

THE IMPACTS OF GUERRILLA MARKETING ON CONSUMERS' BUYING BEHAVIOR

by

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Abstract

Guerrilla marketing is a modern technique in product marketing that makes use of unconventional or unusual means of promoting the product to the market. The company under consideration of this study is Coca-cola which is a popularly known producer of a product of the same name. However, the company grew over the years and managed to create a multinational operation handling a diversified range of products. Apparently, it made use of various marketing techniques to entice more customers and lure them to buy the myriad of products offered by the company. Guerrilla marketing originated from guerrilla warfare operations where the armed group utilized unconventional techniques in fighting the enemy, even to the point that violates the ordinary rules of engagement. In the case of marketing, the techniques are designed to create a buzz among consumers and consequently turn the advertising into something that is viral.

Guerrilla marketing is one of the growing marketing techniques which are used in advertising industry. Stealth marketing is also a most popular technique use in the Guerrilla marketing. There are number of techniques are used in stealth marketing in which one technique, celebrity marketing is in practice mostly by the market leaders. This paper seeks to find the significant impact of the Guerrilla marketing on the consumer's buying behaviour.

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CHAPTER 1 – INTRODUCTION

The modern era has made each consumer experience a newer concept of marketing communication in his continuing quest for satisfying needs and wants. Such communication process involves various tools which marketers utilize to attract his attention such as newspapers, tabloids, magazines, television, billboards, radio and the internet. Also included among the modern marketing techniques are direct marketing and person-to-person marketing. In most companies, these activities are combined into one Integrate Marketing Communication or IMC, one that supplants the traditional marketing strategy with inter-company cooperation and interaction such as outsourcing and retailing. As businesses compete for survival, unconventional means of advertising comes to life based on continuous Research and Development which even resulted to the proliferation of black markets and fake products (Baack et al., 2008).

We take a sample of the guerrilla marketing techniques commonly used nowadays. Word of Mouth (VoM) stands for when a friend tells a friend that tells a friend about the new product that he had bought last weekend. Marketers are aiming for VoM that is planned and executed by people in order to spread the “Buzz”. But generations of using the product could be a good indication of a successful guerrilla marketing aspect because, in the Coca cola example, the utilization of the softdrink itself by the family for generations is passed on successively by word of mouth and taste (Cottea et al., 2005). There is no direct marketing technique involved here by the company. And as the practice replicates over different types of people, newer concepts of guerrilla marketing have evolved to penetrate unchartered markets based on the word of mouth and taste phenomenon. The paper analyzes the effectiveness of guerrilla marketing techniques and evaluates their impact on consumer’s buying behaviour in modern day marketing emphasizing on attractiveness or popularity and commonality (Brennan & Binney, 2010).

1.1 Background of the Study

The study attempts to measure the impact of utilizing guerrilla marketing in product promotion endeavors which necessarily deviates from the traditional and common marketing activities. Coca cola as a beverage drink is a perfect example of analyzing the effectiveness of marketing techniques that goes beyond the borders of conventionalism. In this world of extreme competition, a company needs to rethink its position in the market and formulate strategies to maintain customer satisfaction and loyalty (Belch & Belch, 2009). It's a brand new game that each company has to be familiar with and implement to ensure business continuity and assure itself of market survival. In so doing, a company may try to duplicate guerrilla marketing practices or devise a new one to temper off competition at all levels. In the case of Coca cola, the company is continually threatened by rival Pepsi cola in the softdrink industry and each of them tries to maintain market supremacy by copying the marketing strategies of the other (Burns & Bush, 2000).

1.2 Research Background

The research deals on an unconventional way of promoting a product to the market. This is the essence of guerrilla marketing but its effectiveness is a question that needs to be answered systematically by going over existing literatures, appropriate data and information and, to the extent appropriate and available, by surveys and graphical representations. The topic points to the correlation of the marketing technique to consumer's buying habits and it may cover historical information for clarification and verification purposes (Morrow & Smith, 2000). The research background is confined to a set of guerrilla techniques that are commonly utilized by companies and ignores those which may lead one to formulating a good marketing strategy. The paper simply collates vital information about guerrilla marketing for analysis with the end view

of understanding the nature of guerrilla marketing as it is used by companies to influence consumer behavior.

1.3 Rationale for the chosen topic

The topic presents an anti-traditional approach in conducting a commercialization of the products produced with the intent of taking advantage of the company's strong position in the market and the vastness of its resources. Since there is a dearth of available data on the subject matter due to its recent conceptualization, the paper endeavors to analyze the topic on the basis of available literature, observations and commentaries of known marketers and columnists. The direction is primarily focused on augmenting the available literature for the purpose of providing additional information on the status of guerilla marketing (Baltes and Leibing, 2008).

Of particular importance is the pairing of this type of marketing to the consumer behavior pertaining to buying and consumption of products. Such field of inquiry is noteworthy since consumers' tastes and preferences are given emphasis in order to gauge whether guerilla marketing is indeed effective or not. The overall analytical approach utilizes both the quantitative and qualitative techniques that are commonly used in research endeavors. The qualitative technique involves the understanding of the general human behavior and the various reasons that govern it through the collection of information in the form of images, words and literary works that can provide a theme for the research. It is a question of investigating the factors without necessarily dwelling into the potential relationships that may exist between variables involved.

The quantitative aspect deals squarely with the phenomena and the quantitative properties in a systematic manner involving questions that are narrow and the use of statistical methods in analyzing numerical data collated and compiled. This technique is purely descriptive,

correlational and experimental in essence as the statistics utilized are used to prove the casual relation and association of the variables used in the research (Creswell, 1998).

1.4 Purpose for undertaking the research

The primordial aim in undertaking the research is to analyze the process by which sellers find buyers and by which goods and services move from producers to consumers with the use of guerilla marketing strategies. Every day involves many marketing activities. For example, advertising and selling are part of the marketing process. Other marketing activities include financing by banks and deliveries to stores and homes (Dew, 2007). Marketing is so important to industry that about half the cost of goods and services results from the marketing process. More people work in marketing than in production. Consumers can choose from a huge variety of products and services. Therefore, a company must have an effective marketing program to make its products and services attractive to customers. But every business engages in five major marketing activities: (1) market research, (2) product development, (3) distribution, (4) pricing and (5) promotion.

Market research is the process of gathering and analyzing information to help business firms and other organizations make marketing decisions. Business executives use market research to help them identify markets (potential customers) for their products and decide what marketing methods to use. Government officials use such research to develop regulations regarding advertising, other sales practices, and product safety. Market research services are provided by several kinds of companies, including advertising agencies, management consultants, and specialized market research organization. In addition, many large business companies have their own market research technique (Dahlén et al., 2009).

Market researchers handle a wide range of assignments. They estimate the demand for new products and services, describe the characteristics of probable customers, and measure potential sales. They determine how prices, influence demand, and they test the effectiveness of current and proposed advertising. Market researchers also assess a company's sales personnel and analyze the public "image: of a company and its products (Fernando, 2004).

1.5 Statement of the Problem and Research Questions

The study focused on the effects of guerrilla marketing particularly in advertisements on consumer buying behavior. Specifically, it aims to answer the following research questions:

- 1) What is guerrilla marketing?
- 2) How is guerrilla marketing implemented?
- 3) To what degree is consumer buying behaviour influenced by guerrilla marketing?
- 4) How effective is guerrilla marketing in influencing consumers' buying behavior?
- 5) What are the guerrilla marketing techniques utilized by Coca-cola?

