3; Parker 2020, 13). This characteristic does not only relate to the origin of guerilla marketing, namely the attempt to find a way of helping Levinson’s students to market small businesses without extensive financial recourses. It also applies to bigger companies, which increasingly made use of guerilla marketing strategies, despite their availability of great financial resources and a big marketing budget. (Levinson 2011, 24.)

It does so, because it provides large companies with the possibility to overcome the previously mentioned problem of the oversaturation of consumers with advertisement and the concomitant reduction of advertising effectiveness, by establishing a more **creative and innovative way of marketing**, through shifting the focus from financial investments into marketing and therefore the “volume of advertising” towards the investment of imagination and therefore the “**impact of the message**” (Godin & Levinson 1994, 4), which is another characteristic of guerilla marketing. “The guerilla would rather reach ten people with a message that works than 100 people with one that doesn’t” (Godin et al. 1994, 4). A study of the marketing-scientists Franz-Rudolf Esch and Werner Kroeber-Riel, which indicates that only two percent of standard advertisement is absorbed by the consumers, shows the extent of the oversaturation of consumers with advertisement and confirms the need of companies to change their marketing strategies and approaches in order to reach potential customers (Kroeber-Riel & Esch 2004, 16). Creating a marketing campaign with a strong and impactful message instead of focusing on its quantity can contribute to that.

These characteristics underlie the essential aim of guerilla marketing, which is to **stand out of the mass of advertisements** (Hutter et al. 2013, 4-7). The aim to stand out, furthermore, is also applied to the concept of guerilla marketing within the whole marketing mix, urging companies to find their own positioning within their target market or fill a niche within a market in order to stand out of the mass of competitors (Ries & Trout 1986; Godin et al. 1994, 4, 12-15). The application of guerilla marketing in the marketing mix will be described more detailed in Chapter 2.3.

Next to establishing a more creative and innovative way of marketing in order to stand out of the mass of advertising, another characteristic and aim of guerilla marketing is to implement **unexpected and outside-of-the-box** marketing campaigns with “atypical” and “non-dogmatic marketing activities” (Nufer 2013, 1) that attract the attention of consumers and seek to “achieve a **surprise effect** with as many consumers as possible”

(Hutter et al. 2013, 36). This surprise effect is intended to arouse the interest of consumers, to excite them and to generate a long-lasting impression, even when they learned to overlook traditional advertisements because of their excessiveness, as indicated in the study of Franz-Rudolf Esch and Werner Kroeber-Riel (Parker 2020, 14).

In order to maintain the ability to stand out and to execute innovative marketing campaigns that provide a surprise effect, it is indispensable for guerilla marketing to **embrace “new forms of marketing”** (Levinson 2011, 24) and **to operate outside of traditional advertising channels**, such as TV and radio (Runia, Wahl, Geyer & Thewissen 2015, 315). This also relates to concepts such as **“under-the-radar”** or **“undercover”** advertising, which describes advertising that is not instantly or not at all identifiable as such. These approaches, which are mainly situated within the promotional section of guerilla marketing, will be described more closely when analyzing the instruments of guerilla marketing in Chapter 2.4.

One of the aims that can be pursued and achieved with guerilla marketing campaigns as they have been described is the **word-of-mouth effect**, caused by the created urge of the recipients to share their experience with their family and friends (Parker 2020, 12). Creating this effect provides the marketing campaign with the possibility of drastically increasing its range. A substantial characteristic of guerilla marketing, which helps and acts as a prerequisite to conduct and invent marketing campaigns and which creates a surprise effect or a word-of-mouth effect, is the strong orientation towards **psychology** (Levinson 2011, 31; Behal et al. 2014, 3). Taking the psychological effects of marketing activities on the recipient into account, enables an assessment of how to achieve the strongest possible impact with a marketing campaign and of how to attract the highest possible attention when conveying a message.

The aforementioned orientation shows that a main focus of guerrilla marketing is **directed towards the consumers** and potential customers, accounting for the application of guerilla marketing within the whole marketing mix. A quote of Jay Conrad Levinson, the ‘father of guerilla marketing’ supports this conception: “Your job as a guerilla: Make every single moment of the experience satisfying, simple and worthwhile for the customer” (Levinson 2011, 3). Despite this primary focus towards consumers, there are also guerilla-marketing strategies, which are oriented towards competitors and which try to cause harm by “conquering the market shares” of competing companies (Hutter et al. 2013, 14). These strategies, which are realized with “unconventional and new”, but

possibly also “previously disregarded” or frowned upon activities apply to the promotional section of guerilla marketing, as well as to its application within the whole marketing mix, which will be described in Chapter 2.3 (Nufer 2013, 1).

To summarize these remarks, guerilla marketing pursues the conventional goals of conventional marketing, but does so by using unconventional methods that consist of innovative, creative and impactful marketing activities, which in turn seek to attract attention, leave long-lasting impressions and help to stand out of the mass of conventional advertisement. Hereby, guerilla marketing focuses on the impact instead of the volume of an advertising message, meaning that creativity instead of huge financial resources are invested, resulting in high efficiency. While undertaking these methods, guerilla marketing aspires and factors in psychological effects, like the described surprise effect and the word-to-mouth effect, which is unlikely to be achieved with traditional marketing under the described conditions of low effectivity. With the description of the general characteristics and aims of guerilla marketing provided in this chapter, the differences between guerilla marketing and traditional marketing can be analyzed in the next chapter to draw a distinction between both concepts.

Before heading to this distinction and to conclude chapter 2.1.2, a finalizing collection of adjectives that are repeatedly mentioned to define and describe guerilla marketing within the specialized marketing- and guerilla marketing literature will be displayed. Figure 1 show this as compiled by the marketing professor and economist Gerd Nufer (2013, 2).



Figure 1. Adjectives that describe guerilla marketing.

2.1.3 Distinction from Traditional Marketing

After describing and illustrating the origin of guerilla marketing, as well as its characteristics and aims, the conceptual differences of guerilla marketing compared to traditional marketing can be laid out, to enable a distinction of both concepts.

The American Marketing Association (2017) defines marketing as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners and society at large”. This can be interpreted as the definition of marketing as a generic term that includes different concepts and approaches of marketing, one of which is guerilla marketing. Even though guerilla marketing is a part of this general concept of marketing, it can be distinguished from traditional marketing strategies. The differences that help to create a distinction can be most easily identified within the communicational activities and strategies of marketing, but also apply to the use of guerrilla marketing within the whole marketing mix, which is based on the same conceptual principles and which will be described in the next chapter.

Guerilla marketing is defined by the American Marketing Association (2017) as an “unconventional and creative marketing strategy intended to get maximum results from minimal resources”. This definition enlightens one of the most fundamental distinctions between guerilla marketing and traditional marketing, which is closely related to the distinction between effectiveness and efficiency: While traditional marketing concepts aim to promote a product or brand through effective advertisement, guerilla marketing aims to make use of the already mentioned guerilla-effect and to operate with maximum efficiency.

This difference manifests itself in the way in which guerilla marketing and traditional marketing attempt to solve and overcome the previously described problem of the oversaturation of consumers with advertisement and the resulting minimized receptiveness of advertising messages by consumers. The approach of guerilla marketing to overcome this problem is the already mentioned use of unconventional marketing methods and the investment of imagination instead of financial resources. These help

guerilla marketing campaigns to stand out of the mass of advertising due to a high degree of creativity and innovation, as well as a surprise effect and other previously mentioned characteristics. (Hutter et al. 2013, 5-8.) The approach of traditional marketing, on the other hand, is the attempt to increase the effectiveness of a marketing campaign by substantially increasing the financial investment into it. This aims to create an overrepresentation of the marketing campaign within the traditional marketing channels, intended to help the marketing campaign to stand out of the mass of advertisement.

These different approaches reveal two underlying conceptual differences between guerilla marketing and traditional marketing:

1. Traditional marketing focuses on the volume and quantity of an advertising campaign, (Hutter et al. 2013, 5-8) whereas guerilla marketing shifts its focus from the volume of an advertising campaign towards the impact of its message (Godin et al. 1994, 4).
2. “Traditional marketing is based on experience and judgment”, whereas guerilla marketing “is based as much as possible on psychology”, which helps to increase the effectivity of guerilla marketing campaigns (Levinson 2007, 6, 99).

Comparing the necessity of investing large financial resources when trying to make traditional marketing campaigns effective with the possibility to conduct effective guerilla marketing campaigns with low-cost or even free marketing activities stresses an essential difference between both concepts. “Traditional marketing is geared towards big business[es]” that have a big marketing budget, while guerilla marketing can be applied by businesses of all sizes, with marketing budgets of all sizes (Levinson 2007, 5).

This necessity also relates to the placement of advertisement within or outside of traditional advertising channels. This constitutes another difference between traditional marketing and guerilla marketing: while traditional marketing mainly operates within traditional advertising channels, such as television, radio and printed media, guerilla marketing also, if not mainly, operates outside of these channels. This is an essential factor for the higher costs of traditional marketing, since ad placements within the mentioned channels require the payment of high fees, whereas many of the alternative channels used by guerilla marketing are free of charge. (Levinson 2007, 10.)

The placement of advertisement outside of traditional advertising channels contributes to the already mentioned possibility of guerilla marketing to undertake marketing activities

which are not instantly, or not at all identifiable as marketing. These marketing activities can be described as “below-the-line-communication”. The opposite, marketing activities which are instantly identifiable as marketing, can be described as “above-the-line-communication”. (Esch; Hutter et al. 2013, 12.) Traditional marketing campaigns are usually conducted as above-the-line-communication and aim to be identified as marketing, whereas guerilla marketing often makes use of below-the-line-communication in order to amplify the mentioned surprise effect of an advertising campaign.

Within the marketing literature, these terms are often used to describe advertising measures that are intended to reach small, limited target groups through direct communication at the micro level, as well as advertising measures that are intended to reach a mass of consumers through communication at the macro level within traditional advertising channels. To enable a clear distinction between these concepts within this thesis and to provide a clear definition, these concepts will be described with the often-used terms “narrowcasting” and “broadcasting” (Sightcorp 2021). While traditional marketing mostly exercises the concept of broadcasting, due to mainly operating within traditional marketing channels, guerrilla marketing often utilizes the concept of narrowcasting (Levinson 2007, 8).

This difference confirms the already mentioned orientation of guerilla marketing towards the consumers. Jay Levinson illustrates this conception by stating, “Guerillas always practice ‘you’ marketing, in which every word and every idea is about the customer”. He also states that traditional marketing has always been “me-marketing”, focusing on informing about the product, the company or the company’s management instead of talking about the customer and the customers’ needs. (Levinson 2007, 7.)

Contrary to the belief of some marketing experts that guerilla marketing is only applied to the whole marketing mix for motives of rivalry and competition, Levinson points out another difference between guerilla marketing and traditional marketing. This difference is that when using traditional marketing, companies focus on defending against and competing with other companies, but within guerilla marketing, companies do not only aim to harm competitors but also strive towards cooperation and joint efforts. This approach, also called “fusion marketing”, extends the marketing reach of each cooperating company, making them profit from each other. (Levinson 2007, 6-7.)

The last described difference completes the enumeration of the most essential and important distinguishing features between both concepts. It shows that there is a clear

distinction between guerilla marketing and traditional marketing, which is routed within the attempt to solve the described problem of oversaturation with advertisements. This attempt was originally meant to be applied by small companies that needed an alternative to traditional marketing due to low marketing budgets. By that time, guerilla marketing, which offered the needed alternative due to its distinctive characteristics and approaches, evolved into a marketing concept that convinces with effectiveness and especially efficiency. It gives an opportunity to exceed the outcomes, achieved with traditional marketing, which does not offer a genuine solution to the described problem, other than continuing with the same methods and increasing their quantity, causing the necessity to substantially increase the marketing expenses.

In the figure below, a concluding overview of the essential differences that distinct guerilla marketing from traditional marketing is given. Before heading to the application of guerilla marketing within the marketing mix, a brief overview over the development of guerilla marketing will be illustrated.



Figure 2. The essential differences between traditional marketing and guerilla marketing.

2.2 The Development Phases of Guerilla Marketing

As indicated in the last chapter, guerilla marketing did not start as a marketing concept that was meant to be widely used by companies of all sizes, with marketing budgets of all sizes. Instead, it underwent a development, in which it became increasingly known for its possibilities and characteristics that offer alternatives to traditional marketing. Only in time did guerilla marketing become an internationally known and used marketing concept, applied by not only small companies, but also by the big players in the modern business world. This development can be divided into five different phases, which are now presented with reference to Hutter and Hoffmann (2013, 14-16).

2.2.1 The Preliminary Phase (until 1960)

Within the preliminary phase of guerilla marketing, the term “guerilla” did not refer to marketing at all. It became known in connection to the Peninsular War (1807-1814), in which small and fractured groups of Spanish irregular fighters who rejected the French rule over Spain fought against the army of Napoleon. These groups, which were equipped poorly and which lacked manpower had a strong impact on the war due to their sabotaging efforts and their ability to disrupt the efforts of the French army without being clearly tangible, due to their fragmentation. (Palumbo 2019.) The term was later used by Che Guevara, the Marxist revolutionary leader of Cuba, who was known for his application of guerilla strategies and who wrote books about guerilla warfare, (Guevara, C. & Guevara, E. 1997) as well as when describing the strategies of the Vietcong in the Vietnam War (Behal et al. 2014, 1).

