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LUND UNIVERSITY SCHOOL OF ECONOMICS AND MANAGEMENT

GUERRILLA MARKETING TECHNIQUE EFFECTIVENESS:

M.Sc. INTERNATIONAL MARKETING AND BRAND MANAGEMENT



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ABSTRACT

Title:	Guerrilla Marketing Technique Effectiveness: A Quantitative Experiment
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Keywords:	Guerrilla marketing, effectiveness, marketing experiment
Thesis Purpose:	The main purpose of this thesis is to look at what are the most effective guerrilla marketing techniques, in order to identify which is the most effective guerrilla marketing category.
Methodology:	The research method is deductive and experimental by design, and adopts a quantitative approach. Every guerrilla marketing technique prompted the experiment subjects to follow a specific web address. The one-to-one relationship between guerrilla marketing technique/web address helped measuring each techniques results.
Theoretical Perspective:	The main theory guiding this thesis is the importance of human interaction to guerrilla marketing, and Levinson's conviction that effective guerrilla marketing is about achieving marketing goals with the least amount of money.
Empirical Data:	The empirical data was produced with the help of statistic tools provided by the websites the researchers created. They are based on the hits each website received.
Conclusion:	This study examines the effectiveness of guerrilla marketing techniques by defining three categories that all guerrilla marketing techniques can fall under; Human-to-Human, Object-to-Human, and Online. The first and second hypothesis were rejected due to the statistical significance not being high enough, however there was a tendency for the Human-to-Human category to be most effective. This was the first time that guerrilla marketing technique effectiveness has attempted to be measured in a quantitative manner. The factors analyzed in conjunction with the findings are; the context with which the experiments are conducted, physical/gender considerations, personal space issues, curiosity, and cost efficiency. To end, managerial implications of the techniques and guerrilla marketing are outlined.

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~ CHAPTER 1 ~

Guerilla Marketing Today

Introduction

In the past, guerrilla marketing was about getting maximum impact for the least amount of advertising dollars. Now, big companies are spending substantial amounts of money on campaigns that are more subtle and can appear 'grassroots' to consumers. Guerrilla marketing as an emerging field encompasses many specific techniques a marketer can use to untraditionally, creatively, and inexpensively promote their business. However, part of being an emerging field means there is a lack of literature and research that digs deep into the specifics of technique effectiveness within guerrilla marketing. This thesis outlines the use of guerrilla marketing techniques today, and conducts a quantitative experiment in hopes of gleaning which of three guerrilla marketing categories (as outlined by the researchers) is most effective at reaching a student target group. Managerial implications and a cost-efficiency discussion is also included to help define a starting point for future research.

1.1 Background on Guerrilla Marketing

The 21st Century's information explosion has contributed to its characterization as the "Information Age". Magnani (2006) prefers to call it the "Blur Age", since the quantity of messages far exceeds the capacity of the average consumer can recognize and keep top of mind. In order for today's consumers to organize and balance the surrounding information chaos; they filter, ignore and screen irrelevant and non desirable messages (*Ibid*). A 2006 survey conducted by Forrester Research indicated that 63% of respondents believed there are too many advertisements, and 47% stated that advertisements spoiled their current activity (whether it was reading or viewing), and 81% of broadband internet users don't trust and block pop ups (Garfield, 2007). Petrovici and Marinov (2005) explored the relationships between determinants and primary antecedents of advertising and attitudes to advertising in the context of European Union accession countries. Among their conclusions, they found that the entertainment factor is beneficial when it comes to enhancing the positive sentiment towards advertising. What is more, in the last decade it seems that traditional techniques of reaching consumers (especially younger generations), become less effective (Ghauri & Cateora, 2006). TV, radio, outdoor, and print advertising are ignored and overlooked, as suspicious consumers learn to avoid advertising where they expect it. Therefore the next

frontier of marketing logically leads to guerrilla marketing, whose purpose is to take consumers off guard with creative and unusual placement and mediums (Sanberg, *et.al*, 2006).

The need for a new, cheaper and more effective marketing method has stemmed from several factors. First, consumers have begun disregarding the unnecessary, redundant and overwhelming amount of information, which has decreased the effectiveness of established means of message conveyors. Second, the small to non-existent budgets that start ups can commit for advertising has contributed to the need for the emergence of guerrilla marketing.

Guerrilla marketing is a term fabricated and defined by Jay Conrad Levinson in his 1983 book, “Guerrilla Marketing”. It seemed to be a method that would give a solution to the aforementioned problems. According to Levinson, guerrilla marketing is:

"A body of unconventional ways of pursuing conventional goals. It is a proven method of achieving profits with minimum money." (gmarketing.com, 2009)

Entrepreneurship and guerrilla marketing have a complementary relationship. Entrepreneurs are a driving factor of change and innovation in the economic system (Birch, 1981), and that often means using guerrilla marketing as a tool. Similarly to how guerrilla marketing is not restricted to small businesses, entrepreneurship is not restricted to start ups, but is also related to world-class multi-nationals (Govin & Miles, 2007). Entrepreneurship helps not only by creating new firms, but in the re-invention of existing and established firms too (Guth & Ginsberg, 1990; Kuratko & Audretsch, 2009). Schumpeter more than fifty years ago argued that:

"Entrepreneurship . . . consists in doing things that are not generally done in the ordinary course of business routine; it is essentially a phenomenon that comes under the wider aspect of leadership." (Kuratko & Audretsch., 2009: 4)

Guerrilla marketing also holds these principles as its foundation.

An obstacle many new businesses have is a limited budget. Thus, they must use creative and unsophisticated marketing methods that usually rely on personal networks, not only in order to operate successfully, but to communicate their existence as well (Morris & Schindehutte, 2002). Gruben (2004) supports that small firms should develop imaginative marketing methods that are low cost on one hand, but can have a significant impact on the market, on the other. Kotler (2001) proposes that different marketing strategies should be implemented during the different stages of a firm. He distinguishes

guerrilla or grassroots marketing of the earlier stages, from the creative and not formula based strategies of the later stages. In this paper, guerrilla marketing will be treated as another creative way of advertising.

Levinson claims that marketing is a process instead of an event, and guerrilla marketing bares an essence of unconventionality, extreme flexibility and that it is not traditional or by-the-book (Levinson & McLaughlin, 2005). The authors further argue that guerrilla marketing relies more on the laws that permeate the human behaviour and psychology than on guesswork and unrealistic expectations. Ives, (2004) gives the following definition for guerrilla marketing:

"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".
(Ives, 2004 In Sanberg et al., 2006: 20)

He also supports that guerrilla marketing is an emerging tool marketers should use to reach out to younger consumers and position themselves to more modern generations (*Ibid*). Ahmed (2000) argues that guerrilla marketers aim to plant something in the consumers' mind, without them realizing that they are exposed to marketing techniques at that specific moment, and making sure that that message will stick with them. According to weburbanist.com (2008), a main advantage of guerrilla marketing is that it's unexpected. It can catch the potential consumer off guard and cause an emotional response such as shock, laughter or sadness which are considered as great sellers. President of Los Angeles based A.D.D. Marketing and Advertising, Scott Leonard, supports that guerrilla marketing is exercised when:

"...a campaign is executed in a venue (real or virtual) and the marketers do not have the permission to be there" (Leonard, 2003:1)

The military metaphor of business strategy is not something unusual. Ries and Trout (1997) have written a book called "Marketing Warfare", where they adopt the military philosophy and describe how its principles and tactics resemble the circumstances in the "market war field". They state that the best book ever written about marketing is not written by a renowned professor, or by an alumnus of a multinational Colossus, but from a philosopher of war, Karl von Clausewitz. He was a retired Prussian general whose ideas and concepts in the book, "On War" are still considered valid and contemporary almost 200 years after its release. Kolar and Toporišič (2007) in their article, "*Marketing as warfare, revisited*" try to promote thinking beyond the antiquated "warfare marketing", by scrutinizing possibly fruitful lessons deriving from modern military strategy in order to produce marketing intelligence and planning.

