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**GUERILLA MARKETING:
NEW CONCEPT IN PRACTICE
SPORT MASTER CASE**

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DESCRIPTION

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Abstract <p>In today's highly competitive business environment there is a strong need for solid marketing strategies to bring new customers and increase profits. The main purpose of this thesis is to examine a new, but highly effective guerilla marketing concept in practice.</p> <p>First part of the thesis describes the basic theoretical framework of marketing communication process and further gives an outlook of the guerilla concept with historical background, tools, instruments and corresponding effects provided. The final part of the thesis includes the Sport Master case study which demonstrates the practical application of the concept and underlines effects on the company's profitability. This part of the research involves qualitative data, such as interviews to help better understand the philosophy and thinking behind the campaign.</p> <p>After conducting this research, it was found out that the guerilla marketing approach is suitable not only for the firms with limited budgets, but for well-established corporations as well. Also, it should be emphasized that the main feature of this concept is the cost efficiency, thus managers invest time, effort and creativity instead of money, and at the end this type of investment becomes justified and yields substantial returns. However, companies should take into account possible negative aspects of guerilla marketing. It is important to know the target customer base and act accordingly, without provoking negative feelings and associations.</p>		
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1 INTRODUCTION

In the hectic business world of today, marketing has a tendency towards continuous formation and development. The number of companies and the level of production grow and costs of promotion in sales are on the rise. The necessity of companies for rapid adjustment to incipient changes has made it almost inescapable to take into account unconventional marketing such as guerilla marketing.

Guerilla Marketing is differentiated among other generally accepted promotional tools by its unexpected effect and therefore can be titled 'outbox' marketing. Unconventional, unusual and inexpensive approaches of Guerilla marketing strategy give an opportunity for smaller companies with limited resources to reach their target group and to stay on a competitive arena lucratively. When a Guerilla campaign is organized, an investment of creative ideas remunerates the companies with more success than massive financial investment.

Although Guerilla phenomenon has already existed for more than thirty years, it is a relatively new concept which achieved its awareness in marketing branch during a recent decade. Today more and more companies start to use Guerilla marketing weapons in order to struggle for the market domination hence it is becoming an important subject to research.

People do not always realize how marketing follows them during the day. When you are walking down the streets, you notice a large number of various posters, stickers and billboards along the way. If the advertisement is well implemented, undoubtedly your attention is attracted by it. The moment you start thinking about the message, Guerilla marketing goal starts to work. Within this existing propensity, interesting research questions emerge:

- How a guerilla marketing campaign is processed in practice?
- What are the benefits that a Guerilla campaign provides a company with?
- What are the possible risks?

This work provides readers with an insight into the phenomenon of Guerilla Marketing. The objective of this thesis is to examine how guerilla marketing is structured in practice. I aim at achieving the goal by giving detailed characteristics of Guerilla marketing using academic data research and empirical part of the study. Theoretical part contains the background of

marketing communications topic and the description of stated research concept with emphasis on Guerilla marketing effects and instruments.

There will be a description of the research methods and process of data collection in the second part of the thesis. The research part consists of presentation of “Sport Master” case-study which shows how Guerilla marketing campaign works in a real life supported by qualitative interviews and subsequent analyzed results and conclusions.

2 MARKETING COMMUNICATIONS

Marketing communication segment is one of the most vital in the field of overall marketing. It is a process of delivering message about the product to the target audience (Clow and Baack, 2006). Marketing has a well-known model of marketing mix that consists of price, place, promotion and product (known as the four P's) elements which can together form a marketing program for a company (Kotler, Armstrong, Saunders & Wong, 2002). The 'P' element of the model that stands for promotional mix is emphasized in this thesis since Guerilla marketing has become a part of that mix.

Marketing communication process (Figure 1), promotional tools (Figure 2) as well as consumer reaction to the message (Figure 3) are important components of the theoretical framework for building the concept of Guerilla marketing up from the ground. Guerilla approach is a new word within integrated marketing communications but still all existing theories are applicable to it.

2.1 Communication process

Every message sending from the marketer faces the basic model of communication (figure 1) where major participants are the sender and the receiver (Belch & Belch 2004, 139-142) and is illustrated below. For example, a new TV advertisement is made for a toothpaste manufacturer (company X). The company X (sender) pays for the message to be broadcasted. The advertisement based on sender's field of experience brings certain product information directed to specific target viewers (encoding). The message delivery is submitted through a chosen promotional tool from a TV medium (channel/message). The message is subsequently decoded by a TV set (decoding) what allows the target clients know about it based on receiver's field of experience (receiver). The future customer reaction (response) can be realized through a visit to shop or a price check by the Internet. By expressing an interest or non-interest towards the product, the consumer might buy the toothpaste or not, giving an opinion to the source (feedback).

According to Belch and Belch (2004, 141) the efficiency of the process can be reached when "...the message decoding process of the receiver matches the encoding of the sender". The success at the point of purchase can be interrupted by the flow of other competing advertisements (noise) that constantly follow the customer.