2.2.2 Adaption (1960-1984)

The Cuban Revolution (1953-1959) and the Vietnam war (1955-1975), in which guerilla warfare was used intensively, increased the public awareness of the term “guerilla”. This led to the interdisciplinary adaption of the guerilla-concept into the field of marketing. Within this phase, the emphasis in the adaption of guerilla strategies laid on harming and weakening competitors, which was mainly done by small companies that lacked financial resources and wanted to compete with big and financially powerful companies. (Hutter et al. 2013, 15; Behal & Sareen 2014, 1)

2.2.3 Boom (1984-1990)

The implementation of guerilla marketing strategies, which had its beginning in the adaption phase, increased drastically in 1984, when Jay Conrad Levinson published his first book, described in Chapter 2.1.1. With his book, Levinson drove the implementation of guerilla strategies into the field of marketing forward to create a new kind of marketing, which he named guerilla marketing. This marks the birth of guerilla marketing as a comprehensive and holistic marketing concept and the introduction of the term into the field of marketing.

Within the same time period, in 1986, the marketing specialists Al Ries and Jack Trout published their book “Marketing Warfare” (Ries et al. 1986). The marketing approach within their book rather focused on guerilla marketing strategies as implemented within the previously described adaption phase, which served the main purpose of competing with and harming other companies. (Case; Hutter et al. 2013, 11.) These strategies were later also adapted in the guerilla marketing concept of Levinson (Godin et al. 1994, 4, 12-15).

Because the marketing concept of Levinson was a comprehensive and versatile marketing concept that incorporated the above mentioned characteristics and because it provided a solution for the described problem of decreasing effectiveness of traditional advertisement, that intensified drastically during the 1980s, his concept became a widely used and known marketing concept, that can be considered the main concept of guerilla marketing, of which the rivalry- and competition-based concept of Ries and Trout is a sub-approach.

2.2.4 Differentiation (1990-2000)

Because of the increased use of guerilla marketing, which was still mainly practiced by small- and medium-sized companies in the boom-phase, different ways and approaches of utilizing guerilla marketing emerged. Like the described concept of Ries and Trout, these approaches can be defined as different concepts or marketing instruments which are subordinated to the overarching main concept of guerilla marketing. The newly emerged approaches are mostly situated within the promotional section of the marketing mix and will be described in Chapter 2.4. Within the end of this phase of differentiation, also the development of new technologies started to impact guerilla marketing, since it enabled the use of new marketing channels such as the internet and e-mail. (Hutter et al. 2013, 16.)

2.2.5 Integration (since 2000)

The impact of new technologies increased further after the year 2000 due to the growing importance of the internet, the establishment of social media networks and the creation of devices that grant access to the internet, such as home computers or mobile phones. Because guerilla marketing aims to be innovative, the use of these new technologies was integrated into guerilla marketing. “Guerilla marketing requires that you be [sic.] very

technocozy [sic.]” (Levinson 2007, 8). However, the true integration of the described phase lies in the now following factor.

Since the concept of guerilla marketing has undergone the just described differentiation, it has been increasingly used by large companies and corporations. While small and medium sized companies created and made use of guerilla marketing instruments and strategies arbitrarily, and based on their current requirements, needs and capabilities, large companies and corporations integrated these instruments and strategies into their already existing marketing mix systematically. This was done in order to profit from the opportunities and the described advantages of standing out from traditional advertisements and of an increased effectiveness and efficiency, offered by guerilla marketing. The effect of this integration was an even more increased use of guerilla marketing and “the understanding of guerilla marketing as a marketing strategy or conception that can complementarily be combined with other marketing measures”. (Hutter et al. 2013, 16; Nufer 2013, 1.) How guerilla marketing can be implemented within the marketing mix will be analyzed within the next chapter. An overview of the development phases of guerilla marketing is illustrated in Figure 4.

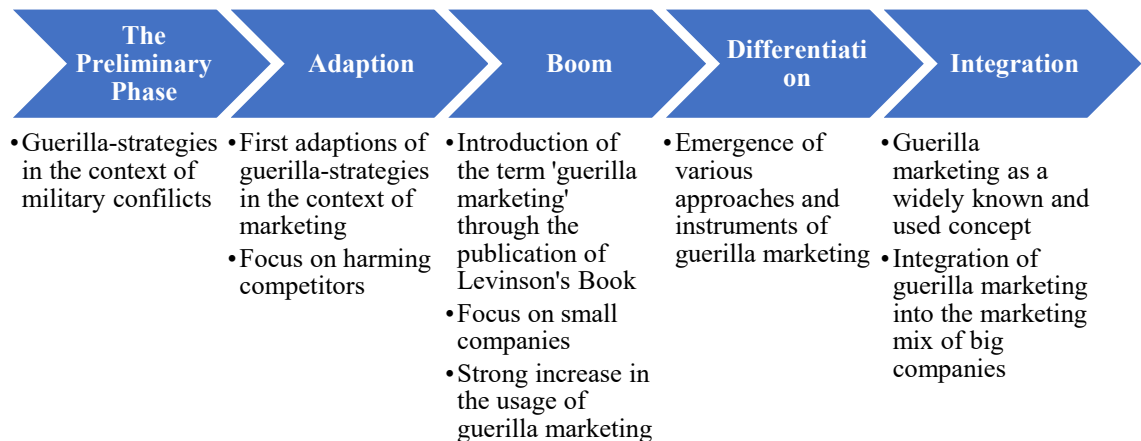


Figure 3. Timeline of guerilla marketing.

2.3 Guerilla Marketing in the Marketing Mix

The presentation of the origin of guerilla marketing, the analysis of its general concept and its characteristics and objectives, as well as the distinction of guerilla marketing from traditional marketing, established a comprehensive understanding of the concept of guerilla marketing. Now, the direct ways and possibilities of implementing guerilla marketing as a company can be explored. To do so, the utilization of guerilla marketing within the marketing mix will be analyzed. In order to enable this analysis, the general concept of the marketing mix has to be described.

2.3.1 The Concept of the Marketing Mix

The term 'marketing' is often interpreted as a synonym for the term 'advertisement'. This interpretation is rooted in the distinct public exposure of advertising activities, which results in a high perception of advertisement activities within the public in relation to other components of marketing, which therefore fade into the background of the public perception. Despite its high exposure, advertising only constitutes one of many elements or instruments, which in their entirety constitute the holistic concept of marketing. The marketing professor Neil H. Borden, who coined the term 'marketing mix', describes twelve components that are attributed to and constitute the practice of marketing (Borden 1964, 7-12). The components, which are included in Borden's concept, next to advertising, can be seen in Figure 5.

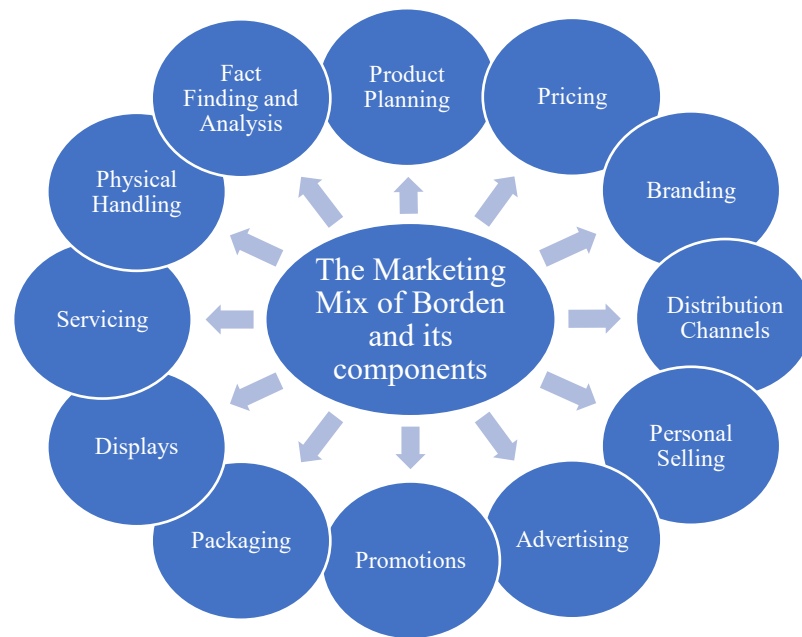


Figure 4. The marketing mix of Borden.

Borden describes these elements as “ingredients” (1964, 9), which need to be mixed and combined in order to create a successful marketing campaign. Borden’s concept, which listed 12 components that make up the marketing mix, was simplified by the marketing professor E. Jerome McCarthy, who created the so-called “traditional marketing mix”, also known as “the 4Ps” (Fripp 2021). McCarthy defines four essential components that constitute marketing, which can be seen in Figure 6

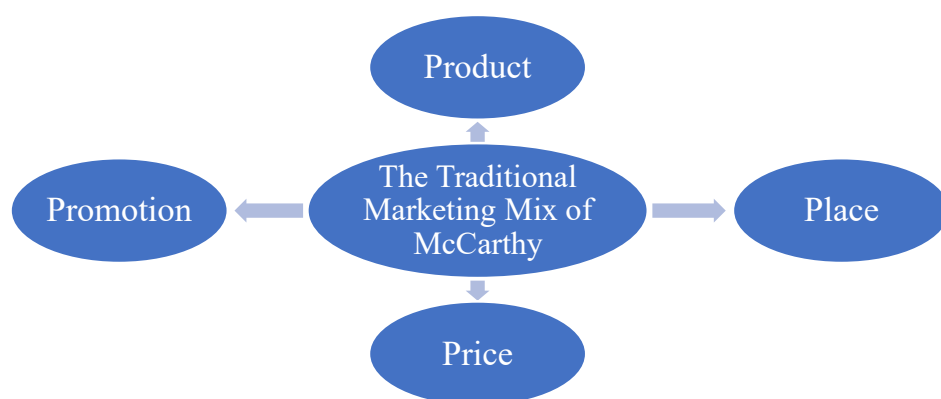


Figure 5. The marketing mix of McCarthy.

The concept of McCarthy is known worldwide and became a standard theory within the academic and professional marketing literature. There are also other concepts regarding

the marketing mix that include a different number of 'Ps', but McCarthy's concept of the '4Ps' is sufficient in order to describe how guerilla marketing is situated and applied within the marketing mix. To fully grasp this concept, the meaning of each 'P' will be described briefly.

1. Product

Within the product level of marketing, the product or service offered by a company is addressed. This includes the decisions regarding what products or services shall be produced or offered in which variety they shall occur, as well as considerations regarding their design, characteristics, features, packaging, quality, functions and other product-related aspects.

2. Place

The place component of marketing considers the distribution of a product or service. This includes the choice between direct or indirect distribution, as well as multi-channel distribution, the planning of transport and inventory logistics and other aspects related to the distribution of the product.

3. Price

The price level of marketing addresses the monetary remuneration for a service or a product. Not only do the costs of the own company, such as manufacturing and distribution costs, have an impact in this respect, but also the price positioning in relation to other market players and the consideration of the price segment in which the company intends to operate.

4. Promotion

The component of the marketing mix in which advertising takes place is the promotional level. Within this level, all decisions regarding the communication and the advertisement of a product or service are made.

2.3.2 The Implementation of Guerilla Marketing in the Marketing Mix

After illustrating the four key components of marketing as described in McCarthy's traditional marketing mix, how guerilla marketing can be implemented within these sections can be analyzed. A common perception towards guerilla marketing is that it is not a holistic marketing concept, but instead another communication instrument of marketing, and therefore solely situated within the promotional section of the marketing mix (Hutter et al. 2013, 9). This claim can be refuted by several examples, which will be presented within this chapter, that demonstrate the implementation of guerrilla marketing outside the promotional level of the marketing mix. Despite this given implementation within all sections of the marketing mix, it is undeniable that the majority of guerrilla marketing activities operate within the promotional section of the marketing mix, as confirmed by an expert survey conducted by Huttner and Hoffmann (2013, 9, 172-181). Figure 7, which was created in accordance with Thorsten Schulte (2007, 20), illustrates an interpretation of how the implementation of guerilla marketing activities is distributed within the sections of the marketing mix.

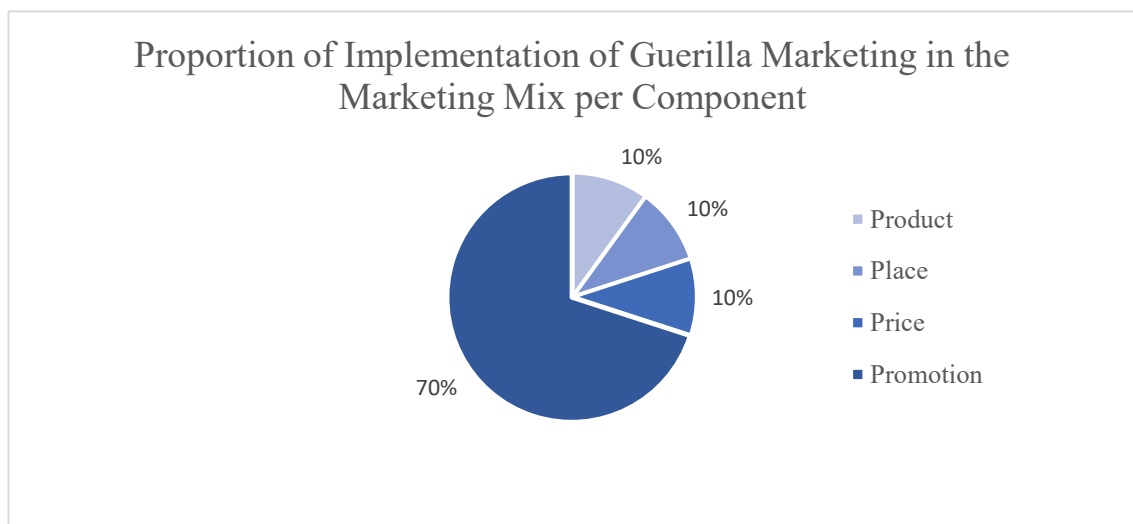


Figure 6. Distribution of guerilla marketing in the marketing mix.

