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1 Briefing

This first chapter gives the reader a background picture of the problem within the thesis. It gives a short briefing what the authors want to find out within the field of guerrilla marketing.

1.1 Background

When you are walking to school or driving for work you meet numerous of different posters and billboards along the way. Marketing and advertising is all around us and one is under constant influence by different kind of messages. In 1965, one could reach 80% of a mainstream target audience with three TV advertisement spots. By 2002, 127 spots were required to achieve the same reach (Bianco, 2004). Although, the interesting part is how much attention do commercials and advertisements receive from the potential consumer? The authors of this thesis argue that mainstream marketing approaches, such as TV commercials and print advertisements are getting old and these traditional methods are inefficient without support from more unconventional methods. Griffin (2002) argues that people are getting tired of the same old messages and there is a need for innovation in order to reach new grounds. The customer is easily bored with unadventurous way of marketing (Griffin, 2002).

From a company's point of view, marketing and especially advertising is important for sales, though a company is paying for media space and want to reach as many potential buyers as possible. Hence by using mass marketing the waste is often big, organizations send countless of messages out to the erroneous group (Twitchell, 1996). Therefore, the need for more of an efficient method is current, to reach the right customer through the marketing campaign without getting lost in the clutter. Furthermore, according to Levinson (1998) there is a call for more efficient methods, more innovating and effective, not as costly and have a higher focus on smaller demographic areas and targeted segments.

The Swedish Institute for Commercials and Media Statistics (IRM-media) presents statistics that investment in daily newspapers has decreased 7% during the latest years. Compare this to the investment that Swedish organizations endow in the advertisement place on the internet, which has increased 23% (IRM-media). The authors believe that the internet could be a more cost-effective method in comparison to ads in daily newspapers, also knowing that through internet one could reach the target group in a more direct way. Marketing is also a question about financial means, since one has to invest money in order to use the traditional marketing approaches.

The customer often block the established channels used; people tend to put out signs on their postboxes declining mass advertisement through mail, when purchasing a new DVD-player it may be able to cut out commercial breaks. With the aim of getting through the clutter in the market, one has to choose a different kind of route and focus more innovation and creativity. Therefore, one shall find new ways and channels to reach the market. An interesting form of marketing is when exposing customers to messages in an unconventional way, for example hire actors to visualize a need for a product in a store.

The use of the unconventional marketing approaches was something that previously associated with small business firms due to their limited budget; they had to find new ways. Nowadays, when the competition is harsh, the trend goes towards that large advertisers

also have adopted the approach. Since the positive aspects are more visible and the need for finding new ways of reaching the customer has increased (Belch & Belch, 2004).

One of these approaches is known as guerrilla marketing, as one could heed from the name the marketing approach could be experienced as controversial, since the name could be associated with warfare tactics, thus one should not associate it with a bloody battleground, more of a strategy that one uses in order to conquer a market through a well planned approach in a smaller scale. Companies use warfare to fight on the battleground of today, the consumer's mind – where words and pictures are the weapons used and where the CEO of every company acts as a general (Garsombke, 1987).

The development of guerrilla marketing over the years is a fact. The progress started at University of California Berkeley, where a course covering entrepreneurship inspired the professor to write a book about unconventional ways of marketing (Greco, 1995). This professor, Jay Conrad Levinson did in his book “Guerrilla marketing”, published in 1983, first coin the term guerrilla marketing (Turner, 2000). What is special with this kind of marketing approach? Guerrilla marketing, a marketing approach that stimulates to use more alternative methods in order to win the war of the consumers' minds (Levinson, 1998).

1.2 “The guerrilla problem”

One could argue that guerrilla marketing is communicating a message in an untraditional way. The definition of guerrilla marketing is complex to characterize, although the general view of this approach is when an organization is using innovating marketing techniques that are cost efficient. Each guerrilla campaign has a niche and targets a smaller crowd.

When using guerrilla marketing, one should try to find the uniqueness in the marketing approach. In addition, guerrilla marketing is a concept that many marketers use, although the difference of the meaning can be very individual, one element that the different opinions has in common is the cost. Guerrilla marketing is often cheaper than ordinary marketing. Entrepreneurs with a small marketing budget often used it and their only way to compete was to do it in a more matchless way. They did not have the budget to go head-to-head with their competitors (Ries & Trout, 1986).

Today it is even possible for big companies to take advantage of this phenomenon to compete with their market's leaders. There are numerous thriving corporations that have used the approach, both big and small, but have their approaches worked? Ahmed (2000) argues that stealth marketing, another expression for guerrilla marketing, may be the only future that marketing has, at least for some companies. Therefore a study of this marketing phenomenon is of most interest, but is it a big part of the future?

One could argue that this is an innovative and unconventional form of marketing, but is it effective? Though a message spreads through different marketing channels, but in order for it to work there must be someone who listens and decodes it, for the approach to be useful. Getting through all the noise and clutter by using this marketing phenomenon is going to be essential and it is an interesting way of reaching the customer.

1.2.1 Research questions

To summarize this problem discussion, these three research questions will help to fulfill the purpose of this thesis:

1. What is guerrilla marketing?
2. How have organizations that have been in contact with the phenomenon experienced it?
3. Is guerrilla marketing a good way of marketing?

1.2.2 Purpose

The purpose of this thesis it is to examine guerrilla marketing.

2 Planning phase of the battle

In this second chapter, the reader gets a presentation of how the authors planned and conducted this thesis. A methodology chapter giving the reader a profound picture of how the thesis was made.

2.1 Qualitative approach

In this thesis the authors will apply a qualitative study to gain information and to fulfill the purpose; “to examine guerrilla marketing”. The qualitative study was made in cooperation with a marketing firm called Miami Advertising Agency, it is located in Gothenburg, Sweden. The authors conducted additional interviews with influenced people from USA. Since the authors wanted a diverse picture of guerrilla marketing and the choice to have some respondents from USA was necessary for the thesis, the concept originates from there. Furthermore, a Swedish marketing firm with their clients, this to create a better understanding and connection of guerrilla marketing in Sweden.

A large part of the scientific research use mainly two types of methods, they are positivism and hermeneutic. Positivism starts with one well defined knowledge as an ideal, while hermeneutic methods relates to different knowledge (Holme & Solvang, 1991). To clarify, the positivism method is formal logics and facts, and results from the measurements performed. To further shed light on the positivism method, it goes under the name quantitative approach.

Consequently, the hermeneutic method is about interpretation and the usage of feeling and understanding when performing interviews (Thuren, 1991). The authors of this thesis believe that this is the right approach for this thesis, since it is about the interpretation of the phenomenon of guerrilla marketing. To clarify the meaning of hermeneutic method, it identifies as a qualitative approach and this method gained its foundation from the hermeneutic method. Further, the hermeneutic method builds on a life of understanding and interpretation, and the authors of this thesis tried to adapt these keystones in the investigation of the guerrilla marketing phenomenon, through well planned interviews.

Basically, the interpretations are built on understanding other people and from that perspective interpret the actions that guerrilla marketing has lead to. It is about gathering knowledge from people’s life and understanding. The idea is that the authors of this thesis should perform the interviews in the respondents’ daily life. This, so the authors can understand and interpret their life. With understanding, the authors mean the knowledge and competence they posses from earlier personal experience and in our analysis we will use this understanding to interpret and draw conclusions from the material (Hartman, 2004).

This method has received some critique concerning the social processes, which may come up when the authors are collecting the data. The risk is that the researchers could interpret the information about guerrilla marketing in the wrong way, without being aware of it. Therefore there may arise some insufficient information (Arbnor & Bjerke, 1994). Although, compared to a quantitative method, the result of the qualitative approach becomes richer and gives a more balanced picture of the phenomenon, in this case guerrilla marketing (Thuren, 1991).

As a result, the authors made a choice to use the qualitative approach in this thesis to construct a deep and profound picture of the phenomenon guerrilla marketing. Hollensen (2004) means that to provide a broad and detailed view of the problem the authors

concentrates on an insightful exploration with a qualitative approach (Daymon, 2002; Zigmund, 2002). An important aspect in the qualitative approach is the researcher, the one performing the interviews. The researchers have to, during the interviews, engage the respondents. One should perform the interview in the respondent's environment where they feel safe and secure (Daymon, 2002). This is the case with the interviews in this thesis. Furthermore, the researchers that are conducting discussions in a qualitative approach are often familiar with the subject and the problem and can therefore go more in-depth (Hollensen, 2004).

2.1.1 Why Qualitative approach?

To research the core of guerrilla marketing the authors argue that a qualitative approach was essential, since in a qualitative approach one interprets the social environment and how this is expressed through body language, sound and different personal styles (Deacon, Pickering, Golding & Murdock, 1999). Furthermore, since the authors wanted to examine the meaning of the phenomenon of guerrilla marketing on different levels, it is preferably to use a qualitative research method (Symon & Casell, 2004), given that the phenomenon guerrilla marketing has potential exploration. What differs a qualitative method from a quantitative method is that the qualitative method the researcher receives a first qualitative perceptive of the fundamental motives and reasons, in the quantitative method the researcher is generalizing data from a sample to the population.

To enhance the reason of using a qualitative method in this master thesis, the authors wish for a more extensive research and investigation in the area. The qualitative approach will help the authors to develop a good definition and a highly topical view of guerrilla marketing. This is because the authors will have better understanding of the different definitions that exist today.

2.2 Literature Study

The process of gathering data divides into different pieces; the first one is to study existing literature such as articles, books, dissertations and thesis written at the University of Jönköping, the second one is the data gathering. In order to find relevant literature the authors did chose to use the library resources. Furthermore, articles used where found through the databases Emerald Full Text, ABI/Inform Global, J-Store and also the Ebrary. Keywords used were guerrilla marketing, innovative marketing, undercover marketing, stealth marketing, promotional marketing and new ways of marketing, though some of them gave more hits than others. In order to cover other aspects, in especially the theoretical framework the authors tried to use other keywords connected to the specific area. Also sources more connected to the entrepreneurial part of marketing have been used, meaning the databases of articles connected to the publications of INC and Fast Company, this to get a good picture of the phenomenon.

As presented by Hartman (1998) the literature parts into primary and secondary sources. Primary resources are such written by an author that also took part in the research behind it, in other words research papers or dissertations. Secondary sources is books that covers a certain topic but without a specific research behind it. Secondary literature sources do not always give enough details about how the researchers conducted the study and it is almost impossible to be objective in summarizing already written material. Though secondary sources have a couple of drawbacks Hartman (1998) argues that if possible one should use the primary sources.

Furthermore, it is of importance that the researcher is as critical as possible, when regarding researching reports. The researchers, in this case the authors of this thesis; try to identify positive and negative sides of the reports. Having this discussion in mind, the authors of this thesis have tried to use primary sources to a high extent, which further have lead to a deep insight within the area of guerrilla marketing. Even though secondary sources have been used to certain degree within the thesis, the authors argue that the information found is reliable and of high interest for the subject in matter. When the secondary sources have been used, the authors have to as large extent as possible, chosen to cite more than one source in order to increase the trustworthiness.

2.3 Research design

In order to gather empirical data for the research the authors interviewed a marketing firm and their clients. The marketing firm is Miami Advertising Agency and is located in Gothenburg, Sweden. The firm has during the years been active in research, through discussion with the firm; the authors argue that their input is essential for a thesis within guerrilla marketing in Sweden. This is because the rules of guerrilla marketing are constantly changing and consequently the marketing firm is of most interest, especially since they are one of the pioneers within guerrilla marketing in Sweden. The marketing firm's clients interviewed are representatives from Mitsubishi Sweden, a liberal and conservative political party, Moderaterna, and an organization for the people renting apartments, called Hyresgästföreningen. Furthermore, in order to get a deeper insight in the phenomenon of guerrilla marketing it is interesting to see how it applicable in the USA. The big country in the west has during the years been influential within marketing. The authors had interest in finding relevant and influential people to interview in the USA. The connection already existed with a school in the Chicago area; it was therefore natural to contact potential respondents in that area of USA.

In guidance to find the right persons to interview in the USA, discussions with marketing professor Crendalyn McMath at North Park University in Chicago was helpful. She has experience from the marketing business in the US. Through her, the authors of this thesis got in contact with entrepreneur Laurie Kahn, founder and CEO of Media Staffing Network. She has with innovative marketing built her business in an impressive way. By research on the internet, the authors came in contact with two famous authors connected to the topic of guerrilla marketing. Firstly the authors interviewed Al Lautenslager, a well known author and entrepreneur in the northern suburbs of Chicago. Al Lautenslager, known in the media as a marketing expert, that familiar with guerrilla marketing that he has written books within the field. Next on the list of respondents is Michael McLaughlin, a principal with Deloitte Consulting LPP in San Francisco and also publisher of guerrilla marketing books. Therefore, his knowledge is also valuable for a study connected to guerrilla marketing. These two authors have both together with the father of guerrilla marketing, Jay Levinson, written their guerrilla marketing books. This is in short how the authors of this thesis picked the respondents, in consideration, reasoning and the availability of the firms was also a part of the selection. Furthermore, some additional companies in American was contacted, but without any luck.

2.3.1 How the interviews were conducted

A few weeks before the authors interviewed the marketing firm Miami Advertising Agency and their clients, they made a visit to the firm's office in Gothenburg to discuss the thesis

and the potential clients that the authors could use as respondents. This pre-visit with the marketing firm gave the authors a good first insight in the subject and contributed to the development of the interview guide. Later on, the interviews took place in Gothenburg with Miami Advertising Agency and its clients Moderaterna and Hyresgästföreningen. These interviews took between 30 and 45 minutes each and the authors conducted them at the respondents own offices to create a reliable and safe atmosphere for them which would give the authors better results from the interviews (Daymon, 2002). The interview with Miami's third client, Mitsubishi, took place over the telephone. The respondent was located in Stockholm and because of practical reasons the authors choose to continue with a telephone interview. Further, this interview lasted about 30 minutes and the authors believe they had a good discussion during the process, despite the fact it was over the telephone. The interview with Laurie Kahn at Media Staffing Network took place in Chicago at her offices in the downtown area, it lasted around 40 minutes. The usage of technology made it possible to interview Al Lautenslager; with help of the software Skype, it was possible to do a telephone interview with him. This interview took 30 minutes and a lot of important information came out from this. Due to a tight time schedule for Michael McLaughlin, he responded to an email based form, with the same question as the interview guide. Though, the authors see this interview mostly as complimentary data from a famous guerrilla marketer. When conducting the qualitative interviews the authors choose to use a recorder to make sure that no important data or quotes was lost during the interviews. This was so the authors could focus on the discussion rather than taking notes. Even though, notes were taken during the interviews in order to make sure that nothing would be lost, one could not always put trust in the technology.

2.3.2 The interview guide

The interviews took place in Gothenburg, Sweden and Chicago, USA. Telephone interviews came in effect from Jönköping, Sweden. Accordingly the authors used three different interview guides and in two separate languages, Swedish and English. One of the guides used during for the interview with the marketing firm, the other one used for the interviews with their clients and the third guide for the American writers and consultants. The authors used some of the questions in a different kind of order to make the discussion flow in a better way, as the authors used an adaptive approach to each respondent. The idea was not just to interview the respondent, instead the authors wanted a discussion with the respondent, in addition Esaiasson Gilljam, Oscarsson and Wängnerud (2004), emphasize that it is important to create a conversation when conducting a qualitative research.