1.6 Research Aims & Objectives

There are two main aims of this research and five objectives.

1.6.1 Research Aims

The aims of this research include:

1. To identify the various types of guerrilla marketing types that are commonly utilized by the companies in their pursuit of introducing a product to the market (Malhotra & Birks, 2007).
2. To shed more light on the perceived importance of guerrilla marketing in influencing consumer buying behaviour.

1.6.2 Research Objectives

The objectives of this research are:

1. To gain an in-depth knowledge of the whole concept of guerrilla marketing.
2. To analyze the various techniques involved in guerrilla marketing and how they are applied to increase a product's acceptability.
3. To understand the economic benefits of guerrilla marketing.
4. To review the present efforts of companies utilizing guerrilla marketing as a strategy.

1.7 Significance of the Study

The study aims to collect data in a systematic function to gain a better analysis or understanding of the influence of guerilla marketing on consumer buying behavior. It is important because it helps in understanding how target market behaves and what they need. This gives companies an idea of hope to better promote or market their product to target markets both at the local and international levels.

1.8 Structure of the Dissertation

This dissertation is divided into four (4) chapters and an appendix section. The first chapter provides an introduction to the topic chosen, the significance of the study, its aims & objectives and the rationale for the study. Chapter two presents a comprehensive review of the various literatures. The third chapter deals with the methodologies used dealing with the analysis of the data presented, the validation strategies, the ethical issues and the role and background of the researcher. Chapter four presents the researcher's opinion regarding the essence of the study, the topic chosen, the literatures provided and the importance of the study. There is an appendix section that shows the various forms used in the study.

CHAPTER 2 – LITERATURE REVIEW

Guerrilla marketing can be taken as a marketing communication (MC) that has a significant influence on all types of consumers. It is generally directed towards gaining their attention by different ways and means such as direct marketing, PR and advertising (Miller, 1993). In advertising, it “set out a much stronger message by the advertising agencies showed the improving results. Marketing practitioners introduce the practice of combined a different promotion mean as integrated marketing communication. This practice allows one company’s marketing campaign to be fully integrated that the single message they are trying to send to the public will not be confused by other section by the organization” (Duncan, 2002).

Consumers belong to generation Y, or those born from 1977 to 1994 (Paul, 2001), are usually prone to be impatient with the continuing attacks of all forms of advertisements. This is because of their strong focus on individuality particularly in times of buying the things that give them satisfaction (Yin, 2003). This group have their own set of rules and loyalty mechanism that influences brand loyalty forcing their parents to use special measures necessary to satisfy and fill in their needs and wants (Syrett & Lammiman, 2003). “Companies have to take into consideration as well that Gen Y has a “proof it to me” mentality as it does not welcome commercial messages with open arms (Paul, 2001)”.

Advertising is the common medium used by celebrity endorsers as a form of payback to companies-advertisers and induce their positive feelings towards them than non-celebrity endorsers. That is why it is easy for these companies to use marketing techniques such as guerrilla marketing because of the endless availability of support from celebrity endorsers who are keen on improving their popularity and exposure to the public much to the enthusiasm of consumers and followers alike. It is however regrettable that talent fees continue to increase with

the endorsers raking up more profits to the mercy of the companies concerned. The companies find ways to convert their products to something that provides a personality and a brand name that appeal to the consumers (Dickenson, 1996).

The endorsers in a way assist these companies to re-position and re-brand their products through the perceived response of consumers (Louie et al, 2001). While it is common nowadays for celebrities to appear in commercial ads to heighten product exposures to the market, modern means of formatting the advertisement to conform with new technology becomes an imperative need as frequent exposures to modern technology has placed consumers on an uncompromising position with regards to product consumption. But the prevailing trend is the continuing phenomenon of buying products endorsed by celebrities (Atkin & Block, 1983).

It should be emphasized that the new marketing pattern began to take shape at the end of World War II. There were no longer an insatiable demand-market waiting to consumer everything the factories could turn out. Cutbacks due to excess productive capacity in many industries took place. It became evident that business would have to sell and promote aggressively in order to develop and expand the markets necessary to consumer all the things the factories could produce. It meant that business had to determine beforehand what, how much, at what price and under what circumstances the ultimate consumer would purchase. Then it had to organize its productive and marketing facilities to meet these conditions (Ay et al., 2010).

It became necessary to develop new and better tools of market research in order to forecast sales with greater certainty because production and purchasing had to be adjusted to sales expectations. It became necessary also to review and revise selling, advertising and promotion policies. Above all, it meant that industry in the future must use scientific product-planning and development on a basis and on a scale never before imagined.

Emphasis has definitely shifted to the demand side of the economic coin. From now on into the foreseeable future, production will be determined, not by capacity alone, but by the predetermined demands of three markets – the consumer-market, the government market, and the business market. Thus, it is marketing which is now the important factor in making possible the profitable distribution of the products of factories and mills. No longer is marketing the often-neglected and sometimes-forgotten adjunct to production as it was in the past. It has become the very core of profitable enterprise. In the words of **Peter Drucker**, noted management-consultant and economist, all business decisions must now be made “in the light of the market.” Marketing assumes its place alongside finance and production as a top-management function of vital importance in modern business.

Marketing has become the key to industrial and national economic expansion and growth. Management is becoming marketing-oriented in order to survive. Management is learning to apply science and scientific how-how to marketing as it did, in the era of production, to manufacturing processes and techniques (Rosenbloom & Dimitrova, 2011).. This new emphasis on modern marketing techniques has been brought about by six specific forces: (1) the new competition, (2) specialization, (3) diversification, (4) growing complexity in business, (5) automation and (6) changes in physical handling of goods. Today, every manufacturer is, in a sense, in competition for every consumer dollar spent. What economists call “discretionary buying power” means simply that consumers, by and large, now have enough not only to satisfy their immediate needs but also enough to satisfy many luxury or semi-luxury wants and desires. This has created a four-fold competition, a force affecting modern marketing which no manufacturer or seller can disregard:

- (a) One form of competition is that of a product competing against another product of the same general kind: for example, a vacuum cleaner made by one company versus a vacuum cleaner made by another company (Kotler, 1996).
- (b) Another kind of competition is that of one product competing against another product in an entirely different field: for example, a boat competing against an automobile.
- (c) A third form of competition is that of a giant retailer either manufacturing or purchasing private-brand-goods competing with nationally-advertised brands: for example, a chain-department store selling a sewing machine under a private brand in competition with a nationally-advertised machine. Both machines may, and often are, made by the same manufacturer (Kotler, 2008)..
- (d) Another kind of competition is that from products consumed in entirely different modes of life: for example, a breakfast food may compete against potato chips because the family decides to go camping; or a hot soup may compete against potato salad because the family goes picnicking.

Much spending depends upon consumer discretionary buying power. At this point, it is enough to note that competition is a many-headed, complex marketing phenomenon (Dye, 2001).