Due to the proportionately extensive operation of guerrilla marketing within the promotional sector of the marketing mix, its advertising instruments will be analyzed separately in Chapter 2.4, while examples for activities that operate within the product-, place- and price-sections of the marketing mix will be described in this chapter.

1. Guerilla Product Marketing

As mentioned in Chapter 2.1.2, an essential and conceptual aim of guerilla marketing is to stand out from competitors. This does not only apply to its promotional activities but can also be achieved within the entire marketing mix. In order to do so, guerilla marketing campaigns are often conducted. These incorporate the characteristics and strategies of the competitive and rivalry-oriented approach of Al Ries and Jack Trout (1986), which can be seen as a sub-approach within the main concept of guerilla marketing as described in Chapter 2.2.3. These strategies focus on the positioning of a company within a market, such as finding a niche or taking away market shares from competitors and harming them.

Within their approach, which is often called ‘mosquito marketing’, Ries and Trout urge companies to find a niche within a market or a weakness of a competitor and use it to their advantage. This can be done, for example, by identifying what competitors are not offering and by adjusting the concept, the range of products or the service accordingly, to steal market shares or to find and occupy a niche within a market.

Hutter and Hoffman illustrate this approach with the hypothetical example of a carpenter that competes with a furniture store and offers the service of assembling the furniture when delivering it to the customer, something the furniture store does not offer, in order to gain an advantage and to increase the chance of increasing the market share at the cost of the competitor. (Hutter et al. 2013, 11, 22-23.) With adding this assembly-service not offered by the competition, the carpenter conducts mosquito marketing within the product section of the marketing mix.

An empirical example for the implementation of such strategy focused on offering something the competitors are lacking is the online shop of the skincare line Paula’s Choice. Most online stores that sell skin care products focus on offering a wide range of products that are often cheaper than in traditional stores but do so at the cost of providing individualized advice to customers. The online store of Paula's Choice instead, offers detailed information regarding the products' ingredients and application, but what is more

important: it provides the customers with the possibility to chat with skincare-experts who make individual recommendations based on the customer's skin-type, needs and desires. Next to the offered consultation and recommendations, the experts can even place items in the customer's shopping cart and compile a selection of products, customized for the customer. (Paula's Choice 2021.) With this strategy, Paula's Choice includes the individual service that is provided in traditional stores into their online store and therefore implements a service feature that competitors are missing, and which is new and unexpected in online shops. This gives Paula's Choice an advantage over other online stores in the same branch. Therefore, it can be considered guerilla marketing within the product-section of the marketing mix.

Another example for guerilla marketing in the product section of the marketing mix is the packaging concept of the German pickle producer, Spreewaldhof. The concept has similarities to how pickles are offered in Finnish supermarkets: Instead of only offering pickles in glasses that include several pickles at once, Finnish customers have the option to purchase a desired number of pickles, which can be taken from a container individually. This concept is widely spread throughout Finland and therefore considered as normal, which deprives the concept of the possibility to be classified as guerilla marketing. In Germany on the other hand, this concept is not applied within supermarkets.

The company Spreewaldhof introduced an additional packaging concept for their pickles next to the standard glass jar, which was new and unusual within Germany at the time of its introduction: A single pickle in a can. These cans can be bought at supermarkets and gas stations. With their new packaging concept, Spreewaldhof offered customers the choice between buying a glass full of pickles and buying a desired individual number of pickles. Therefore, Spreewaldhof gained an advantage over competitors, by increasing the buying incentive of potential customers, who want to eat a pickle as a snack, but would not want to buy a whole glass. Because of its unconventionality, this strategy can also be classified as guerilla marketing in the product-section of the marketing mix. (Nufer & Bender 2008, 8; Nufer 2013, 2.)

2. Guerilla Place Marketing

Guerilla marketing can also be applied to the place-section of the marketing mix, for example by implementing unconventional distribution strategies. The alternative

distribution concept of the shirt-producer Seidensticker is an example of such an application:

Dress shirts and office shirts are usually bought in the suit section of a clothing store or purchased online. Seidensticker bypassed these common sales channels by introducing vending machines that sell 'shirts-to-go'. With this additional distribution channel, Seidensticker aimed to gain an advantage over competitors by generating buying opportunities caused by coincidence and the availability of shirts in the close vicinity of offices, that are purchasable in a simple and fast process. If office workers spilled coffee on their shirts before a meeting for example, they would not necessarily visit a clothing store to buy a new one. A shirt-selling vending machine nearby increases their buying incentive drastically. This concept, which can be considered guerilla marketing within the place-section of the marketing mix, not only increases the sales of Seidensticker but also functions as advertising, which increases the visibility of Seidensticker. (Saal 2012.)

A second way to use guerilla strategies within the place-section of the marketing mix is the use of so called 'pop-up-stores'. Pop-up stores are stores that exist only temporarily and therefore convey a feeling of scarcity, thus generating a buying impulse among customers. These stores can even be established as stores that exist for only one day and of which only a selected target group is informed via social media or SMS, which can create a surprise effect, the already described word-to-mouth effect or the impression of an event or a promotional campaign. (Marciniak & Budnarowska 2009.) The last attributes mentioned are comparable to the instruments of guerrilla marketing within the promotion-section of the marketing mix, which will be described in the next chapter. Regardless of these effects, however, pop-up stores are an innovative and unconventional distribution channel that can be described as guerrilla marketing. (Hutter et al. 2013, 106-120.)

An example of the implementation of this concept is the establishment of a pop-up-store by Samsung. In 2011, Samsung opened a pop-up-store next to an Apple Store in the week of the launch of a new iPhone, while people were camping in front of the Apple Store in order to get the new iPhones before they were sold out. In addition to opening the store, they surprised the potential customers with a special offer: The ten first daily visitors of the store were granted the opportunity to purchase the new Samsung smartphone for 2\$. Their offer and the opening of the pop-up-store not only temporarily generated new sales, but also functioned as a promotional activity and harmed their competitor, Apple, by

taking away customers while making use of the hype regarding the new iPhone. (Grubb 2012.)

The pop-up-store of Samsung shows that the described competitive approach of guerilla marketing can also be applied to the place-section of the marketing mix. It is comparable to the concept mosquito marketing, which was described before, although Samsung does not take advantage of a competitor's weakness but rather of a competitor's hype. This is a similarity to the concept of ambush marketing, one of the instruments of guerilla marketing that will be described in the next chapter. The given examples also indicate that guerilla marketing often fulfills several functions at the same time, and that the different effects of the marketing activities often accompany each other.

3. Guerilla Price Marketing

Next to their application within the product- and the place-section of the marketing mix, guerilla marketing strategies that incorporate the conceptual characteristics of unconventionality, customer-orientation and creativity can also be applied to the price-section of the marketing mix. An example of a price-policy that can be considered a guerilla strategy within the price-section and that incorporates these characteristics is the 'pay what you want' concept of the restaurant Der Wiener Deewan.

While the prices in restaurants are usually fixed and based on factors such as the quality of the meals, their production costs, the exclusivity of the restaurant and its location, the restaurant Der Wiener Deewan lets its customers determine the price that they pay themselves. The concept was introduced because the restaurant lacked financial resources to conduct a traditional marketing campaign that would attract customers after its founding in 2005, which incorporates another conceptual characteristic of guerilla marketing, namely not necessarily requiring a big budget. Not only did the customers benefit from the freedom to spend their desired amount of money, but also the restaurant, which attracted a number of customers so high that it profited from scale effects and was able to earn enough money. The concept is still being executed today in the restaurant, which proves its success. Because of its unconventionality, creativity and innovation, the pricing strategy of Der Wiener Deewan can be classified as guerilla marketing within the price-section of the marketing mix.

Another example for a guerilla marketing strategy within the price-section of the marketing mix that aimed to attract a lot of attention is the marketing campaign of the German electronics store, Media Market, in 2004. At the time of the UEFA European Football Championship 2004, Media Market introduced a marketing campaign in which they offered to pay back the price paid for each TV, sold on the first of June, if the German football team won the championship. The campaign attracted high numbers of customers but was stopped shortly after its start for breaking a German law that forbids combining gambling and sales transactions. This increased the advertising effect that the campaign had for Media Market even more. Before the campaign was stopped, Media Market sold around 500,000 TVs, and which the customers did not get back their payment, since the German football team did not win the cup, but instead received a DVD as present via mail. (Hielscher 2014.)

This example shows, how much attention guerilla marketing can attract, also when it is applied within the price-section of the marketing mix. Because of the high amount of attention, the described marketing campaign attracted and because it was conducted like an event or a short-lasting marketing action, it has similarities to sensation marketing, which is one of the guerilla instruments that will be described in the next chapter.

All of the described examples show the positive effects that the implementation of guerilla marketing approaches can have on companies, even outside of the advertising-sector of the marketing mix, to which guerilla marketing is usually assigned and in which it operates the most, as mentioned earlier. The implementation of guerilla marketing within this section will be described in the next chapter.

2.4 Instruments of Guerilla Marketing

As mentioned before, the section of the marketing mix, in which guerilla marketing operates the most, is the promotion-section. The different approaches that emerged within the differentiation phase of guerrilla marketing, which are mainly situated within that section, are often described as the instruments of guerilla marketing. The subdivision of guerilla marketing approaches as instruments serves the theoretical classification of the different marketing actions. In marketing campaigns that are conducted in reality, there

are often overlaps of different aspects of the different guerilla marketing instruments or combinations of the instruments that interact with each other and mutually reinforce or even condition their effect. To give an insight of how guerilla marketing can be implemented within the promotion-section of the marketing mix, these instruments will be described in this chapter and illustrated along empirical examples.

2.4.1 Ambush Marketing

As indicated, when describing Samsung's pop-up-store, the concept of mosquito marketing has similarities to the concept of ambush marketing, which is the first described promotional instrument of guerilla marketing. The main conceptual difference between these concepts is that mosquito marketing exploits a weakness of a competitor, while ambush marketing is conducted to take advantage of a competitor's hype or marketing campaign, more precisely: the competitor's sponsoring events.

To sponsor events is a common marketing strategy that has a great advertising effect for a company or a brand, especially when the events address the target group of a company. The organizers of the event profit from sponsoring because they can sell exclusive marketing rights for high prices, while the company can utilize the event for advertising purposes. (Nufer 2013, 5.) A company that promoted its products and brand extensively by sponsoring is Red Bull. Due to sponsoring sports events and hundreds of athletes, as well as conducting its own tournaments, Red Bull is known worldwide. (Spurgeon 2013.)

The aim of ambush marketing, which is also described as "parasite-marketing" (Nufer et al. 2008, 21; Runia et al. 2015, 317), is not only to make use of use of a competitor's sponsoring event, but to hijack it and to convey the impression that an event is sponsored by the hijacking company itself, while not contributing to its costs. This is done in order to advertise at the costs of a competitor, or to even harm and weaken the competitor by taking the competitor's advertising effect of the sponsored event away. To do so, the ambusher has to operate undercover at first and then attract attention with creative methods that shift the attention from the original sponsor toward the ambusher. If enough attention is attracted and a stir is created, it can lead to strong reaction and publicity within the media, which decreases the advertising effect of the original sponsor and puts the

ambusher into the spotlight. Because the ambusher does not have the exclusive advertising rights of the event, the actions of the ambusher can entail legal consequences. (Hutter et al. 2013, 23, 91-103; Nufer 2013, 5.)

Two examples, which are often mentioned in order to illustrate ambush marketing are the “Go Heinrich Go” campaign of Nike and the golden shoes of Puma, that were held up by Usain Bolt after his Olympia win in 2016. In the “Go Heinrich Go” campaign, Heinrich Blümchen, a 78-year-old runner was participating in the Berlin Marathon in 1996. He was the oldest participant of the marathon and fully dressed in clothes by Nike. At the side of the roads, Nike placed chalkboards that said, “Go Heinrich Go” and “Just do it Heinrich”, the latter including Nike’s advertising slogan “Just do it” into the chalkboard. Because of his age, Heinrich Blümchen became the spectacle of the marathon, being depicted all over the media, which put Nike into the center of attention and Adidas, the sponsor of the marathon, into the background of perception, leaving the impression that the marathon could have been sponsored by Nike. (Hospes 2010.)

In the second example, Usain Bolt won the Olympics of 2016, which were sponsored by Nike. Bolt, who already signed an exclusive advertising contract with Puma when he was 15 years old, took off his golden Puma shoes right after his victory, held them up and carried them around the stadium. Of course, the media was filming the moment of Bolts victory and taking photos of him, which resulted in the Puma shoes, being visible in all media that reported about his gold medal. Puma also included the action of Bolt into their social media channels, by changing their advertisement slogan from “Forever Faster” to “Forever Fastest”. With their action, Puma utilized the Olympics as a huge advertising platform and created a promotion that was visible to the whole world. (Thieringer 2016.)

These examples of ambush marketing show that the reception within the media and the spread within social media are important factors with regards to the effects and the success of hijacking an event and its utilization for the ambusher’s purpose. The intended utilization of media reception and the spread of the campaign within social media is connected to elements within another instrument of guerilla marketing, which will be described next.

2.4.2 Viral Marketing

The term ‘viral marketing’ originates from the medical term ‘virus’. A virus spreads quickly and exponentially and can infect masses of people within a short period of time. The aim of viral marketing is to spread an advertising message in the same way. This spread can either occur within traditional media, such as TV and newspapers, but refers mostly to the spread within the internet and especially within social media.