Guerrilla marketing's flexibility is privileged by being implemented in various ways and achieving its objectives with an arsenal of weapons. Hence, the simplest object can potentially function as an advertising agent. The broad variety of methods that can serve guerrilla marketing coupled with the fact that it is associated with budget constrained marketing has created a mosaic of techniques related to guerrilla marketing. Some consider the range of methods as different ways of implementing guerrilla marketing, and others list them as independent methods (separate from guerrilla). The following table aids in breaking down some areas within guerrilla marketing which current literature defines.

Table 1: Areas of Guerrilla Marketing

Areas of Guerrilla Marketing recognized in previous literature	Explanation/example
Bootstrapping	Related to start-ups (Van Auken, 1996; Lahm & Little, 2005), bootstrapping has the core belief of deploying skillfulness and ingenuity as a substitute to capital, and aim at reducing costs. Bootstrapping entails an inclination towards negotiating, collaborating efforts rather than opposing the competitors (Lahm, 2007).
Street Marketing	Leonard (2003:1), supports that street marketing is an, " <i>alternative, out-of-home marketing</i> "; whereas Levinson and Lovejoy (2008) subsume street marketing in the broader guerrilla marketing strategy.
Stealth Marketing	Marketingminefield.co.uk (2007) shares the same definition as Kennett and Matthews (2008), but uses the terms stealth and buzz marketing as concepts tantamount to undercover marketing.
Viral Marketing	Introduced by Steve Jurvetson and Tim Draper (Phelps <i>et al.</i> , 2004), viral is a modern technique which utilizes online social networks to enhance brand awareness (vkistudios.com, 2009), and is usually implemented through the use of online video clips, advergames, interactive flash games, online images and SMS messages. Leonard (2007) sees it as a technique for target market motivation. Pastore (2000) views viral marketing as a word of mouth. Conversely, Modzelewski (2000) differentiates viral marketing from word of mouth, in that the value of the virus to the original customer is related to the number of people he influences.
Buzz Marketing	Buzz marketing, according to Leonard (2007), takes place when everything comes together and creates a fuss among early adopters. Loeffen and Oosterwijk (2001) borrow the definition of Cherkoff (2005), who defines it as a fabricated marketing initiative that has as an intention to capture people's attention and give birth to word of mouth.

Ambient Marketing	According to weburbanist.com (2008), ambient marketing allows a business to create brand recognition without necessarily pushing their product.
Presence Marketing	According to technosailor.com (2008), presence marketing is the recognition that a company gets simply by being present. This form of guerrilla marketing can be achieved through product placements in movies and TV shows, or wherever the product name is visible.
Grassroots Marketing	Grassroots marketing can take on many forms, but for the most part it is about winning customers one-by-one rather than on a very large scale (weburbanist.com, 2009). The focus is on building personal relationships to individuals and groups.
Wild Postings	According to posterwire.com (2005), wild posting is "the practice of displaying multiple eye level impressions in highly visible outdoor locations in major urban centres."
Alternative Marketing	According to weburbanist.com (2008), alternative marketing can be defined as, " <i>publicity that looks like it is completely removed from the company itself</i> ".
Astroturfing	Astroturfing is widely considered to be the most insidious (weburbanist.com, 2009). It involves creating noise about a product or company that is inaccurate. Postings are created in online forums, eulogizing a certain product or service. They are made by people who are associated with the company who are paid to express a positive opinion.

Although there are over a dozen recognized areas of guerrilla marketing as outlined in the table above, there are hundreds of specific techniques and methods that can fall under the areas. Because the areas were not developed simultaneously or by one author, even all the recognized areas do not serve as categories that every specific technique can fit into (one technique could fit into more than one area). This is why the authors of this thesis have developed three categories. Every guerrilla marketing technique can fit into one of the three categories.

According to Jay Conrad Levinson (entrepreneur.com, 2009), there are 18 guerrilla marketing 'secrets' that guarantee an organization will excel in their promotion. Guerrilla marketing assumes that the marketing tools are in place, but not necessarily being practiced. In his article, "*The Essentials of Guerrilla Marketing*", Levinson advises business professionals to memorize these words and incorporate guerrilla marketing concepts to reap the rewards (entrepreneur.com, 2009).

Levinson's 18 guerrilla marketing secrets are; commitment, investment, consistency, confidence, patience, assortment, convenience, subsequence (how a company reacts when then don't make the sale), amazement, measurement, involvement, dependence, armaments, content, augmentation, content, implement, and congruency (entrepreneur.com, 2009). Out of these 18 points, several stand out in the effort to measure effectiveness of guerrilla marketing techniques.

Measurement, involvement, and congruency stand out as Levinson's guerrilla marketing secrets which are most pertinent to this study. Measurement, Levinson contends, is a key factor when it comes to guerrilla marketing. By measuring results, he says a business can potentially double profits (entrepreneur.com, 2009). However, Levinson does not go into detail with regards to measurement factors or particular effectiveness of techniques, which leaves something to be desired. Next, the secret of involvement brings to light the vital relationship between the business and its customers as a relationship. Following up with customers is a necessary part of actualizing this point, because it proves commitment to the relationship, and in turn, the customers will prove their commitment with continued business and recommendations which generate word of mouth. Finally, the point of congruency is usable in this study because it states that it is important that all marketing says the same thing, and is pulling in the same direction. Sending a consistent message across mediums is essential to build brand awareness and to avoid consumers having a fragmented image of the business. In summation, the concepts outlined by Levinson on guerrilla marketing are fundamentals to be considered for many businesses, and these 18 points are crucial to be understood before evaluating specific guerrilla marketing techniques to implement (entrepreneur.com, 2009).

1.2 Current Literature on Guerrilla Marketing

By exploring the current literature on guerrilla marketing, one can find general information about strategies, subcategories or which other sectors of the broader marketing world touch upon guerrilla marketing. There is even an adequate number of methods in either printed (written) or audio-visual (videos, pictures) format for the potential marketer; from insightful websites to guides in the form of books or even instructional digital storage media. For example, McIntyre (1998) lists guerrilla operation tactics that all entrepreneurs should follow. Gruewedel (2000) discussed about different tactics that were used by marketers in order to reach the target market of college students and were considered as guerrilla marketing, since according to the author, they did not follow the traditional ways for reaching the annually \$96 billion-spending college students. Oosterwijk and Loeffen (2001) researched how buzz marketing can be used effectively. Their empirical findings included; “ground rules” that marketers

should take under consideration when they want to use guerrilla marketing, characteristics that products and target groups need to bare to facilitate the implementation of buzz marketing, and finally, which methods are more effective according to the goal sought (*Ibid*).

Even in a more humoristic context, Calvert (2005) presents examples that show how a guerrilla marketer has to be flexible and constantly alert. Through cases, she stresses that resourcefulness, awareness of the strategic partners, wakefulness and giving back to the community are determinant factors of those who do guerrilla marketing. There is also literature regarding when guerrilla marketing should be pursued. Hutch (2005) suggests that guerrilla marketing is substantially effective in the cases where a spotted market must be impacted, and when a network of influence (mainly through high-profile consumers) is attempting to be created. Stenberg & Pracic (2005) concluded that undercover marketing is an increasingly expedient method of reaching Generation Y, and mainly for high-involvement products.