It is estimated today that nine-tenths of white-collar workers are specialists of one kind or another. This is another force affecting modern marketing. This tendency towards specialization places a burden upon the “generalist,” the one whose chief responsibility is coordinating the work of others. A simple example will illustrate how far we have gone toward specialization. The specialist who prepares a publicity story on a new product often differs from the one who plans the advertising campaign. Another man may create the copy, and another plan the layout of the advertisement. All these undoubtedly will be people who differ from the one who designs the

point-of-purchase material to introduce the product. And, of course, all differ from the man who does the actual selling (Granot, 2011).

Although marketing through celebrity endorsers can be considered as one form of guerrilla marketing, some turned out to be not good for the companies. Martina Hingis, a tennis star sued Sergio Tacchini, an Italian shoemaker for the injury she sustained when trying the product and that event caused a bad publicity for the company's product in the market (Trout, 2007). Despite the revelation of a number of unfortunate events, celebrity endorsers continue to shine in promoting the sponsoring company's products which adds trustworthiness and attractiveness to the company as well (Erdogen, 1999). If participants to a product testing are provided with questions to the trustworthiness of a celebrity endorser, some are kept blind of hideous matters surrounding the product itself, as for instance, without telling the participants that the celebrity endorser never uses the product regularly. This situation could be potentially damaging to the sponsoring company if the information is leaked out unexpectedly to the press (Silvera & Austad, 2004).

Modern business has been characterized by shrinking profit percentages, by increasing size of production and distribution units, and by the need for new products and innovations. One way to meet these demands has been for business to diversify. This diversification is the third force affecting modern marketing (Douglas et al., 2010). By way of an example of this tendency toward diversification, we might take General Mills, Inc., which for years has been a producer of flour and feeds. The company reported that its chemical division had made continued progress in "specialty organic chemicals." At the same time, its mechanical division "increased its stature and prominence in electronics, nucleonics, missiles and space flight." The company also announced the purchase of The Daven Company, a supplier of high-quality components and

instruments to the electronics industry. And the company acquired David Crystal, Inc., an apparel manufacturer. Other non-food product lines include crafts, games and toys. Such diversification is typical of many companies today.

The Word-of-Mouth or WoM technique in guerrilla marketing makes use of activities that allows people to start talking about the company's product offered in the market. It involves a mathematical approach where a person tells five to ten people about the product and, after testing it, shares his experience with family members and friends who in turn pass the information to other people (Wu & Wang, 2011). Spreading the information is a delicate task to be handled by a marketer since the information must be reliable and unbelievable. The marketer may not be able to control a situation when a customer starts to denounce a product because of some side effects or questions pertaining to reliability and durability (Ferguson, 2008). Similar to WoM is viral marketing which follows the form of WoM except for its ability to create a chain among the consumers. For example, a customer tells five people about his experience of the product and the five people in turn each tells another people about their experiences of the product. The chain spreads like a virus creating a viral phenomenon that becomes uncontrollable without necessarily engaging a marketing activity for its conceptualization (Caemmerer, 2009). When discussions about the brand and their expressions of interest and satisfaction spread on the social media, it is like good news to everyone and the information keeps on repeating endlessly until a substantial number of customers is established by the company (Ferguson, 2008).

As to the use of social media in conducting guerrilla marketing, Facebook, Twitter and MySpace have started a phenomenon known as buzz marketing. A buzz is created when a company uses a celebrity in promoting its product, creates a event or promote online marketing among social media. As people "likes" the product and promote it to family circles and friends,

the “posting” and “liking” becomes a buzz for everyone to talk or think about, spreading it like a wild fire (Henry, 2003). This type of guerrilla marketing utilizes trust and friendship to create a buzz among social media users and with the increasing number of social media users, its effectiveness is proven and unquestionable.

Business has become so complex today that the old-type one-man show is fast passing from the scene. It is no longer possible for one executive to manage the entire business himself. And since everything in the business depends upon the successful marketing of products or services, the man who directs marketing must be in a position of top-management responsibility. There is an imperative need for marketing managers to continuously evolve a guerrilla marketing strategy to complement this complexity in business today. The name of the game in marketing is survival and this unit should take the lead in promoting the product at whatever cost and market. Product testing in schools, malls, stores and public places are becoming a common scene in urban areas with many companies joining the activity regularly. Others hire individuals to post a billboard or message board in their bodies as they stand on the sidewalks for people to see and read the message. Sidewalk vendors are given posters of the product to be posted on their carts.

But guerrilla or other type of marketing techniques will eventually fail and consumer buying behaviours simply ignore them in time if marketing efficiency is not maintained. Many observers believe that increasing marketing efficiency will contribute more to higher living standards and greater national prosperity than any other single activity in the nation’s economic life in the next couple of decades. The industrial growth of the entire free world is dependent upon a more equitable and more efficient distribution of the goods of the world. Industrial expansion in the future will thus depend directly on the ability of industry to distribute successfully what it has the capacity to produce.

CHAPTER 3 – RESEARCH METHODOLOGY

This part of the research presents a bird's eye view of the methods to be utilized covering the following areas: Research Philosophy, Research Strategies, Justification for the Research Method, Research Design, Population, Sampling and Sampling Techniques, Data Collection Methods, Data Collection Instrument, Data Analysis, Ethical Considerations, Reliability, Validity, Limitations and the Role and Background of the Researcher.

3.1 Research Philosophy

The knowledge intended to be imparted in this research pertains solely to digging deeper into the realm of guerrilla marketing. This is the ultimate philosophy of the research in its entirety. Research philosophy can be defined as the development of the research background, research knowledge and its nature (Saunders and Thornhill, 2007). Research philosophy is also defined with the help of research paradigm. In the words of Cohen, Manion and Morrison (2000), research paradigm can be defined as the broad framework, which comprises perception, beliefs and understanding of several theories and practices that are used to conduct a research. It can also be described as a procedure involving a myriad of steps through which a relationship between the research objectives and questions is created (Cooper et al., 2006).

The paradigm of this research deals a lot with Interpretivism which be referred as the Social Constructionism in the field of management research. According to this philosophical approach research give importance to their beliefs and value to give adequate justification for a research problem (Easterby- Smith et al. 2006). With the help of this philosophical, researchers focus to highlight the real facts and figures according to the research problem. This kind of philosophical approach understand specific business situation. In this approach, researchers use small sample and evaluate them in detail to understand the views of large people (Kasi 2009).

3.2 Research Strategies

The paper sourced most of its information from different studies and research materials on guerrilla marketing that are readily available. The format has a similarity to a case study since it takes into account “an exploration of a “bounded system” involving a case of myriad of cases on long-term nature using data collection techniques that are in-depth and coming from various sources that are context-rich” (Creswell, 1998). The method of a case study requires a unique elaboration of the topic and its formal presentation. The researcher needs to concentrate on the whole concept and avoid biases and presumptions up to the completion of the research. The possible sources of materials and information include the following:

Journal logs – Pertains to the use of journal logs in the course of the research especially field notes where personal feelings and observations about the materials used are written by the researcher. According to Morrow and Smith (2000), reflective journals “add rigor to qualitative inquiry as the investigator is able to record his/her reactions, assumptions, expectations, and biases about the research process”. For the conduct of further analysis and interpretation, the note serves as an effective back-up of the researcher. The notes may also contain several salient features of the articles included in this paper which are summarized for brevity.