Conducting an advertisement campaign that aims to increase its attracted attention by being spread within traditional media, as occurred in the previously described ambush action of Nike, can also be described as guerilla PR, which can be considered a sub-strategy of viral marketing. Another example for this is the marketing action of a supermarket on the German-Danish border, which offered free groceries for the first hundred customers of the store that went shopping naked. This campaign attracted a high number of customers, but even more attention due to the wide media coverage. (The Local 2012; Hutter et al. 2013, 28-29.)

Due to the increased use of social media, the focus of viral marketing switched towards the spread of marketing campaigns via the internet, undertaken by social media users, which resembles the word-of-mouth-effect described in Chapter 2.1. This strategy can result in an exponential and at the same time extremely cost-efficient spread of the advertisement message thanks to the interconnection of users within social media platforms. (Nufer 2013, 3.) The figures on the next page compare the spread of an advertising message within traditional media and within social media, to illustrate the possibility of a higher spread within social media than within traditional media, as aimed for in the concept of guerilla PR. Despite this difference, the common factor of the viral approach within both channels is that the spread is not achieved with money, which can be described as “paid media”. Instead, it is achieved by conducting a creative campaign that is being spread by the recipients of the campaign, social media users as well as journalists, for free, which can be described as “earned media”.

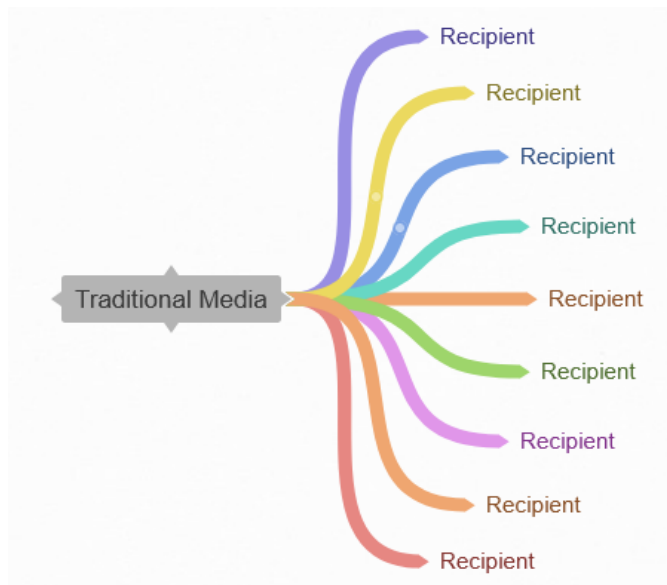


Figure 7. Spread of an advertising message in traditional marketing.

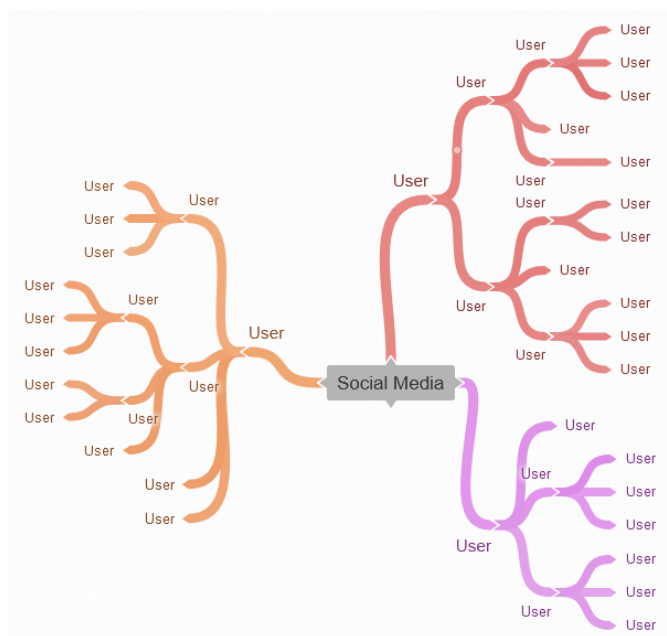


Figure 8. Spread of an advertising message in social media.

Even though viral marketing mainly takes place within social media nowadays, it is not to be confused with the concept of social media marketing, which mainly describes the utilization of influencers that operate within social media platforms, or the creation of content posted on social media platforms in order to promote products or services. This will be referred to more closely when describing the next instrument of guerilla marketing. Instead of focusing on the promotion of a product through social media channels like social media marketing, viral marketing focuses on the creation of an

advertisement campaign that reaches a huge audience. This is achieved with the viral spreading of the campaign, which, as described, can also take place within traditional media channels, but is more efficient and effective within social media.

To initiate the illustrated spread of an advertising message within social media, the content that is to be spread, mostly a video that was created by the advertising company, does not promote a specific product or a brand. Therefore, it is not necessarily recognizable as advertisement and can be described as below-the-line-communication. Instead, the focus lies on interesting and entertaining content that surprises or provokes people and conveys strong emotions, like happiness, fun, anger or consternation. These emotions increase the urge to share the seen content and therefore achieve a high degree of involvement within the user-network of social media platforms. (Runia et al. 2015, 318; Hutter et al. 2013, 75-76.)

This psychological effect can also be called “social sharing effect”. According to scientists from the Unit for Research in Social and Clinical Psychology at the University of Louvain in Belgium, this effect is enhanced in proportion to the intensity of the triggered emotions within the recipients of the campaign. The emotion that generates the greatest need to communicate and therefore the greatest social sharing effect is the feeling of surprise. Its psychological background will be addressed when describing the instrument of Sensation Marketing. (Rimé, Philippot, Boca, Mesquita, 1992; Rimé, Finkenauer, Luminet, Zech, Phillipot, 1998.)

An example for a viral marketing campaign is the video “Real Beauty Sketches” which was published by Dove, a personal care brand of Unilever. The video was designed like a short movie, in which an FBI sketch artist, who usually draws the faces of criminals based on the description of a witness, draws the faces of women not seen by the artist, based on their own descriptions. The women have a critical self-perception and describe their flaws within the video. Afterwards, another woman describes her perception of the women’s faces to the sketch artist, on whose basis the sketch artist draws a second picture of each attendant. The result is that the secondly drawn pictures of the women are more beautiful and resemble their actual faces much more than the pictures, which were drawn based on the attendants’ own descriptions. The message of the video is that women are too critical of their own looks and that their ‘real beauty’ is greater than their perception of themselves. Within the video, there was no product promoted and the Dove logo was only shown in the end. Because of its emotional message, the video was watched over

114 million times within one month after its release and shared over 3.5 million times. (Stampler 2013.)

Another example of a viral marketing campaign was the “ALS Ice Bucket Challenge” of 2014. The aim of the campaign was to raise awareness about the Amyotrophic Lateral Sclerosis (ALS) disease and to raise funds for the ALS Association. This campaign, which was designed as a challenge, solely relied on the participation of social media users. The users were challenged to pour a bucket of ice water over the head, post a video of their action and encourage other users to do the same. Over 17 million people, including celebrities like Bill Gates and Rihanna, took part in the challenge, which makes the campaign a perfect example for a successful viral marketing campaign.

2.4.3 Buzz Marketing

Even though viral marketing utilizes and requires social media to achieve a strong viral spread of the marketing campaign, the concept of buzz marketing is more closely related to social media marketing. Like viral marketing, also buzz marketing makes use of the word-to-mouth effect but does so in a more direct way.

The word ‘buzz’ refers to bees, which make a noise while flying around and which live in swarms. Transferred to the marketing concept, this describes buzz agents, which operate within the internet and promote products or brands. This is comparable to social media marketing, which also makes use of the word-to-mouth effect by paying influencers to promote products. The difference between buzz marketing and social media marketing is that influencers and social media users openly express, that they are conducting advertisements and that they do so on behalf of a company that is paying them for their promotional activities, whereas buzz marketing mostly operates as below-the-line-communication.

Within buzz marketing, companies instruct social media users to act as real fans of a brand or a product and promote it in their social media channels. Their payment often consists of discount codes or product samples instead of money. This might be due to legal reasons. The task of the so called ‘buzz agents’ is to convince other people of the

promoted product by sharing enthusiasm and by stressing the benefits of the products. While doing so, they are often not allowed to openly express that they are instructed to promote the product in order to convey the feeling that their product recommendation is authentic and credible and not tied to any commercial interests. This method gives companies a possibility to conduct low-cost and efficient advertisement, although it can lead to legal consequences, since advertisements have to be identifiable as such within most countries. (Hutter et al. 2013, 27-28, 74-88; Runia et al. 2015, 318.)

A study of Katharina Hutter and Robert Mai indicates that moral concerns decrease the willingness of social media users to become buzz agents, which shows that buzz marketing is perceived by many as an immoral marketing approach (Hutter & Mai 2013). Because of its characteristic of operating below-the-line, there are not any examples that can be described to illustrate the concept, except a common strategy, that is comparable to buzz marketing and which is often undertaken by companies that sell products on big shopping-platforms like Amazon. This strategy is to include a paper into the package of a product, which has been sent to a customer who purchased the product on Amazon and to offer an additional and usually inexpensive product for free, if the customer writes a 5-star review about the ordered product and sends a screenshot of the review and the bill number of the purchased item to the company.

A concept which can be compared to buzz marketing because of its aspiration not to be identifiable as an advertisement, is the concept of product placement, in which products are promoted by being placed in movies or videos, but not advertised openly. An example is an actor in a movie who drinks a soft drink from a specific brand and the label is portrayed, or when a certain car is shown multiple times within a movie. In this case, the actor or the movie in general functions as a promotion tool, such as influencers do within buzz marketing. Like buzz marketing, product placement is also often described as undercover- or below-the-line marketing.

2.4.4 Ambient Marketing

Ambient marketing constitutes one of the most frequently used advertising instruments of guerilla marketing. Its defining characteristic is its placement outside and within the

surrounding of the consumers. The aim of ambient marketing is to place unconventional advertisement outside and in unexpected places, therefore achieving the desired surprise effect of guerilla marketing. This effect is desired to create a long-lasting and stronger impression within the recipient than with advertisement, that seems regular and therefore generates less interest. (Hutter et al. 2013, 22-25, 59-71; Nufer 2013, 4.)

Ambient marketing is mostly placed within public and crowded areas like bars, train stations, shopping areas and so on, to ensure a high visibility while requiring a low financial investment. To increase the creativity and innovation within ambient marketing, elements of the surroundings are often integrated within the advertisement. (Runia et al. 2015, 315-316.) An example for ambient marketing, which was conducted by Procter & Gamble to promote its “Mr. Proper” brand and which incorporates the mentioned characteristics, can be seen in the picture on the next page.



Image 1. Ambient Marketing for Mr. Proper (Source: Grey Worldwide GmbH).

Another marketing campaign, also conducted by Procter & Gamble, was the promotion of Bounty kitchen towels. To promote their towels, an oversized model of an overturned coffee cup that spilled the coffee, was placed on a road in New York and an oversized model of an ice cream stick, that was melting in the sun, was placed near a shopping center in Los Angeles. A poster which showed the slogan of Bounty, “Makes small work of BIG spills”, was placed next to both models. The mentioned campaigns did not only attract attention on the streets, where they were placed, but were spread within social media channels, which shows that also an ambush marketing campaign, can turn into a viral marketing campaign. The next and last instrument of guerilla marketing has an even higher chance of turning into a viral marketing campaign. (ResourceSpace 2019.)

2.4.5 Sensation Marketing

Sensation Marketing is very similar to ambient marketing. It also operates outside and mostly within the surrounding of consumers and aims to be creative, innovational and most of all spectacular. This constitutes the main difference to ambient marketing: Sensation marketing aims to create a sensation by undertaking a spectacular action. The action is only lasting for a short while and is designed to attract the highest possible amount of attention. The generated attention in combination to the spectacular and surprising characteristics of sensation marketing often result in a viral spread of the marketing actions within social media and can therefore often turn into a viral marketing campaign, which proves how interconnected some guerilla marketing instruments are and how their effects constitute each other. (Huttner 2013, 23-25; Nufer 2013, 4; Nufer et al. 2008, 19.)

This possibility of generating a viral spread and its psychological background was already addressed in reference to the social sharing effect when describing the instrument of viral marketing. As indicated, the feeling of surprise is the emotion most capable of initiating the social sharing effect, because it catches the attention of people the most, which is also founded in psychology. The psychological mechanisms that cause a surprise to produce such a strong effect are related to cognitive schemes and incongruence or discrepancy with them. To comprehend their environment, people hold specific expectations which are based on experience and assumptions (Rumelhart 1984). When a new stimulus encounters a cognitive scheme in whose context it has never been experienced before, or which has never been experienced in general, the surprise effect is generated (Gendolla 1997). The stronger the discrepancy is between the expectation and the stimulus, thereby contradicting the cognitive schema of the human being, the stronger the surprise effect is which is caused in the person (Stanley 2009). This surprise effect then disrupts the physical and mental activities of the recipient, and attracts all attention to itself, because the surprised person feels the need to take in the new information and to analyze it. Therefore, one of the best ways to attract attention is to generate a surprise, which is a big component of sensation marketing. (Hutter et al 2013, 35-38.)

One example for a sensation marketing campaign is the campaign of Dasani, a company which sells drinking water and Swimsuit Illustrated, swimsuit producer. The campaign did not include an action with movement but instead was a spectacular static installation, which attracted a lot of attention. In the campaign, a billboard on the side of a tall building depicted a woman, wearing a swimsuit, who had a straw in her mouth that reached into a Dasani water bottle, which was placed on a building underneath. The sensation within the installation was, that the neither the straw, nor the water bottle were a photograph or drawing but instead oversized items, that were fastened on the billboards. That two different companies worked together to conduct a marketing campaign for both companies, shows that guerilla marketing also strives for cooperation, as mentioned in chapter 2.1.3. (Patalas 2006, 110.)