Furthermore, there are a number of researchers discussing guerrilla marketing in the not-for-profit organisations. For example, Ackermann and Kruisman (2007) evaluated the public attitudes towards the increasing use of marketing by non-profit organisations, and explored the objectives where guerrilla marketing techniques would be more suitable. In the same field, Garay and Millner (2008) examined guerrilla from an educational perspective, in the context of involving young designers and artists in their own exhibition advertisement. A guerrilla marketing advertising campaign was implemented in order to reach as many people as possible. Among the means used were; posters, stickers, folders, invites, and alternative media. Finally, Sampey (2003) uses the example of a New York based healthcare organisation to exemplify how non-profit organizations choose guerrilla marketing, in addition to other marketing strategies, in order to create awareness.

Concerning guerrilla marketing's ability to be non-traditional, it is the element of surprise which is argued to be guerrilla marketing's greatest asset. This is because people are more likely to pay more attention to something that is out of their everyday routine (Hatch, 2005). Most guerrilla marketing techniques include an air of unexpectedness, but it has never been determined which specific techniques generate the most attention (and retention of brand image). It can be assumed that a 25 meter tall popsicle in a city centre gains more attention than stickers slapped on street signs (Hatch, 2005). However on what scale, frequency, and in what conditions do these attention stunts gain the best response is unknown.

Finally, there is literature in relation to the connection between legality issues and publicity. It can be gleaned from many guerrilla marketing blunders, that there are rules marketers need to follow when

planning campaigns. There have been numerous cases in which companies have been fined and ordered to remove stickers, signage, paint, and objects that they have placed around public areas in an effort to attract attention. Guerrilla marketers need to consider legality, political climate, and public safety and fears when implementing a campaign (White, 2007). One thing not to be afraid of is negative publicity. Even if it is negative publicity, it gets people talking about the brand, which is the point of guerrilla marketing (Anonymous, 2001). When considering the legality issues, White (2007) argues that utilizing illegal guerrilla marketing can be more effective from the consumer standpoint, by legitimizing the 'grass roots' nature of the brand. This is effective in terms of consumer perception because illegal guerrilla marketing techniques have never been empirically tested, it is hard to judge if they translate into a thicker bottom line.

1.3 Guerrilla Marketing Technique Effectiveness Issues

1.3.1 The Importance of Finding Technique Effectiveness

Finding the effectiveness of various guerrilla marketing techniques is important because; first, traditional marketing practices are not working as well as they used to, second, people have grown sceptical towards big companies and brands, third, small to medium sized businesses are turning to guerrilla marketing as a low cost alternative to traditional media outlets, fourth, there is no existing literature that pinpoints the effectiveness of specific guerrilla marketing techniques, and fifth, it will help companies make informed marketing choices and take less risk with their brand. One thing that's for sure, guerrilla marketing will only grow in importance as it grows in practice. In a survey by the American Marketing Association 94% of respondents planned on using guerrilla marketing more frequently in the future (Atkinson, 2004). Therefore, now more than ever it is significant to explore specific technique effectiveness.

Traditional marketing practices such as TV, radio, print, and outdoor advertising media are not as effective as they once were. Customers are bombarded with millions of messages every day, and it has become easier for them to ignore traditional advertising. Guerrilla marketing is something unexpected and attention grabbing, and consumers may not even recognize it as advertising. Furthermore, there is increasing fragmentation as the number of media outlets available diversifies, and audiences fracture into smaller and smaller groups (Ghuri, 2006:409). This makes reaching a target market difficult and costly if a business needs to invest in several of these media outlets.

Consumers have grown sceptical towards glossy marketing campaigns and weary of corporate motives. This is particularly true in younger consumers. This scepticism provides the perfect loophole for guerrilla marketing techniques to slip into.

“The younger generation is sceptical of advertising and brands in general and companies are recognizing that and are trying to reach consumers in a way that is more targeted and understands the consumer mind set and lifestyle.” (Todd, 2004:15)

A defining aspect of guerrilla marketing is that it is on the street level, and it is trusted by consumers by putting real faces on products or services to drum up word or mouth support. Using guerrilla marketing to reach sceptical consumers is one of the reasons it is important to the future of marketing.

Next, exploring the effectiveness of guerrilla marketing techniques is of importance today because small to medium sized businesses are attempting to use guerrilla marketing as a low cost, DIY alternative to expensive media buys.

“The idea is to keep the costs low so there is less overhead for the advertiser... This way it becomes a profit center versus a cost. If done right, a program can generate 75 percent margins.” (Gruenwedel, 2000).

With this kind of return on investment for marketers, and notions of better reaching target customers, guerrilla marketing has already become a hot topic for marketers. Therefore, it is important to take the understanding of guerrilla marketing a step further and investigate which techniques are most effective. A cost efficiency analysis of the specific techniques we will be attempting to measure will follow in the managerial implications section.

It should be noted, with the emergence of guerrilla marketing also comes ethical questions as to its fairness to consumers, which also makes it an interesting topic to explore (Kleinman, 2002). Furthermore, many guerrilla campaigns are done illegally which has become a source of concern for some, and could lead to fines. Illegal guerrilla marketing is another area which has yet to be explored in terms of effectiveness, and is important not to exclude. Ethical considerations are discussed further in the section on managerial implications.

1.3.2 Current Gap in Existing Literature, Problem Statement, and Research Question

There is a lack of literature going in depth within guerrilla marketing and the effectiveness of the methods that it can be implemented by. Although there is literature about the guerrilla marketing phenomenon, it

scrutinizes it on a more superficial level. In addition, a big part of literature is related to guerrilla marketing effectiveness but it does not actually examine it, it merely touches upon it.

As a result of the aforementioned issues, a gap exists in current guerrilla marketing literature regarding the effectiveness of particular techniques. An experiment has never before been conducted comparing different guerrilla marketing techniques. Existing literature lumps all techniques under “guerrilla marketing”, without specifying which technique is being studied. A great deal of case studies on guerrilla marketing are available which exemplify different methods, and their outcomes. However, a comparison of the effectiveness of these methods and techniques under the umbrella of guerrilla marketing has not been made. There is a substantial gap in empirical knowledge regarding the implementation and measurable outcome of specific guerrilla marketing techniques. Thus, *the problem is that the various guerrilla marketing techniques have not been measured regarding their effectiveness*. When a marketer looks at all of the available guerrilla marketing techniques, there is no way of judging which technique will serve their marketing objectives best. From these deductions the main research question surfaces, "*What guerrilla marketing techniques are most effective?*".

1.3.3 Defining Effectiveness

To engage in this research question, it is critical to understand not only guerrilla marketing concepts; but defining and contextualizing the concept of effectiveness. When the discussion comes to marketing effectiveness, there is no single, solid definition with universal power. First of all, it is important to make a distinction between effectiveness and efficiency. Effectiveness stands for achieving the goals set or the degree to which objectives are met, so a comparison with the expectations should be made. Where efficiency is a ratio, a comparison of what is actually achieved to what could be achieved with the same commitment of resources, and is more related to costs (McKechnie, 2001; businessdictionary.com, 2009). It is effectiveness (“doing the right thing”), versus efficiency (“doing the thing right”) (businessdictionary.com, 2009).