Hence, the authors used the interview guide as a guideline for the interviews to make sure that the marketing firm, the clients and the consultants would have the similar questions connected to the topic of the thesis. Further, Hartman (2004) stresses that the importance of not being obligated to the interview guide, he says that a qualitative interviewer needs to have an open mind. Consequently, the authors let the respondent answer some of the questions that were suppose to come later on, to keep a natural flow in the conversation. Also the questions used in the interview guide was pilot tested, with colleagues at our business school, before they were used, this in order to make sure that they were of interest for the purpose of this thesis.

2.3.3 Selection of the respondents

The authors wanted to attack the phenomenon from more than one point of view. Miami Advertising Agency is the most known and experienced guerrilla marketing firm in Sweden. The authors got in contact with Fredrik Olsson who is the co-founder and owner of the bureau. Furthermore, he believed that the thesis were touching an interesting subject concerning what affects, guerrilla marketing, has for the clients and how they grade the phenomena.

When choosing what clients to interview the authors wanted some variety between the businesses. For that reason the authors decided to interview Annika Lennstam at Mitsubishi Motors in Sweden, who had been active in the campaigns together with Miami. Furthermore, the next interview conducted with Hans Rothenberg at Moderaterna and Patrick Centerwall at Hyresgästföreningen. In addition, all of these had done more than one guerrilla campaign and therefore the authors believed that the respondents could bring further understanding in the complex phenomenon of guerrilla marketing and the affects it brings. The authors picked the American respondents on a different basis, professor Crendalyn McMath at North Park University in Chicago recommended to interview Laurie Kahn at Media Staffing Network. This was because Laurie Kahn has by using innovative marketing built both a successful company and an interesting brand. With a lot of experience within the field of marketing, she was an interesting entrepreneur that could contribute a lot to the thesis. Moreover, through extensive research at internet the authors of this thesis contacted a few American authors. Al Lautenslager was the first one to answer, based on the knowledge he possessed within the field of guerrilla marketing, the authors argue that he is an influential person within the area of which this thesis focuses upon. He is a marketing expert and has published both books and several articles; he is known to be a direct mail expert, which is of most interest when direct mail could be considered to be a good guerrilla marketing tool. Michael McLaughlin is a principal with Deloitte Consulting LPP in San Francisco and he is the second author interviewed, he has also written several books and has been working comprehensively within the field of marketing for several years.

Taken into consideration is that several request were sent out to interesting people and organization in order to get a good picture of the guerrilla marketing in the US. Though, the authors are fortunate to have reached these influential persons and believe that the data collected from them are of most concern for the thesis, by saying this one has to point out that this does not only comply to the interviews conducted with the persons in the US, the firms and people that we reached in Sweden, gives a broad and good picture of the guerrilla marketing phenomenon.

Accordingly the authors believed that all respondents gave them a wide, relevant and a more in-depth view on the phenomenon of guerrilla marketing. Furthermore, the clients and the consultants created a more objective picture on the effects guerrilla marketing has on the client. When choosing the respondents the author had some criteria that the authors wanted to fulfill; first the authors wanted a marketing firm, since usage of good communication is important in marketing firms, that practice guerrilla marketing or that has an innovative marketing department. Holme and Solvang (1997) emphasize the significance of the right respondent, the one being interview should have good insight in the area, in this case guerrilla marketing. Accordingly both the firm and the consultants had experience and competencies within guerrilla marketing.

Secondly the authors wanted the opportunity to interview a firm and their previous clients, these interviews created the opportunity for the authors to compare the data from the firm, which created a good balance and a clarified picture from the client's point of view.

The third criterion for choosing respondents was to find both Swedish and American. Since the authors wanted to compare the guerrilla marketing situation in these countries and also since the term originally comes from the U.S., which gave a more in-depth view of the phenomenon. Furthermore, the fourth criterion was to have the possibility to interview people at these companies, which had insight in the subject and where a part of a guerrilla campaign that carried out.

2.3.4 How the data was analyzed

After the authors conducted all interviews, the taped information where written out, in order to give the authors of this thesis a better overview of what the interviews included and to make sure that nothing was left out (Bryman, 2001). Though in order to analyze the material better, Bryman (2001) suggests coding and then systemizing the information, in order to understand and get a better overview of the information and it was easier to conclude and summarize the interviews. Though, this process was time consuming but the authors argue that it was needed to be done in order for the empirical chapter of this thesis should be well written, this especially since the authors have been fortunate to use the time of people from the business life, one could argue that without these steps the risk of losing important data is high. All the steps were rewarding and contributed to the analysis in a good way and it did certainly increase the knowledge of the authors in relation to what the secondary data that was gathered.

3 Rules of the battleground

Beneath the authors builds up a theoretical framework to support the analysis and to also give the reader a good picture of marketing with the focus upon guerrilla marketing.

3.1 Terminology

This chapter aims to explain the important terminology for the thesis, to present the rules and previous experiences from the battleground, in order to enhance the chances of winning the war of the consumer's mind. The rules of the battleground is based on the communication process, and what tools one could need in order to communicate the right message in the best way without losing too much in the process. The authors argue that guerrilla marketing is an efficient way to deliver the right and relevant message. Though, the tactics of guerrilla marketing is one way of gaining advantages in the war, the authors will in this chapter present theory in order to build up the phenomenon of guerrilla marketing from the ground. Communication is an essential word within marketing, since it is about communicating a message from the sender to the receiver. The developments of integrated marketing communication are presented because it summarizes the development within marketing in a good way and gives the reader a picture of how marketers act and think. Therefore, this framework is built upon the communication process, starting with the ways to create a relevant message.

Following, in order to know how customers might respond to different messages, the authors decided to use the AIDA model since it describes the levels of reaction from the end customers. In order to prepare for what the previous researchers say about guerrilla marketing the authors' presents how the message transmits to the right audience, in other words what vehicle to choose in order for the marketing management to work. From there on, the fight for the receivers is of most interest. In "Reaching the receivers", the authors' present tactics known for different kind of marketing warfare which consequently leads the reader to the last part of the chapter summarizing the theories written connected to guerrilla marketing.

The authors opted to place guerrilla marketing in the end of the frame of reference since they believed it is important to have the knowledge about the communication process and the AIDA-model to better understand the phenomenon of guerrilla marketing.

3.2 Communication – Winning the war

Marketing is about communicating a message to the customers/end users. Therefore the communication phase is one of the most central within the field of marketing, therefore also in this thesis. The basic model of communication presented by Belch and Belch (2004) consists of two important elements; the sender and the receiver are first ones. The second one is the major communication tools, also known as message and channel. Within this model are some other functions known as encoding, decoding, response, feedback and noise.

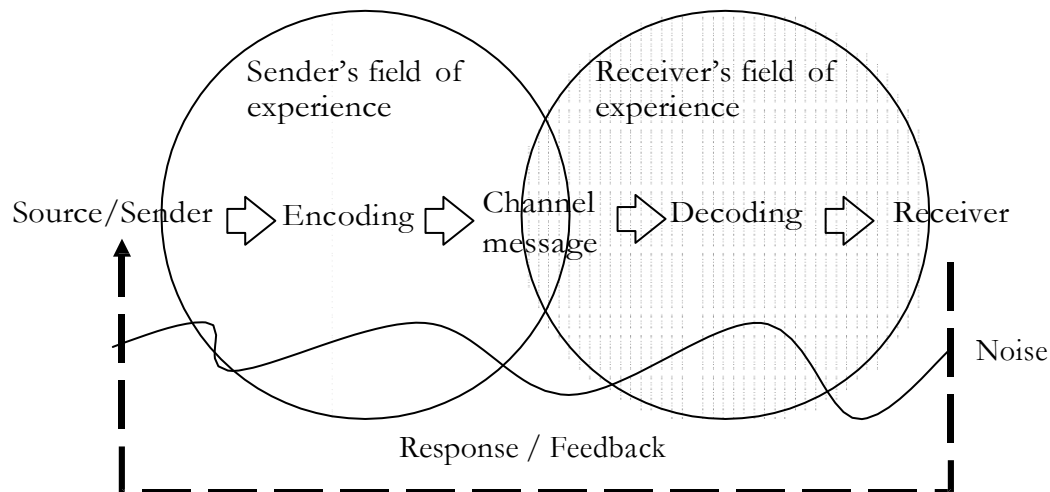


Figure 3-1 Basic model of communication (Belch & Belch, 2004)

Sender/Source is the one in the process in need of sharing information with someone else. It could be either as an individual (salesperson) or as a non personal entity (cooperation). The process of communication starts when the source selects words, symbols, pictures that they want to represent their message sent to the receiver. The form of the process is also known as encoding. This does involve putting thoughts, ideas or information into a symbolic form. One could say that the sender's goal is to send out a message that the receiver understands. By doing so the sender should use symbols, words, signs that are eminent for the target audience, these could also be seen as the weapons that organizations uses today in the war of the customer's mind.

Going from the encoding phase, the next phase is the message. This consists of information and the meaning that the sources have in mind to deliver. The message could be verbal or non verbal, it could also be written or oral, even so symbolic. The message must in order to work be presented in a transmittable form that is appropriate for the channel of communication that is being used.

The channel is the method that the source uses in order to communicate the message through the receiver. This divides into two classes, the personal and the non-personal communication. Personal communication is direct interpersonal (face-to-face) contact with the target group. This could be social channels such as friends, neighbors, associates, co-workers or even family members.

Using these channels could be a form of mouth to mouth communication, which is a powerful source of information for customers (Smith and Vogt, 1995). The non personal channels are usually mass media or mass communication; this is because one sends the message to many individuals at the same time.

The end part of the process is the receiver, the one the sender wants to share its thoughts and information with. Though, in order for the receiver to understand the message it has to be decoded. This process is transforming the original message back into thought. According to Belch and Belch (2004), this process is under heavy influence from the previous field of experience that receiver has. In other words, the receiver has to understand and interpret the message in a correct way so that the information from the sender is reachable. Effective communication is more likely to appear when the sender and the receiver are on the same ground. Though, there is noise in the process. This is the unplanned distortion or interference that the message has to fight in order for the communication to be effective. This noise could also appear if the sender and the receiver do not have the same field of experience; the lack of a common ground would lead to an improper encoding of the message (Belch & Belch, 2004).

In order for a communication process to be successful there should be a response from the receiver resulting in a form of action; this in order for the marketing effort, within the message, to be successful. Though, the response could range in several different ways, such as non observable actions to some instant action meaning that the receiver will react instantly to something. Also, the sender or source is interested in feedback from the receivers, this is in order to know how to decode the message and receive it (Belch & Belch, 2004).

3.3 Forming the message

3.3.1 Marketing communication

The message that an organization communicates is a form of marketing. Marketing is to help support the exchange process within a company and to endorse the awareness of the organization. Though, the entire marketing process summarizes within the marketing mix, consisting of four P's, product, price, place and promotion (Kotler, Armstrong, Saunders & Wong, 2002). The basic of this is a combination that could form a marketing program for an organization. For a viable marketing program the P that stands for promotion is of most concern for this thesis, especially since one often uses guerrilla marketing in this kind of activities. During the 1980's, the development within marketing plans strove towards a strategic integration of the promotional tools used (Belch & Belch, 2004). The concept of integrated marketing communication (IMC) arose, whereas the promotional tools were used together as an entire campaign. American Association of Advertising Agencies developed maybe the first definition of IMC: "a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines – for example, general advertising, direct response, sales promotion, and public relations – and combines these disciplines to provide clarity, consistency, and maximum communications impact" (Cited in Schultz, 1993 p.17).

Schultz (1993) further argues that the process of IMC calls for a "big picture" approach to the planning marketing and promotion type programs, and also in the different kind of communication functions. Belch and Belch (2004) means that the growing importance of IMC is that organizations have realized the value of strategically integrating the various

communications function, rather than to have them separately. An organization can by coordination around the marketing communications avoid duplication, create synergies and develop a more efficient marketing program. Talking about the importance of IMC one must include the tools that are found in this big toolbox, which also is a big part of the guerrilla marketing tools used in the market today. Though, in reference to guerrilla marketing, the tools are of importance, but mainly how they are used.

One could argue that the most important aspect of developing an effective communication program is to understand the response process that the receiver goes through when moving in a certain direction when it comes to behavior; this to see how the promotional marketing effects by the marketer could influence the consumer responses.

3.3.2 Promotional mix

Starting with the first thing someone reflects of when hearing the word marketing, is advertising. It is and will be an important way of delivering a message. Alexander (1965) defined advertising almost like as any paid form of non-personal communication about an organization, product, service, or idea by an identified sponsor. Breaking down the sentence the word paid, means that one have to buy space somewhere in order to send out the message. The non-personal could be described as advertising as a mass medium, in other words there is no immediate way for feedback. Therefore, when one sends a message to the advertiser one must consider how the audience reacts to the message. Advertising is a form of reaching a larger mass by sending out a message, though one should have in mind by doing so, a lot of people are reached but there is a lot of waste within the grouped reached, since most of them are not a part of the target market that the company is going after (Belch & Belch, 2004). Today customers have a love-hate relationship with advertising, since it is in close relation to entertainment and art (Ries & Ries, 2002). Further, advertising could focus either on consumer markets or towards business and professional markets.

According to Belch and Belch (2004) the promotional form of direct marketing is the fastest growing sectors in the US economy. It focuses on a direct way to influence the target customers to generate a response (Throckmorton, 1996). Thus, direct marketing is more than just direct mailing campaigns and mail order catalogs. It also involves activities such customer database management, telemarketing approaches and also direct selling and direct response ads through direct mail. The internet has also increased the opportunities for direct marketing. Even so, television and their infomercials are forms of direct marketing (Lehman & Winer, 2005). The direct marketing association defines it like: “direct marketing is an interactive marketing system that uses one or more advertising media to affect a measurable response and/or transaction at any location” (Cited in Lehman & Winer, 2005 p.406).

Next step in the promotional mix is not to be confused with the overall concept of promotion. Sales promotion divides into consumer-oriented sales promotion and trade-oriented sales promotion. For the names, one could heed that this kind of promotion involves activities focusing on either consumers or other businesses in order to promote sales and encourage purchase. Sales promotion is offering extra value or incentives to the sales force, distributors or the ultimate customers (Belch & Belch, 2004). In recent years, several companies have relocated their budgets from advertising to sales promotion; the reasons could be the increased emphasis on sales promotion, including a declining loyalty for certain brands.

Publicity and public relations are tools often written in the same sentence. Why is that then? Firstly, the definitions of the two different key words are of most interest. Publicity refers to any kind of non personal communications regarding a product, service, an organization, brand or an idea that not is directly paid (Ries & Ries, 2002). Meaning that it comes from some kind of media activity like a news story, editorial or an announcement about an organization and its products. It compares to advertising since it involves non-personal communication to a larger mass, though what is different is that one can not control it since the company does not directly pay for it (Belch & Belch, 2004). It is a cheap form of marketing, since one can get a lot of media space without any expenditure, though one can not control what the newspapers or TV-channels do say about your reputation. An advantage about publicity is that customers tend to understand it as more reliable and perceived to be unbiased (Kotler & Mindak, 1978). On the other hand, negative stories in the media about a company could be really severe. There are several examples of this and anyone could probably remember some of there own, everything from racism during the Swedish elections to publicity of soccer players in England drinking. Public relations could on the other hand help control articles published in the media. It describes as the management function which evaluates public attitudes and tries to execute action programs to earn the public understanding and acceptance (Frazier Moore & Canfield, 1977). Though, public relation uses publicity and several other tools, including fund-raising, sponsorship of special events and other public activities. PR firms are today increasingly touting public relations as a communication tool that can take several of the functions of conventional advertising and marketing (Neff, 2002).