Another campaign, which achieved a strong surprise effect, and which turned into a viral campaign, was the “World’s Largest Speedbump” campaign of Range Rover. In the campaign, an oversized speedbump was placed in the middle of a road. The speedbump was around 1.5 meters high, making it unpassable for ordinary cars. In addition to the installation, a so called ‘council official’ approached the cars, telling them to drive another way. After a while, the newly released Range Rover Evoque drove towards the speedbump and managed to drive over it, creating a spectacular and surprising experience for the recipients of the marketing action. In addition to conducting the sensation marketing campaign, a video was made, that captured the surprised reactions of drivers and pedestrians, as well as the overcoming of the obstacle by the Range Rover Evoque and the reactions that were cause by that. The video was viewed millions of times and shared in social media, which makes the campaign a viral marketing campaign, that increased its range drastically, as intended by Range Rover. (Deighton 2018.)

To conclude these remarks, it can be said that guerilla marketing consists of effective and versatile promotional marketing instruments, that incorporate the conceptual characteristics of guerilla marketing and are often combined, with effects that support each other and sometimes are mutually dependent.

3 RESEARCH METHODS

The theoretical framework informed about the general concept of guerilla marketing, with its origin and characteristics. It illustrated the implementation of guerilla marketing and what instruments it includes, as well as their functionality and effects. This enables an investigation regarding the benefits and difficulties of implementing guerilla marketing. While the description of the conceptual differences between guerilla marketing and traditional marketing already the possible benefits of guerilla marketing, these conjectures can now be verified and questioned based on the experience of the professional marketing experts. This will lead to a clear representation of the benefits of guerilla marketing, that is grounded in empirical information. Before proceeding, the used methods to gather and analyze the empirical data need to be described.

To gather empirical data, different conducted guerilla marketing campaigns have been chosen. These function as the case studies that are to be analyzed within the next chapter of the thesis. Important factors for the selection of the case studies were the desired internationality and the variety within the conducted marketing campaigns and the markets in which they were conducted. To allow for a thorough analysis, it was decided to conduct six interviews.

In order to accurately analyze the case studies and to include professional experience into the analyses, qualitative interviews were conducted with the experts who executed the chosen campaigns. The qualitative approach was chosen in order to establish a comprehensive understanding of the experts' viewpoints. Because of the **given** pandemic circumstances, all interviews were conducted as online video-calls.

These qualitative interviews were conducted as semi-structured interviews, giving the freedom to the interviewed experts, to include different aspects into their answers and direct the content of the interview to their desired direction. To ensure valid results and comparability between the interviews, a framework of questions that divides the interview into four main aspects was created and used as a basis for each interview. This framework

also functions as a framework for the analyses of the case studies, in which the four mentioned aspects are addressed, to further ensure the comparability of the interviews' results. The complete questionnaire can be found in Appendix 1.

The four main questions are:

1. What was the marketing campaign, and how has it been executed?
2. Why was the marketing campaign chosen, and why has it been executed as a guerilla marketing campaign instead of a traditional campaign / What was the motivation behind the choice?
3. What were the aims and expectations of the marketing campaign?
4. What were the outcomes and results of the marketing campaign?

To ensure that the results of the thesis and the qualitative research are reliable, different aspects have to be kept in mind. There has to be theoretical and methodological coherence, which means that constant evaluation of congruence and consistency within the thesis is required. In addition, it has to be made sure that while conducting the interview, not only the desired information and the theoretical framework are taken into account, but also the already collected data. In case of a divergence between the theoretical framework and the collected data, the description and analysis of the given discrepancy between the empirical data and the theoretical framework has to be carried out. It also has to be ensured that the chosen experts have to have an expertise in their field and be able to give reliable information. The positive as well as the negative aspects within the given information have to be included in the analysis of the data to ensure reliability. (Morse, Barret, Mayan, Olson, Spiers 2002.)

4 RESEARCH AND ANALYSIS

After describing the methodology, the case studies can be analyzed. These will be described on the basis of the conducted interviews and along the four mentioned aspects and will be referred to the theoretical framework. The first chosen case study is a marketing campaign conducted in Joensuu and which refers to the famous Kosiosusi statue.

4.1 Case Study 1 – Kosiosusi Gets a Fiancé

The first chosen case study is the marketing campaign “Kosiosuden kosioretki”, which was conducted in Finland by the marketing agency “Tovari”. Tovari was contacted by a client, who asked the agency for a marketing campaign to promote the launch of a new statue within the city. The new statue, a female wolf made of bronze, was donated to the City of Joensuu by the client of Tovari as an addition to the famous ‘Kosiosusi’, a statue of a male wolf, sitting on a bench within the city. Kosiosusi was placed in Joensuu more than ten years ago and is a well-known, often photographed and integral part of the city.



Image 2. Kosiosusi (Source: Tovari).

1. What was the marketing campaign and how has it been executed?

In order to attract the attention of the people of Joensuu for the upcoming launch of the new wolf statue, the marketing agency Tovari planned to conduct a surprising and exciting marketing campaign that stirred up the emotions of the recipients. The idea was to steal the Kosiosusi statue in order to surprise and shock the people with its absence. Because the statue has a sentimental value to the city, its disappearance would be noticed by a large number of people and most likely make some of them angry, which was a calculated effect.

In a hidden action, within the middle of the night, the Kosiosusi was stolen from his bench with the help of machinery. A wooden sign, which stated “*Mina lähdin pois*” meaning “I went away” was placed on the bench, from which the Kosiosusi was taken. Already on the next day, people were expressing their opinion about the missing wolf in social media platforms, asking for him to be brought back. In addition to the hidden action, the story was created, that the wolf left the town to travel around the world. To spread the story, social media posts were published within the days after his disappearance. These included edited photos of the wolf at touristic places around the world, to make it seem like the wolf was really travelling and was occasionally spotted. Questions regarding where the wolf is going and what he might be planning to do were added to the social media posts, in order to increase the mysteriousness about his disappearance.



Image 3. Kosiosusi travelling (Source: Tovari).

After three days, the new statue of the female wolf was placed close to the bench of the missing wolf. This was accompanied by social media posts depicting the new wolf and expressing the surprise that a new wolf was in town. In addition, the hope was expressed that the posted photos of the female wolf would reach the missing wolf in order to convince him to return to Joensuu. Soon afterwards, a video was posted, which showed the wolf rushing back in order to meet his “wolf bride”. In another hidden action within the night, the Kosiosusi was returned to his original place, joining his wolf bride. Of course, also the return of Kosiosusi was posted online, which resulted in a big number of positive and relieved reactions by the social media users.

Jussi Pirhonen, the CEO of Tovari, describes the conducted marketing campaign as a “straight forward” campaign that did not require a market research or any analyses, as often required in advance of other marketing campaigns. The main effort in conducting the campaign was to organize the “stunt” in the night and to keep the people interested, attentive and engaged during the campaign, which was one of the purposes for the creation of the storyline and the social media posts. (Pirhonen 2021.)

The approach taken by Tovari shows the usefulness of combining different instruments in one marketing campaign. The stunt of stealing the statue and returning it after a certain time can be referred to as sensation marketing, which, in this example, has the special characteristic of receiving a delayed reaction by the audience due to the undercover operation within the night. The reactions of the people were then amplified by using social media to create the mentioned story line, which further aimed to generate a high response rate from social media users and maintain their level of interest to attract even more attention and increase the range of the marketing campaign with the help of the word-to-mouth effect within social media, which can be compared to the concept of viral marketing. Pirhonen chose another term to classify Tovari’s marketing approach:

Even though it does overlap largely with guerilla marketing, we prefer to call it ‘brand action’. When you do something, the action is the greatest part of the communication, which is something we try to do more and more, so we attract attention. In order to succeed, you also need the media, so you get the full attention and potential. The combination of both is the way to go. (2021.)

By using this term, Pirhonen (2021) emphasizes the significance of the “action”, or the “stunt” within Tovari’s marketing campaign. Regardless of the name that is given to the described approach, it can be said that the conduction of a marketing campaign that

involves a stunt or an action has high potential to induce emotions and to attract attention. Combining it with the usage of social media, which served as the story-telling platform of the campaign, the attracted attention and the range of the campaign can be increased drastically.

2. Why was this type of a marketing campaign chosen and why has it been executed as a guerilla marketing campaign instead of a traditional campaign / What was the motivation behind the choice?

According to Pirhonen (2021), one of the main motivations for choosing a guerilla marketing approach in order to promote the new statue of the wolf bride was the aim to attract as much attention as possible without requiring a high financial investment. In addition, the client requested a different and innovational campaign, which led Tovari to choose a daring and highly creative approach.

Pirhonen (2021) stressed these motivations for the choice of Tovari's approach by explaining that the most important step in order to stand out of the mass of advertisement is to undertake an action that generates emotions. He explained that traditional advertising on social media platforms does not attract as much attention as it did in the past, and that in order to be visible within these platforms with traditional advertisements, high financial investments are required. "Your posts won't necessarily even appear on your followers' feed if you do not invest enough money in the advertisement. [...] If you make people angry, you get their reactions. Reactions within social media means visibility." (2021.)

With his remarks, Pirhonen emphasizes the ability of action-based marketing approaches, such as sensation marketing, to attract attention by arousing the recipients' emotions. He also confirms the lower effectiveness and efficiency of traditional advertisement, even within the relatively newer advertisement channel social media.

3. **What were the expectations or measurable aims of the marketing campaign?**

Next to the promotion of the new statue and the attraction of attention, an aim of the marketing campaign was to show that changes that occur within a city are not always negative. To convey this message was in the interest of the city of Joensuu, which was partaking in the project, because some of the residents were upset about multiple renovations and changes that had been undertaken in the past. Therefore, the municipality and the client wanted to “make amends” with their donation and hoped to reach as many residents as possible with the marketing campaign. (Pirhonen 2021.)

Because the campaign did not promote a commercially distributable product or a brand that aims to increase its sales numbers, no measurable goals regarding the number of interactions and recipients were set. A number of 10k views and reactions within social media would have been a satisfying result, which Tovari was sure to achieve with its marketing campaign.

4. **What were the outcome, result and difficulties of the marketing campaign?**

The marketing campaign of Tovari was a success. The early reactions within social media indicated that the disappearance of Kosiosusi attracted the attention of residents and that the campaign would be spread within social media. As planned, the reactions of the users during the campaign were emotional, which increased the effectiveness of the campaign and which was a precondition for its success.

Thanks to its sensational effect and the story about the wolf’s disappearance, as narrated within social media, the campaign was shared in newspapers and within social media channels, achieving the desired word-of-mouth effect and high visibility, while requiring a comparably low financial investment. At its end, the campaign received wide attention and reached over 100,000 people within social media, while Joensuu, the city in which it was conducted has only 70,000 residents, making it famous across the city’s borders and known even within Helsinki.

To stress the efficiency of the campaign, Pirhonen (2021) stated that the financial costs of only sharing a traditional marketing campaign within social media to a comparable number of users would have been higher than the cost of the whole conducted campaign of Tovari, with all its requirements and costs combined. He added that the “visibility mainly took off within social media, basically without spending money on advertising, which was great.” (2021)

Pirhonen (2021) also mentioned difficulties that were connected to the described campaign and that deferred from the difficulties of conducting traditional marketing campaigns. These included the creation of an “idea that will get people to talk and attract attention within the media”, acquiring the “permission to do such a stunt”, the bravery, that was needed in order to conduct a daring campaign, that might also attract negative attention, the need to invest “constant attention to communicating with the public in order to keep the people interested” and lastly, the unpredictability of the outcome of the campaign and the reaction of the people. (2021.)

The estimation scale is much larger and broader. In the worst-case scenario, the campaign can fail, but also it can become a huge success. Marketing campaigns which are executed in a non-traditional way have huge potential of exploding and getting a massive scale attention. (Pirhonen 2021.)

4.2 Case Study 2 – Advertising with Street Signs

The second chosen case study is a marketing campaign conducted by the agency “Tabasco! The Agency” in Estonia, in which street signs were utilized as advertisements. Within Estonia, there are several large retailing companies for building and gardening supplies that compete with each other. According to Oliver Lomp (2021), the CEO of Tabasco! The Agency, these companies invest high financial sums into their advertisements in order to attract customers and increase their market share. The result of the high investments is a great quantity of advertisement, which, however, lacks creativity and often consists of the same advertising messages, such as discounts and special offers. With his marketing idea introduced to one of the mentioned retailing companies, Lomp wanted to change this lack of creativity and attract attention.

1. **What was the marketing campaign and how has it been executed?**

The idea for his marketing campaign came to Lomp by coincidence, when he was walking around the city. He noticed signs with street names such as ‘Liivaa’ (sand), ‘Kivi’ (stone) or ‘Telliskivi’ (brick), which describe materials and products sold in building- and garden supply stores. His idea was to combine the signs of the street names with advertising banners that inform potential customers about the availability of the respective products in the stores and therefore utilize the street signs as advertisements. After outlining the basic idea, Lomp presented his concept to one of the mentioned companies, which accepted his proposal within an hour after its reception. (Lomp 2021.)

The process of conducting the campaign began with the acquisition of authorizations and permits for the placement of advertising signs within the street. Next to the city authorities, also the residents and owners needed to grant their permission, since most street signs were placed on house walls. In order to receive the permissions, the regular advertising fees and taxes had to be paid to the city and gift cards of the client store were offered to the residents of the houses.