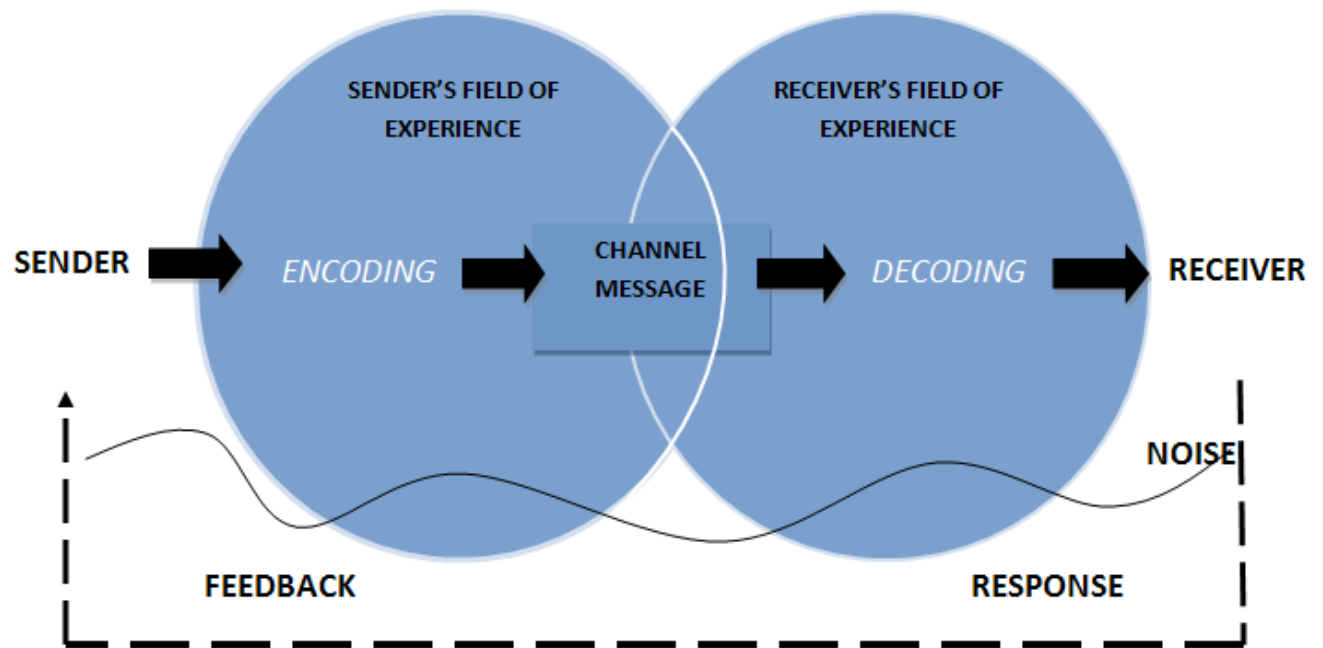


FIGURE 1. Basic model of Communication (Adopted from Belch and Belch 2004, 139)

2.2 Promotional Mix

Even though Guerilla Marketing appears as a 'no-limits' marketing and has a different focus, it uses the same traditional marketing channels to bring the message across. According to Belch et al. (2004, 166) there are five major promotional forms in marketing communications mix which are illustrated below (Figure 2).



FIGURE 2. Integrated marketing communications (Adopted from Belch et al. 2004, 166)

2.2.1 Direct Marketing

Belch (2008) defines the direct marketing as a “total set of activities by which the seller attempts to elicit a direct action response”. The deal focuses on a direct contact between the seller and the consumer, in the sense of absence of any distributors or retailers. A considerable number of techniques to reach the target customer are involved in this type of promotion. Direct marketing can be realized through direct mailing campaigns and catalogues, mass media tools (television, infomercials, teleshopping and radio), printing order forms and telemarketing. The Internet has also enhanced the opportunities for direct marketing therefore electronic teleshopping has automatically been added to the list of tools.

2.2.2 Advertising

Advertising is a paid, non-personal form of marketing communication that encourages audience through various channels to act in a specific manner beneficial to advertiser, i.e. to buy a product or service. Audience can be exposed to the message both through various traditional media channels, such as radio, television, magazines, newspapers, billboards, direct mail and new media channels. The possible new channels are blogs, websites, e-mail messages which became available with the emergence of internet and mobile advertising that started recently to gain popularity among companies worldwide. (Introduction to marketing communications)

Advertising helps to build brand awareness and image by repetitive exposure to intended message. General attributes of advertising are wide audiences and high overall costs. Although TV advertising still remains a basic and large-used element of promotional mix, it is worth to mention that its popularity has vanished dramatically during the last years, mostly due to accelerating internet usage and declining overall exposure of young audience to TV (Belch & Belch, 2004).

With the emergence and relatively fast pace of internet penetration, some advertising activities, such as search engine results, social network ads, blogs, e-mail messages are becoming more widely used by companies of any type and size. It is notable to mention that online advertisement is the fastest-growing type nowadays (Levinson, 2009).

2.2.3 Personal Selling

Personal selling refers to a process of face-to-face, personal correspondence or telephone communication to potential buyer of a product or service with the aim of selling it later. One of the aspects of personal selling is that it allows specific customer targeting and is more flexible than any other types of marketing communication, since the message can easily be altered towards meeting the needs of a specific customer and ultimately achieving desired behavior. Also, this type of communication is directed towards building customer relationships and making following sales after the first one is made.

However, it appears to be one of the most expensive and labor intensive types and it should only be used when such high costs can be justified. For instance, personal selling is worthwhile when a software company introduces new sophisticated computer system for business-to-business sector, since it requires targeting specific firms and does not need to introduce its product to millions of customers through for example TV advertisement. Also, in the case of above-mentioned company, the other forms of personal selling that should not be used are door-to-door selling and home demonstration. To conclude, companies should approach personal selling option wisely and know their products and corresponding target audience to avoid wasting resources. (Introduction to marketing communications)

2.2.4 Sales Promotion

Sales promotion is a marketing activity undertaken by firms to boost short-term sales or encourage customers to try a product or service. Marketers should take into consideration that it is not suitable for building long-term customer relationships. It does a very good job at attracting customers' attention and offers strong incentives to purchase a product or a service. Various examples of sales promotion activities are the following: contests, games, point-of-purchase displays, free gifts, buy-one-get-one-free products, free samples, vouchers, coupons and discounted prices. The need for sales promotion is justified by increased competition and increased need to attract customers' attention by any possible mean. (Introduction to marketing communications)

Marketers have to utilize this type of promotional mix also very carefully, since it may change the brand perception so that customers would expect further promotions and it may negatively affect the brand image. For instance, the Apple company has a premium brand image nowa-

days and its' products are perceived to be of a superior quality in a consumer electronics industry. If Apple starts to use sales promotion and various discounts, it would hurt the company's image and may change customers' perception in a negative manner.