Personal Selling is the next element in the promotional mix. It is a form of person-to-person communication in which a seller attempts to assist and persuade prospective buyers to buy the own organization's products. This is more of direct form of marketing compared to advertising, this form of marketing involves more of flexibility, and the seller can constantly feel the buyer's reactions and change his sales methods. This form of marketing also requires a fast feedback procedure and one often knows whether the procedure worked instantly or not (Belch & Belch, 2004).

Interactive/Internet marketing is the last tool in the promotional mix. This allows more of a back and forth flows of information, whereby users can participate and modify the form and content of the information they receive in real time (Belch & Belch, 2004). Internet is a good example of this kind of marketing where the customers easily can take part in the purchasing decision and change the features of different kind of products. An example could be when buying a Dell computer; one can change and modify the features and specifications of their computer. Internet can because of its interactive nature, be a really good and effective way of communication.

3.3.3 Loading up with more ammunition

During the years different kind of promotional tools and techniques has developed. This is in order to getting through the noise in the market, whereas some of them identifies as guerrilla marketing.

3.3.3.1 Word of Mouth

Word of mouth is: "oral, person-to-person communication between a receiver and a communicator whom the receiver perceives as non-commercial, concerning a brand, a product or a service" (Marsden & Kirby, 2006). Basically it is when two people share and

discusses information about a commercial topic. Furthermore, according to Marsden and Kirby (2006), the word of mouth phenomenon is a academic fact, consumer do talk about products, brands, marketing campaigns and advertisement campaigns, it is apart of their daily life. Although, Marsden and Kirby (2006) emphasize that word of mouth is not always a positive thing, it can also communicate negative issues. Hence, places a problem that one can never supervise or control what is said to the fullest, furthermore potential buyers scan for the word of mouth when they believe the purchase is of a high risk nature. Consequently, according to Marsden and Kirby (2006) people pays a lot of attentions to what their friends and families have to say about certain products, especially because it is a part of their ordinary information search on brands and products. Hence, the brand image of a product is of great importance, so important that the potential customers are aware of your existence (Marsden & Kirby, 2006).

3.3.3.2 Live buzz marketing

Live buzz marketing is about people talking to one and another, the word is actually a slang, but originally it comes from the sound a bee makes, a buzzing sound. Although, mostly used in the entertainment business, like for instance: “the latest buzz from Hollywood” in other words “gossip” (Marsden & Kirby, 2006). According to Marsden and Kirby (2006) it is a technique that makes use of an actual event or performance to create a buzz or a rumor. Furthermore there are two kinds of live buzz marketing, it is: live peer-to-peer marketing and live performer-to-peer marketing. Accordingly live peer-to-peer marketing is when ordinary people spread the word about a specific product or service. Basically, people offer free samples and other rewards if they are willing to talk to other people about the products.

According to Marsden and Kirby (2006), this activity also gives them affirmation of being somebody that is modern and in the know. Consequently, live performer-to-peer marketing is when trained, qualified and costumed performers that one hires to take on the roll as the representative in different environment where the targeted segment is located use the same method. For instance there can be actors starting a small scene, before the real commercial starts the movie theatre. Although the audience does not know that it is not real. Hence, the audience inside the theatre listens carefully to what the actors has to say, and when the actors are done with the seen they tell the audience that it was only fictional. Furthermore, the clients that ordered these campaigns real commercial starts on the big screen, and the audience will remember the commercial more then they would have done before. Consequently, when they leave the theatre, the buzz is out.

In addition, Marsden and Kirby (2006) believes that this kind of marketing will continue to develop especially when brands start to realize the positive marketing effects this can generate. Accordingly it is a good tool to use if one wants to try new ways of marketing to reach its end customers (Marsden & Kirby, 2006).

3.3.3.3 Viral Marketing

Viral marketing is as much else hard to define, although according to Marsden and Kirby (2006, p 47) it: “describes any strategy that encourages individuals to pass on a marketing message to others, creating the potential for exponential growth in the message’s exposure and influence. Like viruses, such strategies take advantage of rapid multiplication to explode the message to thousands, perhaps to millions”. The key parts in this definition are exponential growth and to pass on messages to others. Furthermore, according to several marketers, viral marketing is marketing activities that generate word of mouth in the digital domain. For instance the internet with its chat-

rooms, forums, instant messaging programs, blogs and file transfer networks (Marsden & Kirby, 2006). According to Marsden and Kirby (2006), viral marketing is increasing in usage, once again since the end consumer is blocking today's ordinary channels.

Therefore the selling between consumer and consumer are becoming more powerful, hence viral marketing (Marsden & Kirby, 2006). Accordingly the idea with viral marketing is to create a buzz, a rumor on the internet, discussed on the targeted markets forums, in example the release of a new computer game or what will happen in the next episode of the TV show "Lost", these are all buzzes discussed on the internet and generates a high value of marketing for respective company and several more hits to their WebPages (Marsden & Kirby, 2006).

3.3.4 Reactions to the message

In many instances the marketer may just want to raise awareness for a company or a product, which in that case could result in an interest from the consumer in wanting that product. In other cases the marketers goal may be to try to change a consumer behavior, this through providing detailed information to change consumer's knowledge and attitudes toward a brand and from this ultimately change their behavior (Belch & Belch, 2004). The hierarchy of effects is a process of work that propose that there is a series of stages between the point of unawareness of a product and the ultimate purchase/sale of a particular brand (Barry, 1987)

Several models developed over the years to try to catch the stages that a consumer may pass through in moving from a state of not being aware of a company or its products or brands to the actual purchasing action. One of these models discussed by Strong (1925) called AIDA – an acronym for Attention, Interest, Desire, and Action. It developed to symbolize the steps a salesperson must get a customer through in the personal selling-process. Though this model can be traced back to the salesman St. Elmo Lewis who started to conduct a consumer research back in 1898, hence at this time the model only consisted of three parts, the AID parts, Attract attention, maintain interest and create desire. Although, a couple of years later he did add the last A in the model and finalized the model into AIDA (Barry, 1987).

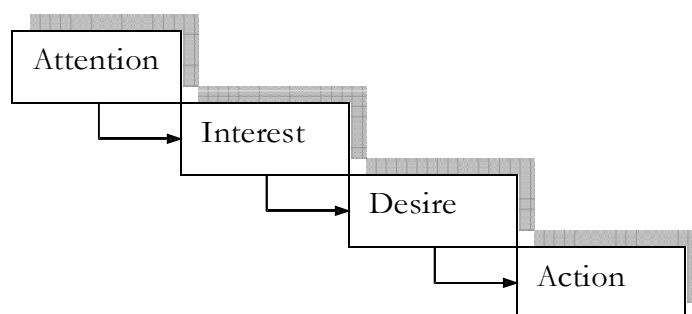


Figure 3-2 The AIDA model (Strong, 1925)

A model in the explanation of reality is that the salesperson must first get the attention from the customer and from this interest in the company's products or brands must come from the customer. Next step is that the interest should turn into a desire to own or buy the product or service from the company. Following, the last step is the action phase, this involves of getting the customer to the actual purchase of the product (Belch & Belch, 2004).

Compared to the AIDA model another model developed through Lavidge and Steiner (1961) called hierarchy of effects model. At a later stage in the development of the model, another letter has been added, S, which stands for Satisfaction. Meaning that, after the action procedure the customer must be satisfied in order to enhance the selling process.

3.4 Choosing the right channel

3.4.1 Channel management

In order for an organizations message to reach the customer some kind of tool must be used and also a channel in which the message can be sent through. The channel could from one point of view be connected to how the products reach the market, in several cases it is not the marketer that controls the actions within the network of all the channels and therefore trust must be put in someone else, that makes the channel management even more important for the marketing managers and marketing decision makers. At the same time, channel management is of most concern though it is constantly developing and there is always room for improvement and for differential advantages.

Channels could be divided into two parts; direct/indirect. The direct channels consisting when contact with the customer is taken directly, examples could be face to face communication, phone conversations, mail and also in an electronic way. The indirect approach often goes through a second part before reaching the end target, examples of this could be an agent that delivers the message to the customer, furthermore could wholesalers or distributors also work in the same way, final example of an indirect channel is a retailer or a dealer. (Lehman and Winer, 2005)

Using the direct channels tends to be preferred when the needs for information are high, this often due to high technological complexity. Also, when the product customization is important, furthermore one recommends using direct channels when the quality assurance matters. The two final concept when it is better for the marketing to go through direct channels is when the purchasing orders are large and when the transportation and storage issues tend to be complex (Lehman and Winer, 2005). The direct channels compares to a more personal communications channel, where information received from personal influenced channels is generally more persuasive then information received from a more indirect channel such as mass media (Belch & Belch, 2004)

The benefits for using more of an indirect approach in the marketing plan is crucial when the customers nowadays tend favor one-stop shopping for certain products. Also, the indirect channels are important to use when reassuring the availability of a product. Finally, if after-sales service is important for a product, the use of indirect channels is under recommendation (Lehman and Winer, 2005).

From the view of how persuasive a channel could be, though a personal selling message could be far more flexible, powerful and personal than advertising. Though, persons having minimal personal contact with the customers often create an advertisement. One designs the message from advertisement to appeal a larger number of people. This could make the personal sales assembly more efficient went it comes down to figures, though the message used in these kind of marketing endeavors could not be determined in before hand. The salesman has an important role in the marketing procedure, since the salesman has great knowledge about his products/services and selects appropriate methods in order to hit the right spot during an interview or product presentation. Nonetheless, a salesman can adapt

for each situation and more flexible and more efficient to a smaller crowd (Belch & Belch, 2004).

3.4.2 The internet channel

One could see internet as a revolutionary way of reaching customers world wide with marketing messages. Though, it is not the first new communication technology. Earlier information technologies that also in their way revolutionized the marketing were printing press, radio and TV. In other words, it is not the first newly invented interactive technology, mail, the telegraph and telephone are just a few which also provide a two-way communication, and all have important roles in the lives of today. By saying this, new communication channels such the internet seldom made earlier forms superseded (Lehman and Winer, 2005).

Using Internet as a channel is a fairly economical substitute as a marketing channel. Though it can be hard to use this medium, because the internet can not grant contact with a physical product until after the purchase is done and it does not provide any human interaction. On the other hand, the positive portion of using the internet is that it is interactive, it perceives to be inexpensive. Additionally, as a positive side of using internet as a channel, it has a broad scope and it measures as a fast channel (Lehman and Winer, 2005). Internet is a channel where you can reach customers in a good way to reach a wider market. Furthermore, tracing sales and other activities are rather easy and it could easily help in order to find the right segment to target and follow up the sale in an efficient way (Gehlhar, 2005). The metrics used is an interesting concern connected to the internet; the most obvious metric is product sales. Thus, a channel could contribute in other ways than just its sales level suggest. A combination of brick and mortar stores and the internet site has a remarkable relation, though some customers might search for information online and then go to the store and buy it, or it could be the other way around. Some internet sites do only act as attention grabbers. For this reason some firms in the market has specialized in order to collect data.

The most interesting figures connected to internet traffic are; hits, how many total contacts the internet site has. Next is click-through, those are hits that follow opening a succeeding page. Unique hits, the number of people who have hit on the site. The last one is time spent per hit (Lehman and Winer, 2005). By using marketing approaches these hits are improvable in several ways; there are several organizations that have specialized in this kind of internet marketing. This compares to a guerrilla marketing approach, though it involves small spending and the internet could help achieve high returns.

Though for most products internet is not a sufficient channel, though it moves information not substantial goods. It is a fine medium for marketing and it is a hybrid organism that is relying on other channels to work for it, such as the postal service or other companies acting as a third party (Lehman and Winer, 2005).

The internet technology has developed during the years, and nowadays terms like pod casting, auto-responders and blogs are words that will help develop the marketing channel of the internet. To briefly describe these words starting with pod-cast. This is a subscribing service, where one can sign up to automatically download music and video files, such as radio shows and TV series. One can listen to pod-casts on a website or you can download to your computer, or even bring them on an mp3 player (Ho, 2005). Auto-responders do send out a pre-written response to every single incoming e-mail that someone gets, it will inform the sender that the inquiry is in the receiver's mailbox and it often contains valuable

information for the sender (Silkey, 2005). Though, this information may be as general as the information you will provide in your practice's brochure. The pre-written messages save your staff time and are less expensive than sending the brochure through the postal service. Even so, some special auto responders can work with website forms, so that specific information sends to the one who requested it. It is a cheap and effective way of sending out information.

Today, blogs are popular, they work as online diaries. Where people share their thoughts and opinions through writing blogs, these blogs are sometimes for marketing purposes, when the writer tries to inform the readers about certain brands and products. Several of these blogs have tons of readers every day and influence a lot of people's buying behavior.

3.5 Reaching the receivers

3.5.1 Military approaches

One could describe that the marketing campaigns as military strategies; four of these compares to strategies of different kind that companies use in order to stay competitive within the market place. The first strategy is the defensive strategy. Market leaders only should according to Ries and Trout (1986), use this strategy, in order to prevent other firms and organizations to enter a market which already is spoken for. Furthermore, Ries and Trout (1986) believes that the market leader using this strategy not only should defend themselves but also make sure to attack itself by constantly evaluating and critically compare its products and services with potential of new products that develops through research. Ries and Trout (1986) adds, by blocking potential threats from competitors the leader saves important resources in the war of the consumer's mind, though it is more expensive to attack than to defend. The defensive stance requires less energy and resources to maintain, than the challenger's more offensive way in trying to overcome already established product loyalty and positive image.

The next strategy is of a more aggressive nature – offensive warfare. This approach is more suitable for the ones coming after the market leaders. This aggressive marketing strategy should focus on finding the leader's weakest point and then reallocate all resources and attack concentrating on that point. This means though, that one shall not seek to attack the leader head on, rather search for an area where the leader has not been maintaining its strengths. The weak areas that the leader could have are for example features that some products offer or services that the leader has. In order to challenge the competitors need improve their own products in order to compete (Ries & Trout, 1986).

The third strategy is flanking warfare. One describes this as a movement of a business into a covert area in order to establish itself as a leader and doing so with rapidity and dynamism. Ries and Trout (1986) define flanking strategies as low prices or even high prices (linked with high perceived quality), new distribution channels or other strategies that an organization has or can develop. Garsombke (1987) and Ries and Trout (1986) believes that flanking warfare is the most common strategy for most companies. It is a good way for an organization that cannot obtain unconditional dominance against the leader.

The forth strategy is especially connected to the topic of this thesis, meaning that is known as guerrilla warfare. According to Ries and Trout (1986) guerrilla warfare is most suitable for smaller companies. This is mainly because these companies do not have enough resources in order to go head to head with the market leaders. The aim for the small companies

should be to find a niche within the market to capture and defend. This because the market leader will not seek these niches though the profitability for a large firm is not enough in comparison of what the leader must mount to attack. In order to be a good guerrilla marketer a company should never act like the leader in the market one must be prepared to be flexible and change quickly in order to be ready for changes within the market.

3.6 Guerrilla Marketing – winning the war?

In this chapter the authors will present data that further explain the concept of Guerrilla marketing and to make this reading easier to follow we will present different definitions of the concept by other authors before stating our own definition that we have used for this thesis.