After obtaining the permits, which was the step that required the most effort within the marketing campaign, the advertisement signs were placed on ten buildings within in the largest cities of Estonia, Tallinn, Pärnu and Tartu. With their bright orange color, the advertising signs, which were placed directly underneath the signs of the street names, were highly visible, in order to attract attention. Their inscriptions were adapted to the corresponding street names, as visible within the example images, and informed about the availability of the product at the stores of the client company. The duration of the campaign was one month, after which the advertisement signs were taken off.



Image 4. Telliskivi/Brick (Source: Tabasco! The Agency).



Image 5. Liiva/Sand (Source: Tabasco! The Agency).

The essential factor that makes the marketing campaign of Tabasco! The Agency an exceptional marketing campaign that stands out from the mass of the traditional advertisements conducted by the competitors of the client company is the utilization of street names for advertisement purposes through the addition of advertisement signs. Lomp (2021) stresses its divergence by saying: “Normally there are just classical outdoor boards and similar things, but this was something absolutely different, a completely different approach.”

Due to the fact that the advertisement took place outside and utilized its surroundings, it can be described as ambient marketing, one of the described promotional instruments of guerilla marketing. The conceptual difference of this marketing campaign to the previously described one is that it did not involve any stunt or action, but aimed to attract attention with its unconventionality, that is given through the described utilization of the street names.

2. Why was this type of a marketing campaign chosen and why has it been executed as a guerilla marketing campaign instead of a traditional campaign / What was the motivation behind the choice?

One of the main motivations for choosing a non-traditional marketing approach was the already described high quantity of traditional and uncreative advertisement within the branch of the client company and the possibility to stand out of this mass of advertisements and attract attention by conducting a creative, innovational and unconventional marketing campaign. The second motivation was to achieve high efficiency by attracting a great amount of attention with a campaign that required a substantially lower financial investment than the advertising campaigns of the competitors of the client company.

We know that in this area within Estonia, the building- and gardening supply stores are spending huge amounts of money on traditional advertisement, like billboards or ads within the media. When we presented our unconventional idea, we confidently told our client, that this marketing campaign will stand out and that it has a high potential of going viral. (Lomp 2021.)

The motivations of Tabasco! The Agency for conducting its campaign clearly resemble some of the most essential conceptual characteristics of guerilla marketing, like the aim to stand from the mass of advertisements by being creative, innovative and unconventional, as well as its conception to attract a lot of attention while requiring low financial investments, therefore being highly efficient.

3. **What were the expectations or measurable aims of the marketing campaign?**

As mentioned, the main aim of the marketing campaign was to attract attention and to stand out of the mass of traditional advertisement within the branch. Next to publicity and attention, no measurable aims, like for example increased sales numbers were set. This was due to the fact that the client company conducted the marketing campaign simultaneously to other traditional advertisement campaigns, thus hampering the ability to allocate the effects of the advertisement to a single advertising campaign.

Another factor that prevented the setting of a measurable target and that made it difficult to measure the results of the campaign after its execution was the intentional omission of an active promotion of the campaign through social media channels. If this had been done, a targeted number of interactions could have been defined as a goal. However, it was deliberately decided to undertake the marketing campaign solely outside, which reinforces the ambient marketing character of the campaign and distinguishes it from the usually conducted traditional campaigns.

4. **What were the outcome, result and difficulties of the marketing campaign?**

As already indicated, it was difficult to measure any exact results of the campaign in relation to sales numbers or within social media channels. The latter is also due to the fact that no unitary hashtag had been established, by which the number of posts or other related factors could be measured. This is commonly done within campaigns that aim to achieve a viral spread, which was not a primary aim of the marketing campaign.

Despite this difficulty, the marketing campaign of Tabasco! The Agency can be described as a success. According to Lomp (2021), the placed advertising signs attracted attention immediately, which was mainly because of their placement outside at public roads, achieving a high visibility and because of the unconventionality of the marketing approach. These characteristics and the low financial investment that was required to attract the attention make the marketing campaign an ideal example of ambient marketing.

The fact that street signs were utilized as advertisements also attracted attention within social media channels: “We did not pay any influencers or do anything comparable.

Nevertheless, influencers noticed the campaign and shared it within social media platforms.” (Lomp 2021.) With his statement, Lomp confirms that his marketing campaign achieved creating word-of-mouth effect within social media. Unlike within the marketing campaign of the first case study, the transcendence of the physically conducted campaign on the internet was not planned or actively worked towards within the campaign of Tabasco! The Agency nor achieved by creating a sensation and by triggering emotions, but instead by being innovative, creative and unconventional.

Regardless of that, the reach of the campaign was increased drastically due to online interaction and it took on a viral character, thus resulting in an even higher efficiency. According to Lomp (2021), the costs of the campaign in relation to its outcome were drastically lower than those of a traditional advertising campaign: “It was the most efficient campaign I have ever conducted, which attracted the most attention while requiring the lowest costs - Also for the client, who only had to pay the standard advertising taxes” (2021).

Despite this successful outcome, there were some difficulties which do usually not occur while conducting traditional advertising campaigns, such as the already mentioned necessity to obtain the required permissions to place the advertising signs on house walls and on public roads, which resulted in a comparably high work effort, as well as the inability to estimate a clear outcome and to measure it.

4.3 Case Study 3 – The Smoking Billboard

The third chosen case study is another marketing campaign of Tabasco! The Agency in Estonia. This marketing campaign was conducted for a retailing company for sports equipment and clothes. Next to promoting the shops of the client, the marketing campaign aimed to convey a message against smoking. This message was, that doing sports is a better method to combat stress than smoking. Within the company’s marketing concept, different advertising methods were carried out simultaneously to spread the message, such as advertisement clips on the internet and traditional billboards. Tabasco! The Agency on the other hand, carried out the non-traditional part of the marketing campaign, which was a smoking billboard.

1. **What was the marketing campaign and how has it been executed?**

The planning stage of the marketing campaign started before the COVID-19 pandemic, while stores did not have to close and were still able to operate normally. The original idea in order to spread the message against smoking was to place a mannequin inside of the store of the client company, whose head would have smoke oozing out of it. Due to the pandemic, the original idea had to be discarded.

Instead, the idea of the smoking billboard was developed. This was placed on a highway, close to an airport. This position was chosen to achieve a high visibility. Within the billboard, a person was depicted sitting in a dark room and so stressed from work that smoke exceeds from the person's head. Next to the dark room, an illuminated room was depicted, in which a sport shoe of the client company could be seen. Underneath, a slogan was written that advised the viewer of the billboard to go for a run instead of smoke in order to relieve stress.

These descriptions could also account for a traditional advertisement billboard. There are two factors though, which make the marketing campaign of Tabasco! The Agency unconventional and special: the first factor is that everything in the billboard was stationary and did not move, except the smoke that rose from the person's head, which gave the billboard a certain degree of liveliness. In addition to that, a smoke machine was installed behind the billboard. This made it seem like the smoke that came from the person's head was such a great amount that it even escaped from the billboard.



Image 6. The smoking billboard (Source: Tabasco! The Agency).

With this approach, Tabasco! The Agency combined the traditional advertising medium of a billboard, with its surroundings, resembling the concept of ambient marketing. Due to its spectacular and unexpected characteristics, on the other hand, which were achieved by the real smoke that seemed to leak out of the billboard, the conducted marketing can be described as sensation marketing. The relatively short duration of the campaign of one day is another characteristic of sensation marketing.

To realize the campaign, Tabasco! The Agency had to rent the billboard and acquire a license for the use of the smoke machine and hire experts that had to be present to operate and supervise the smoking machine, to ensure a safe use of the machine. The use of the smoke machine made up the highest proportion of the costs of the marketing campaign.

2. Why was this type of a marketing campaign chosen and why has it been executed as a guerilla marketing campaign instead of a traditional campaign / What was the motivation behind the choice?

The main motivation of conducting a sensation marketing campaign was the possibility of attracting a substantially higher amount of attention than with the use of traditional

advertising methods. As a reason for this motivation, Lomp (2021) stated that the marketing campaign was “not a classical sales campaign. It was more like a social awareness campaign, because the main message we wanted to send to people was that sports and movement is one of the best ways to reduce stress. It was purely an awareness campaign.”

This motivation is consistent with the characteristics and motivations of sensational marketing, as sensational marketing often aims to attract attention or convey a message rather than promote a product or brand. With its characteristics of being surprising, shocking, exciting or unexpected, sensation marketing is an adequate marketing instrument in order to attract the most possible attention and to raise awareness. In combination to its position at a frequently used highway, close to the airport, the possibility to attract attention or even generate a viral effect was increased further.

3. What were the expectations or measurable aims of the marketing campaign?

Due to its extraordinary conception, the chosen marketing approach was expected to fulfill its motivation of attracting a large amount of attention in order to increase awareness about the advertising message to do sports instead of smoke. Also, the possibility of generating a viral effect was expected, even though, as in the last campaign this aspiration was not actively worked towards, by for example conducting additional promotion in social media channels, as in the first described case study. “We knew that it had a great potential of going viral and getting organic attention” (Lomp 2021).

Despite the fact, that the client company is a retailing company with financial motivations, there were no measurable aims, like increased sales numbers or social media interactions set for the campaign.

4. **What were the outcome, result and difficulties of the marketing campaign?**

As expected, and even though the marketing campaign only lasted for one day, it attracted a large amount of attention and received numerous reactions, not only by recipients or social media users, but also by the traditional media channels, such as newspaper magazines or TV channels. The short duration of the campaign was also due to several reactions of the recipients of the campaign, which resulted in over 400 emergency calls, because the billboard was assumed to be on fire. This reaction could also be seen in news channels, resulting in even higher attention to the campaign.

The overall number of reactions resulted in a viral effect of the campaign. Therefore, the campaign can be considered a highly successful marketing campaign and a confirmation of the ability to create a viral marketing campaign by using the instrument of sensation marketing. With combining a billboard and a smoke machine, not only were spectacular and surprising characteristics established, but so was the creation of something new and unexpected. Lomp (2021) points out, that Tabasco! The Agency was not the first agency to execute this combination, but that it had never been done before in Estonia.

Like the marketing campaigns of the previously analyzed case studies, also the results of this marketing were difficult to measure, which is due to the other, simultaneously conducted advertising campaigns of the client, but also due to the pandemic circumstances. Just after the campaign ended, shops were allowed to reopen, which resulted in a high number of people going to stores in general, making it hard to define the degree to which the marketing campaign impacted the number of customers. In addition, the weather was a factor that resulted in difficulties:

On the day of executing the marketing campaign, it was windy. So instead of rising straight up into the sky, as we had planned and idealized, the smoke spread towards all directions, due to the wind. A still wind would have enabled the smoke to go straight up from the desired spot, at which we placed the machine, which would've resulted in a better effect. (Lomp 2021.)

4.4 Case Study 4 - Eat Better in the Week Before Your Payday

Case study four is the marketing campaign “*Ät Bättre Veckan Före Lön*” (Eat Better in the Week Before Your Payday), which was conducted by the Swedish marketing agency “anr+1”. The client company for which the campaign was conducted is a well-known organization within Sweden that issues certifications for environmentally friendly and organic food. The organization already worked with anr+1 in previous marketing campaigns and hired the agency again to conduct a campaign that aimed to increase the consumer affection towards the organization and its certificates, as well as to expand its target group. As in the previously described case study, also this marketing campaign consisted of several individual advertising campaigns that were carried out simultaneously, one of which will be described in this case study.

1. What was the marketing campaign and how has it been executed?

In accordance with its name, the advertising campaign was centered around the topic of the meals that can be consumed within the last week before the salary is received, referring to the inability to afford expensive food or restaurant visits in the end of a month. The slogan "Eat better" originates from previous marketing campaigns that anr+1 has already executed for the client in the past. In the new campaign, described here, this approach was developed further and put into a different context.

The idea was to display five photos of a seemingly normal meal of noodles with a sauce and meatballs. Within all five photos, the same meal was displayed, while the number of meatballs decreased with each photo, illustrating the situation of the last five days of the month, in which the scarcity of the food increases. Only the last photo of the advertising campaign showed the logo of the client company and the mentioned advertisement slogan “Eat Better in the Week Before Your Payday”, to convey the message that even in the end of the month it is possible to consume healthy and good meals by eating food that is certified by the client company.

To illustrate the context of the last five days of the month with five different photos, a fitting medium was needed. Malin Milbourn, the account director of anr+1 explains, that multiple channels had been used in order to display their campaign:

There are different mediums that were used. Ads within the newspaper was a part of the print program of the campaign, but we also used social media platforms like Facebook, Instagram and YouTube, other printed media formats, such as outdoor posters, digital billboards, or ad shelves in supermarkets, as well as the homepage of the client. (Milbourn 2021.)

Within this analysis, the main focus was placed on advertisements in a newspaper. This is due to the fact that newspaper advertisements, despite their placement in a traditional advertising channel, incorporate the characteristics and principles of guerrilla marketing the most, compared to the other advertisements within the marketing campaign. These characteristics are the creation of a surprise effect and the effect of resolving the unclear and unexpected, which are achieved through the repeated presentation of a meal without any information or description within several consecutive pages. This is creative and unconventional and might leave some recipients wonder about the purpose of the advertisement, and the subsequent resolution and explanation on the last page.



Image 7. Newspaper Advertisement (Source: anr+1).

Another factor that contributes to the surprise effect is that the seemingly normal meal which includes meatballs is actually vegan. To show the meal five consecutive times but to only mention that it is vegan on the last page resembles a deception of the recipient of the campaign and makes the last page of the advertisement more unexpected. Therefore, although it took place within a traditional advertising channel, the advertising campaign of anr+1 can be described as a guerilla marketing approach. In contrast to the marketing campaigns of the other case studies though, this advertisement campaign is not clearly classifiable as one of the described instruments of guerilla marketing of the theoretical part of the thesis.