2.2.5 Public Relations

Public relation (PR) part of promotion mix is a practice of building and maintaining companies' image and goodwill through non-paid communication media. The ultimate goal of public relations activities is to persuade various stakeholders about a certain positive point of view about the company and helps in building mutually beneficial relationships. It deals with management and distribution of important information between an organization and corresponding audience. It is many times more cost-effective than the traditional advertising. This type of marketing involves dealing with the press, providing different conferences, holding various events, providing sponsorships and making news stories. Although it is not completely free, it is relatively inexpensive (Belch & Belch, 2004).

There are six sub groups of PR, the first one relates to financial PR and deals with communication to different stakeholders the financial standing of a company, its latest financial results and strategic overview with future plans. Second one is consumer PR which includes working towards an establishment of a certain favorable public opinion for a particular product or service or revealing to public its introduction. When a company is in trouble and has a turbulent and instable period of time, the crisis communication PR comes in handy, directly dealing with response to crisis.

Also, together with communication to various outside stakeholders, such as consumers and shareholders, it is also highly important for the firm to have sound internal communications in place in order to tell employees about ongoing operations or news. This is especially applicable to big corporations with many different divisions (Levinson, 2009). The last sub group of PR refers to government relations or lobbying and is aiming at changing public policies for the firms' advantage. For example, the banking industry is extremely heavily regulated and many banking marketers are directly involved in the lobbying process in order to alter various inappropriate or unfavorable regulations and laws.

2.3 Reactions to the message

In order to understand how consumers react to sending messages from marketers, the AIDA model was chosen since it simply and clearly describes the end consumer behavior. The AIDA model (Figure 3) is a traditional framework for creating any communication message, which explains step by step how an ad should be created in order to attain the goal of reaching target customers (Egan 2007, 194). The letter 'A' stands for attention and is acting as a foundation of a successful marketing message, since it is of utmost importance that an ad is being perceived by a customer and after he or she has been exposed to the message, it grabs his or her attention. The second letter 'I' refers to interest, which has to be aroused to convince the reader that his or her particular need would be satisfied by a certain product or service. Afterwards, it is important to convince the audience about the special unique qualities of a particular product which make it superior to others in order to stimulate the desire, letter D. Finally, the message has to lead the customer to take an action of purchasing the product or service.

The hierarchy of this model has been modernized periodically being the earliest version developed by Strong in 1925 (Egan 2007, 195). It has also been criticized from time to time in academia mostly because of unpredictable consumer behavior. At a later phase of the model evolution, one more letter 'S' which stands for Satisfaction effect has been added. It was explained that after the purchase by customer was made, he or she must be satisfied in order to increase a consumer following and loyalty.

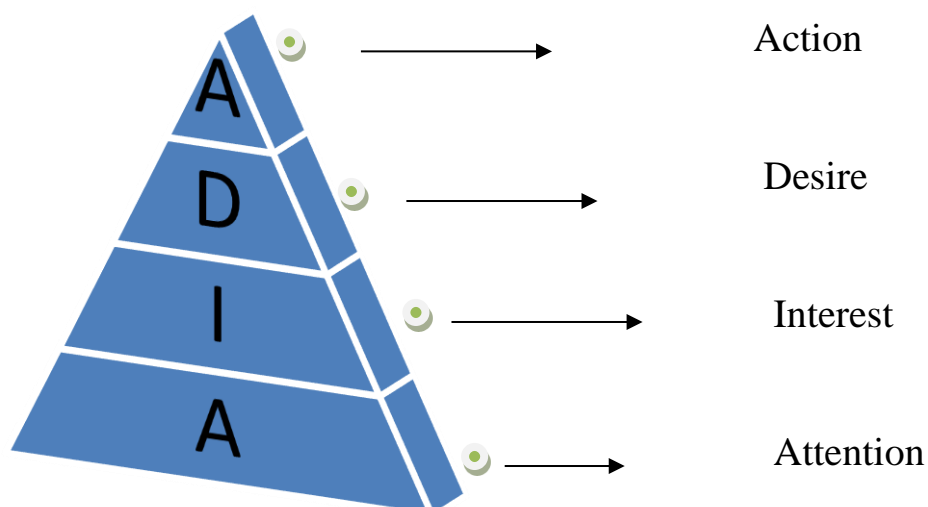


FIGURE 3. Aida Hierarchy of effects (adopted from Egan 2007, 195)

3 GUERRILLA MARKETING DEVELOPMENT

3.1 Origins of Guerilla

Initially, the expression “Guerilla” appeared at the beginning of the 19th century during the independence war between Spain and Portugal. This word can be translated as “battle” from Spanish and its meaning lies in a military tactic which was used by small armed forces against the massive ones.

The term gained its publicity through Ernesto Che Guevara Lynchde la Serna (1928 – 1967), who used that guerilla military tactic against opponents for political concept domination. Since Che Guevara and his forces did not own many resources, like money, weapon and advantage of fighters’ quantity, the only chance to accomplish a successful revolution in Cuba was to base their operations on acts of sabotage. Due to Che Guevara’s small army, it was well-coordinated and flexible which led them to victory over enemies.

Over time the Spanish leader summarized basic principles in the book “Guerilla Warfare” which was written in 1961. The most important elements that he pointed out were the following: ultimate goal, usage of surprise effects and tactical superiority that subsequently had become a starting point for Guerilla marketing principles.