In an article, about guerrilla marketing, by Ives (2004 p.23) the definition guerrilla marketing is: “A broad range of advertising methods that strives to strike when people least expect it. Though publicity stunts have been turning heads forever, mainstream marketers are increasingly turning to guerrilla tactics as consumers prove more difficult to reach with traditional advertising”. Accordingly, Ives (2004) explains that guerrilla marketing is a growing marketing technique in New York, especially for companies that want to position themselves to the younger and more modern crowd. In addition, Levinson (2003 p.4), who is a well-known author in the subject, defines guerrilla marketing as: “going after the conventional goals of profits, sales and growth but doing it by using unconventional means, such as expanding offerings during gloomy economic days to inspire customers to increase the size of each purchase”. The authors of this thesis have developed their definition of the phenomenon guerrilla marketing, that will be used through the thesis when referred to: “a controversial marketing state of mind, executed with fewer resources than traditional marketing instead more time, creativity and imagination is invested, that approaches a focused and niche market.”

Further, he explains that guerrilla marketers are not as vulnerable as other marketers since they need fewer resources and they can often work in a shorter time frame. According to Levinson (2003), guerrilla marketers invest time, energy, imagination and knowledge instead of investing money, since in guerrilla marketing one measure in profits and not in sales. Furthermore in the book “Guerrilla marketing”, by Levinson (1998), he emphasize that initially the phenomenon was mostly used by smaller businesses that did not have a big marketing budget. For this reason, Levinson (1998) claim that guerrilla marketing was their chance to compete with bigger corporations with smaller means. Furthermore, guerrilla marketing is more focused and targeted than traditional marketing on particular segments. Hence an important aspect is to keep the focus on the same segments, continuously aim for the existing customers, which can create stronger brand value and additional sales (Levinson, 1998).

One could further argue that the goal for guerrilla marketing is to pitch something into the customers mind without them comprehending that they have been exposed to marketing and make it stay with them (Ahmed, 2000). Levinson and Lautenslager (2005) mean that in the spirit of guerrilla marketing, marketing is everything you do or say that has some kind of impact on your prospects and customers. This would consist of everyone you meet, every single phone call you make, every sign and every communication. In other words, marketing does not necessarily need to be something expensive, but having this in mind creates a guerrilla marketing attitude, that is important for your business. For the entire guerrilla marketing approach to work, everyone using it needs to identify marketing opportunities, even in the smallest scale. This is in order for the organization to sell. Since

without marketing one does not sell anything. Levinson and Lautenslager (2005) also convey that it is important to know where someone is going to do their business, since one can not do everything; one has to choose a niche. Furthermore, one should see marketing as an investment, not as an expense. Guerrilla marketing campaigns that works are investments; if they do not work they are expensive, hence it is important to know what you are planning to do and who you are reaching, for what reasons.

During the introduction phase of the guerrilla marketing approach, the intention of it was for smaller businesses since the advantage a small business might have versus a big corporation is the word of mouth concept that the awareness of a company, made through people's social conversations, recommendations and so forth. Also, a smaller company is much more flexible. Hence, big corporations can not solely depend on this technique, although a smaller business can, according to Levinson (1998) the only tool necessary is a staple gun and a nice poster. Even though this sounds a bit too extreme it has some truth in it. Moreover, the smaller business might need a good homepage, listed among the yellow pages and one important part to make this concept effective, the product or service needs to have a high quality level (Levinson, 1998). Although one should have in mind that today bigger corporations use guerrilla marketing as well, this shows how fast the development of the concept has progressed.

Accordingly the guerrilla marketing method will become more and more standardized as more and bigger corporations will apply the phenomenon in their marketing methods in the future (Tufel, 2004). Further, not just to decrease the marketing cost but also to reach out to the end customer, since today's commercial and advertisements easily can be blocked or avoided, hence the need to reach the end customers through new and different channels could be solved with the guerrilla marketing phenomenon (Ives, 2004).

3.6.1 Brilliant ideas of guerrilla marketing

To further explain the concept an example could be: a company leaves discounts for a carwash on the windscreen of the cars on a big parking lot; one could see this as a quite simple way of guerrilla marketing. Kirby and Marsden (2006), presents an interesting approach that was made by Sony Ericsson who hired troops of actors to pose as tourists in New York City and in Los Angeles to ask people in the streets to take their picture with the company's new cell-phone camera. Moreover, even the small person could be a tool in the guerrilla marketing toolbox, a couple of years ago students sold advertising space in their foreheads in order to get money for paying college tuition and it created publicity for the companies that presented their logo, this could be one way of attacking the market (Nudd, 2003) Simple ideas such as putting more than one stamp on an important letter could work as guerrilla marketing, though who could possible ignore a letter with several stamps, it must in some way be important. Also, one can realize this with the use of "freebies"; anything one could give away for free opens doors for potential customers. Not only products but also consultations, seminars, tours and speeches are techniques that people gives away for free, in order to create awareness around you and this does not have to be costly (Greco, 1995).

Inspired by Abrams (2003) the authors of the thesis will present some interesting marketing approaches, starting of with public relations campaign for a New York based internet company. They printed out messages to put in fortune cookies with clever sayings related to their company, these were later donated to Chinese restaurants near the offices of major newspapers and magazines, they were hoping for free publicity in the newspapers

(Abrams, 2003). Another campaign described in the same article, same company printed out posters with the company logo in top and gave it away for free together with marking pens, to tourists at the Today Show. Who were trying to appear on television, they would write things like "Hi Mom" and when the camera panned the audience the logo would appear nationwide, for free.

4 Intelligence from the Battleground

In this empirical chapter the reader finds all data gathered from the battleground. It divides in three parts, covering the different kind of respondents

4.1 Introduction to respondents

Miami Advertising Agency – It is an advertising agency located in Gothenburg which focus on guerrilla marketing. The authors have had most contact with Fredrik Olson, the co-founder of Miami. Today this firm is famous for their innovative and creative marketing, if any company wants to create a guerrilla campaign they would most likely contact Miami, since they are the market leading agency in this area.

Mitsubishi – Is a big client for Miami, they have used the agency at several occasions, at Mitsubishi the authors interviewed Annika Lennstam who works at the marketing department and is responsible for their sponsorships. Mitsubishi has been active in Sweden since 1981, although at that time they only sold one car model in Sweden, today they have increased their market share and have on of Sweden's broadest model program.

Hyresgästföreningen – Is a democratic member organization for residence tenants, the connection with a specific political party do not exist and they have over a half of million members. Their goal is that everybody is entitled to a good household with a fair cost. The authors met with Patrick Centerwall from Hyresgästföreningen who is responsible for their marketing department.

Moderaterna – Is the Swedish second biggest political party, it is a liberal and conservative party, their economical politic is built on the belief of private enterprise and a free economy; hence they are opponents to socialism. The authors met with Hans Rothenberg who is a prominent person within Moderaterna in Gothenburg.

American prospective

Laurie Kahn – Founder and CEO of Media Staffing Network, Inc. This is the first staffing company that caters only to media sales and associated departments. She founded her company in 1993 and was prior called Rep Temps, Inc. Through innovating and efficient marketing, Laurie Kahn has built up a well known brand and a successful company.

Alfred Lautenslager – Marketing Expert and author. Al Lautenslager is an award winning marketing and PR consultant. He is also principle of the marketing firm Marketing Now, and also president and owner of The Ink Well, a commercial printing and direct mail company in Wheaton outside of Chicago. He is a marketing expert and has written books within the field of marketing and guerrilla marketing. He is also a certified guerrilla marketing coach. Together with Jay Levinson he published the book "Guerrilla Marketing in 30 days".

Michael McLaughlin – Marketing consultant and author. He is a principal with Deloitte Consulting LLP in San Francisco. During the years he has sold and delivered several consulting projects and worked with the biggest organizations in America. Together with Jay Levinson he published the book "Guerrilla Marketing for Consultants".

4.2 Empirical findings from Miami

4.2.1 Interview with Fredrik Olsson (FO)

Communicating through guerrilla marketing

According to FO; “Guerrilla marketing is to invent new Medias and reach the target segment in a surprising way, with some relevance”. FO continues that this is just a simple definition, to explain the concept would take a much longer time, and at the same time he feels that this definition is becoming somewhat of a cliché. FO feels that the personal engagement in the campaigns is of great importance, and if you are engage, the outcome is often more successful.

FO further means that in traditional marketing one often has a number of given channels that is used, in several cases, the channels are the same ones as their competitors use, but on the other hand FO persists that guerrilla marketing is also about finding new channels or other ways then your competitors. Perhaps one could create marketing in ways not earlier considered to be marketing. As an example of this, FO proclaims for about 20 or 30 years ago when organizations started with customers clubs, like grocery stores with preferred cards, this was something that no one considered as marketing back then. Though, it was a good example of guerrilla marketing at this time.

FO declares that, today every store or business has some kind of customer club, and the important matter here is that when it started it was unique. FO shares another example of guerrilla marketing; it is when a company starts to find customers that initially was not expected to use the product, but the company identifies a demand and attacks the new segment, according to FO this is also a kind of guerrilla mentality.

FO proclaims that absolutely not all companies can use the phenomenon of guerrilla marketing, one should have in mind that it do not depend on the size of the company, rather what position it has in the market. This becomes more visible, when a company is establishing a new brand in an already crowded market and do not have the financial muscle power needed in order to compete with the market leaders. Then the alternative way of marketing is a good choice, to really show that there is a new player in the market, that appears in new ways and forms all the time, this gives the potential customer a picture of a new and innovative company.

To get the best effect of guerrilla marketing, it should be the second market leader and the ones coming further down on that ladder that has most to gain from guerrilla marketing. One could identify them as challengers that have more to achieve and more to win. According to FO, market leaders are seldom interested in guerrilla methods, they are more about defending their position in a more traditional way. It is also vital for the guerrilla existence that the internal spirit of the company understands the importance of the guerrilla methods and that the organizational culture allows the promotional things to happen and at the same time have the employees to join up in the same direction. As an example FO mentions Modern Times Group (MTG), it is a big group and the mentality of a challenger shows straight through the entire organization.

FO and his colleague started at a more traditional marketing firm, but they both felt that there was a need for other ways and newer methods of marketing. This happened in the end of the 80's and in the beginning of the 90's, when the influences started to come from

Amsterdam and London. According to FO, these countries started the trend in Europe to use new methods of marketing.

Reaching the receivers

Concerning Miami's own marketing approach they have chosen to put a lot of effort on Public Relations (PR), FO means that PR in the industry of media is of most concern. At the same time he describes their way of approaching PR, as soon as they have accomplished something, they "hit the drums" as FO tries to explain it. Meaning that other media will acknowledge what they have done and start to write about it, leading to publicity and awareness, among other things. Though, Miami have developed different kind of marketing for their own firm, FO explains that in order to get clients during the first stages of developing their marketing firm, they used a lot of personal selling, meaning that they approached different kind of companies and explained and gave examples of how their guerrilla campaign would look like. Today, their reputation in their niche is certainly higher, and from this clients have started to call them instead of the other way around. Even though, Miami still approach companies through sales calls etc. FO explains that they almost never decline a client, since they have never been asked to do something that can not be performed.

It is often a big difference between the expectations of the clients, sometimes they want to do something new, but according to FO, they do not, it is just that they want a new fresh alternative and therefore choose Miami. Hence, there are always some clients that are looking for something more of a revolution. But mostly the clients are in the same belief as Miami, they want to try to do something on their own, something unique, many times the bigger clients that contacts Miami often have some struggle internally, conservatism, to get them to accept the alternative methods. To sum up, FO says, that sometimes there are clients that are just shopping for ideas, but these clients are not welcome any more, unless they are ready to pay for it.

According to FO, in the preparation phase of the campaign a lot of production management is needed and of course Miami have to come up with the creative ideas that are relevant and strong for the brand. But in that case FO does not think they use any different methods than others when they want to come up with ideas. In most cases there are a lot of phone calls being made in the preparation phase for the campaign. Examples like; what government official do we need to talk to get this approved? This is an example of questions that need to be answered; therefore FO and his coworkers spend a lot of time in the telephone. Providentially, Miami now has a wide network of officials and companies in the area of Gothenburg that helped them in previous campaigns. Therefore a lot of work now comes easier.

In the normal case, Miami do some kind of strategic plan together with their clients in order to prepare both parts on what is going to happen. Included in the plan is also what needs to be accomplished and what Miami expects from the clients. Sometimes, FO and Miami have to develop an internal information campaign for the client's organization, since one of the worst things that can occur according to FO is that the employees of the clients do not know what is going on and have no idea of what the marketing goals are. Therefore they conduct an information plan, in order to inform the entire client organization.

In order to measure the campaign, Miami always establish a measure point in cooperation with the clients. The goals can be different from case to case, but it can be financial, knowledge based or based upon the brand. In many cases according to FO, it is about

sales, the goal could be to increase sales or to change a negative trend in a specific product line with alternative methods. The positive side with a measure point is the fact that it is easier to measure the result, according to FO.

It is very different between the different clients reason for choosing guerrilla marketing but the most common is financially, and that does not necessarily mean that the client have a problem with the finances. According to FO, there are often clients with money that comes to them with a problem, financially means they want to make money, they feel that their traditional ways of marketing is not enough and “the clients feel like they are drowning”, they want something new, that can generate money. Furthermore, FO shares that on occasion there are clients that has a tight budget that comes to Miami, and ask if there is something they can do. Although, according to FO, these clients are under the impression that guerrilla marketing is cheap, but in most cases it is not that low-priced.

FO comments Jay Levinson’s earlier books, when he states that guerrilla marketing is for smaller companies, and says that this is more from the roots of guerrilla marketing, it started since companies did not have the financial means to compete with their competitors and had to find cheaper alternative ways. Although, FO says, today guerrilla marketing is not always cheap and bigger companies’ definitely uses it. Usually, the clients measure the campaigns, but Miami do use their measure points established in before hand, FO means that one can measure it on the public opinion since in several campaigns Miami have been in direct contact with the public. For example if the politician, they made a guerrilla campaign for, was elected or not. Often, the client can measure if the sales have increase or not be themselves.

According to FO, they have mostly received positive feedback from their clients; there have been one campaign that was not that successful. Miami was supposed to re-elect a person in the European Parliament, and unfortunately they did not succeed. Although, according to FO, it was not a complete failure since the votes for the specific party, in the coming election, increased in that area. But to answer the question, FO says that the clients are often happy if Miami do not hear back from them, since most customers tend to give feedback only when they are dissatisfied.

One of the most successful campaigns could be the one done for Mitsubishi. This campaign consisted of free hats for the customers visiting a certain car-retailer, it had great and positive response from their customers, and otherwise it is not easy for Miami to see how their client’s customers have reacted. Furthermore, FO says, that in general Miami makes more money with the bigger corporation or company they work for; in that case, those campaigns are most successful. Actually the most successful campaign in PR by Miami was the least successful campaign financially, like FO says it is all about how you define success. Miami did that campaign, because they knew that the campaign could generate sales in the future, it was an investment.

Miami does not know of any direct negative effects that have damaged them or their clients, but according to FO it is hard to fail in guerrilla marketing if you do not hurt anybody or break any laws. Hence, as long as you do something that is controversial, it is met with positive views, according to FO, as he says there is an old saying, “all publicity is good Publicity”. Although, it is not always good to create bad headlines, but in guerrilla marketing one have to take into consideration that some people might find the campaigns offensive the importance is that the targeted segment is not the ones being offended. FO says that the old saying is more suitable in guerrilla marketing then in traditional marketing, since the goal with a campaign is to get publicity.