Related Literatures – The various literatures used in this paper include those made by individuals and organizations that are experts in the field of guerrilla marketing or are attempting to search for specific answers to questions on guerrilla marketing and its influence on consumer buying behavior and its associated phenomena, if any. The tables and figures serve to illustrate what has been discussed about the subject matter, and they come from academic researchers who have properly analyzed the topic (Edris & Meidan, 1990).

3.3 Justification for the Research Method

The research method used is justified on the ground of availability and accessibility of resource materials and the ease of getting them. Since the research is purely descriptive, it does not follow the experimental form of conducting a research where subjects are needed to be tested to confirm or validate any hypothesis that may be formulated. The method simply requires the appreciation of information and compiles them to effectuate the analysis and understanding process (Ihantola & Kihn, 2011).

3.4 Research Design

The research involves the analysis of consumer buying attitudes when confronted with a guerrilla type of marketing. The objective sought to be achieved is to determine the degree of influence of guerrilla marketing on consumer buying behavior using sampling techniques relevant to understanding any pattern or behavior. However, most of the generalization comes from a summary and comparison of the sampling results with that of the literature considered in the study (Sekaran and Bougie, 2010).

This research made use of the quantitative design specifically the descriptive correlation method (Saunders et al., 2007). This was chosen since the researcher tried to find out the magnitude and direction of a guerrilla marketing strategy. The relationships determined from the research were used to develop a structural model in order to predict the present and future response of consumers in terms of buying products to satisfy their needs. The research respondents were taken as samples from the selected consumers in one locality.

In order to conduct the research, the following steps were undertaken: First, the researcher sought approval or permission for conducting the study from the authorities concerned and the school officials. Second, after seeking approval, the researcher began collecting data

necessary for the sampling. Simultaneously done with the said data gathering, the researcher also developed, conducted reliability and requested experts to validate the different instruments used for the study. Request letters for experts to validate the instruments are shown as Appendix __.

Third, letters were sent seeking approval of an individual's participation in the study as shown in Appendix__. Fourth, the participants were briefed as to how the study would go about for the days that followed. Last, results were personally tallied by the researchers. In analyzing the test results, the researcher sought the aid of a statistician to ensure the validity and reliability of the computation of results using the SPSS software.

In this chapter, the methodology applied in the empirical part of the paper is presented. The fundamental elements of case study research will be explained followed by a discussion on the critical realism approach. The case study setting is described together with reasoning for the selection of the case. The methodological choices related to data collection and data analysis are presented while validity and reliability of the chosen methodology are evaluated.

Case study as a social science research approach has significantly gained in popularity during the last couple of decades. Compared to other possible ways of conducting research in this field, such as surveys, histories, experiments, and epidemiologic research, case study offers significant advantages but also presents a significant number of unique challenges and disadvantages. Generally, case study can be considered appropriate and preferred when the researcher finds himself (or herself) asking "how" and "why" questions, has little control over events, and focuses on a contemporary phenomenon. To cope with the inherent challenges related to the complexity of real-life and the vast amount of variables and data points available, several approaches have been proposed.

The method of case study research has been defined as “an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident”(Yin, 2003:13). However, case studies may be categorized based on a number of criteria. First, if an individual case is analyzed distinction should be made between a multiple-case design and a single-case design. Second, they can be classified as either embedded that uses a multiple units of analysis and holistic that uses a single unit of analysis. Lastly, they may be both quantitative and qualitative in nature.

Since case studies entail such a wide range of methodological choices, many researchers suggest that case studies should be considered more of a research strategy that encompasses several methods than a method itself. While not following a strict set of methodological rules, case study allows for great flexibility and more in-depth analysis of the unfolding phenomena. The case study presented in this thesis follows a holistic single-case design utilizing both quantitative and qualitative data sources for greater validity and reliability. Furthermore, the research problem is approached from a critical realism perspective thereby not conceptually falling under neither positivism nor interpretivism (Tamilia, 2009).. A chronological presentation of the case study and its link to preceding and subsequent parts of the thesis are illustrated.

Traditionally, case study researchers have adopted either a positivistic or an interpretative approach in their research. Those researchers who take a positivist position are often inclined to theory building through the use of multiple-case studies and put significant focus on internal and external validity, construct validity and reliability (Yin, 2009). By these and other means, positivists seek to enhance the reliability and credibility of their studies. On the other hand, interpretists deny the possibility of knowing what is real and claim that the information is always

distorted by the observer's own values, feelings etc. allowing only for an interpretation of the surrounding reality (Healy & Perry, 2000).

3.5 Population

A number of households and people in a particular community will be used in this research that may or may not be aware of the concept of guerrilla marketing and, if aware, the degree of response they provide. The population targeted includes the following:

1. Any member of the family
2. Worker
3. Any other shopper

3.6 Sampling and Sampling Technique

The proposal will utilize random sampling for the conduct of the research through surveys in which a sample of the population targeted will be used. A sample of 90 participants will be chosen from the identified and targeted population which is expected to be substantial in number. The following numbers provide the detail of the sample to be used in the research:

1. Member of the family - 30
2. Workers - 30
3. Old-age shopper - 30

3.7 Data Collection Methods

Attitudes and perceptions of the consumers towards guerrilla marketing is the primary focus of the research, hence, data collection is confined to interviewing participating, conducting surveys and correlating them with existing literatures relevant to the subject. Resort to secondary data or information will be made if warranted especially if information needs further validation or confirmation. It is important to follow the formalities in conducting the research such as the

preparation of the usual forms, the procurement of permits and letters and the implementation of an orientation briefing for participants which should be done simultaneously with the gathering of information from available literature and materials. Data gathering will be carried in a certain locality where population is substantial enough for the sampling to be used. The locality is chosen based on the number of households and women who are expected to reply to the questions and cooperative with the researcher.

3.8 Data collection instrument

Questionnaires will be utilized and administered in the process of collecting data, using structured questions consisting of approximately 4 questions.

The researcher will collect data by administering a questionnaire in a form of a survey. The questionnaire will use structured questions, consisting of a major question and 4 research-related questions. Customers will be given only one questionnaire which will be collected after accomplishing the same.

Sample investigative questions:

Table 1 below provides samples of the investigative questions.

Table 1:

Sample Investigative Questions

Section	Main Question	Research Question
"A"	Celebrity endorsement as a form of guerrilla marketing has great influence on consumer buying behavior.	Disagree strongly
		Disagree
		Zero or neutral
		Agree
		Agree strongly

Questions will take the form of a Likert Scale and respondents will be required to answer intelligently and expeditiously as possible.

3.9 Survey Questions

Using the Likert's 5-point Scale Rating, participants will be asked whether they agree or disagree with the statement/question provided. Responses often range from "Very helpful" to "Not at all helpful", with five total answer options. Each option is ascribed a score or weight (1=Very helpful to 5=Not at all), and these score can be used in survey response analysis. To encourage fairness, a "neutral" category is included such as "Neither Agree", "To some extent", etc.).