3.2 Guerilla ‘enters’ Marketing

Competing for the market leadership also requires new tactics. Companies’ mass marketing with an endless flow of messages makes people easily tired of countless print advertisements, TV commercials and other conservative approaches which become less efficient today and are not able to reach potential buyers sufficiently anymore. In a clutter of ads, people prefer to switch the TV channels or radio roads when they hear the same promotional messages often because of being bored or non-interest. Griffin (2002, 20) argues that there is a strong need in searching for totally new promotional tools that can attract customers in adventurous way and have a more direct focus on targeted segments. Furthermore, Levinson (2006) also supports a strong need for marketing to create new innovative and effective methods than can be cost efficient at the same time. This is how the concept of Guerilla marketing percolated through the marketing wars.

3.3 Definition

All over the world, marketing experts and researchers attempt to find the best description of Guerilla marketing, but there is still no official definition of the concept. Various versions of explanations have consequently been created and almost all of them have the following characteristics of Guerilla phenomenon in common: untraditional, creative, surprising and efficient marketing.

Guerilla Marketing is a special type of marketing strategy which is nowadays designed for marketing mix model and mainly used in 'P' (promotion) element. Levinson (2006) states that it can be described as marketing form which involves the usage of untraditional activities that help companies to weaken the rivals and stay successfully on the market even with limited sources.

Guerilla marketing campaigns demonstrate original ideas in places that are not publicly accepted to be suitable and traditionally appropriate for advertisements, places where ads would appear to be unexpected. For instance, instead of using an escalator, Volkswagen created a "fast lane" slide that gets the traveler to the bottom of the stairs quickly in the central metro station of Brussels. The slide was a reflection of Volkswagen cars' quality and safety. The more customers are fascinated, excited or even entertained by the advertisement, the longer it will remain in their memory. This is dominantly what Guerilla's strategy aims at - surprise effect. Like in every other form of marketing, it is important to know your customer, thus marketing idea and human nature should work together.

3.4 Guerilla Marketing vs. Traditional Marketing

In order to understand the principles of guerilla marketing performance, the significant differences between traditional marketing and guerilla marketing have to be identified. Referring to Levinson (2006), conventional advertising require a certain capital addressed for promotion plan while time, energy, imagination and knowledge assets are a primary investment in 'Guerilla' way. Big businesses with correspondingly substantial budgets are potential participants of traditional marketing who measure its success only by sales and number of responses or store traffic. Traditional marketers neglect future relationships with customers since the purchase is made by, concerning mostly about short-term value from marketing. In contrast, Gue-

rilla strategies are mostly oriented towards small or middle-sized firms with tiny budgets and remind that only the size of profits can measure what you are striving for.

Additionally, instead of concentration on “me” marketing and talking only about a business, guerrilla approach encourages customers to gain consent with marketing in order to build a future devotion to customer follow-up. Gallagher (2004) explains an explicit difference as: “What matters in guerilla marketing is, rather than what the firm does to be successful but what it does to differentiate itself from its rivals and its success in reaching a broader customer potential”. According to Levinson (2006), there is a summarizing of the main differences between two ways of marketing in the Table 1 below.

TABLE 1. Differences between traditional and Guerilla Marketing

<i>Traditional Marketing</i>	<i>Guerilla Marketing</i>
Primary investment is money	Primary investment is time, effort and creativity
Model for big business	Focus on small business
Success measured by sales	Success measured by profits
What can I take from the customer?	What can I give to the customer?
Mass media usage (direct mail, radio, television, newspapers)	Marketing weapons are numerous and most are free
Advertising works	Types of non-traditional marketing succeed
How much money do you have at the end?	How many relationships do you have at the end?

3.5 Guerilla marketing tools and corresponding effects

The concept of guerilla approach is based on effective money spending on product promotions and increasing the firm’s profits by creating a different perception of a product in the consumer’s mind. It does not suggest the usage of direct sales parameters (discounts), but through utilizing completely different and non-traditional tools (flash-mobs, stickers bombing, graffiti etc).

The aim of guerilla campaign is drawing a long lasting attention of people and it is achieved by evoking a surprise effect and a diffusion effect while keeping the costs low. In order to awake customer's attention, a set of different marketing instruments is used. There is a short summary of major instruments of Guerilla marketing with their corresponding effects in Table 2 below.

TABLE 2. Guerilla marketing instruments and corresponding effects

Instruments	Effects	Description
-Ambient marketing -Sensation marketing	Surprise effect	Consumers pay increased attention to the message due to surprise of unconventional guerilla action
-Viral marketing -Buzz marketing -Guerilla PR	Diffusion effect	Consumers tend to diffuse the advertising message through various media channels voluntarily because they are thrilled by guerilla action
-Ambush marketing	Low-cost effect	Guerilla marketing is inexpensive, does not involve traditional advertising costs and diffuses flexibly

3.5.1 Surprise effect

Both ambient and sensation marketing tools which are described below account for surprise effect, which can be explained as the divergence of expectations and perceptions, which in turn leads to the change in the mental activation. As Derbaix and Vanhamme (2003) explained, a surprised person stops his previous activity and switches his attention on the surprising event. Marketers utilize this effect by making effective usage of humor, absurdity and shocking in the ad message. Also, awakening people's attention is constructed successfully by implementing ad campaigns at different unusual locations with unfamiliar means of media and promotion techniques. Surprised individual is much more likely to process intended advertising message.

Ambient Marketing

Ambient marketing is the guerilla version of outdoor advertisement. The goal of this instrument is to surprise customers by placing advertisements at different unusual places where they do not expect to see them. In order for this instrument to work, advertisements should be located at the social environment of the target population (Hoffmann and Hutter, 2011).

There is a wide range of opportunities with ambient marketing, ranging from low cost fly posting and graffiti on walls to different ads in public bathrooms. Additionally, size and scale of advertised objects largely vary. For instance, to advertise a casino, the airport baggage reclaim was rebuilt in the form of roulette wheel. Opposing example is a 127 centimeters tall fuel dispenser at a gas station, next to the original one, symbolizing minimization of gas consumption. According to Shankar and Horton (1999), ambient marketing is one of the fastest-growing low cost marketing sectors.