The future of marketing

One demand for the future of marketing is that the level of relevance in marketing must increase and that marketing must show more respect for the end customer.

Hopefully guerrilla marketing is more implemented in the daily marketing process, that it is implemented in schools education and so forth, although, according to FO, the risk is that guerrilla will be over represented. Even though, FO wants people to be more aware that guerrilla is possible.

Traditional marketing today is what guerrilla marketing was yesterday, for instance internet, it was a new channel, and having a webpage was rare. Hence, today almost every company has one, and it is essential and a part of their marketing budget, but it is not seen as guerrilla to the same extent as it has been.

4.3 Findings at Miami's clients

4.3.1 Interview with Annika Lennstam (ALE), Mitsubishi.

Communicating through guerrilla marketing

ALE works with marketing/sponsorships and with a call center at Mitsubishi. Mitsubishi is the only car manufacturing company in Sweden that uses this kind of marketing. The call center's role is to call private persons that, from a special register, is a suitable customer and books in a meeting for a "test-drive" and a financial overview.

According to ALE guerrilla marketing is "to do unexpected things that creates big attention with a small budget". It is to work behind "enemy lines", behind the market leaders with the big troops, to do something under the radar to reach the customers, according to ALE. Guerrilla marketing works in spaces that has not been bought or used before. For instance when Mitsubishi bought advertisement space inside restrooms on the door; it was a space that had not been sold for advertisements before. According to ALE, the reason why they did choose this method at the time with the restrooms was the low cost and the potential to reach a large market. Furthermore, like ALE says, sooner or later everybody has to use the restroom. Mitsubishi and ALE were the one's taking contact with Miami to get assistance with guerrilla marketing, she had been working a little bit with guerrilla marketing before and sat down in front the computer and just search the web. Hence, Miami appeared up and ALE recognized the name and felt that this was something that was worth an extra overview.

ALE believes that creating expectations and goals before a guerrilla campaign is very difficult, since it is so hard to measure the effects and the outcomes of the campaigns. Hence, according to ALE that depends very much on the individual campaigns. ALE explains the importance of keeping the relevance during the campaign. Furthermore, the possibility to follow up the contacts Mitsubishi has gained from the guerrilla campaign, by sending it to their call center. According to ALE the reasons the organization have chosen to use guerrilla marketing are many. Although, mostly Mitsubishi wanted to increase the brand awareness and create an interest for Mitsubishi, since they have such a low percentage of the market today, these methods become more important.

Reaching the receivers

To prepare the organization internally before a campaign, ALE writes a "question and answer" guideline. This is to prepare the employees for any possible questions that may arise if the media acknowledges the campaign, if so the employees always have a good answer ready. ALE explains that the organization measure most of Mitsubishi's campaigns in number of customer meetings instead of sales, especially because of the long and extensive process when a person buys a car.

The majority of the customers exposed to their campaigns have reacted positive, according to ALE there have been some negative responses on some occasion, but Mitsubishi are under the understanding that it has mostly been positive. They have not received any direct negative effects, since the reasons of these campaigns are to get people to react it may easily irritate someone, but the bigger crowd reacts favorable according to ALE.

When it comes to publicity, all publicity can be good publicity according to ALE. If one is prepared with "questions and answers" and knows why the campaign is being made, with relevance and a good motive, then all publicity is good publicity. Since, one can in most

cases take, if any, negative response and turn it to something positive, according to ALE. Hence, this shows the importance of being well prepared before a guerrilla campaign.

The hat/cap campaign with the slogan to the women, to give their husbands a new cap since the one they are using is getting old, was very successful. Accordingly, Mitsubishi almost ran out of hats in this region, and some people drove 180 kilometers just to receive a free hat at their local Mitsubishi dealership. Now this was a very successful campaign according to ALE. When it comes to guerrilla marketing Mitsubishi has not experienced any failed campaigns, of course some are better than others, but in most cases they generate some kind of positive response and publicity.

The future of marketing

ALE wants to see fun and engaging marketing in the future, she mentions the TV commercial from ICA, as an example of just that, advertising should use humor and try to be a bit daring, this is the kind of development she wants. ALE believes that guerrilla marketing will develop a lot in the future, although she points out the difficulties with defining guerrilla marketing. For instance, ALE has trouble seeing what differs event marketing and guerrilla marketing, although she believes that guerrilla marketing is more locally and targeted.

ALE argues that traditional marketing will move towards guerrilla marketing and become more popular in marketing, in general. Further, as an example she mentions that in her staircase 80 percent has a sign on the door that says “no thanks, to commercial” and the new DVD recorders with hard drives can record TV shows and cut out the commercials. Accordingly, today’s technique is blocking these ways of marketing, therefore new channels and methods of marketing are essential for company’s ability to reach the potential customers. Therefore an event with people with capital resources has become more important for Mitsubishi, basically finding new arenas, according to ALE. She continues that in Stockholm right now there is a company that focuses on developing marketing in movies and TV-shows, for instance room service and home styling, as an example of finding new channels of marketing in the future.

4.3.2 Interview with Hans Rothenberg (HR), Moderaterna.

Communicating through guerrilla marketing

For HR, guerrilla marketing is to connect a message or announcement with an activity that enhances the message so that people will easier remember it; one should try involving all, or at least as many as possible, of the human senses within the marketing approach. Not only the message but the activity and the actions you take becomes much stronger and stays longer with the ones that are in contact with it. What HR likes about guerrilla marketing is that it does not have to be that technical and costly; it can be simple and cheap and create great attention.

Guerrilla marketing is more bold, daring and unconventional than traditional marketing, all this according to HR. Furthermore, HR wants to point out that he is not that used with the phenomenon but he experiences guerrilla marketing as a bit surly or cheeky.

The reason why HR got involved with guerrilla marketing is connected to happenings for about two years ago. The political party had a campaign for re-electing a representative for the European Parliament, and when they had reached a certain point in the campaign they felt the need for other alternatives, in ways of marketing. Hence, one of the employees

connected to the campaign had heard about Miami and their way of doing things in an unconventional way. Furthermore, they arranged a meeting with Miami and were amused and fond of their ideas. HR continues to inform us that he and his political party will keep on working with Miami and especially during these exciting times, as it is election year in Sweden.

Reaching the receivers

What HR and his party wanted from these campaigns and these methods was to find new channels to approach and a way to come in contact with potential voters. Their intention with the campaigns was to have them work as icebreakers for conversations with the potential voters in the future. HR continues that just handing out flyers is just one way communication; they are with these campaigns looking for more of a response or a reaction from the ones involved. The preparations Moderaterna had made before the campaigns has mainly been in production, making sure that they have the right material and equipment. HR tells us that Moderaterna goes out with press releases before campaigns of this nature to prepare the general public and of course their voters. HR continues with press releases are also a part of the marketing program; it creates possibilities for some media coverage. Hence, a quote from HR: "The game, over the voters, is settled in media".

HR explains that for Moderaterna it is very difficult to measure campaigns, until the day people are suppose to vote. But according to HR one way of measuring the success is on how much media coverage every campaign receives. Furthermore, the different responses Moderaterna encounter during the campaigns, the feedback they get when they meet the people, and HR says that they are seldom met with negative response. Mostly positive responses have Moderaterna experienced but on occasion someone react negatively but that is a challenge they always have to be ready to meet since not everyone sympathizes with their political beliefs.

HR proclaims that all publicity is not good publicity when it comes to hanging out individual people that have created devastating headlines, but when it comes to the campaigns it is mostly positive. Although HR points out that the campaigns have to be tasteful otherwise they can not complete the campaigns, hence Moderaterna always want to promote positive issues, which is important for the morale in their business as well, politics.

They have had I few campaigns using guerrilla marketing approaches, none that has been a complete failure, although one that did not result the way they wanted. Hence, this was the one were the politician were suppose to be re-elected, this did not happen although the number of votes in this area increased; accordingly Moderaterna saw this as a successful campaign even though. What HR wants to point out is that guerrilla marketing campaigns may look like they are simple to come up with and to execute. Although for a campaign to be successful it has do be planned and organized extremely well, otherwise the risk of failing is much more likely then in other marketing activities, then it will only be seen as a futile attempt.

The future of marketing

According to HR, the future in marketing will be for the ones that can create a free space. He mentions an example with the American Super Bowl, where a big soda company bought all the commercial space and gave the viewers a commercial free event, which gave them a huge credibility and good will according to HR. He continues, marketing firms has to be smarter in the future, basically find new channels, since people are fed up with the

one's that exists today. Another issue that HR believes is important for the future of marketing is to keep the credibility in marketing.

HR does not know what guerrilla marketing will look like in the future since it is all about unexpected activities but as long as the campaigns are relevant he is positive to the outcome.

4.3.3 Interview with Patrick Centerwall (PC), Hyresgästföreningen.

Communicating through guerrilla marketing

For PC guerrilla marketing is a different and fast marketing method, meaning that the campaigns often runs under a shorter period of time. This method is often unexpected and does not use ordinary advertisements, according to PC it is something exciting that happens, that affect people in a direct manner.

PC says that traditional marketing often has campaigns that run during longer period of time, while guerrilla marketing is more of a targeted and time limited campaign. Furthermore, according to PC, in guerrilla marketing methods one uses untraditional and different means, other channels and media to reach the respondents.

The first contact with guerrilla marketing came when PC and his colleagues were attending a breakfast seminar at a local hotel when Miami was lecturing and presenting what they had done in the past. Further, according to PC they thought that this sounded interesting and exciting, hence they exchanged business cards and today the co-operation is a fact. PC and his colleagues were open-minded when they met with Miami; they did not have any special expectations other then hoping for a good result and good ideas.

Reaching the receivers

Before the campaigns PC prepare the organization with internal communication, this because everybody should know what is going on in the organization and why. Hence, if anybody is asking about the marketing campaign they should have a good answer to reply. Accordingly, the most preparations that take place before a campaign of this sort are to provide the necessary people with information. They received information through the member's monthly paper; since it is an association they have members and publish a paper for them on a monthly basis. These papers are a good tool for Hyresgästföreningen to prepare them for the campaigns.

According to PC, they did not state that many measurable goals for the campaign, they did however discuss a lot about the campaign and what the company did expect from it. But, according to PC, afterwards they felt the lack of not stating more measurable goals, before the campaign. The aim for Hyresgästföreningen with their campaign was to spread the word on how the rents of apartments in Sweden are decided. Basically the campaign they did was an awareness campaign, as PC said.

Although, Hyresgästföreningen did measure their campaign with randomly chosen telephone interviews with their members that were actively taking part in the campaign. This to find if the ones exposed to the campaign understood the message and why Hyresgästföreningen performed this kind of campaign. PC continues, other indirect measurements are the feedback and responses they received during the campaign from the public, and mostly the reactions have been positive and widely spread.

For PC and Hyresgästföreningen there were mostly positive feedback, almost no negative response at all, and PC himself was quite surprised of this, since in other more traditional marketing campaigns they have experienced more negative response. Hence, from PC's point of view the guerrilla campaign have had smaller negative effects than traditional campaigns.

PC means that all publicity is not good publicity that is just a cliché, if the publicity is negative for the organizations or companies then, of course, it is not good publicity.

The future of marketing

PC would like advertisement and marketing to be more fun in the future, since he does not even watch the commercial on the television anymore since he is so tired and fed up with it. And today many people do not react to the commercial since it is so much. Therefore PC believes that it is important to find new channels of marketing, although he points out that it can not be forced on to the respondents. The solution is to find a good balance. PC also believe that Radio is a media that will play an even bigger important part of the future since it affects people subconscious more than one believes.

PC believes that guerrilla marketing will disappear in the future, since traditional marketing will move towards today's guerrilla marketing and then it is not that unique and the whole concept of guerrilla marketing will fade away. And he also believes that guerrilla marketing will reach its border and people would not respond positive to any extreme, over the top campaigns. PC and Hyresgästföreningen will use Miami again, they have started to be more and more positive to the guerrilla marketing phenomena, and Miami has definitely planted a seed in their marketing's minds.

4.4 Findings from American Authors & Consultants

4.4.1 Interview with Alfred Lautenslager (AL), Author & Marketing Expert

Communicating through guerrilla marketing

AL means that guerrilla marketing is connected to finding the right target market for the marketing approach; further meanings that are strongly connected to guerrilla marketing are key words as energy, imagination, time and timing. Since AL is an own business owner, he has tons of experience of running and starting his own business and have through experience learned the importance of guerrilla tactics. Also, the problem with a smaller budget has an effect on what paths to choose in marketing. The most useful approaches AL has used in his businesses are mainly PR and direct mail. The act of networking and connections is a big piece of guerrilla marketing. Especially since it is rather cheap and through networks one could reach many people, according to AL.

Through PR, AL has gained a reputation of being a marketing expert. This has evolved especially through the big happenings around the commercial breaks during the American Football Finals, The Super Bowl. AL sent out press releases to radio stations all over America wanting to give his expert opinion about the commercials. During his appearances at several radio stations, his book got mentioned at the same time and that help increase the sales of the book.

AL means that traditional marketing is mainly connected to advertising, while guerrilla marketing, as said, is connected to businesses with smaller budgets. If AL would have had the chance to take over a Fortune 500 company, he would first cut the advertising department, in order to see what the company could perform within marketing without the advertisements. One could always find other ways; advertisement is an expensive route to take. AL further means in order for marketing to be efficient, one has to find new ways, since one are exposed to 3000 messages or more every day. AL believes that all companies can use the guerrilla marketing method. Although, bigger companies have larger marketing budgets and may not have the need to use these approaches to become successful. AL describes the process of reaching the market. The process begins with the message, that one want to send out. From that one has to figure out what the target of the message is, and what vehicle to use in order to reach the target. The final step is the frequency of how often the message should be sent out.

Reaching the receivers

AL and his organizations mainly use PR and direct mail as their source of marketing. This is especially connected to guerrilla marketing, since it is rather cost efficient. This is always the way AL gets in contact with his customers. AL means that PR is the least expensive form of marketing, since you can get a lot of attention for free, through other media. Though, the usage of direct mail is more expensive, since one has to send out mail to a lot of people and organizations. But in comparison to advertising it is nothing. The results AL is looking for when using guerrilla marketing and marketing as a whole, is to increase sales. This can be done through, finding new customers, have old customers to buy more frequently and having the old customers buying more expensive products and services.

AL means that it is rather given that keeping your old customers is as important as it is to finding new. Guerrilla marketing could be used in order to retain your present customers. In order to measure and evaluate the different marketing approaches AL ask all of his new

customers how they found him. This way he got a sense of what guerrilla methods were most successful, another tool for measuring was to keep a marketing calendar. Further, this way AL could get a good picture of what approach that affects the sales. Because at the end of the day, the result AL is looking for is shown in his checkbook, as AL told us in a humors way. Furthermore, when discussing the results of the campaigns AL said that the prospects or end customers needs to be in touch with, not one or two times but at least six to eight times before they will keep your company in mind, this especially applied in the direct mail approach.

When discussing successful guerrilla marketing campaigns AL told us about a well known publicity stunt that “Taco Bell” performed a couple of years ago. Hence, it included the Russian space craft “MIR”, that were suppose to explode in space and the parts were about to be scatter around in the Pacific Ocean. In response to this news, Taco Bell placed a huge floating device in the Pacific Ocean with a big bull’s eye. Hence, if the parts from the Russian’s demolished spacecraft were to hit the big device, Taco Bell would give out one free taco for all Americans. This campaign gave them a huge amount of publicity and did not cost much for the company, especially in comparison to what the PR campaign generated. The genius part of this approach was that is was connected to a current affair in the media and gained, through that, extra attention in the press. AL also uses this approach in connection to his own businesses; by using current events one could gain a lot of extra attention, just as presented in the Taco Bell case.