	Question	5	4	3	2	1
Agreement	Please state your level of agreement that Guerrilla Marketing is very important as a strategy	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Extent	To what extent are you affected by Guerrilla Marketing in you buying behavior	To a large extent	To a moderate extent	To some extent	To little extent	Not at all
Helpfulness	How helpful is Guerrilla Marketing in making choices in terms of buying products	Very helpful	Somewhat helpful	Neither	Not so helpful	Not at all helpful
Interest	Please indicate your degree of interest to participate in promotions using a Guerrilla Marketing technique	Considerable interest	Moderate interest	Some interest	Little interest	No interest
Importance	How important to you is Guerrilla Marketing in influencing your buying behavior	Very important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Very unimportant
Quality Rating	Please rate the quality of the products promoted through Guerrilla Marketing	Excellent	Above average	Average	Below average	Poor
Satisfaction	How satisfied are you with this survey about Guerrilla Marketing's impact of consumer buying behavior	Very satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very dissatisfied

3.10 Data Analysis

Rating of the responses to the questions which are structured close-ended will be done in percentages. The percentage will be analyzed as given by the respondents for the alternatives provided. Analysis of the collected data will be done through a spreadsheet program such as Microsoft Excel or its equivalent in other format. The analysis process is done in a most convenient and ideal way in order to avoid waste of time and resources. The target population is expected to provide additional inputs voluntarily or as circumstances warrant. The process will do away with the complicated processing of data since the research only uses the questionnaire type of survey.

The researcher uses the process of transcribing to become directly acquainted with the information given especially those provided by documents, field notes, journal entries and personal observations (Reissman, 1993). For the observations and documents, a Microsoft Word file which is password-protected is used in all drafts and transcriptions. The files are segregated from the rest of the folders in the researcher's portable computer to allow easy retrieval from time to time. Since this is a descriptive type of research which requires no actual experimentation or manipulation of the data and the use of subject-participants, the paper is a mere compilation of information about GHG emissions and its allied subject matters.

The methodology or research method utilized is simple and does not involve a more comprehensive survey and interview techniques used in other scholarly studies. A "critique checklist" is used for the purpose of assessing the overall quality of the paper which includes the following questions (Stake, 1995):

1. Is the paper in its entirety presented in an orderly fashion?
2. Does the objective of the paper compatible with its actual contents?

3. Does the paper lay down an issue of interest to the reader?
4. Does the overall design of the paper conform to standard research studies?
5. Is the subject matter properly explained in detail?
6. Is there any relevance to the information gathered and integrated in the paper?
7. Does the user (of the paper) have any related experiences?
8. Are references quoted effectively used and integrated in the paper?
9. Are proper headings, formatting and writing styles followed all throughout the paper?
10. Is there any extensive editing made on the paper?

3.11 Ethical Considerations

Although there are no identifiable risks in the course of the preparation of this paper, certain considerations are recognized for anyone participating in the study, directly or indirectly. The considerations are duly noted and are used extensively in the research design stage. However, certain precautions are observed for the safety and security of anyone directly affected by the study or the conduct of the research.

3.12 Reliability

Reliability as to the materials or information used is guaranteed since these are the products of a good and continuing research. Reliability as to the results of the interviews, surveys and other means of obtaining data is also assured since it is the researcher that personally undertakes these activities. Reliability is a psychological concept that “refers to the consistency of a measure. A test is considered reliable if we get the same result repeatedly. For example, if a test is designed to measure a trait (such as introversion), then each time the test is administered to a subject, the results should be approximately the same. Unfortunately, it is impossible to calculate reliability exactly, but it can be estimated in a number of different ways (Cherry, n.d.).



The concept of reliability is not of too much concern supposedly since the research is somewhat limited in scope without delving into the intricacies of complicated and scientific means. The research does seek to explain or make a theory out of the methodology results about guerrilla marketing since it only provides a bird’s eye view of what guerrilla marketing is and how it influences the behavior of consumers in terms of buying products. In general, the research is just an “eye-opener” to anyone interested or engaged in the study of marketing and all its related fields. However, reliability should still be observed to avoid confusion, misappreciation of facts and misinterpretations of information and data obtained.

3.13 Validity

Essentially, validity entails the question, “does your measurement process, assessment, or project actually measure what you intend it to measure?” The related topic of reliability addresses whether repeated measurements or assessments provide a consistent result given the same initial circumstances. In research, validity has two essential parts: internal and external. Internal validity encompasses whether the results of the study (e.g. mean difference between treatment and control groups) are legitimate because of the way the groups were selected, data was recorded or analysis performed. For example, a study may have poor internal validity if

testing was not performed the same way in treatment and control groups or if confounding variables were not accounted for in the study design or analysis (Handley, n.d.). External validity, often called “generalizability”, involves whether the results given by the study are transferable to other groups (i.e. populations) of interest (Last, 2001).

Validity can be correlated and paired with reliability in that both have the same purpose of confirming the integrity of the research methodologies used as well as the materials and information obtained and integrated in the research. Validity essentially deals with the “truthfulness” of the information and the results of interviews, surveys and tests conducted. The validity of the research can be tested by anyone who has a stake in the study or whose interest in it forms part of their educational development. The researcher is still obliged to observe the requisite rules in validating all information and data used to prevent undesirable consequences when the research is eventually reviewed by peers and other interested stakeholders.

3.14 Limitations

The research is done without the need of extensive travel and additional funds, the common limitations of all forms of research. In addition, the research is conducted only in a particular community with a representative population deemed sufficient for scientific reliability and validity. However, the only limitation that would greatly affect the conduct of the research is the sourcing of participants for the different methodologies in the community. This may not be too tedious a process but requires a focus of attention since it can be time-consuming which also limits the period of completing the research.

3.15 Timescale

1. review and draft of literature _____
2. agree research strategy with supervisor _____
3. agree formal access to organizations for collection of primary data _____
4. administer questionnaire _____
5. final collection of questionnaire _____
6. data analysis _____
7. final writing of project report. _____

3.16 The Role and Background of the Researcher

I am currently enrolled in _____ and in this class, I do a lot of reading about the topics covered by the subject. I became fascinated with the topic of _____ so I decided to pursue it in my dissertation. As I was preparing for my dissertation, I reflected on several issues about the topic and read a lot of materials about it. The reasons for writing a dissertation in this area are both for intellectual development and for compliance with academic requirements.

CHAPTER 4 – FINDINGS AND ANALYSIS

4.1 Introduction

This chapter endeavours to answer the five (5) questions earlier pointed out in Chapter 1:

- 1) What is guerrilla marketing?
- 2) How is guerrilla marketing implemented?
- 3) To what degree is consumer buying behaviour influenced by guerrilla marketing?
- 4) How effective is guerrilla marketing in influencing consumers' buying behavior?
- 5) What is the guerrilla marketing technique used by Coca-cola?