Sensation Marketing

Explained by Hoffmann and Hutter (2011), sensation marketing is aiming towards surprising pedestrians in public places by different activities that surpass the familiarity levels. For instance, actors may perform a play right in front of the theater to attract people's attention to the theatre. Also, various flash mobs are used, which refers to a group of anonymous individuals, who meet apparently inexplicably at a public place for performing a pointless action which lasts only a few minutes.

Marketers grasped this concept and made it useful commercially in order to surprise pedestrians and passengers by and draw their attention to conveyed marketing message. Sometimes, ambient marketing is called hit and run action, mostly because it requires no installations for a specific time and it happens to be irreproducible one-time action.

3.5.2 Diffusion effect

It is highly important to mention that in the traditional advertising, such as TV, radio or print media, the price of an advertising campaign depends on the number of the final recipients of intended message. However, guerilla marketing provides possibility to reach large number of individuals without necessarily increasing the total cost of a campaign. Thus, the so-called diffusion effect is attained in cost-efficient and goal-oriented manner (Levinson and

Lautenslager, 2005). In order to stimulate general public to share and diffuse the message, the ad should trigger the emotion surprise, since it motivates people to share their experiences.

Viral Marketing

This type of marketing involves various methods that stimulate a communication process which in turn spreads similar to virus amid potential consumers. Marketers can trigger the diffusion effect either through direct communication by addressing consumers who will forward the message to others or indirectly via different media. Due to emergence of innovations in information and communication technologies during the recent years, new viral techniques have also evolved. The most popular type of viral marketing is video clips which enable marketers to embed message of any unconventional, provocative, sexual, humorous or taboo-breaking content, which will ensure the diffusion effect among consumers. It is notable to mention that the price level for a video clip is moderate compared to traditional TV-spots.

Buzz Marketing

Ahuja et al. (2007) defined buzz as “a multi-dimensional communication process that involves sending persuasive messages out via buzz agents (senders) to buzz targets (receivers) in the form of word of mouth (offline and online) conversations and retrieving market research information from buzz agents on the particulars of these buzz marketing experiences”. In buzz marketing it is emphasized that regular consumers are acting as market researchers, advertisers, distributors and have major influence on other consumers’ final buying decisions. In order to make buzz marketing campaigns work highly effective, the message should be directed towards specifically targeted customer groups.

Guerilla PR

This method is utilized to spread the intended message through the editorial segment of the media, which appears to be more credible source of information for customers than regular advertisement. In addition, while increasing the number of people, this type of marketing is provided at hardly any costs. Guerilla PR campaigns should be executed in an appealing manner involving eye-catching installations or sensation marketing activities (Hutter and Hoffmann 2011).

3.5.3 Low cost effect

According to Hutter and Hoffmann (2011), there are two main characteristics accountable for low-cost effect. First one is the diffusion effect, when consumers pass on to their peers and friend the advertising message. Second is the requirement of little monetary efforts to launch a campaign. For instance, some marketers use almost illegal free riding approach, when company directly benefits from placing its advertisement at popular events, such as soccer games without paying for it, increasing the quantity of people exposed to the ads and minimizing costs at the same time.

Ambush marketing

This is the most outstanding guerilla marketing tool that is directed towards extremely low levels of expenditures. Ambush marketing is defined by Meenaghan (1994) as the practice where a company tries to capitalize on the publicity surrounding particular massive event, depriving public attention from a competitor and drawing attention towards itself. Ambush marketing and sponsorship are similar in that they both are targeted towards product and brand promotion through the use of a public event. However, unlike sponsorship, ambush marketing aims at capitalizing on the event without having legal permission for it or legal duties of an official sponsor. This kind of campaigns tries to improve own brand image and deteriorate that of a direct competitor.

3.6 Negative aspects and ethical issues of guerilla marketing

Although Guerilla marketing has numerous advantages for building a successful marketing strategy, bad sides and critics of the concept are present. First, prior to implementation, management should be aware of ethical, legal and societal aspects and make sure that general audience will not be negatively affected by any means. Despite the possibilities of great successes using guerilla strategies, if they are directed to the wrong group of people or not executed properly, they can indeed seriously hurt the company's brand image.

The most common drawbacks of guerilla marketing are: "trespassing on private property, defacing private or public property, and not getting permission from the property owners when required". For instance, attaching Burger King's stickers to the bus schedule in Singapore may be interpreted as an act of vandalism. Thus, companies should be able to get approvals

not only from private owners, but also from local government to execute campaigns in public places (Curran & Seaton, 2007).

Since the main goal of some advertisements is to evoke a range of negative emotions, such as fear and anger, guerilla campaigns may lead to highly negative attitudes towards the brand or the whole company. It is crucial for marketers to decide on the right amount of fear-appeal that should be used in ads, for instance, strong fear-appeals used in products related to security and health provide better effects than weak fear-appeal messages. Some authors argue that overuse of fear-related marketing campaigns may cause the overall effectiveness of advertisement to decline (Guerilla Marketing. 2010).

Sometimes, guerilla advertisements have a negative impact on social life aspects. For instance, billboards placed in the middle of the highway or places with the high traffic congestion may cause traffic accidents. To illustrate some ethical issues regarding guerilla ads, I will provide examples of two companies and ethical concerns of the public that may arise. First one is the pesticide firm called D.D. Dirin which promoted their insect-exterminating products in an unusual and provocative manner. It used fake cockroaches attached to the doors of houses. When a person enters the house, he sees the cockroach and attempts to kill it, but realizes that it is not alive. On the other side of the roach there is a brochure with contact information of a company and with a note that states how easy for unwelcomed insects to enter a house. The ethical and moral problems that arise after exposure to such advertisement are the intensive feelings of irritation and disgust that people unwillingly experienced.