The future of marketing

In the future of guerrilla marketing AL believe that internet and the technology aspects will play an even bigger part, followed by e-mails, direct mail, auto respondents and pod casts. Pod casts are radio and TV shows that listeners can subscribe to. When asked about the role of advertisement in the future, AL believed it will still be a big part of marketing. Since a lot of vehicles are depending on it, this such as TV, magazines, radio and newspapers, but it will meet competition from the guerrilla marketing campaigns.

4.4.2 Interview with Laurie Kahn (LK), Media Staffing Network (MSN), USA.

Communicating through guerrilla marketing

Guerrilla marketing for LK is trying to build brand awareness for companies so that when people have a need for hiring that they automatically think of MSN, for example. Guerrilla marketing would be creating different ways to get attention on a low budget.

LK means that guerrilla marketing is more creative and it is when you are trying to do things differently. Traditional marketing could be to place an ad in a newspaper, whereas guerrilla marketing an email blast, as said trying to do something in another way. One good example connected to LK is when she decided to sponsor a bathroom at a big marketing and advertising conference in Chicago, this was in order to get a lot of attention quite cheap and since nobody else had thought of sponsoring the bathroom. LK says in guerrilla marketing one has to try to stand out. When it comes to what every company can do it is that everyone should have their own tactics; there is something for everybody, according to LK. Since every company should market themselves, whether you have a budget or not. If you do not market yourself you will not have customers and your business will not survive, according to LK.

LK says that one of her niches is marketing through the purple (She is always dressed in purple, her business card has purple dots on it, their logo is purple). According to LK the color purple is associated with high quality. She also tries to use “spots” in all of her marketing material, it is used as the brand and it is ordinary, which makes people remember it. LK means that it was not only based on a unique logo that the base for this was taken, also because she is quite superstitious and did not want any sharp corners in her logo. The spot is also used within slogans for her recruiting business, “find the right spot” or “spot the right employee”.

Reaching the receivers

MSN use guerrilla marketing in order to find their clients as well, they have a target list of types of companies, sizes of companies that they want to go after, then they put together a plan of action to go after them. Then one have to call certain persons and send them things, you will not get your order right away, to get the best affects one has to study the potential customers and then plan the attack. You cannot really use the same strategy for every company, it is important to be well prepared and use different pitches every time, one have to know what questions to ask first, a good part of guerrilla marketing knows who you are reaching. Furthermore, LK has been lucky with her PR since people have contacted her and said: “this is really cute, can I include you in a news article or a magazine”. Hence, LK has been fortunate with the free publicities in magazines and newspapers. When the clients come to LK they expect her to get the job done. A lot of them expect her to do it for free, but according to LK that is not going to happen, how would she ever make money if she would.

LK thinks that without marketing you are not going to get any results, being the top brand is what the customers and other companies are looking for. Accordingly, through their marketing they have to fulfill two things; firstly, increase sales. Secondly, get more jobs filled, which will create an interest for the candidates in her business.

LK do measure her campaigns in dollars, but she also tries to track down and see how and if people response to it. When the organization meets with a client or a candidate, they always ask how the client heard about LK and her company. LK means that once you have invested your money into marketing, one is going to need to figure out somehow to measure it; otherwise it may be all in vain. At the MSN website, there is a list of all the ads so when people register at their site; they can track down where the candidate or client comes from. LK tries to have some measurement of the campaigns as well, when using direct mail, a 2-3 % return is considered to be good. Or, even so if you get enough orders or candidates to fill the orders, you will be able to pay for the ads – from this, your business will grow and if that is possible it is worth it.

LK and MSN’s campaigns has built credibility, using the web today, in the recruiting business, is really good. They use certain keywords on their webpage; because of this the company’s website receives a lot of hits in different search engines. LK means that internet is absolutely the future of guerrilla marketing and that is where MSN invest their majority of their marketing budget.

According to LK negative aspects of the marketing approaches used is if you run a campaign and nothing happens, this could happen if you have not done your homework properly, meaning that you have not researched the target properly. LK has been associated with different projects in order to reach target markets that has not happen. Not that many things that she has done herself, but other projects that she has been associated with. For

example, a company came after them and tried to take their coaching program and release it to the public. Although it was designed for a certain segment, the company wanted to take it broader, accordingly they did, but it flopped.

On the question if all publicity is good publicity LK answer that it is a loaded question; it depends of what kind of publicity it is. She would not want publicity going out that she had done something wrong or poorly, meaning that one has to be careful when it comes to publicity.

In addition, LK's most successful marketing campaign is associated with the building of her brand, LK's purple circles is of most concern. Just by keeping everything consistent for 13 years and upgrading the image are, for LK, successful marketing approaches. When changing their name they kept the old purple circle to some extent and that is also a successful story. LK's least successful approaches is when one is doing some kind of marketing activity and do not have a plan to follow it up. If you do not have a salesperson or somebody calling to follow up and ask for an appointment, it is all a waste of time. At some point in her career she has used the direct mail approach and forgot to follow up, accordingly she learned her lesson.

LK continues with, the marketing must "come in a packaged; one must research the names, research the message, get it out and follow up." LK means if you are not doing all of that it is not going to work. Guerrilla marketing got to be packaged, the world today is more about personal touch, hence that is the key and you have that in the plan. The message must be sent out to someone who knows how to respond to the message and decode it.

The future of marketing

In the future LK would like to see that people continue to hire personnel from here, so she can stay in business. Furthermore, it never ceases to amaze her when she sees a campaign that makes no sense; it is just a waste of money. LK strongly points out one should know what their market is and attack with relevance. One could drive people to a website, but from there they must know the goal with the entire campaign.

All the new avenues of technology will be used in the future of marketing, for 10 years ago email did not exist as it works today. Text messaging is something that LK thinks will continue to grow and change. A high level of the technology is important, especially for a real targeted campaign. LK proclaims that you do not have to be unique all the time, but unique to the person you are trying to reach. With the technology today you can segment and target any specific person. You need to find a specific target and then research the best way to reach them and, as said, technology today makes it easier to find the right targets.

LK continues and says, guerrilla marketing is a big piece of marketing in the future. It used to be newspaper, radio, TV, billboards. LK means before internet one came in contact 28 000 messages a day in ads. Today it is even more, since there are advertisements on trains, in cabs and on the internet all the time. Though, one has to be able to stand out in the clutter. In order to get some bodies attention it has to be strong, according to LK. One has to know what your product is, what makes it unique, who your target market is going to be and how you are going to reach them. These are all essential questions according to LK. Advertising will not die in the future, that is LK convinced about. Furthermore, she thinks that it needs to be more interactive and innovative. One example could be if you watch a TV show and you like somebody's jacket the viewer should be able to log on to the internet and buy it.

4.4.3 Interview with Michael McLaughlin (MM), American Author & Consultant

Communicating through guerrilla marketing

MM means that guerrilla marketing is the use of non-traditional marketing tools to achieve conventional business results. Furthermore, guerrilla marketing relies on using energy, ingenuity and creativity, rather than spending big bucks. Companies of any size can use Guerrilla Marketing, according to MM.

Reaching the receivers

When asking MM about his clients and how they find him he answered; Clients find consultants in a few different ways. The first is through past business relationships or referrals. In addition, many consultants generate most of their businesses from the network of clients they currently serve. The second way is through reading about the consultants in their writings, speeches and other marketing strategies. Furthermore, MM means that the clients expect that the consultant can address their specific issue in a timely and cost-effective manner when they hire the consultant.

MM most successful guerrilla campaign included web-based promotion; it consisted of speaking and writing as a way to generate interest among prospective and potential clients. MM further argues that it was the content of the marketing campaigns and that they were targeted well to the client's needs that made it successful.

Campaigns that are too general are often not as successful, or if they appeal to a non-buying audience they are understandingly less successful, according to MM.

A marketing campaign is best measured, according to MM, through the responses the campaigns receive and by the number of leads and sales that are generated as a result.

MM does not think that all publicity is good publicity. Hence, he believes that negative publicity is never a good thing for a consulting business.

The future of marketing

Less art and imagery and more concrete information that clients and also end customers can use, this is what MM wants to see in the future of marketing. Further, MM means that for consultant marketing, it will be more web-based, more targeted to clients, and less costly. He does not think that advertising will die in the future especially not in his lifetime as a consultant. The rise of internet advertising is breathing new life into the industry, and that is something that is very interesting and creates great opportunities for marketers to come, according to MM.

5 Analysis of the intelligence

In this chapter the authors of this thesis presents their analysis of the phenomenon of guerrilla marketing. In the end there is a presentation of the answers to the researches questions.

5.1 Communication - the route to win the war?

As mentioned in the theoretical framework, marketing is about sending a message through different channels, according to the empirical findings there is an importance with the communication process. Hence, the message is transmitted through new and different channels within guerrilla marketing compared to traditional marketing, although the communication process looks almost the same. The channels used in the marketing approaches are of high importance in accordance with several of the respondents. Accordingly, the theory mentions two types of channels personal or non- personal, where guerrilla marketing is more of a personal channel. The channel is used to reach a targeted market or a segment. In light of what FO communicates, traditional marketers use given channels, like TV or radio, while guerrilla marketers use new and invented channels, hence giving guerrilla marketers a competitive advantage since the competitors all use the given channels. Although for the channel to be effective it needs to reach the targeted segment, the end customer needs to receive the message that the guerrilla marketers are sending. This compared and analyzed in the light of warfare, the market leaders defend the roads, using a guerrilla tactic you have to take another route to win the war. Consequently, walking along the road the enemy will shot you down and you will not survive, therefore you have to take another way, behind the enemy lines in order to become competitive and successful in the war.

The source of the message tries to send it towards the receiver and encodes it with symbols or other tools. In guerrilla campaigns they use symbols, words, pictures and activities for help in encoding the message for the sources. These symbols could be seen as weapons, in the war over the customers' minds. An example of using symbols is when Miami used a blue Santa Clause during Christmas time in their guerrilla marketing campaign for Moderaterna. This was connected to both Christmas time and the color blue, since the color symbolizes Moderaterna. One could argue that this is a good way to reach the target. Another example is when LK uses purple as her symbol on business cards, letters and even clothes have a touch of purple, she is even known as the purple lady in the streets of Chicago. For that reason, this way the receiver can relate purple with LK and it will help them to remember her and her services in an easier way. Hence, she reduces the possibility for the receiver to not understand her message. When the sender has encoded the message it is delivered through the channels, accordingly several of the respondents in the empirical research realize the importance that the delivered message is well planned and with relevance otherwise the receiver will not acknowledge it.

Hence, next in the process is the decoding phase, where the critical decision is made; whether the receiver will understand the message or if it has been lost through noise or clutter. Hence, noise often occur when the sender and the receiver do not have a common ground, for instance the Santa Claus campaign were effective since the receivers could relate to it. It can also be affected by other companies using the same channel and your message will be lost. Therefore, the guerrilla campaign could easily backfire if these kinds of common grounds are not found or if someone else is sending out a stronger message, since then the receiver would have difficulties decoding your message. In order to enhance

the message, both HR and AL points out the importance of connecting the message to a current event or to some kind of activity in order for the customers to remember it.

Further, when the receiver has decoded the message, the response phase appears in the communication process. Most of the time, the response that is wanted is action, several of the respondents in our empirical research mentions that. Although according to the theory, there are different kinds of action, instant action or actions that will come over time at a later occasion. For example, ALE understands that the purchase of a vehicle is a long process; hence her goal with the guerrilla campaigns is to create awareness. Accordingly when it is time for the receiver to buy the car they will think of Mitsubishi. If not response, at least some feedback is wanted for the sender according to the theory. This is done in different ways, for instance Mitsubishi uses a call center to “seize” the contacts that has been made, and this is a good way to find out how the message has gone through the process and how they react upon it.

Consequently, the communication between the sender and the receiver has started and will continue. Though, the feedback session is of most importance when discussing guerilla marketing, as AL talks about it, it is a way to save money. If one constantly ask new customers from where they have heard about the company and takes notes, one could save tons of money. Since you do not have to hire any marketing research firms to track down your customers and how they find you. Also LK adds to this method of tracking down the customers and getting feedback in a cheap and efficient way. Though, one could argue that the feedback might not be accurate, but at least you will get some figures and it is a cheap way of finding out if your marketing works. Consequently AL uses a similar approach in gaining feedback, although he also uses a marketing calendar, hence he can see if the choice he makes in marketing gives any effect to his revenues.

5.2 Marketing Communication

Knowing that guerrilla marketing is delivering a message through some kind of communication, though a one should add a more innovative approach to it. Guerrilla marketing could help get a higher awareness than other approaches. It is not just one thing one can do and then you can call it a guerrilla attack. One could argue and say it is a form of thinking and acting in the market. As FO explains, it needs to have a clear purpose and be backed up in the right way within the organization. LK insists that guerrilla marketing must be an entire package of marketing tools. One could therefore compare the guerrilla campaign with IMC, integrated marketing communication, whereas several promotional tools are a part of the entire communication process. It is important for the organization using this approach to try to create a synergy between the tools. The secret with guerrilla marketing is that one communicates a message to a specific target group, trying to be unique and creative not in every single case, but unique to the receiver of the message. In order to enhance the picture and to bust through the clutter different kind of combination of the promotional tools are important.

Hence, there are some of the promotional tools that are less useful for a guerrilla attack, in this case mainly advertising. Even though, advertising as it exists today will not die in the future. Especially, there are so many newspapers, TV-channels, magazines that are dependent on companies buying media space. Though, in order for it to work it needs to be more fun and entertaining according to PC, further the authors argue that for it to become more efficient the customer must go out and seek for the advertisements themselves, instead of the other way around. Meaning that, for example some kind of

website could be created, where customers could create accounts. Once a member, one could specify what products and services one is interested in and then go and look for deals for these products. Moreover, as LK presents, when watching a TV-show, one should be able to know exactly what clothes, apparel, furniture that was used in the show, and where one can buy it. This would mean differentiation and hopefully publicity and could easily grow fast in the market today.

5.2.1 Promotional mix – weapons to win the war

Through the empirical findings, one tool used for a great success is direct mail. AL continues that his most successful campaigns have involved direct mail to some extent. LK also adds that she is using direct mail for some of her campaigns. Hence, she adds that it is of most importance to further follow up the campaign with something else, for example direct selling in order to finalize the deal and getting the consumers to buy.

Another interesting approach also a tool in the promotional mix is the direct marketing. Here one should really break down the market into segments and really focus upon a specific target market. Direct marketing is one tool that goes hand in hand with guerrilla marketing approaches, meaning that it is more of a direct way of marketing where one in a straight way influence the target customers. Direct marketing is maybe the best traditional promotional tool that can be compared to guerrilla marketing approaches. Since it is a direct marketing tool that is interactive and it do use more than one media to affect the response.

Personal selling is also an important part of being a guerrilla marketer. Since, often after the first contact is made with the customer, one needs to sell the idea or product in a good way. As LK means that guerrilla marketing has to be a package, where after direct mail for example has been sent out, one need to call or contact the persons reached, to follow up to process, could be compared to the latter stages of the AIDA ladder. FO explains that during the start up of their firm, personal selling was a big deal and important for survival of the firm.