A surprising phenomenon in marketing effectiveness literature is that it covers substantial parts of; affecting factors, marketing effectiveness drivers, and ways of measuring it. However, there is a serious lack in literature defining marketing effectiveness. De Pelsmacker *et al.* (2007: 372) discuss the “*moderating factors of promotions effectiveness*” without being specific about their meaning of effectiveness. Webster (1995) stresses the association of marketing effectiveness with important organizational outcomes like stability, growth, customer satisfaction etc, and the increasing need for

prolonging the marketing effectiveness levels, without mentioning what is marketing effectiveness. In the same spirit, Ferguson, (2008) examined the measurability of emerging marketing trends such as word of mouth, and found out that a campaign that is properly placed, provocative and well-researched can be proven effective, even for a long time, but he did not provide a meaning of what is considered as effective. Hill (2005) in his research on the attitudes and experiences of small businesses that use blogs as a marketing and communication tool, mentions the effectiveness and drawbacks of this alternative medium. On the other hand, the specific parts of his paper that can be considered as definitions are characterized by differences because of the variety of aims his interviewees used the blogs for. McKechni (2001) uses the same argument as a reason why marketing effectiveness can't be straightforwardly defined, because it is objective driven and it relies heavily on an organization's particular aims.

The fact that guerrilla marketing is standing under the umbrella of marketing gives it inherit benefits and drawbacks. According to Kotler (1977), the marketing function itself is among the most misunderstood concepts of the modern organizations. This fact enhances the difficulty of defining marketing effectiveness and christening it with a pertaining definition. So, moving even more specifically into narrower concepts such as guerrilla marketing effectiveness, it is even more arduous for definitions to exist. In a best-marketing interview with Reidl, she mentions that it is difficult to separate guerrilla marketing from an integrated marketing campaign and thus difficult to measure it as well (best-marketing.com, 2008).

In the attempt to coin a definition of guerrilla marketing effectiveness, some elements of Ghauri and Cateora's, and Armstrong and Kotler's suggestions about measuring and evaluating advertising effectiveness will be borrowed. Both groups of authors mention that many of the methods used for measuring effectiveness do not necessarily focus on sales but, "*how well the communication is remembered, recognised or recalled*" (Ghauri and Cateora, 2006: 402). Armstrong and Kotler (2007) state that advertisers should evaluate communication effects; meaning the need to measure whether the ad or the ad campaign is communicating the message well. The importance of creating awareness about the product/service or brand is obvious since the communication process and especially the reaching-the-customer phase is among the most crucial goals. In all cases, the consumer must gain knowledge about the message that the organization wants to convey. Therefore, for purposes of this paper; ***the most effective guerrilla marketing technique will be the one that produces the larger amount of awareness.***

~ CHAPTER 2 ~

Formulating a Guerrilla Marketing Perspective

2.1 Introduction of Categories Based on Literature and Hypotheses Formulation

Based on the literature there are many areas of guerrilla marketing, however the specific techniques used within those areas can all be classified into three categories. In order to compare the different guerrilla marketing techniques for this study, the authors have classified all techniques into three broad categories; “Human-to-Human”, “Object-to-Human” and "Online". The areas of guerrilla marketing as previously discussed can be home to many techniques that fall into the three categories, and techniques within an area can fall into more than one category or overlap. The following table aids in explaining the categories by giving technique examples.

Table2: Guerrilla marketing technique category division

Guerrilla Marketing			
Discussed Guerrilla Marketing Areas			
Ambient marketing Presence marketing Grassroots Wild postings Astroturfing Alternative marketing Buzz marketing Viral marketing Stealth marketing Street marketing Ambush marketing Experiential marketing			
Guerrilla Marketing Categories			
Examples of Techniques	Human-to-Human	Object-to-Human	Online
	A company hires reps to go out in public and talk to passer-bys	A curious object is left in a public place	A company posts a viral video on YouTube
	A spectacle is organized in a public place	Stickers are put on street signs	A company blogs
	Dressing in costume to gain attention	Sidewalk chalking/ spray painting	A company responds to posts on forums
	People handing out samples, flyers, etc	Flyers are left on cars or bikes	Online social networking
Demonstrations in public	Business cards left in library books	Targeted e-mail/ message spamming	

The criterion used in order to classify the techniques into categories was, “who is delivering the message to the target market” and not the avenues it takes to get there, but in the end, who actually delivers the message. The reason for using only this criterion was because it is simple but all-encompassing at the same time. It is its simplicity that makes it capable of categorizing all the techniques. Also, it is from the

viewpoint of the consumer and how they are being approached by guerrilla marketing. The use of complex criteria entails simplifying situations that in its turn require dismissing or not taking into account important information. In addition, all techniques have as a common denominator an interaction, a sender of a message and a receiver. Using the nature of the sender and the receiver as a criterion, automatically offers the opportunity of covering all the existing and potential guerrilla marketing methods.

The reason for grouping guerrilla marketing techniques in a small number of categories is twofold. First, the infinite ways that someone can use and even combine in order to implement guerrilla marketing techniques makes it impossible to examine each and every one of them. Second, since experiments will be conducted under constraints, each technique will fall into one of the three categories. What is more, grouping will allow the analysis process to make broader comparisons on guerrilla marketing techniques. For this paper, a technique from every category will be examined. That method will act as a representative, so that the results related to that technique will be able to be transferred (with a level of certainty) later on to the category. Further down, follows a discussion regarding each category based on literature and the authors' own reflections. Since the guerrilla marketing categories are a product of the researchers, the existing literature that is specifically related to such narrow marketing concepts is extremely limited. For the discussion of the categories' main characteristics literature from related and applicable marketing areas has been utilized too. These characteristics were devised also with Levinson's (2009) principals in mind. Levinson states that an effective guerrilla marketing technique will achieve marketing goals for the lowest cost, this is a principal that is considered throughout the thesis and is a principal for a lot of what is done (Levinson, 2009).

The **Human-to-Human** category stands for a person being the recipient of a message carried by another person. So, in this category an interaction between people takes place and the whole guerrilla marketing attempt involves the presence of individuals from both sides; that of the consumer and that of the company. In this category someone could find methods such as sponsoring an underground/alternative event, hiring people carrying out an outdoors promotional activity, or paying people to start word of mouth on your behalf (e.g. giving cell-phones to people and make them talk about their new cell phone's features and thus start creating a buzz around it). In Austria, for example, Nivea benefited from the theatrical guerilla exaggeration of its television campaign (Field, 2008). A small group of young and youthful women rode the commuter networks with giant watches strapped to their backs which ran backwards. It was simple, hard-to-miss, and extremely effective (*Ibid*). Another classic example is Red Bulls marketing strategy of having campus representatives who go around giving out Redbull to students. Professor Nancy F. Koehn of Harvard Business School said, "*Grassroots marketing is enjoying a*

resurgence with Starbucks, Red Bull, Krispy Kreme, and Trader Joe's- young, successful brands built by word of mouth. Person-to-person marketing is going to be a big part of the next chapter, the next frontier of branding competition." (Rodgers, 2007).

Ferguson (2008) explores some recognizable human to human guerrilla marketing campaigns in his paper investigating the ability to measure ROI on viral campaigns. Most notably were examples of highly successful companies whose methods was using non-paid advocates of products gave away coupons or samples and talked up the product in exchange for getting to be the first to try something new from the company. This method, similar to street teams or undercover marketing is very much human to human, and has proven extremely successful. Although in the end Ferguson deems ROI too hard to measure for viral, word or mouth and unconventional marketing, he does state these kind of human to human campaigns are great for awareness, even though the long term effects are not measurable (Ferguson, 2008).