The second example is the ad used to promote 'Kill Bill' movie. A shocking image was used in the restroom of a movie theater, seen outside of the toilet cabin. It was a realistic image of the blood leaking from under the door of the cabin. However, when the door is being opened, person realizes that it is just a sticker with the release date of the movie on it. Such type of an ad does not necessarily pose threat to psychology of an adult, although it may sometimes cause problems to that of a child, which may result even in inability of a kid to go to the toilet alone.

4 RESEARCH DESIGN

4.1 Company background

Sport Master Ltd. is a company-retailer with a private ownership form and operates sporting goods retail stores in Russia. The company is as an official dealer of brands including Adidas, Reebok, Nike, Columbia, and Asics. The company was founded in 1992 and the trademark "Sport Master" was registered in 1996. The headquarters are based in Moscow, Russia. The product range includes: sport outerwear and footwear, accessories for tourism and fitness, gym apparatuses and equipment for individual sports. The overall amount of operating stores is 214 all over the country.

The company is famous as a loyal user of traditional marketing (radio and TV ads) since an immense coverage of the audience is necessary. The bright yellow logos with red discount slogans on them seemed to become less efficient and the company started to lose the prospects concerning only about its own business environment. In the world of today's competition, customers expect more benefits on order to distinguish the advantage of a certain company that competitors do not have (Levinson 1998, 350-351).

The customers of Sport Master are not interested in any more discount emails; they are interested in 'me-mail'. Marketing should be more personal so that it would affect the emotions. The company's reviews showed an immediate need for the development of some unique promotional tools that can affect the consumer behavior and motivate them to make a purchase. (Guerilla Marketing. 2012)

4.2 Research methods

There are two potential types of research: quantitative and qualitative. The quantitative one is used to count the data and generalize numerical results from a sample while the qualitative provides an insight into a certain problem and gain an understanding of a researched object. (Quantitative research vs. Qualitative research. 2007)

After the theoretical background has been made, for further research of Guerilla Marketing phenomenon I have practiced a qualitative method of research. The qualitative research helps to investigate the 'why' and the 'how' questions for future decision making and results cannot be generalized what in my case best fits the research objective. It is not interesting to examine

a lot of different companies in this study. Instead a detailed small sample is needed and will be sufficient to serve my purpose better. I have selected a definite case study that perfectly reveals my theoretical findings about guerilla marketing and proves the current existence of the research object in the world of today.

Interview form was picked as a second qualitative technique of gathering the information. That gave me a possibility to discuss the topic with the specialist in marketing area and gain relevant knowledge compared to a survey method where you can poorly be convinced in reliability of the answers by selected customers. From my point of view, it is also simpler to re-connect with the company representatives if further data collection is needed.

Unfortunately, the qualitative research is not able to generalize the collected data since the selection is small. Nevertheless, this type is aiming to find unique factors of the researched problem being trustworthy and accurate (Quantitative research vs. Qualitative research. 2007). Consequently, a high validity can be reached by describing how the case-company's campaign was accomplished.

4.3 Interview situation

The contact information of the marketing experts was found out from the contact company representative on the official website. The both interviews were conducted during one week and went friendly and productively. The language used was Russian therefore I did not experience language barriers that was the great advantage but at the same time was time-consuming in terms of consequent translation. The company has asked from me to submit the research paper after it will be finished since the summary of the campaign still absent in the office.

The first marketing expert Tatiana Golisheva holds a position of the head of marketing communication department of the Sport Master and was the responsible person for supervising an entire process of Guerilla campaign. She was interviewed by phone during the 2 days according to the list of questions which suggested supporting the research aim of the concept (Appendix 1). The second interviewed person was Zinaida Hohlova who holds a position of the marketing director of the same company. She was interviewed by the email and the answers were received during the 4 days (Appendix 2).

4.4 Data collection

Since the research has been arisen to study the process of guerilla marketing implementation, I have conducted two depth interviews with marketing experts who had an opportunity to observe the campaign in action. The interviews included the questions about how it was developed, what untraditional Guerilla tools were used and what results were achieved.

The research study is based on the Russian company's experiment with guerilla campaign called "Extreme Trials" in 2009. Due to an immense size of the country, the competition level is high especially among middle-sized companies thus it was interesting to find an example of guerilla manner there.

The data for the analysis was collected from the first interview with Tatiana Golisheva supported by company electronic publications. For additional analysis, I have provided a second interview with Zinaida Hohlova who answered more specifically concerning the advantages of Guerilla techniques for the company. During the both interviews, the notes were made for the future data reduction and analysis.

4.4.1 Interviewee 1

Reason to implement

Tatiana Golisheva clearly stated the reasons for providing a Guerilla campaign. The company began to lose its returning customers in a clutter of everyday advertisements. Having a relatively sufficient marketing budget, the company has been using traditional TV, radio and mobile ads to overload the audience with a flow of discount messages. "We live in a society where information is more and more accessible than ever before. It seems we did not utilize those technological tools correctly" (Tatiana Golisheva, 2012). In the year 2008, the company has created a response service on their web-site to receive customer feedback towards the current marketing strategy. The opinions revealed the fact that clients ignore upcoming messages about discounts and new arrivals. Majority of the reviews have showed that 'non-personal' ads have become boring and people expect marketing to be more personal so that is would awake the emotions. Some new approach had to been adopted in order to not lose prospects and avoid high-cost marketing that evidently cannot warrant the success.

Mission

The stores of 'Sport Master' have undertaken a Guerilla campaign for the first time in 2009. The goal was to promote a new collection of "Columbia" brand sportswear. "With a new arrived collection, we wanted to enhance its awareness faster and to stand out from traditional marketing methods consumers got use to" (Tatiana Golisheva, 2012).

With a very simple and cheap but innovative idea, the company aimed at reaching people's attention immediately and making them feel excited. They were thinking about the creation of a concept which will be both simple and understandable for the end consumer. For the first time, the central mission was not to make people buy new sport outerwear but to make them unexpectedly surprised and inspired for doing sports or outdoor sport activities.