4.2 Survey Results

	Question	5	4	3	2	1
Agreement	Please state your level of agreement that Guerrilla Marketing is very important as a strategy	Strongly Agree 60%	Agree 10%	Neither Agree nor Disagree 20%	Disagree 5%	Strongly Disagree 5%
Extent	To what extent are you affected by Guerrilla Marketing in you buying behavior	To a large extent 40%	To a moderate extent 20%	To some extent 20%	To little extent 10%	Not at all 10%
Helpfulness	How helpful is Guerrilla Marketing in making choices in terms of buying products	Very helpful 50%	Somewhat helpful 20%	Neither 15%	Not so helpful 10%	Not at all helpful 5%
Interest	Please indicate your degree of interest to participate in promotions using a Guerrilla Marketing technique	Considerable interest 30%	Moderate interest 40%	Some interest 20%	Little interest 5%	No interest 5%
Importance	How important to you is Guerrilla Marketing in influencing your buying behavior	Very important 40%	Somewhat important 20%	Neither important nor unimportant 30%	Somewhat unimportant 5%	Very unimportant 5%
Quality Rating	Please rate the quality of the products promoted through Guerrilla Marketing	Excellent 30%	Above average 30%	Average 30%	Below average 5%	Poor 5%
Satisfaction	How satisfied are you with this survey about Guerrilla Marketing's impact of consumer buying behavior	Very satisfied 20%	Satisfied 40%	Neither Satisfied nor Dissatisfied 20%	Dissatisfied 10%	Very dissatisfied 10%

4.3 What is guerrilla marketing?

This research question has already been answered in Chapter 2 but to put it in simple words, it is the use of informal or extraordinary techniques in reinforcing a marketing strategy (Hutter & Hoffmann, 2011). It is generally based on the neoclassical theory of needs and wants and how a consumer is influenced psychologically when confronted with the techniques. The wants of the final consumer or household and the utility to him or it of final consumption goods is the starting point for the analysis of guerrilla marketing (Grönroos, 1997). The values and prices of producers' goods and services, or of the factors of production, are explained in terms of the value of the final consumers' goods they contribute to producing. Thus the theories of value and distribution were closely woven together, with the more fundamental logic (In the classical system the value of consumption goods and services were based on the quantities of the factors that produced them, and the value of the factors were then explained more or less separately.) These situations are characterized by scarce means or resources, to be allocated to the best advantage between a range of competing ends or uses (Grönroos, 1989).

The marginal-utility theory of value assumes, first, that the consumer allocates his limited income so as to maximize his utility. It assumes, second, that the utility of successive units of a good to a consumer declines as the quantity he obtains increases- the law of diminishing marginal utility. The consumer will then purchase that number of units of a good – say n units – at which the marginal utility – that is, the addition to his total utility from consuming n units, rather than $n-1$ units – is balanced against the price he must pay for a unit of the good. The formula then emerges that in order to maximize his utility the consumer must so allocate his income between different lines of expenditure that the return in utility from the last or marginal unit of money income spent in each line must be the same. That is today that the ratio of his

marginal utility to the price is the same for each type of good. So, a consumer is tempted to satisfy his utility by choosing from among the alternatives provided by guerrilla marketing.

The concept of utility was soon criticized as non-measurable, and as, in any case, unnecessary for the analysis of consumers' demand. Although it was retained by some economists, it was gradually replaced for other by an analysis based on the indifference curve technique. Marginal-utility analysis, with its "equimarginal" formula for the maximization of consumers' utility, set the pattern for much of the "microeconomic" marginal analysis. The marginal-productivity analysis of distribution and production, like the marginal-utility theory of the value of consumers' goods, applied a similar pattern of analysis to the pricing of the factors of production. It similarly started by postulating an individual maximizing unit, the profit-maximizing firm. From this assumption it deduced formulas according to which the firm would purchase the three main types of factors of production, or producers' goods and services – labor, land, and capital. The theory stated that the firm would hire units of the different factors up to the point where the expected marginal product of n units – or the addition to its total revenue from employing n units rather than $n - 1$ units – would be equal to the additional cost of the n th unit of the factor.

The analysis of the firm is, however, considerably more complex than that of the household or consumer. First, the firm is both a buyer and a seller, while the consumer is, in this role, only a buyer. Second, while the consumer – purchaser can generally be assumed to be one of a large number or with small numbers of rivals, or even have a monopoly. Moreover, the market in which firms operate may differ widely in regard to the knowledge and mobility of the participants, and in regard to the homogeneity or differentiation of the products of the different firms (Vranica, 2005). All of these conditions will affect decisively the market processes

particularly in terms of guerrilla marketing. As the theory developed, the neoclassical analysis of firms and industries had to work out much more precise classifications and definitions of types of markets than the general distinction between broadly competitive conditions and monopoly.

From the allocation formulas for the utility-maximizing consumer and the profit-maximizing firm, marketing economics went on to the problem of how society should allocate its scarce resources to maximize aggregate social utility or economic welfare. This line of inquiry has come to be known as welfare economics after the monumental work *The Economics of Welfare* (1920) by Marshall's pupil and successor at Cambridge, A.C. Pigou. Its starting point was the attempt to prove or disprove the classical doctrine of the general beneficence of competition in the economic world. The marginal analysis of the utility-maximizing consumer seemed to provide a possible basis for a much more precise demonstration, in purely economic terms, of the advantages free competition (Levy & Gendel-Guterman, 2012).

4.4 How is guerrilla marketing implemented?

Companies make use of modern technology, innovative advertising and cultural assimilation in implementing a guerrilla marketing technique. Marketing is everything that we do in order to satisfy buyer-consumer's needs, while at the same time we upgrade doing business. Guerrilla marketing is all that and much more. It is the unconventional approach to marketing in the way that maximal goals are reached with minimal means. Therefore, it is an unconventional way of reaching conventional goals! Through it, one aspires to accomplish greater marketing effect with fewer resources. Television, radio and other commercials have notably since long ago become a part of our life, so that they, in a way, represent a "background noise" that nobody notices anymore.

Advanced salesmen, in order to attract attention of potential buyers, find a way out in guerrilla tactics. Due to such kind of promotion, the targeted market is sometimes unaware of being affected by marketing. Hence it is a kind of covert marketing. It includes a number of decisions about which many people often aren't aware that they are part of marketing domain. These may include buyer psychology, conversation, outfit, the relationship to oneself, to a buyer and to nature, the place in space and time, form and color of the product, name, understanding, planning, the visual, the auditory, the conscious and the unconscious, aiming and hitting, not missing the opportunities, overcoming of problems, and motivation (Spry et al., 2011)..

A person that is engaged in guerrilla marketing (a guerrilla marketer) ought to be creative and to develop unconventional methods of promotion. He/she must make use of all his/her connections, professional as well as personal, and he/she has to explore his/her company and products in order to find the sources of publicity. Some forms of publicity can be very cheap, while some can be even free of charge. By using guerrilla tactics, small companies are able to achieve publicity easier than the big companies. This is because the small companies are closer to an individual buyer and hence able to act faster.

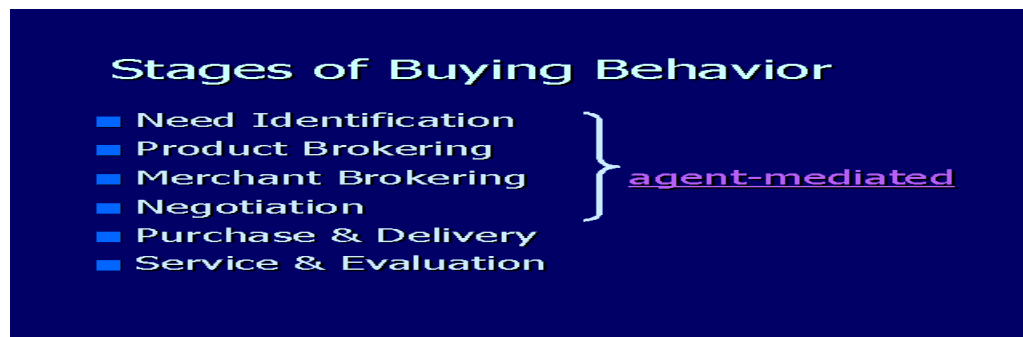
The guerrilla marketing is in the first place meant for:

1. small companies
2. new companies, and
3. celebrity endorsement (Silvera and Austad, 2004).