The authors believe that this technique has the more chances of showing a tendency of superiority when compared to the other categories. Although there has been no direct research on communication modality in relation to guerrilla marketing, there is research that can be applied to make these inferences that guide the researchers to the first hypothesis. From the beginning, in today's consumer society, the individual is exposed and seeks brands from a relatively young age. It is very common for children to get attached to objects (including brands) with which they feel comfort, but unlike older people they are very keen on reacting to new objects (including brands again) that can arouse their curiosity, (a factor to be analyzed in conjunction with the results later on) (Dotson & Hyatt, 2005). The previous authors researched on the major factors that influence children's consumer socialization. One of their findings that can be useful in this paper is that children that were socializing more with people their age after school, were the most susceptible to peer influence and thus adopting the brands that were "imposed" to them. In addition, the older they grew, the more influenced they were. The previous discussion attempts to show that consumers tend to value and/or accept purchasing choices through a really young age and based on an interaction between individuals, that being parents or friends. It is important to stress that among their managerial implications they mention that especially among young girls, adopting techniques such as dELiA*s guerrilla marketing (enlisted girls talking about a company's product; a tactic that rises ethical issues though) can be effective (*Ibid*). This discussion is not far removed from the experiment at hand, because the researchers are attempting through Human-to-Human interaction to reach a target group of students. The researchers being students themselves carry this element of peer persuasion that can be transferred to this context.

Farris *et al.* (2002) have researched on the Generation Y's purchasing power and the implications for marketing. On their discussion about how it can be reached effectively, one of their suggestions is guerrilla marketing. Interestingly, all the examples they give can automatically be placed in the Human-to-Human category (e.g. give-aways, samples or events). A reason why that is considered effective in terms of generating awareness is because it is a way they are "talked-to where they live" Farris *et al.* (2002: 95). Finally, they deem that the internet, although promising, has still a way to go. That is because Generation Y-ers have grown up with internet on one hand, but not use it mainly for purchasing purposes (Farris *et al.* 2002). Despite the high frequency and the vast amount of time that is spent on the internet, the driving reasons for that are other than online shopping (*Ibid*).

Another research that supports the fact that human interaction can be more effective in comparison to other techniques such as mail or telephone approach is that of Pfau *et al.* (1995) regarding the influence of communication modalities on voter's perceptions of candidates during presidential primary campaigns. Their finding was that interpersonal communication was the dominative communication modality in influencing voter's perception. Gerber *et al.* (2000) conducted a similar research by implementing a field experiment and proved that personal canvassing was the most suitable method for voters' turnout, enhancing the belief that personal contact is still more effective than phone calls or direct mail. Although at a first glance someone might think that these researches are irrelevant, reading between the lines can reveal that personal interaction is still very effective in influencing perceptions, changing opinions and somewhat alter behavioral habits (such as purchasing for example). Younger generations are more receptive to guerrilla marketing and research shows that it can start from a really young age. The use of human interaction seems to play a key role and the fact that it is still important to older ages makes it diachronic, and thus a step better in comparison to the other categories. The cost of hiring people in order to conduct guerrilla marketing, especially if a lot of people are recruited, might seem higher compared to the other categories (although the comparison is not easy to be done because the cost of each technique depends a lot on the idea it is based on, it's context, and its implementation). That cost though, if related to the outcome, might finally be lower in comparison to the other categories. In totality, research points to human interaction as being the most powerful guerrilla marketing tool when utilized to reach a demographic by using the same demographic to interact with them in order to pique curiosity, generate awareness, and increase the credibility of what is being promoted. The cost of human interaction in guerrilla marketing is completely relative to the context and objectives of the campaign, however the researchers believe that for this instance where the costs of utilizing human interaction in conjunction with a guerrilla marketing technique will be low, it is possible to yield a cost efficiency to Human-to-

Human interaction which raises the category above Object-to-Human and Online in terms of generating awareness.

The second category, **Object-to-Human**, entails an interaction between an individual from the consumers' side and an object from the company's side. Some examples of guerrilla marketing attempts that can be included here are creative bumper stickers or business cards placed in magazines in doctors' offices or in library books, or placing an object in an area that is accessed by a lot of people creating curiosity about its purpose. For example IKEA, in order to launch its new Brooklyn store, set about a guerrilla design makeover of a range of familiar everyday sources of discomfort (Field, 2008). A bus stop became a living room, pillows were placed on park benches, water bowls sprang up for thirsty dogs, and so forth (*Ibid.*). This rich idea spawned a diversity of expressions and an immense consumer response in terms of online enthusiasm for the new store.

This category lacks that human interaction and relies heavily on stimulating curiosity and generating feelings of unexpectedness, excitement and maybe suspicion. Because the Object-to-Human tactic utilized in our experiment does not require that the consumer be active in reception of the marketing tool, it can be more easily ignored or abandoned. Therefore it is a fair estimation that Online and Human-to-Human are more personal and not as easily ignored. On the other hand, this kind of tactic has the privilege of being able to reach the consumer in his free time that is decided to be spent outside of home. That is considered as a privilege because then the consumer is more receptive to advertising messages since there is an absence of competition with online and other media (Krautsack & Aust, 2006). That argument can be generalized to the whole category, that is that Object-to-Human guerrilla marketing exploits one of the principles of guerrilla marketing in that it reaches people when they are not expecting to be marketed to. On the other hand, the inability of the object to interact in a way individuals do, leaves it a prey to contextual factors that might be difficult to be controlled by the guerrilla marketer, for example extreme weather conditions, unexpected people's behavior etc.

One of the largest implications that could damage the credibility of the Object-to-Human category to the consumer, is that the consumer does not know where the object (message) is coming from. This can be damaging in establishing the basic level of trust necessary to pique curiosity and effect perception. Although there are successful implementations of techniques belonging to the Object-to-Human category, the guerrilla marketer can be less sure about its outcomes because it less controllable and that consists a weakness of this category. Complementary to that, it has been stated by Krautsack & Aust, (2006) that the measurability of marketing such as ambient is very limited thus making it more difficult to obtain

concrete results about it. Storch (2008) also mentions that marketing that exploits space by placing objects, like ambient marketing, is unfortunately related with issues such as; intrusion of private sphere, it is easy to be copied, it is subject to legal issues-usually related with environmental policies and often considered as a disturbance. He mentions though that in case that object is able to generate feelings of joy or is considered fun, then the feeling of intrusion decreases. The cost may vary from really low levels to relatively higher depending on the object, but it can still be cheaper compared to the cost of advertising in traditional media. The cost-efficiency implications of this method for management can be quickly mitigated by costly fines or legal infractions if the technique is not carried out in respect to local laws and taking into consideration public safety. Although it can be an inexpensive guerrilla marketing tactic, there is still a scholarly gap in that area providing more concrete data about its effectiveness. The same applies for information that derives from the market. There is a significant lack in data that can prove its effectiveness thus encumbering its candidacy in being chosen for implementation.

The reason why **Online** warrants a category of its own, (since someone could argue that it could be classified in the Object-to-Human category), is that it bares characteristics from both Human-to-Human and Object-to-Human categories. Although a creative video can be launched by a company on the most famous video hosting websites and thus using the computer (the object) as the preferable means that is carrying the actual advertisement, it can also be used by people that are hired by companies to spread “electronic” word of mouth in chat rooms or blogs. The computer (or mobile device) always supplements and diffuses the message but the actual message is contained in the blog, the e-mail or the video etc. It is this symbiotic relationship between human and cyberspace that the company should exploit in order to implement Online guerrilla marketing. Examples of this category can be viral videos, interactive games implemented through videos launched on Youtube etc.