Though, the need for personal selling is high and since the trends in the market tend to become more personal, sales is and will always be an important part of a company. If guerrilla marketing is a part of the future, sales will also be of most concern. Sales promotion is also strongly connected to the personal selling and it is also an important tool for the guerrilla marketer.

The promotions that are handed out in different kind of campaigns are often innovative and they can therefore create awareness around someone or something. For example did LK send out packages of pistachios to her potential customers during the stressful Christmas Season saying, “do not go nuts”, and associated her company by saying they could help to find the right people to assist during these times of the year. Promotions are often an important tool for guerrilla marketers and could be from the point of warfare being seen as missiles that are sent out in order to win the war, focusing on the exact right target. In other words, the guerrilla campaign do use promotions, but they should be targeted exactly right in the war in order to be effective.

Maybe the most important tool in the guerrilla marketing way of thinking is publicity and public relations. Firstly, if an extra ordinary campaign is launched magazines, newspapers or other media players will treat the campaign as high news value and tons of media space will be created for the ones behind the campaign for free. HR means that before every of

their campaigns a press release are sent out, because it creates possibilities for some media coverage, which is free and of appreciated for most companies. HR further argues that it is within the media that the game, in his case voters, is won. Therefore, PR is an important tool to use in order to gain advantages in the war of the customers' mind. Since, success stories in the media will encourage the people and hopefully the organizations involved will have followers supporting in the war.

The discussion whether all publicity is good publicity is also an intense discussion without any final answer. Of course is it of most concern, to if you are not seen, you do not exist. Hence, one's company would not like to be mention in a bad way in the media. Though, there are tactics even here to win the battle, even if the publicity is bad. When remembering, a couple of years ago, when Ladbroke's sponsored the controversial TV-show Big Brother in Sweden. The TV-show got a lot of media space and several scandals in the show was a fact, since Ladbroke's did not want to be associated with it, they canceled their sponsorship and got a lot of goodwill in the media. This could be one way to turn bad publicity into something better. Several of the respondents mean that your company does not want to be associated with bad things. MM does not think that all publicity is good publicity, especially not within the consultant business. LK continues in the same way, she would not want to be linked to something that was done poorly or wrong, every company has to be careful when it comes to publicity. In the war for the customers, one has to be careful in what kind of information that reaches the supporters and also the customers that one is fighting for, and especially the competitors in the market, since a lot of information could turn into bad publicity. Knowing that publicity is an important channel to reach the customers, especially since it could add trustworthiness to one's company and brand as well. ALE means that all publicity to her is good publicity, as long as one is well prepared with good answers to all conversional things that might appear, through this she proclaims the importance of being well prepared in a guerrilla marketing campaign.

5.2.2 More ammunition

5.2.2.1 Word of mouth

Word of mouth is about personal communication between two persons discussing a brand, product or a service according to Marsden and Kirby (2006) and discussing something they have experienced or seen. This is where guerrilla marketing comes in; according to HR guerrilla marketing campaigns uses more senses and will therefore stay with the people, getting in contact with it, for a longer time. Hence, resulting in that these people more likely will talk about the guerrilla campaign instead of others. Consequently, FO means that guerrilla marketing should surprise people and when people have experienced something fun and surprisingly they have a tendency to talk to others about it, according to Marsden and Kirby (2006). Further, the chance that guerrilla marketing campaigns will be spread through the word of mouth is high. Since, one of the goals with guerrilla marketing is to create publicity, in newspapers and magazines, enhance that statement. Although, FO believes that the campaign must be relevant in order to be successful and to start a positive word of mouth.

5.2.2.2 Live Buzz marketing

Furthermore one kind of word of mouth is live buzz marketing; this technique uses an event or a performance to create a buzz around town (Marsden & Kirby, 2006). FO gives an example when they created the blue "Santa Claus" campaign for Moderaterna around

Christmas time. This campaign created a very fast and positive buzz through the city of Gothenburg, and even got publicity in the newspaper which helped the buzz continue to live for a longer time. Live buzz marketing can according to Marsden and Kirby (2006) be used as a complement to an ordinary commercial or advertisement. Furthermore, PC agrees with that idea that guerrilla marketing should be used as an extra tool to create a buzz around a campaign, basically to attack the end customers from several directions. Accordingly, the use of professional actors is something that have been used many times within guerrilla marketing, although the once been affected by it are not aware of it (Marsden & Kirby, 2006). Hence the idea of live buzz marketing is basically to start a rumor or gossip around a brand, product or service and therefore it is a good tool for guerrilla marketing, as LK says it is about creating awareness and attention.

5.2.2.3 Viral marketing

Viral marketing is another form of word of mouth; it could be called virtual marketing since it is mostly about spreading the word in digital domains. AL discusses a lot about marketing on the internet, since there are many different ways of reaching end customers through the internet. Accordingly the American prospective talks more about the potential of the internet, it seems as if they have come a longer way in the development of using the digital media. Since today there are blogs, forums and chat rooms that are spreading the word of mouth throughout the globe, which creates great potentials, according to AL, for guerrilla marketing. Miami and their clients do not talk about or use these channels to the same extent, and it could be because they want to keep it to a smaller target segment. Consequently, today's consumer have a high level of awareness and searches the internet for there product or service information, hence the usage of viral marketing could prove to be very successful, as AL discusses.

5.3 In what way could AIDA support winning the battle?

The authors of this thesis argue that guerrilla marketing as a phenomenon is essential to have in mind when talking about the traditional response hierarchy model. Though, one has to be aware of how the process of AIDA works, in order to market yourself in the best way one has to know what stages your customer relates to. Also, the use of guerrilla marketing is known to be targeting a smaller crowd or niche of the market, therefore the AIDA should be used in order to make the marketing as efficient as possible. Since, the phenomenon of guerrilla marketing, both according to previous research and through our empirical findings, shows that it needs to be as cost effective as possible. Therefore, a message should not be transmitted if it is lacking a clear purpose. The AIDA model helps the marketer to identify the steps a salesperson must take a customer through in a selling process. Firstly, the salesperson or in this case the marketer get the attention of the customer, and since the advertising environment today is so intense, one has to find good ways to get through the noise and reach the customer and get its attention. This could be done through, for example, a huge advertising campaign. Although if the potential capital requirements do not exist one has to find other ways to get the attention of the customer and therefore guerrilla marketing is interesting. Since, just by using a more innovative approach any budget could get the right attention necessary, therefore one should try to focus the marketing directly towards the right target market.

According to FO, guerrilla marketing is about to find new channels or other ways than your competitors, this is in order to get through the noise and get the attention needed in order to advance on the purchasing ladder. ALE further supports this stand point by saying

that “to do unexpected things that creates big attention with a small budget”, it could be compared to go behind enemy lines and destroy a bridge, you will get a lot of attention and hopefully your followers will celebrate it, which would lead to an interest in your work.

Once the interest is found, one has to keep the customer interested in order to create a desire for the product or service. Here AL contributes, to send one message to the end customer is not enough to think that he/she would be interested in your services. On the contrary, it requires that the message is sent out around six to eight times before one can start talking about an effect, according to AL. Then one should add in a piece of creativity and the effects of the campaign can be successful. Hence, the phenomenon of guerrilla marketing should be consistent through out the entire process of the AIDA model. This is in order to create advantages against your competitors, it can be done by using the methods within guerrilla marketing and it does not have to be expensive.

If one is consistent with the approach, customers will eventually create a desire, though one should have in mind when using more innovative approaches the need for a specific target market is high. Though, one can with guerrilla marketing only focus on one target market at the time and focus the resources towards the potential buyers in that segment. As LK means by saying that you need to do your homework before going into the market, could be analyzed towards if one does research for one segment does not mean that the same approach will work for the next segment in order to create desire. Once having the right military intelligence from the market, one shall start the attack, this could be compared to the guerrilla marketing approach also, and in order for it to be efficient one should not attack before the right research is complete. Furthermore, LK also contributes with that one has to be prepared once the attack is made, so that the sales personnel are ready for the outcomes of the attack. It could be compared to the warfare also here; after an attack is made the nurses must be ready to take care of the wounded soldiers. Taking the customers through the AIDA ladder is a complex method and guerrilla marketing will definitely help taking one up the ladder in a smooth way. Getting to the action stage is though a long process and the methods used is different for different kind of people, LK means that in order for the approach to work in a good way one should find the uniqueness within it, meaning that every approach does not have to be unique, but it has to be unique for the one you are trying to target, this is to encourage the customer to take action and start buying from you. It is often the last part that is hard to get the customer to reach.

5.4 Choosing the right channel

5.4.1 Channel Management

Consequently the channels one choose is of big importance for the success of the marketing campaigns, hence according to our empirical findings the general belief were that many of today's channels are blocked or over exploited. Hence, the need to find other channels are of great importance, according to AL the process he uses is to first figure out who the message is supposed to be sent to, hence the target, furthermore one has to decide what kind of vehicle will transport the message and conclusively on what frequency, so the responder could easily understand the message in the end. Accordingly the theory state the similar process, hence it is important that the receiver understands the message that is being sent to them. There are two kinds of channels, direct and indirect, the direct channels is when the contact with the customer is taken directly through face to face communication, phone conversations, mail or even in an electronic way. Consequently, the

indirect approach often goes through a second part before reaching the end target. When AL discuss guerrilla marketing he describe it as a direct channel to the end customer, his beliefs is that it is more effective than indirect channels. According to the theoretical framework direct channels are mostly used when there is a need for a lot of information or if the quality needs to be measured.

Furthermore, even LK points out the preferable usage of direct channels, since it has proven to be an effective way to reach the end customers. Furthermore, both FO and HR agree to the importance with the new and different channels but it does not work as effective as it could do if there is not enough relevance in the message. Then the receivers will not understand and receive the message and the campaign and the message is lost. According to the theory this is an applicable discussion, since it is very important that the message is both relevant and on the right frequency for the specific channel for it to be understood and successful transmitted to the receiver. Furthermore the choice of message affects the choice of channel and vice versa, hence a balance between these two must be found. Consequently the channel is suppose to communicate the message to the receiver, the message the marketers want the end customer to get. Therefore the choice of what channels should be used is a key question within marketing and specially in guerrilla marketing whereas the idea is to find such a unique and effective channel as possibly, here lays the need for creativity.

Further as FO explained that many of their clients comes to them because they want to do something new and different and in the same time something that is fun and excites people. Furthermore, the channels does not reach the customers in the same way as before since they are so fed up with the commercials of today. Therefore the believe is between the respondents that new and different channels must be found for it to be possible to breach through the customers defensive lines and present them with the marketers messages and information, and especially if one wants it to stay in their minds.

5.4.2 The internet channel – getting around the defensive line?

In the beginning of the phenomenon, guerrilla marketing, internet was seen as guerrilla marketing, hence today almost every company has their own webpage. Thus, internet is still seen as a great tool to use in guerrilla marketing. According to AL, he bases almost all his guerrilla marketing on the internet, since internet is so much more then just a home page and e-mails, today it is also about blogs, forums and pod cast, new means to reach the potential end customer. As both the theoretical state and the empirical findings say that using the internet is also positive because it is not so expensive. Hence, the internet channel is perfect for the companies that want to cut down on marketing costs and reach a big market according to FO, hence the internet is often good to use for those who wants to measure their sales and homepages visits.

One has to have in mind that internet is huge, the competition is fierce and it can cost a lot of money to protect you from hackers etc. Even though, internet is genius since just by posting something online makes it available for an entire world. LK means that her company now spends the major part of their budget online. Why is that? Well, since the growth potential is still quite strong and the simple way of finding the right information is important. If you are not on the internet, you do not exist, might be a cliché, even though to a high extent it is true. One could track the growth back several of years, even though knowing that in the end of the 90's the internet had big drawbacks. Today the channel is growing bigger than ever, and people tend to trust to higher extent things stated online.

MM explains that his most efficient guerrilla marketing campaign did involve web-based promotion, and it did consist of speaking and writing as a way to generate interest among prospective.

Today one sends out e-mails frequently, and the innovation known as auto-responders could be something, if not already, that will be used even more in the future. These auto-responders are simply answering emails automatically with a prewritten message, a cheap and easy way to show the customers that you care. AL means that internet is a big part of the guerrilla tactics in the future. Further, even so that MM believes that internet based advertising is gaining ground in the war for the customers and also believes that guerrilla marketing will be more web-based and more targeted to customers through the use of the internet.

Though, the internet has several positive aspects such as it is quite easy to track all the activity in one's specific webpage. From this, one could gather information about the customers and make the future marketing more efficient. Also, the usage of certain keywords is of most interest. Since a part of internet marketing today is definitely search engines. If a company can get a lot of traffic to their webpage, a lot of attention comes for free. It is not too hard to develop, but the company must have a well built webpage that encourage the customers to action.

5.5 Marketing Warfare

Almost every company in the market could identify itself with some of the military approaches presented by Ries and Trout (1986); the defensive strategy, the offensive warfare, the flanking warfare and the guerrilla warfare. Having this in mind, guerrilla marketing should only be suitable for smaller companies. FO adds to this discussion by confirming that not all companies should use guerrilla marketing, hence it is not because of the size of the company. It is depends on their position in the market. If being the marketing leader, advantages such as financial muscle power could be the deciding factor. Though, when one does not possess the large budget, one could use smaller more efficient methods instead. It is just a matter of thinking in the right way in order to win the war. As a market leader one does not have to use the small dirty roads in order to gain advantages in the war winning customers, they can afford driving down the main road in a tank, taking the competition easy. As a challenger it is different, some times all out attack must be used in order to win market share, or even so as being smaller, one has to take some shortcuts in order to find the right target market. Further, all companies might not internally be ready for using more of a guerrilla tactic in order to gain market share, hence it is of most concern to be internally prepared before an attack. The organization has to be well prepared, and have the right intelligence of the battlefield so that the approach is successful. LK strongly adds that one should know the market and then attack it with a relevant tactic. Though, by doing so one is able to stand out in the clutter and will be visible in the market.

Marketing is warfare, though again in this fight no direct blood spills. One does not fight the war with the customers; it is a competition against the other companies in the market. One is fighting for the same things, just being apart of the customer's lives. The ones reaching through the clutter is gaining advantages in the war.

5.6 Guerrilla Marketing

The authors of this thesis understands that the view on guerrilla marketing that came from the empirical findings is very similar to the theoretical frameworks view on the phenomenon, in terms of definitions. Hence, Levinson (2003), states that guerrilla marketing is in a shorter time frame then traditional marketing, as PC said, he believes that guerrilla marketing campaigns are often taking place during a shorter period of time.

Accordingly, Ives (2004) believes that more and more marketers will start to use guerrilla methods since the end customers have proven to be harder and harder to reach. Consequently the empirical findings in this thesis implies the same thing, there is a problem today with advertising and marketing, the public is fed up, basically tired of it.

Furthermore, the consumers block out marketing today in several different ways, therefore they must find new channels, and this is the belief from all the interviews made in this thesis. According to Levinson (1998), a good way to reach the end customer without being blocked is to target the segment, using target marketing. This is also a belief from FO that guerrilla marketing is a more targeted approach then traditional marketing, which also implies that it, is in a smaller scale.

One must reach the target market with relevance in order for the marketing to work properly; a lot of the empirical findings imply the importance of keeping the relevance in the marketing approaches. Levinson and Lautenslager (2005) also explain that it is essential to have a relevant message and a well planned campaign; otherwise the campaign will be seen as an expensive instead of an investment. This is something that HR also emphasizes when discussing the preparations, that the campaigns may look simple, but a company invests, a lot of time in planning so that it will be a successful campaign.