4.5 To what degree is consumer buying behaviour influenced by guerrilla marketing?

It is not enough to be merely present on the market, nor merely be price competitive, and at the same time to ignore the knowledge of the today's buyer and consumer, for only a moment of inattention is all that is needed to be run down by the competition. The mankind has never

been progressing so fast, and solely classical methods and techniques are not enough for success anymore. What is satisfactory by today's standards already tomorrow loses its edge and becomes obsolete. One has to stay up-to-date and aspire to the top. In order to succeed, it is imperative to present a quality product, for there is no such marketing or guerrilla that will convince a buyer to purchase a deficient product or service more than one time. Buying behavior is psychological in nature since it involves a reaction to something that would satisfy one's wants and needs.



As shown in the foregoing figure, buying behavior has six stages and of these stages, the first four are the agent-mediated where guerrilla marketers can take advantage of in convincing consumers to buy their products, as follows: (1) Need Identification; (2) Product Brokering; (3) Merchant Brokering; and (4) Negotiation. Companies such as Coca-cola analyze buying behavior in order to predict consumers' responses to marketing strategies, to design a marketing mix ideal for the product concerned, and to measure the success of the company in pursuing a marketing strategy (Ross & Harradine, 2010).

4.6 How effective is guerrilla marketing in influencing consumers' buying behavior?

The world that divides effectiveness and efficiency is the world of the guerrilla marketers. They are presumed to be knowledgeable about the 80/20 rule or pareto principle that moves the inquiry as to which 20% of the marketing strategy generates 80% of the sales. So, out

of 100% in marketing strategy, a marketer should target 20% of that as bringing in 80% of the total sales or, conversely, 80% of the strategy only brings 20% of the total sales.

For example, according to Levinson (2013), “The 80/20 rule teaches you simplicity and applies to more of your business than marketing and more of your life than business:

- ❖ 80 percent of what is achieved at work comes from 20 percent of the time spent working.
- ❖ 20 percent of a company’s products usually account for 80 percent of its sales.
- ❖ And 20 percent of its employees contribute to 80 percent of profits.
- ❖ 20 percent of criminals account for 80 percent of crimes.
- ❖ 20 percent of motorists cause 80 percent of accidents.
- ❖ 20 percent of your carpets get 80 percent of the wear.
- ❖ 20 percent of your clothes will be worn 80 percent of the time.
- ❖ 80 percent of traffic jams occur on 20 percent of the roads.
- ❖ 20 percent of computer users purchase 80 percent of software (Levinson, 2013).

Also, the hypothesis that can stand with the literature of the research can be the following: Guerilla marketing has significant effect on consumer buying behavior. The research is quantitatively based on surveys and opinions which are constructed to elicit answers that are essential to the whole research. It also takes interest in verifying significant correlation between consumer perception and guerrilla marketing (Hollensen, 2011).

The research uses the regression model statistical instrument in analyzing the results of the questionnaire or survey. It pertains to the trust worthiness and the attractiveness which the participants perceive on celebrity marketing as an example of guerrilla marketing and as the dependent co-efficient with that of celebrity marketing as an example of guerrilla marketing and as the independent co-efficient. The process is regressing consumer buying behavior on guerrilla

marketing (particularly celebrity marketing) and table 1 shows a strong effect by this type of guerrilla marketing with a maximum value of 0.945.

Table _____

Summary				
Type (Model)	R	R Square	R Square (Adjusted)	Estimate's Std. Error
1	.945	.893	.865	.29696

The following table also shows mean values that are greater than 3 including the total which indicates a validity of the hypothesis that guerrilla marketing has indeed a significant influence and effect on consumer buying behavior.

Table _____

Result			
Guerrilla marketing (Celebrity endorsement) has influence on consumer buying behavior			
	Mean	N	Standard Deviation
Disagree strongly	3.0000	4	.00000
Disagree	3.5000	8	.53452
Zero or Neutral	2.9524	21	.66904
Agree	4.0000	17	.50000
Agree strongly	4.5000	10	.52705
Grand Total	3.5833	60	.80867

The association of both co-efficient reinforces the aim and purpose of the research which is validated by the result shown above and enhanced by additional readings of different literatures related to the study. It is hereby confirmed that any type of guerrilla marketing techniques can have a substantial influence on consumer buying behaviour. It is important to note that guerrilla marketing is important in retailing distribution. Retailing includes all those activities associated with selling goods and services to ultimate consumers. Although a retailer is normally a merchant middleman who owns one or more stores, it is also quite accurate to think of professionals such as lawyers and doctors as retailers, since they too market products, services in their case, to ultimate consumers (Tory, 1993)..

One way of differentiating between different kinds of retail stores is consumer purchase behaviour. Retailers can be classified according to how they are perceived by consumers, the image they convey, and their objective characteristics. “Convenience stores” carry a wide assortment of goods and are located close to their markets. They stress such features as parking facilities, location, easy internal movement, long hours, and quick checkout service. Shopping effort is minimal. “Shopping stores” are favoured by consumers looking for certain broad kinds of products, like clothing or electrical goods. Owners attempt to stress differences between their stores and those of competitors through advertising, knowledgeable salespeople, and a pleasant atmosphere (Koubaa, 2008).

4.7 What is the guerrilla marketing technique used by Coca-cola?

Coca-cola used a variety of ways in pursuing guerrilla marketing techniques just to impress upon the consumers. The figures/photos below are just some of the examples:



(image by judykitsune)



CHAPTER 5 - CONCLUSION

5.1 Discussions

Marketing is undoubtedly expensive – but it provides real services to society. For without marketing, manufacturers would produce more good that would go unsold, and the cost of those goods that were sold would be higher. Marketing brings about a balance to the exchanges carried on within the economic system (Gummesson & Polese, 2009). The key to all these exchanges is information; and consumers are the initial source of information. By accepting or rejecting goods and services, consumers communicate their needs and wants to retailers and other intermediaries. If the goods and services offered to consumers do not match consumers' needs and wants, no sales occur, and products are not reordered from manufacturers. Those items that do match the needs and wants of the consumers are sought by the intermediaries in greater abundance.

Manufacturers then gear production to meet these needs and wants, among other things, by adjusting their purchases of raw materials. Raw materials that are not used in finished products will not be extracted, cut, or mined. This backward communication from consumers to producers is the essence of marketing. A successful organization recognizes the consumers' desires and adjusts its activities to meet them. Over the long run, resources will not be used and goods and services will not be produced unless they will flow efficiently through the economic system. For this and other reasons, we can expect to see the use of modern marketing techniques continue to grow more common. But marketing is a constantly evolving discipline and function; and as society changes, marketing, too, must change.