One can argue that human interaction nowadays is being substituted by the interaction between human and machine. That of course comprises a valid observation and marketers have been trying to capitalise on more frequently in the last decades. Especially the internet provides a very dynamic platform that offers the ability of interacting either with another person (through the device) or with the device itself or both. The fact that the Online category can substitute (to only an extent) real life personal interaction, it is placed by the researchers second to the Human-to-Human category because it appears closer to human interaction than Object-to-Human. A research conducted by Dobele *et al.* (2007), mentions that one of the benefits viral marketing bares is the fact that it can be connected emotionally. Examining the effects of viral messages that contained the six primary emotions, Dobele *et al.* (2007) managed to connect every emotion to a certain type of campaign and types of brands. They also found out that surprise (an

important and often used weapon of guerrilla marketing) has to be always there and related to one of the emotions. Most importantly, they conclude that viral marketing is an effective marketing tool when it, “*encourages consumers to take action as a result of the message*” (Dobele *et al.* 2007:302) and that its goal is “*consumption and forwarding behaviour*” (*Ibid*). This is applicable to these experiments precisely because the Online method accompanying the category sets out to get the recipients to take action by visiting the website. Motivation of the consumer can be very beneficial since his involvement with the brand is a sign that the message managed to pique his interest/curiosity, an issue which is discussed much more in depth in the analysis portion of this thesis.

Furthermore, marketing tools based on internet are gradually overcoming infantile diseases, such as interruption marketing, with the use of permission based marketing (Godin, 1999) which shows a tendency towards more respect about the consumer and higher levels of personalization. What is more, it has been determined by Godes and Mayzlin (2004) that word of mouth recommendations generated through online conversations are valuable and trustworthy to the recipient of the recommendation, and therefore word of mouth effectiveness does permeate into the online world to create a 'buzz'. Due to the nature of the Online communication utilized in the experiment, it is more personal than sending spam e-mails. It is a personal message to a target group from a member of the target group, and can be costumed similarly to a recommendation (see method and appendix for more about Online experiment details).

This shows that Online techniques are often appreciated and can be used in a very fruitful way if implemented right. Also, the rapid increase of consumers that use internet in their everyday activities increases in an extremely fast pace the amount of people that can come across a guerrilla marketing technique that belongs to the Online category. That can be viewed from the exact opposite side though meaning that the bigger the number of internet users, the more difficult to spot and target your group. Another drawback of utilizing the internet for marketing purposes is its affiliation with trust issues. Early as the mid 90's, there was already an adequate amount of research regarding the benefits and drawbacks that entailed the internet as a tool for marketing. The acknowledgement that online marketing has difficulties coping with problems such as privacy or fraudulent activities was scholarly addressed since its infancy. Hoffman and Novak (1999) or Pallab (1996) have stressed more than a decade ago these issues that are still existent and contemporarily upheld.

An advantage the internet offers to marketers is that the digital traces that consumers leave online comprise highly valued information for them with almost no expenses (e.g. cookies, emails as prerequisite to view content/interact etc). Even in case where a more significant amount of money has to

be invested, for acquisition of personal data for example, that cost can be subsidized by the insight and knowledge it offers regarding the potential target group. In addition to the emotional connection that was discussed before, it should be added that the interactivity of this category can achieve the involvement of the potential consumer which is highly appreciated. Especially when the message is implemented in a way that generates buoyant dispositions and/or piquess curiosity, along with the company message forwarding, the chances of positive attitude production towards that brand are increased. So we can say that Online is a widely used, cost effective, and sought after marketing technique in terms of generating awareness, 'buzz', loyalty, and consumer networking. Taking into consideration the previous discussion the authors give the following hypotheses:

Hypothesis 1: In relating the three experiments, it can be hypothesized based on previous literature that the Human-to-Human tactic will be most effective in terms of generating awareness.

Hypothesis 2: In relating the three experiments, it can be hypothesized based on previous literature that the Online tactic will be more effective for creating awareness than Object-to-Human.

~ CHAPTER 3 ~

Methodology

3.1 Research Objectives

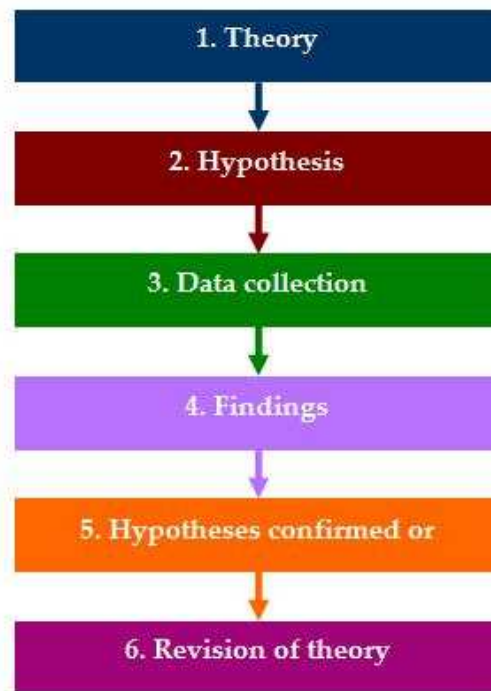
The overall aim of this research is to attempt to assess the effectiveness of three guerilla marketing techniques. As indicated previously, discovering the effectiveness of various techniques is pertinent for a wide variety of reasons. More specifically, the objective is to identify and evaluate which guerilla marketing technique is more effective through quantitative data analysis. Thus, the aim is to find which method is more effective. Furthermore, the three techniques being used have never been compared before. In this context, the three techniques will be compared using students as a target group for launching a new product, therefore to build recognition/awareness.

3.2 Research Approach

3.2.1 Theory in Research Method

The theory that will be produced in this paper will be a result of deduction. Theory, as a term, has raised controversial discussion about its nature. From its distinction to grand/middle range theory to the simple question of “what is theory”, the answers are still not defined (Bryman & Bell, 2007). The equivalent term for theory here will be the relevant background of literature deriving from articles, books and web sources that are related to the topic under scrutiny. As Bryman & Bell (2007) mention, the discrepancies between theories can be proven as an opportunity for researchers to examine neglected and unexplored aspects of topics. So, in the guerrilla marketing effectiveness case, the relevant literature review will provide the basis for the theory and the disregarded aspect will be its measurement of effectiveness. A deduction process will be utilized, which means that based on what is known about the topic, a hypothesis will be deduced and then put under empirical scrutiny (Bryman & Bell, 2007). Figure 1 depicts the steps that make up the deduction process.

Figure 1: Process of deduction



Source: Bryman & Bell, 2007:11

3.2.2 Philosophical Considerations

In regard to epistemological considerations, the topic under scrutiny is going to be examined from a positivist point of view that glances towards relativism. According to Easterby-Smith *et al.* (2004), positivism supports the idea that the world's existence is external and that its contents and dimensions should be measured with more objective methods, rather than being examined by subjective procedures. In addition, Bryman and Bell (2007) mention that one of the principles that positivism entails is that of deductivism, thus the purpose of theory is to produce theories that can be tested. Because of that, explanations of the laws that emerge can be assessed. Apart from the way the research progresses, this philosophical stance was chosen because of the way the units of analysis were treated. The categorization of guerrilla marketing techniques means reducing the units of analysis in simpler terms, which is a characteristic of positivism. Additionally, the generalization will be accomplished through statistical data. Relativism supports that scientific laws might not be so permanent (Easterby-Smith *et al.*, 2004). The

reason why a relativistic standpoint is mentioned too is because, as discussed later, the authors believe that the constant revision of laws is a reality that characterizes evolution and progressing societies.