Implementation

After the decision to implement a Guerilla campaign was approved, the creative group started to brainstorm in order to get as many ideas as possible. "The process was time-consuming and for the first time we worked like a real team. The most difficult point was to choose the best Guerilla plan among numerous ideas therefore we considered our main target group properly to make a final decision" said Tatiana Golisheva.

The campaign took place in St.Petersburg and Moscow and lasted during three days. Taking into account the target audience of sport-lovers who are young people under the age of 29 and middle-aged men, the advertising campaign with a slogan "Extreme trials" was executed with the usage of huge automobiles. The 11 jeeps were taken out with a tied dummy on the roof of every car and drove around the city. Dummies made an illusion of real people dressed up in "Columbia" outerwear. The company tried to show to public that their new collection can bear any extreme conditions (Appendix 3). These activities are appropriate to sensation marketing tool and are connected with the theory above.

Many people were paying close attention to the dummies attached to jeeps and shared their impressions with others. This also proves how the idea of Guerilla's sensation tool works – to reach the customer where he or she does not expect it and cannot ignore.

Investments

Marketing expenses of the campaign averaged approximately of €5,000 mainly spent on a rent of the jeeps and petrol. The 10% of the money was invested in printing of personal logo pictures which were also attached to the jeeps to avoid the question of legality. It had been said by Tatiana Golisheva that they had not ever spent such small money on marketing. At the first sight the marketers could not believe that with such small investments they would reach even greater results in comparison with traditional direct marketing they have used before. The biggest investment was the investment of creative ideas, unusual way of thinking and attempts to adopt the non-standard marketing faster and effectively.

4.4.2 Interviewee 2

Results

As told by Tatiana Golisheva: “Upon taking such an advertising campaign, the company has boosted the “Columbia” collection sales from 20% to 44% in just first months”. People had started to share their comments and leave feedback on different discussion forums and Guerilla marketing blogs combined with photos postings. The local radio and TV channels reported about the “Extreme Trials” campaign because it was an unexpected city event.

In 2009, the year of the Guerilla Marketing campaign, “Sport Master” doubled their annual amount of potential customers. The “Extreme Trials” has been included in the list of the most successful Guerilla marketing campaigns in Russia and is under the discussion even today. The untraditional advertising added a value for the company and cost only a few thousand euros. “Minimal costs for maximal output – this really works” was said by Zinaida Hohlova. The Sport Master experienced that the skillful implementation of uncommon communication channel is vital and necessary to be structured from time to time to remind the consumer not only about the discounts, but about the value the company brings to them.

By introducing this brand new creative advertising concept in 2009, ‘Sport Master’s marketing efforts are now directed towards the formation of emotional components of the brand image. The company’s creative group, responsible for marketing operations, now faces the task of making a totally new creative concept for a company positioning on the market.

Obstacles

Guerilla Marketing chooses different ways of reaching the customer than traditional marketing. Therefore the strict line between provocation and offence, between drawing the attention to a product and creating a negative reputation, to attract new customers or to lose prospects should be recognized (Guerilla Marketing. 2010).

The 'Sport Master' marketers suggested the risks that could be involved in the campaign. Although, the campaign was implemented in a form of entertainment, for some pedestrians the dummies made an impression of real people lying on the roof of the cars that caused feelings of anxiety and panic. Zinaida Hohlova said: "Our Guerilla marketing campaign was conducted legally to avoid possible involvement of various lawsuits afterwards, which ultimately may damage the brand image and reputation of the company."

The fact that policemen have been pulling over the cars, however mostly because of curiosity, not aiming to fine or arrest them can be counted as an extra attention value as well.

5. ANALYSIS OF DATA

5.1 Characteristics

After all necessary information was successfully received, I have reduced it and made a finalized analysis to directly answer the research questions.

Guerilla campaign characteristics within the case analysis can be summarized in the following list that also leads to the formulation of consequent effects:

1. *Completely unexpected.* Potential costumers did not expect to see huge jeeps with dummies dressed up in Sport Master's brand outerwear. Surprise effect is reached.
2. *Drastic.* Fast diffusion effect is reached by driving on crowded places.
3. *Humorous.* Making the advertisement at least unusual, awaked the attention and caused smiles on people's faces.
4. *One-shot.* The campaign lasted only limited period of time that did not make people be bored or tired of the advertisement.
5. *Cheap.* By considering only limited number of frames and not massive investments, production of the campaign was not expensive. Low-cost effect is reached.
6. *Goodwill.* The campaign did not bring any tangible benefits however it entertained people and brought some fun.

According to the AIDA model (Figure 2), the first goal of advertising is to get the attention of the customer. If this goal is not met, the further goals - interest, desire and action cannot be achieved. Within the research, I was able to analyze that the Guerilla marketing has an impact on the first two stages of the customer behavior since it supported by untraditional marketing weapons. From the Figure 4 illustrated below it can be seen what elements in the Guerilla approach are used.

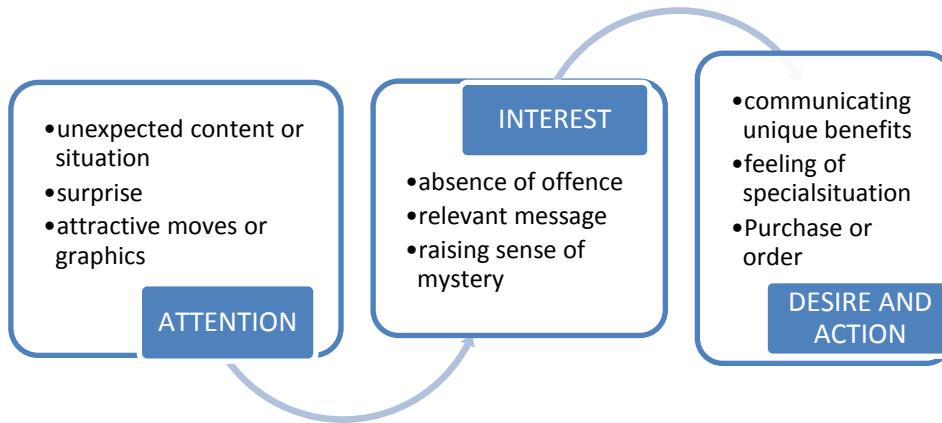


FIGURE 4. GUERILLA EFFECT IN AIDA MODEL

Although Guerilla marketing was initially positioned as a strategic tool for small and medium-sized companies due to the lack of their funds (Levinson, 1998), within the campaign example I have researched that the approach can be implemented among all-sized companies mostly because of the today's highly competitive environment. In this case, the Guerilla marketing stands for value creation and achievement of a comparative advantage and not for saving the budget since big market players have the sufficient resources.