The high costs of newspaper advertising, which were even higher than the costs of a traditional advertising campaign in a newspaper, contradict the principle of guerilla

marketing, to require lower costs than traditional marketing. These higher costs were simply caused by the use of five advertising slots within the newspaper, while a traditional newspaper advertisement would have only required one advertising slot. The question whether this decreased the cost-efficiency of the advertisement would contradict another principle conceptual characteristic of guerilla marketing, will be addressed when describing the results of the advertising campaign.

2. Why was this type of a marketing campaign chosen and why has it been executed as a guerilla marketing campaign instead of a traditional campaign / What was the motivation behind the choice?

One main motivation for choosing a non-traditional marketing approach was to achieve a high impact with a low financial investment. Millbourn (2021) explained that the client company is “an organic certification brand. They certify food and farmers, but they are not big advertisers. A general challenge, that we face with the client is a low advertising budget.”

The low advertising budget limited the possibility to invest money in order to reach a bigger audience, as often done within traditional marketing campaigns. Therefore, the main motivation of conducting non-traditional marketing approaches is to reach a broad audience with creative advertisement that stands out and that is unexpected and surprising.

The client realizes that their advertisement needs to be creative to stand out. To do something impactful and to stand out within traditional media by being less traditional and less expectable maybe also gets shared on social media and reaches a broader audience. (Milbourn 2021.)

This is also the reason for contextualizing the campaign with a topic that people can relate to, as is the case with the last week before the payday. “We always have to try to find a way to get a great impact, so we often use contextuality, like the week before the payday, but we also try to do something that stands out.” (Milbourn 2021.)

3. **What were the expectations or measurable aims of the marketing campaign?**

Because the marketing campaign consisted of several individual advertisements, aims were not set for the described individual advertising campaign of this case study, but for the whole marketing campaign including all individual related advertisements. The main targets set were the increase of the consumer affection towards the client and the extension of its target group. These aims were connected to the situation of the client, which is that “around 95 % of all Swedish people know the client and its logo, but only know roughly what they stand for” (Milbourn 2021).

Millbourn (2021) added that an underlying aim of the marketing campaign was also to increase the number of sold certified products, but that the impact of the advertising campaign on the sales numbers is hard to measure, “since the client is not producing and selling products, the amount of sold goods is only gathered with a time delay.” Therefore, the increase of sales numbers was not defined as a substantial aim of the campaign but a desired outcome.

An expected result of the campaign, regardless of the above-mentioned aims, was that the newspaper advertisement would receive mixed reactions and would attract attention because of its unconventional characteristic. “It is not a traditional campaign and you cannot really foresee how people will react to the five subsequent pages. People might get irritated” (Milbourn 2021).

4. **What were the outcome, result and difficulties of the marketing campaign?**

The measured results of the marketing campaign refer to it including all of its individual advertisements. These results indicate that the marketing campaign generated positive results, which can be seen in an increase of the sales numbers and of “people feeling closer to the client, saying they would consider buying more certified products and that they would actually pay more for these products” (Milbourn 2021). Therefore, the marketing campaign can be considered a success.

Despite the difficulty in allocating which of the advertisements contributed to the success of the marketing campaign as a whole, it can be said the newspaper advertisement described in this case study has achieved an impact and attracted attention due to its unconventionality. This attention and impact, even though not exclusively measured, was visible on the internet. The advertisement was shared by readers of the newspaper within social media channels, which shows that people had an urge to share it and discuss it with other people, which can be compared to the word-of-mouth effect.

We know that people have reacted to the advertisement, commented on it within social media and discussed about it. Some people thought that it was cool, some expressed how unexpected it was and some did not understand it and asked why it was done like that. So, the advertisement raised questions, attention and even a debate. (Milbourn 2021.)

While in this case study, the conduction of the marketing campaign, specifically the newspaper advertisement, was not as effortful as the conduction of the marketing campaigns of the previously described case studies and mainly required creativity, there was one difficulty, which did not occur in the other case studies. Within this campaign, the implementation of the guerilla approach, as mentioned before, did not lower the costs of the campaign, but increased them. The characteristics of the campaign, that enable it to be described as a guerilla approach, are based on the use of five pages, of which only one describes the product, mentions the client of the marketing agency and states the purpose of the advertisement, serving the function to attract attention by being creative and unconventional, as well as the function to achieve a surprise effect by deceiving the reader and resolving the deception on the last page.

The difficulty hereby lay in the need to convince the client that the increased impact of the approach would outweigh the increased costs of the advertisement, caused by the need to pay for five advertising slots in the newspaper in order to convey one advertisement message. This difficulty was compounded by the fact that the client's budget is low, and the costs could have been decreased by using only one page. After conducting the campaign and seeing the reactions that it received, it can be argued that despite the increased costs, the cost-efficiency of the campaign was still higher, due to a stronger impact and more attracted attention that could have been achieved with a traditional advertisement on one page in the newspaper.

4.5 Case Study 5 – Estonian Stress Buster

The fifth chosen case study is a marketing campaign conducted by the marketing agency BBDO Berlin from Germany, in which Estonia was promoted as a travel destination. The client of BBDO Berlin is a tourist board, which desired a non-traditional and unconventional marketing campaign to attract the most possible attention with the possibly lowest costs. In order to fulfill these aims, BBDO Berlin planned to conduct a marketing campaign that combined multiple instruments and approaches.

1. What was the marketing campaign and how has it been executed?

Because of the small budget and the yet existing ambition to achieve the highest possible publicity, BBDO Berlin pursued the strategy to achieve media coverage through the creation of a sensation instead of media coverage through payment. As Mark Andree, managing director of BBDO Berlin, explains, this strategy requires consideration not only in terms of a creative advertising message, but also in terms of how the advertising message is conveyed:

The client had ambiguous goals regarding the reach, the attracted attention and the impact of the campaign on the sales numbers, while at the same time having a comparably small budget. So, the first idea was to shift from paid media to earned media. In order to achieve those goals and the spread within earned media, the planning of the campaign it is not only about getting creative regarding the idea and content itself, but also regarding the concept of how to conduct the campaign and how to play marketing. (Andree 2021.)

The idea regarding the content and story of the campaign was, to address a common topic of people's everyday lives, stress related, negative health effects and to show, that a great way to reduce the stress is by traveling to Estonia, as it offers relaxation and recovery due to its nature and its quiet and not-crowded places. "This was the foundation for the campaign. We knew that we do not want to conduct a classical advertising campaign, but

instead attract attention with earned media and by being close to the target group and addressing their need to relief stress.” (Andree 2021.)

To address the target group of people who need to relieve their stress, a combination of different marketing instruments was chosen. As in the marketing campaign of the first study, a stunt was undertaken, which was planned to be spread on social media channels. In contrast to the first described marketing campaign, in which the story of the campaign was created by multiple consecutive social media posts, BBDO Berlin created a video, that included parts of the stunt and that was spread in social media channels, in order to convey the advertising message and the campaigns’ story.

Within the video, which was filmed in multiple big cities of different countries, not only the stunts were shown, but it was instead designed like a short film with a story line. It starts by quickly displaying a seemingly stressed business person, hurrying through a city while looking at his phone, after which a statistic of the American Psychological Association is shown, which informs about a high proportion of adults suffering from negative health effects due to stress. “It is important how the dramaturgy is done within a video, so that it attracts attention. Starting with a very catchy picture already in the beginning can be helpful” (Andree 2021).

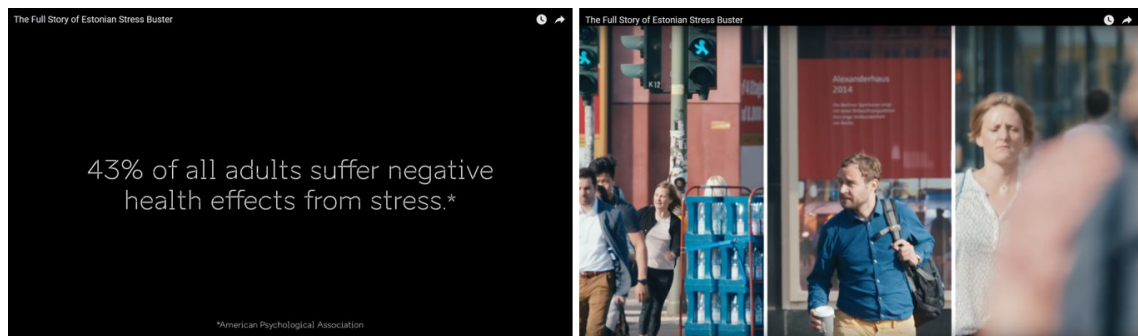


Image 8. Screenshots of "The Full Story of Estonian Stress Buster" - 1 (Source: BBDO Berlin).

Afterwards, again in quickly changing images, multiple other seemingly stressed people are shown, after which a text is displayed, saying that “Estonia started a mission.”, followed by a clip of a bearded man, who seems to be in a nature setting and who is called “The Stress Buster”. While showing the Stress Buster, the upbeat music, that played since the beginning of the video, is replaced with peaceful nature sounds. Afterwards, clips of beautiful nature settings from Estonia are showed, while displaying the words “Pure nature busting pure stress.” With this introduction to the video, the whole underlying story of the marketing campaign is conveyed to the viewer.

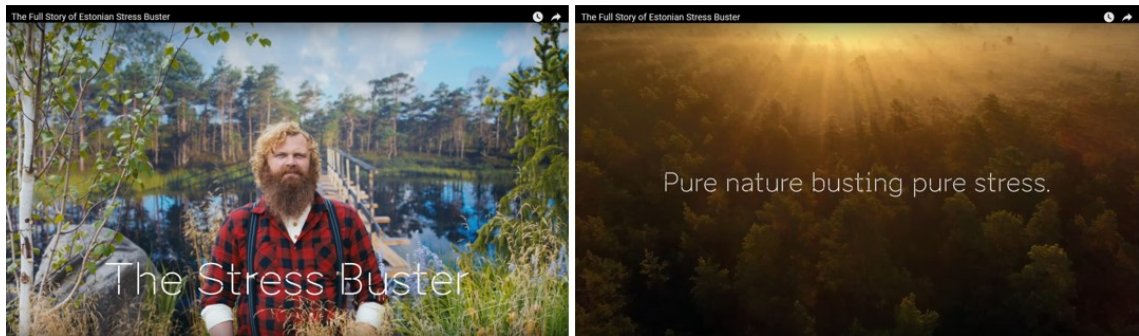


Image 9. Screenshots of "The Full Story of Estonian Stress Buster" - 2 (Source: BBDO Berlin).

Later within the video, it is shown, how the Stress Buster sits in a van, equipped with cameras that analyze the faces of pedestrians, resembling the setting of secret agents who search for criminals. The pedestrians who are identified as stressed are then ambushed with so called “treatments” against stress. The first treatment consists of nature sounds from Estonia, which are played from a hidden speaker, while the second treatment for “the tough ones” is the Estonian forest. This section shows the stunt, that was conducted in the campaign.

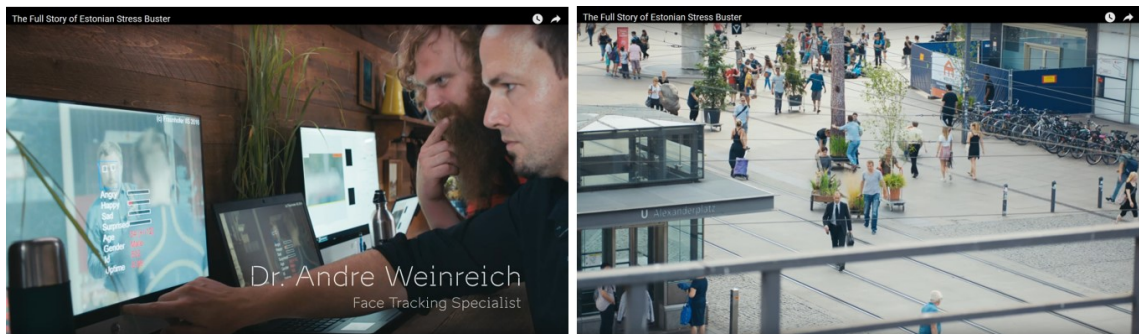


Image 10. Screenshots of "The Full Story of Estonian Stress Buster" - 3 (Source: BBDO Berlin).

Within this stunt, a team placed a wall, with an image of an Estonian nature setting in front of the walking stressed pedestrian and surrounded the pedestrian with trees and flowers, to convey the feeling of being surrounded by nature. After placing the items and hindering the pedestrian from walking on, the earlier shown Stress Buster walks towards the pedestrian, telling the pedestrian to relax and that they won a trip to Estonia, handing her/him a piece of wood, which shows the words “Trip to Estonia’s Pure Nature” and which is then held into the camera by both. The video ends with nature sounds and the recommendation to visit Estonia and to find out more on the client’s website.