As the topic that will be explored connotes, the results derive from the comparison of the three techniques. In order for the data to be as objectively gathered as possible and the measurement process to be least affected, the observer should be substantially independent. Easterby-Smith *et al.* (2004) state that the choice of remaining distanced or involved depends on the material that is researched. They continue arguing that this choice is based on the philosophical view of whether it is possible or not. Although in science it is easier to be more distant to the problem that is examined, in social sciences, independence is harder to be sustained (Easterby-Smith *et al.*, 2004). For example, defining the research questions, (in this case but generally as well) is already a subjective interruption (Hill, 2005). In addition, the observer's involvement can take place in cases where he is not aware of it or when, on the other hand, it is unavoidable. An example for that, apart from formulating the research question, can be the research design that will be implemented for the data gathering. Even research designs that belong in quantitative strategy might require involvement from the side of the observers, regardless if it is limited or not. In this paper, the observers will attempt to distance themselves from the data collection process, but acknowledge the inevitable factor of observer involvement.

Regarding ontological considerations, the approach that will be adopted is that of internal science which in social science is represented by representationalism. The idea behind internal realism is that despite the phenomena being concrete or not, "*it is only possible to gather indirect evidence in physical processes*" (Easterby-Smith *et al.*, 2004: 32). Werner Heisenberg in 1927, in his Indeterminacy Principle states that it is practically impossible to obtain full and objective data about a body because the process of experimentation itself determines the state of the phenomenon that is studied (*Ibid*). It should be mentioned that contrary to internal realists, the authors will not accept the idea that once the laws are discovered then they are independent of further observations. The social status is not stable, it is evolving and perpetually changing, leading to concepts and previous knowledge being constantly doubted, scrutinized and even un-pegged.

3.2.3 Research Method

In order for this research to be carried out, a quantitative method will be used. There are a number of reasons why quantitative research was chosen to be implemented. First, the ontological and epistemological considerations stream the research design towards this direction. Second, as mentioned in

Chapter 1, there is little known about the effectiveness of guerrilla marketing. In addition to that, current literature provides general information about guerrilla marketing and sometimes in comparison to traditional marketing techniques, but not within the guerrilla marketing area. Even information about its effectiveness in general is scarce, if not limited, and is usually derived from qualitative studies. That creates a gap in the existing knowledge about the effectiveness of different guerrilla marketing techniques. Third, the use of measurements in quantitative studies will provide some useful characteristics that enhance the credibility of the research. According to Bryman and Bell (2007: 158), measurement can help tracing, “*fine differences between people in terms of the characteristics in question*”. In this case, (people are substituted by techniques) if the possibility of examining the effectiveness of all guerrilla marketing techniques was realistic, then measuring them would be practically feasible, regardless their number. However, that is an ideal situation.

What is implied is that measurements have the power of quantifying satisfactorily both broad categories, as well as smaller much more defined categories. Another way measurements help are by giving a “*consistent device or yardstick for making such distinctions*” (Bryman and Bell, 2007:158). By that, they mean measuring can and should produce results that are consistent rather than results of natural changes. In this case, there is a chance that the process prior the measurement might affect the quantity of the data but not the quality. This is mainly because of the method that is chosen for this research and will be discussed later on in the measurement process itself, though it is unaffected by the time and persons administering it. Finally, the third characteristic according to Bryman and Bell (2007:158) is that, “*measurement provides more precise estimates of the degree of relationship between concepts*” which can permit the emergence of correlations or show their strength. In the context of this paper, measurements will facilitate the process of discovering the most effective technique and potential correlations between the technique and its nature.

3.2.4 Choice in Research Design

In order for the hypotheses to be tested, the methodology that will be used is that of the experimental design. Experiments in marketing contexts are infrequent, but not totally absent. Carroll *et al.* (1985) examined the marketing effectiveness of the U.S. Navy recruiting program, and tried to quantify the relationship between marketing efforts and enlistment activities. Woodside (1990) conducted four experiment field tests to measure the advertising effectiveness in destination marketing services. Gerber *et al.* (2000) through a field experiment showed that personal canvassing was the most suitable method for voters’ turnout, enhancing the belief that personal contact is still more effective than phone calls or

direct mail. Although the topic was different in that case, it can give valuable information to marketers about ways to approach consumers. The observers will conduct their own field experiments based on the guerrilla marketing techniques, and afterwards measure the results. A more detailed description of the actual experiments is discussed in chapter 3.2.6.

Although experimental designs are rarely exercised in business and management research, they carry a very important feature; they give rise to noteworthy robustness and trustworthiness in the findings (Bryman and Bell, 2007). “*True experiments tend to be very strong in terms of internal validity*” (Bryman and Bell, 2007: 44). Although approving or rejecting causalities is not the main concern of this paper, it is believed by the authors that implementing the experiments in real life conditions will resemble as closely as possible what happens in the real world and will provide information about realistic situations, contrary to the sterilized environments of laboratory experiments. In addition, field experiments can, (to a certain extent) decrease the Hawthorne-effect on the participant. When the participant is aware that he is being subjected in an experiment or a research study, the chances of him altering his behavior increase, and that can wound the integrity of the research and the findings (Robertshaw, 2007).

Snow and Thomas (1994), on their paper about field experiments’ contribution to theory testing and development, found out that among other field research methods are high in rank of importance when it comes to means of tying strategic management theory and practice. What is more, the general knowledge about guerrilla marketing, and the limited knowledge of effectiveness comes from cases approached by a more qualitative perspective. Conducting experiments is relatively underused as a method, even in quantitative research. So, this case will enrich what is already known in an alternative and complementary way. Finally, performing an experiment comes into agreement with the philosophical considerations discussed previously. According to Easterby-Smith *et al.* (2004), experiments are the main method of design when positivism is chosen to be the viewpoint. They also add that the hypotheses and measurement are starting points and techniques respectively within the positivist school.

3.2.5 Target Group

For the purpose of the experiments, the target group will be Lund University students between the ages of 18 and 29 who are living in Lund, regardless of nationality or gender. The target group includes people who have access to, and are familiar with using the internet. This target group was chosen due to accessibility, relevance, and availability. They are accessible because the researchers are located in Lund,

and have knowledge about where Lund University students spend their time. The target group is relevant because guerrilla marketing techniques have shown to be most pertinent to attracting younger and more skeptical consumers in the 18-29 age range (Ghauri & Cateora, 2007). Finally, this target group is available due to the fact that classes are in session and the target group is active at the time of the experiment in Lund.

3.2.6 Conducting the Experiment

Three experiments will be conducted in Lund, Sweden to measure guerrilla marketing technique effectiveness on the target group of university students between the ages of 18-29. One experiment in each of the three above outlined categories will be undertaken, (Human-to-Human, Object-to-Human and Online). The techniques will be carried out with the intention of promoting a new website. This new website is being promoted through guerrilla marketing techniques, as opposed to working with an existing business so that no preconceived ideas will influence the results. Furthermore, guerrilla marketing is often used to build awareness, create buzz, or introduce a new product. Therefore, it makes sense to test guerrilla marketing techniques under the context of a new product launch. To track effectiveness of each of the three categories, three websites will be constructed. In each of the experiments, students will be directed to a website via each of the guerrilla marketing techniques. Effectiveness of each technique will be measured from the website hits in a five day period following the dispersal of each guerrilla marketing method. Since each of the three websites will have a different URL, it will be possible to determine which guerrilla marketing technique has brought them to the website. Once they get to the website, there will be available content for them to view.