5.2 Benefits

Also, within the academic and empirical research, the benefits of Guerilla marketing over the traditional marketing have been found out. The major advantage lies in the cost-efficiency effect. The company case proves that the same level of efficiency like in traditional marketing can be reached with a small investment. For the second benefit I would place the surprise effect which is triggered by outstanding ability of innovative guerilla campaigns to bring customers' attention and to create buzz and increased brand or/and product awareness with minimal investments.

Through using the traditional channels, like it was shown in the campaign case, this kind of results cannot be reached nowadays. Also, I would to underline that profits play the ultimate role in the process of measurement of the effectiveness in Guerilla marketing, contrastingly to traditional marketing, where effectiveness is measured by sales. This plays a key role in terms

of building strong and long-term customer relationships. The consumer would appreciate the fact that the company does not only care about the quantity of products have been sold.

5.3 Practical Guerilla implications

By examining the Guerilla campaign in practice, several important implications for the successful Guerilla campaign implementation can be identified:

1. First of all, you must know who your target audience is. It is a classical start of every marketing campaign. The company has to define the target customers properly for best Guerilla design creation and to avoid ethical aspects. By knowing the customer, a focused strategy can be applied to encourage people to take an advantage of your offer.
2. Secondly, think 'outbox'. Creativity is what Guerilla marketing requires from you. Make the customer remember you. Marketers always have to come up with new ideas to remind about the brand and protect the surprise effect of every Guerilla Marketing activity. Eventually, the surprise effect can create the most positive reaction from the customer. The aspects of Guerilla Marketing fit these needs of today – stay away from uniformity and insistency towards creativity and flexibility.
3. Finally, transfer the idea into reality. Coming up with a perfect idea, think carefully how to structure it but only supported by small investments. The negative and legal aspects have to be considered as well. Experience how the Guerilla process of attaining maximum results from minimum resources works.

7 CONCLUSIONS

Guerilla Marketing is more than just an emerging trend today. It is a current marketing instrument that is utilized by companies of all sizes. This research study involves qualitative method of data collection due to relatively hard nature of measuring quantitatively the effects of guerilla marketing campaign. It involves measurement of such factors as customer satisfaction and brand perception, which is difficult task to do with time and resources constraints and can only be observed in practice.

In the process of writing this research paper, it was found that no classification framework for the guerilla marketing channels has been developed yet both because of the new nature of the concept and the numerous creative campaign scenarios which can be hardly classified. It was researched that Guerilla marketing is just the medium but the standard marketing communication process of delivering message is involved there.

The certain benefits and effects of Guerilla marketing were researched but it is notable to mention that too often in real-life business world even the finest theory does not work as smoothly and perfectly as it was thought to be. However, according to the theoretical findings and research study, it has been proven that the case of guerilla marketing can be implemented profitably and effectively and its significance has to be estimated and taken into consideration in a business environment.

Together with theoretical foundation, reader was also provided with a case study that vividly illustrated numerous benefits of guerilla marketing over the traditional methods. The innovative guerilla marketing approach which Sport Master's marketing team dared to undertake brought in large numbers of customers by drawing their attention and dramatically increased brand awareness and even enhanced sales. However, this approach requires creative and out-of-box thinking and mentality, which is not always an easy task to do. Additionally, the research has showed that Guerilla marketing appears in the form of direct marketing but this fact cannot be generalized as only one example was introduced.

In Sport Master's case, the campaign did not involve any offensive messages or did not intend to ignite negative feelings and emotions. Conversely, the major emotions that it provoked were excitement, cheerfulness, humor and fun. Message was successfully delivered in a new and fresh way, which dramatically helped to draw and hold attention, interest, desire and fi-

nally stimulated target audience to take actions, which is confirmed by increased profit figures.

One of the possible drawbacks of the thesis lies in the fact that failed attempts of guerilla marketing campaigns are not presented, partially due to the fact that companies do their best hiding all negatively-related information. However, there are various kinds of risks involved in guerilla campaigns. In this research it has been found out that sometimes marketers try to capitalize on negative unwanted emotions such as fear or panic. Thus, social impact should be taken into account.

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Appendix 1. Question sheet for interview 1**PHONE INTERVIEW QUESTIONS 1**

Alena Kudryavtseva

Interview for the thesis

1. What was the main reason to provide a Guerilla marketing campaign?
2. What did you take into consideration while started to apply Guerilla marketing strategy?
3. Could you please describe the campaign itself? What activities did it include?
4. How people behaved on the streets?
5. What resources had been used?

Appendix 2. Question sheet for interview 2**EMAIL INTERVIEW QUESTIONS 2**

Alena Kudryavtseva

Interview for the thesis

1. Did the company face any challenges or obstacles?
2. What was the overall output for the company after completing the campaign?
3. It is a well-known fact that “Sport Master” mostly supports traditional marketing being a relatively big company in Russia. Do you intend to consider Guerilla Marketing in future strategies?
4. Could you name some definite benefits that the Guerilla campaign provided the company it with?



APPENDIX 3. Pictures of Sport Master Guerilla campaign