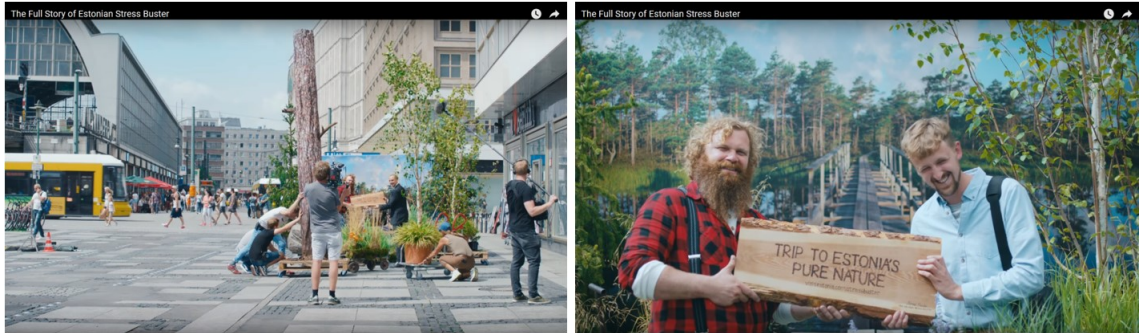


Image 11. Screenshots of "The Full Story of Estonian Stress Buster" - 4 (Source: BBDO Berlin).

With this concept, BBDO Berlin combines the instrument of sensation marketing, of performing a stunt and surprising people with something unexpected to attract their attention, with the instrument of viral marketing, of creating a media production, in this case a video, which aims to achieve a viral spread on the internet by being shared by users of social media platforms and therefore generating a big reach of the marketing campaign without causing high costs. The fact, that also actors were shown in the video stresses, that the purpose of the video is not only to display the stunt and therefore to increase the stunt's impact and reach, but that it has an independent purpose of its own, which is to achieve a viral effect of the marketing campaign. The stunt itself is consequently just a component of the marketing campaign, which is constituted by both instruments in combination, that are mutually dependent and enhance each other.

Certain requirements had to be fulfilled to conduct the campaign and certain costs were caused. First of all, the permissions to conduct the stunt and to film within the cities had to be acquired: "You have to give the authorities an idea of what you are doing and how you are approaching the people, to show them that our stress buster camera is not something to hurt people with" (Andree 2021).

In order to gain a certain reach of the campaign within the internet from the beginning and to initiate a spread within social media, it was also made use of paid search engine promotion and social media promotion, which contributed to the costs of the campaign, but had a positive impact on the campaign:

You need amplifications to achieve organic growth, especially when you do not have any followers. That was done on social media and very intensively in keyword advertising and also on search engines. When people were looking for ways to reduce stress, there was a suggestion to go to Estonia instead of to a doctor, or to take medicine. (Andree 2021.)

Of course, also the creation of the video itself and the performance of the stunt caused costs, but according to Andree (2021), the overall financial investment was very low compared to traditional marketing campaigns because of the decision to take a viral marketing approach, while the investment of creativity and innovative thinking was higher. This resembles the conceptual characteristic of guerilla marketing to invest more creativity instead of more money to achieve an impact with a marketing campaign.

Normally the media budget is the highest, and then there is the production money and then the agency fee. In this case the production of the video and the stunt itself were the most expensive, followed by the agency fee, because our conceptual and creative work in producing and accompanying it was much more intensive than in traditional marketing campaigns, and then there was a little media money left for the push in the internet. (Andree 2021.)

2. Why was this type of a marketing campaign chosen and why has it been executed as a guerilla marketing campaign instead of a traditional campaign / What was the motivation behind the choice?

As indicated before, the main motivation of conducting a guerilla approach instead of a traditional one, was the aim of receiving the highest possible amount of attention with a comparably low financial investment. For this reason, it was decided to focus on creativity, innovation and on the creation of a spectacular campaign, which lead to the chosen approach of combining sensation marketing with viral marketing, two instruments that work well with one another.

Another motivation was the differentiation towards other marketing campaigns within the same branch in order to stand out of the mass of other advertisement. As Andree (2021) explains: “We wanted differentiation. It is important to be distinctive, especially in the travel market, because every ad in this branch looks the same – a building and a nice sunset and that’s it.”

3. **What were the expectations or measurable aims of the marketing campaign?**

Next to achieving a high efficiency regarding the attracted attention in relation to the required financial resources of the marketing campaign, several other aims were set. These included the increase of sales numbers, the increase of tourists that visit Estonia, as well as a certain number of visitors of the client's website, as well as a general increase of awareness regarding the client and Estonia as a tourist destination.

Due to agreements between the client and BBDO Berlin, the numbers of the desired aims cannot be mentioned in the thesis. All in all, it was estimated that the campaign would fulfill its aims, even though the exact outcome was not predictable.

4. **What were the outcome, result and difficulties of the marketing campaign?**

The results of the marketing campaign were positive, and the campaign can be described as a success. In order to measure the generated awareness and the impact of the video on the consumer perception of the client and Estonia as a tourist destination, a "brand lift study was done with google, which showed that not only the numbers of homepage visits increased, but also that the campaign achieved a strong positive impact on the brand awareness" (Andree 2021).

Even though the increase of website visits was not as high as expected, the number of site visitors who became customers and spent money, the conversion rate, was much higher than before. This means that:

The quality of every contact who visited the client's website was much higher than when you look at the results of traditional marketing campaigns with paid media. This is because with traditional media channels and paid media, you address more people and have a higher reach, but in our marketing campaign, people were much more interested in the product and therefore booked in higher numbers. So, the conversion rate was very high and much higher than expected. (Andree 2021.)

While only the minimum aim regarding website visits was reached, the conversion rate was three times higher than aimed for, which shows, that the campaign, even regardless

of its lower costs, was much more efficient than the previous traditional marketing campaigns of the client.

The main difficulties of conducting the campaign, mentioned by Andree (2021), were related to the complexity of the campaign, which was given due to the execution of the stunt in different cities and countries, the lack of experience in conducting such stunt and the uncertainty regarding the reaction of the pedestrians to the stunt, but also related to the need to convince the client's partners and sponsors of the campaign, who were critical of the concept because of its unconventionality. As in the marketing campaigns of the previously described case studies, also in this campaign it was hard to estimate a result. When aiming to gain a big audience by investing for it, for example in social media channels, the audience is guaranteed, while the size of the audience when aiming for a viral effect, depends on many different factors, making a precise estimation impossible.

With this case study, the last chosen marketing campaign has been analyzed, enabling a finalizing comparison of the case studies to draw a conclusion about the general benefits and disadvantages of guerilla marketing in comparison to traditional marketing concepts and enabling a look into how guerilla marketing and marketing in general could develop in the future.

5 CONCLUSION AND DISCUSSION

After describing and analyzing all case studies, multiple common positive as well as negative factors can be identified in the execution and outcomes of guerilla marketing campaigns. One common factor indicated when describing the instruments of guerilla marketing in the theoretical framework and confirmed when analyzing the case studies was that different marketing instruments are often combined within a marketing campaign and depend on each other or enhance each other's effects. This was done within the Kosiosusi campaign of the first case study by combining a sensation marketing approach with the use of social media in order to additionally conduct a viral marketing

campaign, as well as within the latest described marketing campaign of the Estonian Stress Buster.

The relevance of social media in expanding the reach of a marketing campaign was also shown in the analysis of the case studies, since all described marketing campaigns found their way into social media. This was either actively initiated, as in the first and the last described case study, or strived towards, as in the second and third campaign, or came by surprise, as in the Eat Better in the Week Before Your Payday campaign, which was conducted in newspapers. The reason for the relevance of social media in relation to the described case studies is rooted in the psychological effects of wanting to share emotional or surprising experiences with other people. These were described in Chapter 2.4 when describing viral marketing and sensation marketing, as well as in the interconnectedness of people within social media and the possibility to easily and quickly reach out to multiple friends at once.

This urge to share or discuss the marketing campaigns of the case studies was caused by unconventionality, which was given in all case studies and the sensational and emotional effects which were achieved by the stunts of the first and the last campaign, but also by the surprise, achieved with the unexpected smoking billboard of Case Study 3. The only campaign which did not take place outside and which spread online with its unconventionality, that was given despite operating in a traditional advertising channel was the campaign of Case Study 4, which was unconventional due to the way in which the advertisement slots of the newspaper were utilized.

One negative aspect that occurred in all the case studies and which is related to the non-traditional and unconventional approaches is uncertainty. This refers to the inability to accurately forecast the outcome of the campaign, especially in regards to estimating its reach, but also to difficulties that can occur due to the operation outside of traditional advertisement channels, such as the described wind problem of Case Study 3. Compared to traditional marketing campaigns, in which the reach of a campaign is paid for by utilizing paid media, the reach of the guerilla marketing campaigns depends on earned media and therefore on the reception of the campaign by its recipients and the effectiveness of the conveyed emotions in urging people to spread the campaign online.

Because of the unconventionality of the campaigns, the reaction of people is also harder to foresee due to the lack of repetition in the execution of similar and comparable marketing campaigns seen within traditional marketing. Such comparisons enable a

measurement and an estimation of the results of the campaigns and of how people will react to them. In addition to that, certain requirements need to be fulfilled that are not necessary when conducting traditional marketing campaigns, such as the acquisition of special permissions or the need to convince stakeholders of conducting an unconventional campaign and taking a risk. Besides taking a higher risk due to the mentioned uncertainties, the effort required in order to conduct innovative, creative and non-traditional marketing campaigns is also higher than in traditional marketing.

A common factor that relates to the utilization of earned media and occurred in all campaigns because of the fact that all campaigns can be considered successful campaigns that were worth the taken risk was their cost-efficiency. Even though the implementation of a guerilla approach increased the costs of Case Study 3 and Case Study 4, its outcome outweighed the financial investment, and all campaigns achieved a high effectiveness and especially a high cost-efficiency when compared to traditional marketing approaches. What investment was definitely increased though, within all described marketing campaigns, was the investment of creativity and innovative thinking, which concurs with the conceptual characteristics of guerilla marketing. This resulted in high attention to each campaign, therefore confirming another conceptual aspiration of guerilla marketing, which is to attract maximum attention with a minimum financial investment and to stand out of the mass of traditional advertisement.

It can be stated that the conceptual aspirations of guerilla marketing, described in the theoretical part of the thesis can be achieved in empirically conducted guerilla marketing campaigns. While conducting guerilla marketing campaigns, higher risks need to be taken, higher efforts are required, and creativity and innovative thinking are a necessity. These factors lead to the execution of successful guerilla marketing campaigns, that attract a high amount of attention and stand out of the mass of advertisement, while requiring a relatively small financial investment, making guerilla marketing a highly efficient concept that can be applied by smaller sized companies and by big companies. Therefore, the mentioned aims and characteristics of the theoretical part coincide with the empirical experiences. The analysis of the case studies also indicates the validity of the estimation that the majority of guerilla marketing activities operate in the promotional sector of the marketing mix. This was mentioned in the theoretical part of the thesis.

To look at the possible future of guerilla marketing within the field of marketing, it can be said that the development of guerilla marketing towards a concept that is implemented

into the marketing mix of a company and functions in addition and next to other marketing campaigns, which was described in Chapter 2.2 and which was also confirmed by the second, the third and the fourth case study, will continue and result in an increasing use of guerilla marketing. Already now it can be seen that more and more companies conduct guerilla marketing campaigns, and that guerilla marketing became a known concept in most of the marketing agencies. With regards to the mass of advertisement, described in the beginning of the thesis, which has increased even more since the usage of social media and the internet increased, it is expected that the conduction of guerilla marketing will be an inevitable marketing approach of any company that undertakes marketing and relies on it.

If this speculation were to be confirmed and the development were to come to reality, the question arises whether the unconventionality of guerrilla marketing would not eventually reach its limits when applied on a frequent basis, or whether the unconventional would become the norm and therefore the normality in the marketing world, resulting in the loss of its achieved effects.

Another factor that is in a seemingly unstoppable progression is the relevance of social media in spreading marketing messages and expanding their reach. This leads to the question if social media will at some point be an inevitable element of guerilla marketing or marketing in general. These questions can only be answered in the future or by conducting a quantitative research regarding the implementation of guerilla marketing, which might be a good topic for later research.

To conclude, it can be said that this thesis gave an overview of the concept of guerilla marketing, with its conceptual aims and aspirations, explained its functionality, illustrated how guerilla marketing can be implemented as a marketing concept and presented the benefits that it can offer compared to traditional marketing. Due to the analysis of five different marketing campaigns, conducted by different agencies in different countries, the theoretical remarks regarding the concept of guerilla marketing were subjected to an examination and compared to the empirically gathered experiences of marketing experts. This increased the validity of the elaborations and resulted in a more reflected presentation of the advantages and disadvantages of guerilla marketing. Therefore, this thesis can serve as a paper for all marketing students, as well as all professionals who want to inform themselves about alternative marketing methods or who want to develop a comprehensive understanding of the concept of guerilla marketing.

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Questionnaire

What was the marketing campaign and how has it been executed?

- a. What was done?
 - b. How was it done / What steps were taken / What was the process?
 - c. Where was it done / Which medium was used?
 - d. What efforts were taken / What costs were caused?
-

Why was this type of marketing campaign chosen and why was it executed as a guerilla marketing campaign instead of a traditional campaign / What was the motivation behind the choice?

- e. Cost reasons?
 - f. For maximum attention?
 - g. To stand out/ be innovative?
 - h. To achieve a high rate of interaction with the brand/a new product?
 - i. Decision based on previous research?
-

What were the expectations or measurable aims of the marketing campaign?

What were the outcome, result and the difficulties of the marketing campaign?

- j. Were the mentioned aims/expectations fulfilled? Please elaborate.
- k. Were there any major differences to traditional marketing campaigns which were not mentioned yet?
- l. Were there any unexpected turns of event while executing the campaign?

- m. Was it harder to estimate the results of the campaign than in traditional marketing campaigns?**
 - n. Were there any difficulties in general or difficulties which were unexpected and if yes, did they occur mainly because of using a guerilla marketing campaign instead of a traditional marketing campaign?**
-