Accordingly LK believes that the preparation is one of the keys to success, to study and prepare, especially its own organization according to ALE, she believes that it is important that the organization is aware and apart of the campaign. Furthermore, Levinson (2003), says that in guerrilla marketing time and energy is one of the key ingredients in a successful campaign, these attributes and imagination and knowledge is what that takes to create guerrilla marketing. This is also something AL in the empirical findings believed that imagination, time and energy are essential to create a guerrilla campaign that is effective. Furthermore, guerrilla marketing should be fun and surprise people, hence FO believes that the campaigns should reach the target market in a surprisingly way. Accordingly PC also believes this, that a campaign should include humor. Hence, Ives (2004) says that many companies today uses guerrilla marketing as a way to be fun and modern and to a large extent to reach a younger, perhaps, more aware crowd.

5.7 Summary of the analysis – How to win the war?

What is guerrilla marketing?

When the authors started writing this thesis they believed that guerrilla marketing was a method or an approach. Hence, now the authors have changed their view on the phenomenon, guerrilla marketing is a way of thinking; one could not characterize it with particular actions, though one could identify the philosophy in several actions. It is a way to act, be and think. Mainly, it is choosing a different kind of route with an open mind and a different attitude in order to gain advantages in the war for the customers. Accordingly, the main difference between traditional marketing and guerrilla marketing is the state of mind. Although not only, it is also clear that when thinking as an guerrilla marketer one tends to use new channels, new innovative ways to contact and reach the end customers, with such an effect that it stays with them for a long time and creates a buzz.

How have organizations that have been in contact with the phenomenon experienced it?

All individuals and organizations that are a part of the empirical research in this thesis have experienced the guerrilla marketing as something positive and pioneering, it has changed their view on marketing, they have become more open minded to new creative ideas. Accordingly the empirical findings in this thesis state that the general opinion has been positive, the feedback received has been positive and definitely of favor for using approaches connected to guerrilla tactics. One could take guerrilla marketing to a new level and describe it as a paradigm within the entire world of marketing. Though, our research has only showed a part of this phenomenon, to us it is clear that the ones who have been in contact with it have changed their mindset towards marketing.

Is guerrilla marketing a good way of marketing?

When one plans guerrilla marketing well, it often proves to be very effective, though the hard part of it is do the right research, preparations and find the right information. Guerrilla marketing is not working if you do not focus on the right target and send out a relevant message using the right vehicle on the right frequency. If not, this is what one can call the negative side of guerrilla marketing, then the campaigns relation to it is just seen as a bad attempt to create attention and awareness. The aspect of guerrilla marketing is focusing on uniqueness to the target, which in several cases leads to publicity, which could result in attention in the media, an economical way of getting the message to the target market.

6 Conclusion

This chapter concludes the entire thesis and gives the reader a final picture of what guerrilla marketing is.

The purpose of this thesis is to examine guerrilla marketing. The authors found that there was a lack of previous studies concerning the topic and the concept was intriguing, hence we wanted to examine it further. After performing the interviews and reading the theory written about the subject, the authors understood that there was something unique about guerrilla marketing. Consequently we came to the conclusion that guerrilla marketing is not a model one can study in the textbook or a marketing method described as one practice; it is a state of mind, a way of thinking, a mindset for marketers and business people. The ones who use guerrilla marketing have a more open mind than the ones not using it, the people that believe in the phenomenon of guerrilla marketing is open to new and creative ideas.

When we first started to work with this thesis we wanted to investigate the clients using this phenomenon and what affects guerrilla marketing had to them. Today we can say that they are enlightened to new ideas, to original ways of reaching the end customer and aware that marketing does not necessarily need to be expensive advertisements in the media. Instead, a guerrilla campaign creates free publicity in the media world. Guerrilla marketing is a good complement for organizations using a more traditional approach, it is a way to spice up the existing marketing and a way to get attention which will make it easier to come through the clutter and reach the target market. Furthermore, if one was to pitch an idea for a new marketing campaign and the idea are unconventional and do not look like any campaign ever made before, instead more bold and daring. Then the authors of this thesis believe that a guerrilla marketer would be much more enthusiastic and open to the new idea than a traditional marketer would be.

Although it is vital to have in mind that the idea sent out, as a message, needs to be relevant to the target market. Meaning that, the planning and the preparation phase of the campaign is of most importance, in order for it to become successful. This includes a big part of internal communication, everybody inside the company or the organization must be aware of what is going on. Here lies some complications, it is shown that guerrilla marketing can be met with conservatism inside some organizations; here the level of conservatism in the culture of the organizations plays an important role. To continue, it is realized with this study that guerrilla marketing campaigns are often met by a positive public response, much to the fact that in many occasions guerrilla marketing is personal communication. Furthermore, if the campaign and message is well motivated and relevant it can always be turned into something positive, at least for the target market.

One can wonder why we have chosen to call this phenomenon for guerrilla marketing when it could have the meaning of numerous things, such as: creative marketing, innovative marketing, undercover marketing, stealth marketing, entrepreneurial marketing or marketing under the radar. Since guerrilla marketing originally came from Jay Levinson in the beginning of the 1980's, and he connected it to guerrilla warfare, we decided to call the phenomenon for guerrilla marketing in this thesis as well. Although, they do all represent the same state of mind, openness for change and to find new channels in marketing to reach to the end customers and at the same time always seek the market for opportunities.

In conclusion, it started as an examination of what the authors believed to be a marketing method but resulted in the understanding of a mindset that is pro creativity and innovation,

and the spirit of being proactive. One should not described it as a method or an approach, it identifies more as a mindset willing to gain market share through innovation and creativity.

7 End discussion

In this chapter the authors take the opportunity of sharing thoughts in a final discussion.

7.1 The future of marketing

One could argue that the future of marketing is the internet. Not only the internet, but this channel, or should we say medium, has tons of potential in finding new ways to reach the end customers. Hence, one could argue that internet is nowadays an old channel to reach the customers, even so, new ways within the net could be apart of the future. Though, people in the world today tend to avoid marketing and advertising if they can. When changing channels during commercial breaks or when putting up notes on their mailboxes in trying to avoid mass advertising, the future of marketing and advertising should be something that customers want to have and they seek themselves. The authors of this thesis really liked the idea presented by LK; when watching a TV-show and you like someone's jacket, there should easily be a way from you to buy it online somewhere or even so, with the technology that exist today, it should be possible to pause the show and just click on the character to see what he/she is wearing in order to buy the same items. This is an interesting approach where interactive marketing is a part of the future. Furthermore, from the empirical findings, the authors found that many of the respondents wants fun and entertaining marketing in the future, more commercials and advertisements that amuses the ones affected by it. Hence, interactivity is a good part of marketing in the future.

To continue, the empirical findings shows that marketing and guerrilla marketing will continue to develop in the future, hence nobody really knows where it is going to end, but the evolution is a fact, just look at the past. What guerrilla marketing is today, will be traditional marketing in tomorrow, therefore the need for constant development of marketing is visible.

Trying to predict the future is nothing that is possible, though discussion the future is more interesting and one could base an entire thesis just based upon the future of marketing. In this case, the authors of this thesis wanted to take the chance while they had it to discuss the living and vivid future of marketing.

7.2 Trustworthiness of the study

This thesis has made a qualitative research of guerrilla marketing, since this approach is recommended to use when one wants to interpret a phenomenon, like guerrilla marketing. It is about interpreting situations, feelings and try create understanding of the interviews (Thuren, 1991). Although aspects that is important to cover is the trustworthiness of the study which also includes validity and reliability. Since one cannot really define or measure the relevance in the research, that is being, in a good way, it is important that researchers assess the quality and relevance of the study. Accordingly the authors of this study have kept this in mind during the whole process and especially while working with the empirical findings. When it comes to estimating the credibility to the empirical findings it is important to take into consideration how involved the researchers are in that process, according to Hammerslay (1998). The authors have to appraise how well the interviews were performed, taking body languages and expressions into considerations in their observations. Accordingly the authors have made observations around the empirical

findings and the respondents as well, although some of the interviews took place over the telephone and that created some difficulties in the observation part.

Important aspects to cover when discussing the trustworthiness of the study is the negative side of the thesis. Accordingly, the authors believe it is a big critique that there is almost no negative point of views presented about guerrilla marketing in the thesis. Since, most of the empirical findings have optimistic attitudes or positive experiences even most of the theoretical framework has a positive stand regarding guerrilla marketing. Hence, the authors believed that it would be good for the credibility of this study if one could find more negative aspects.

Further, one can discuss how come the thesis did not find any negative opinions; the authors believe that companies do not want to share that kind of information, since it can create bad publicity towards the phenomenon and their way of marketing. Furthermore, the authors believe that, they could have put more effort into finding some contradictable views. For example

Concerning the validity in qualitative observations, one do not discuss numbers or figures it is more about how the researchers have seen and interpreted the situations, according to Kirk and Miller (1986). Other factors to include are, if one has just the right labels for different variables.

Since, sometimes the authors referred to guerrilla marketing as a method and in other times named it a phenomenon; this would imply big differences in the result from the interviews (Kirk & Miller, 1986). Accordingly, the thesis' validity in that case could be questioned. The authors have taken into considerations the backgrounds and the experience of the different respondents to strengthen the reliability and validity in this thesis, to make it easier to interpret the information (Kirk & Miller, 1986).

Consequently, there are others ways of measuring the quality in the study as well and that is to consider the pertinent of the study, for the general public and to the theory that has already been written (Hammerslay, 1998). Accordingly the authors of this thesis believes the result will contribute to the subject, much because there has not been that much study's made and especially no study that have presented guerrilla marketing as a "way of thinking" like the thesis does.

7.2.1 Evaluation of the interviews

All respondents had a good picture of what guerrilla marketing meant to them. They are all experienced from using it in their own marketing. Furthermore, this could is also be negative, since it can, for the authors, create a subjective picture of the topic. To prevent this, the authors of this thesis have thoroughly reviewed the respondents' answers and analyzed them in the light of the theoretical findings.

By interviewing several different organizations gave the authors a deep understanding of the subject in matter. Three of the companies relate to Miami and because of this a picture truly affected by Miami's opinions is a weakness of the study. Therefore, the authors also needed other respondents to give the topic a wider and more trustful image. Picking respondents from different parts of the world truly gave the result of this thesis a stronger conclusion, also since an existing relation already was available, the usage of respondents outside of Sweden only contributed in a positive way to the outcome of this thesis. One

other negative aspect is that the interviews should have been even longer and also an increase of respondents could give the topic more depth.

The authors of this thesis are aware of the risks when using different kind of interviewing methods. The face to face interviews gave a good picture, not only the information about guerrilla marketing, but also it gave insight in the life of the respondents, which in a good way resulted in a deeper learning. The telephone interviews included more of a risk to interpret what the respondents meant since one can not actually see what the respondents look like when answering certain questions (Alreck & Settle, 1995). It is difficult to get more into to depth answers over the phone (McDaniels & Gates, 2005). In this case, the telephone interviewed worked well, although the authors feel that it could have given them a deeper insight if was performed live.

E-mail has clear drawbacks when it comes to the personal experience of gathering data, though in this case, the authors are fortunate that the email based way of interviewing worked, and that the respondent had time to answer the questions. The outcome of the e-mail communication, gave clear answers, but unfortunately not that deep as it could have been if one conducted the interview over the phone live. Therefore the authors have used that information revised and carefully, since it was not conducted in an in-depth view.

7.3 Future Research

Since guerrilla marketing is strongly connected to entrepreneurship, it would be of most interest to combine these two topics that are of most concern and study them in relation to each other. How important is marketing in the start up phase of a company and what kind of importance can guerrilla marketing have? Is guerrilla marketing needed in order for an entrepreneur to become successful? Furthermore, conducted a deeper study connected to what kind of companies that would allow a different kind of attitude when it comes to marketing. This could be made in a through quantitative approach, in order to generalize the results in another kind of way.

One problem that we have found with this thesis is how to measure different kind of campaigns in the most efficient way. How can one in a good way measure what the customers thinks of your marketing?

Furthermore, what is needed in order for a paradigm shift within marketing? Is advertising going to die? People in their younger years tend to block out a lot of messages. Is internet really the way of the future? How can companies reach the target market in a more efficient way?

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Appendix 1 Interview guide to marketing firm

What is Guerrilla marketing for you?

- How would you define it?
- What separates guerrilla marketing and “traditional marketing”?
- Can all kinds of companies use it? Big as small? Is it suited better for some, if so, who?

Why have you chosen to “niche” yourself with guerrilla marketing?

How do you find the clients?

- Or how do the clients find you?

What do the clients expect when they come to see you?

How do you prepare yourself internally before a campaign?

How do you prepare yourself externally, towards your clients, before a campaign?

- Do you state mutual objectives/goals/expectations for the campaign?

What result does the client most often want?

- Sales increase?
- Increased brand awareness?
- To reach targeted problems?

How do you measure the affect of the campaign?

- How do you know if it was successful or not?
- How has the clients reacted?
- How have the clients’ customers reacted?
- Has it had any negative affects? If so, what?

Is all publicity good publicity in guerrilla marketing?

How did your most successful campaign look like?

How did your least successful campaign look like?

What sort of development do you want to see in advertising and marketing in the future?

How does guerrilla marketing look like in the future?

How does marketing look in the future?

Appendix 2 Interview guide for the clients

What is Guerrilla marketing for you?

- How would you define it?
- What separates guerrilla marketing and “traditional marketing”?
- Can all kinds of companies use it? Big as small? Is it suited better for some, if so, who?

How come you choose this type of marketing method?

How did you find the “marketing firm”?

- Or how did they find you?

What did you expect when you came to the marketing firm?

Did you prepare internally before the campaign? If so, how?

Did you prepare externally, towards your customers, before the campaign? How?

Did you set mutual goals/expectations with the firm before the campaign?

What result did you want from this campaign?

- Increased sales?
- Increased brand awareness?
- Target a specific problem?

How did you measure the effect of the campaign?

- How do you know if it was successful?
- How has your customers reacted? What responses have you received?
- How did you react yourself on the campaign?
- Has it resulted in any negative effects? Which ones?

Do you believe that all publicity is good publicity?

Have you used guerrilla marketing before?

- Which one was you most successful campaign?
- Which one was your least successful campaign?

What sort of development do you want to see in advertising and marketing in the future?

How does guerrilla marketing look like in the future?

How does marketing look in the future?

Appendix 3 Interview guide for the authors and consultants.

What is Guerrilla marketing for you?

- How would you define it?
- What separates guerrilla marketing and “traditional marketing”?
- Can all kinds of companies use it? Big as small? Is it suited better for some, if so, who and why?

How do you as a consultant find your clients?

- Or how do your clients find you?
- What do the clients expect when they come to see you?
- What results do you look for by choosing guerrilla marketing?
 - Sales? Awareness? Target specific problem?

How do you measure the affects of a campaign?

- How do you know if it was successful or not?
- How has the client reacted?
- Has it had any negative affects? If so, what?

Is all publicity good publicity within guerrilla marketing?

What did your most successful campaign look like?

- What made it successful?

What did your least successful campaign look like?

- What made it less successful?

What did the most appealing guerrilla marketing campaign that you have seen look like?

What kind of developments would you like to see within advertising or marketing as a whole in the future?

What does the future look like for guerrilla marketing?

What does the future look like for marketing?

Is advertising as it exists today going to die in the future?