Today, most countries, regardless of their political ideology, have recognized the importance of marketing. In developing countries, the development of effective distribution systems to move raw materials, agricultural products, and finished goods has helped to promote

economic growth. In countries with some state-owned industries, modern marketing practices are often viewed as a way to improve economic efficiency. Even Communist countries like China have begun to use advertising, modern pricing techniques, and other marketing activities to achieve domestic and international economic gains. But it is in the United States that marketing has developed most elaborately. What Americans now consider to be standard, mass-produced, low-cost products were once considered luxuries – and still are so considered in many other countries. This transformation occurred largely as a result of improved marketing techniques.

If it is determined that advertising can play a role in attaining the marketing objectives, an advertising campaign will be developed. A technical definition of an advertising campaign explains it as a comprehensive plan involving a series of somewhat different but clearly related ads appearing in a number of media throughout a specified period of time. The development of an advertising campaign begins with setting advertising objectives – that is, determining what role advertising can play in reaching the marketing objective. Because advertising is such a visible part of the marketing process, there is a tendency to link advertising effectiveness with sales performance. However, this is inappropriate because advertising is only one of a number of factors that influence sales. Instead, advertising objectives should be stated in terms of communication. For example, advertising goals might be related to awareness, recall, attitude toward the product, or intention to purchase (Glazer and Weiss 1993).

Once objectives have been established, strategies to achieve them can be developed. Advertising has two strategic components, creative and media. Planning the creative message involves two interrelated decisions: the creative strategy, often called the copy strategy, which focuses on what an advertisement is to communicate; and the creative tactics, a determination of how the message is to be communicated. Tactics are the actual advertising executions. The

creative strategy identifies the idea that will best communicate the product-related message to the audience in a memorable way (Raboy and Dagenais, 1995). That idea develops out of a thorough knowledge of the consumer, the competitive situation, and the product, derived from research, intuition, and first-hand experience with the product. A copy platform, or creative work plan, provides an outline of the creative strategy. Although creative work plans vary widely in format, some elements are universal, such as:

- (1) the creative objective, an identification of what the strategy should be accomplish;
- (2) The target audience, an identification of whom the ad should address;
- (3) The key benefit, which answers the question "Why should the consumer buy the product" or "What distinguishes the product from the competition?"
- (4) The tone of the ad, a statement of how the consumer should be addressed, for example – authoritatively, humorously, or in an understated manner; and
- (5) The creative strategy statement, a brief, to-the-point statement of what the advertisement should say.

Once the strategy has been outlined, advertisements and commercials that are "on strategy" can be developed. These executions involve a combination of words and symbols designed to communicate the creative strategy in a memorable manner. Some ads use a hard-sell approach, and others are soft sell. Some ads emphasize the product's features. Others focus on consumer benefits supposedly derived from product use. In the past, words were often important in ads, with the visual used as support, but in the television era advertisers mainly rely on visual elements to communicate their messages. Ads with little or no written message are common now, but would have been unknown 50 or 60 years ago. The media component of the advertising campaign focuses on selection of media that will most effectively and efficiently deliver the

creative message to the target market. The media process begins with the establishment of a number of media objectives.

5.2 The Future of Guerrilla Marketing

The guerrilla marketing thoroughly explores every possibility and beyond, in order to implement the best possible business combination – the winning combination. Personal sale, personal letters, telemarketing, circulars and brochures, ads on bulletin boards, section ads, external advertising, billboards, yellow pages, newspapers and magazines, radio and television, mail offers, promotional peculiarities like emblazoned pens, free samples, seminars and promotions, sponsor relationship, exhibitions and fairs, t-shirts with a company logo, public relations, and word-of-mouth advertising (Praxmarer & Gierl, 2009)..

Through the selection of marketing strike, the guerrilla follows in footsteps of the weapons that hit the target, and not the ones that miss it. This way, it abandons failed or insufficient good methods and stresses ones, by means of which it can boost the efficiency of marketing budget many times over. The guerrilla often thinks back as to come to the needs and wants that invoke incentive. The guerrilla contemplates the trends, for the client dedicated businesses will be increasingly developed (Alexander and Colgate, 2000).

Free time, elderly persons, health and healthy life, recreation, women, time savings in industry, cheaper materials, pet care, vegetarian nutriment, help for those depressed, environmental protection, pregnancy prevention, bold people are just some of the opportunities. Besides a better idea, one has to have a better argumentation and focused strategy (Goodwin, 1987).

The foundation of successful guerrilla marketing is also control, correction and problem overcoming. The guerrilla marketing is not: notoriously expensive, easy, common, empty, schoolbook defined, recognized by the competition, inefficient, unserious, and easily copied but

it is good to be so (Rotfeld, 2002).. To be guerrilla means to be present in consumer consciousness, to be able to understand it and influence it, and to be always close-at-hand for the buyer. Levinson states the following facts as the basics of guerrilla marketing:

- a) guerrilla marketing is especially suitable for small companies (Park et al., 2010).
- b) it should be based upon human psychology instead on experience, judgment and conjecture (ambient advertising) (Luxton & Drummond, 2000).
- c) instead of money, the prime investments in marketing should be time, energy and imagination (Kaikati & Kiakati, 2004)
- d) the measure of business success is benefit, not sale (Mitchell, 1986).
- e) marketer should also have in mind monthly number of new contacts made
- f) it is necessary to forget about competition and concentrate on cooperation with other companies (Mazodier et al., 2009)
- g) guerrilla marketers should always make use of combination of marketing methods for a campaign (Liu et al., 2012)
- h) of great importance is also the use of modern technology as an instrument for improvement of company marketing (Meenaghan, 1995)

In order for the guerrilla marketing to yield desired results, a plan should be devised first:

1. Select a strategy to face crises (MacCrimmon and Wehrung,m1986).
2. Focus on existing advantages such as communication (Laurie & Mortimer, 2011).
3. Set the target market or markets (advertising credibility) (Prendergast et al., 2009)
4. Decide what marketing tools to use (Hsu, 2011).
5. Determine the market share (customer satisfaction) (Peterson and Wlison, 1992)
6. Establish the company's identity (Griffin, 2002)

7. Work out the resources/budget for marketing.

The plan should not be too elaborate, but also not too simple. The more it is compressed, the easier it will be to follow as a manual in doing business. Levinson also provides ten most important secrets of marketing, which are of great importance for the guerrilla, and these are: investment, consistency, faith, patience, choice, sequence, suitability, surprise (Scassa, 2011), and gauging. Most importantly, the following should always be taken into consideration:

1. You have to be obliged to your marketing program.
2. You should look upon it as an investment.
3. You must make sure that your program is consistent.
4. You must be patient in order to accomplish your mission.
5. You must fathom that marketing is a selection of various procedures.
6. You have to know that the profit follows the sales.
7. You ought to manage the company in a manner that it is suited to buyers.
8. You must integrate the element of surprise in your marketing.
9. You must take measurement as to gauge the efficiency of your methods.

One of the best characteristics of guerrilla marketing is its applicability. It is not a “visual” marketing where everything depends on the logo, slogan or image of the product. Instead, the guerrilla marketing includes the search for fresh and original ways of luring new buyers, retaining the old ones, and influencing buyers to spread the word to others (Syrett & Lammiman, 2003).. If buyers develop loyalty to our way of doing business, they will more probably choose us before any other new and exciting competitor (Albers-Miller and Stafford, 1999).

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