The three guerrilla marketing techniques chosen within the categories are three of the most basic techniques within the field of guerrilla marketing. Also, these three specific techniques have never been compared in any capacity before. No additional creativity was infused into the techniques, and the experiments were not connected with any existing business or organization. This was done on purpose so that the results could be more generalizable and applicable to the future study of guerrilla marketing, and so that the results would not be skewed by recipients existing perception toward a particular organization that could alter response. The experiments were conducted in two rounds, with five days after each round to collect results. A sample of 100 students was used for each round, for each of the three categories.

In the first experiment, the researchers printed 200 copies of a flyer which directed students to a website. The flyers were handed out from person to person in outdoor areas around the Lund University campus.

This is the most basic expression of Human-to-Human guerrilla marketing, and the format is conducive for this experiment because the number of recipients can be controlled since there are a limited number of flyers to be handed out.

In the second experiment, the researchers also printed 200 copies of a second flyer (with a different web address), and hung them on bicycles around campus. Since there is no direct human interaction, it is the Object-to-Human guerrilla marketing category that will be represented. This method of Object-to-Human was chosen above other techniques because the recipient group can be limited to 200, as opposed to other methods (for example leaving an object in public) where the number of recipients of the information would be undetermined.

The third experiment utilizes the address book of the email accounts, (provided by Lund University) to access recipients of the guerrilla marketing message. From the available student email accounts, 200 random students who attend Lund University were chosen and sent an email and told about the (third) website with a link. Again, this technique was chosen in order to have a concrete number of the recipients of the message.

In all three cases, the fact that the number of the respondents is known will facilitate the process of deriving ratios. Every URL is tied to a technique, so knowing how many people visited each URL divided by the total amount of people who were reached by that specific technique can give the ratios needed. For example, if out of the total 200 flyers that were placed on bikes, nine managed to convince people to visit the website printed on the flyer, then that gives a 4.5% response rate. That amount of people managed to acquire awareness about the content of the website.

It should be mentioned that, in an attempt to avoid referring to the same person twice, the following decision was made; the Human-to-Human and Object-to-Human techniques would not be administered in the same building and its surrounding environment in the same round. For example, if handing some flyers was administered in the cafeteria of the Economics building, then flyers would not be placed on the bicycle parking of the Economics building but in another bicycle parking in order to avoid targeting the same person and cause (or enhance) feelings such as discontentment or disaffectedness. The fact that a person might have been subjected to more than one technique is not necessarily bad, and if he follows even both of the links that are printed on the flyers (or contained in email), it will not cause any problems since the web addresses are different. The main concept behind this logic is, as mentioned before, avoiding the generation of negative feelings. Similarly, the second round of experiments will follow the

same logic and will be administered in different places than the ones of the first round. Therefore, the risk of “hitting” the same person will be minimized for the reason explained above.

3.2.7 Quantifying Technique Response Effectiveness

In determining a tangible and reasonable response percentage to be considered "effective" for purposes of this experiment, several previous sources have been taken into consideration. Thus, three response rates (one for each experiment and guerrilla marketing technique), have been determined to be considered an effective response rate.

According to Shih (2009), e-mail click through response rates are on average 20% lower than paper mail response rates, with the average response rate of an e-mail marketing campaign being 33%. This contrasts Kaplowitz's (2004) study, which illustrated that direct mail and email response rates were about the same. However, both reports are only moderately useful to apply to this experimental scenario because the data they present is based on survey response rate. For the experiments conducted in this instance, the objective is merely to get students to visit the website, not fill out a survey. Therefore, it would be logical to assume response rates could be higher. Factors which have been shown to influence e-mail response rate are; subject line, e-mail length, incentive, and number of pictures (Chittenden, 2003).

"E-mail marketing consultants consider an open rate of about 20% and a click-through rate of 4% to 5% to be a highly effective e-mail campaign" (entrepreneur.com, 2009). Because there will be no way of knowing the percentage of e-mail messages that will be opened, an effective e-mail opening percentage cannot be determined. However, based on these estimates for the online portion of the experiment, a 4-5% click-through rate for the Online guerrilla marketing technique will be deemed effective.

For the Human-to-Human and Object-to-Human guerrilla marketing techniques, there is no previous study or data that is directly relevant in determining an effective response ratio from converting flyers (whether they be handed out, or left on a bike/car) to online hits. However, it is known that flyers and direct mail are the most effective ways of getting consumers to respond to special offers or as a POS incentive (GFK, 2009). In several online forums regarding the response rate of flyers, it can be attained that anywhere from a 1-9% response rate can be expected. Much depends on the appeal and promise of the flyer. Similarly to email click through response rates, the amount of color used and the language used can dictate a better response rate (Seymore, 2009). Shoestringprofits.com (2009) states to expect an average response of 2-3% on flyer distribution. These indicators lead to the determination that a 1-2%

response rate for Object-to-Human experiment can be deemed an effective response, and that a 2-3% response rate can be effective for the Human-to-Human experiment. The Human-to-Human experiment can have a higher criteria for an effective response rate because it has been determined that word of mouth and human interaction yield better results (Reichheld, 2003). Overall, for all three experiments, an average of 3% response rate will be considered an effective sample to analyze data from. More importantly than the response rates is if the results prove on their own to be statistically significant through cross tabulation and the Chi-Square test.

~ CHAPTER 4 ~

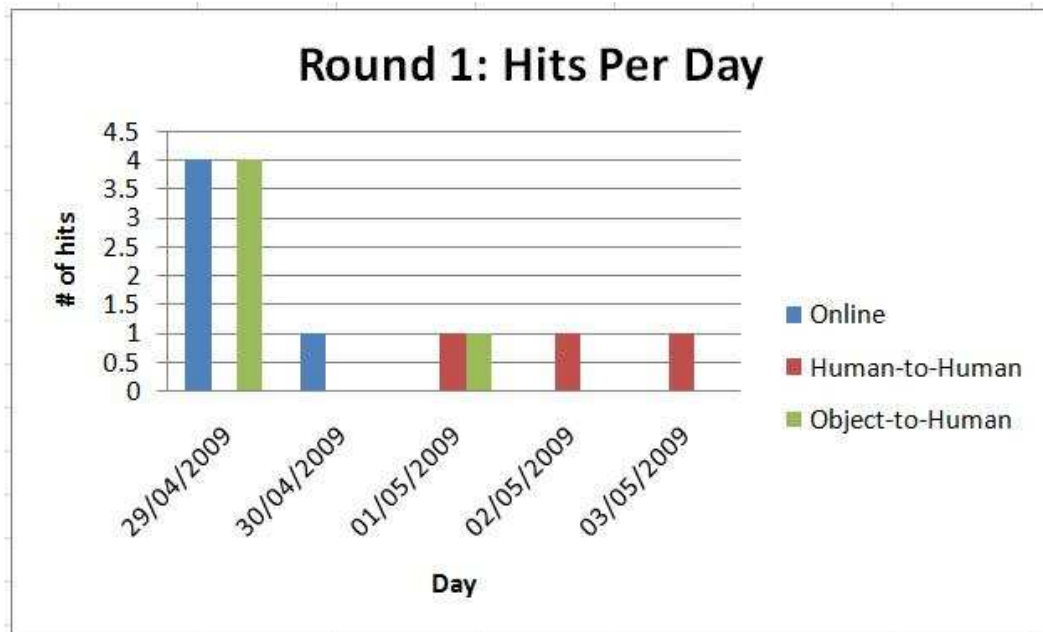
Analysis

4.1 Experiment Results

In this section, the results are first presented straight-forwardly in hits per day and percentage of hits. This is divided into round 1, round 2, and then the cumulative results for both rounds combined. To follow the raw data results presentation, a statistical analysis determining significance will be presented. These results will be analysed and discussed in the following sections, including background and the contextual existence that should be taken into consideration.

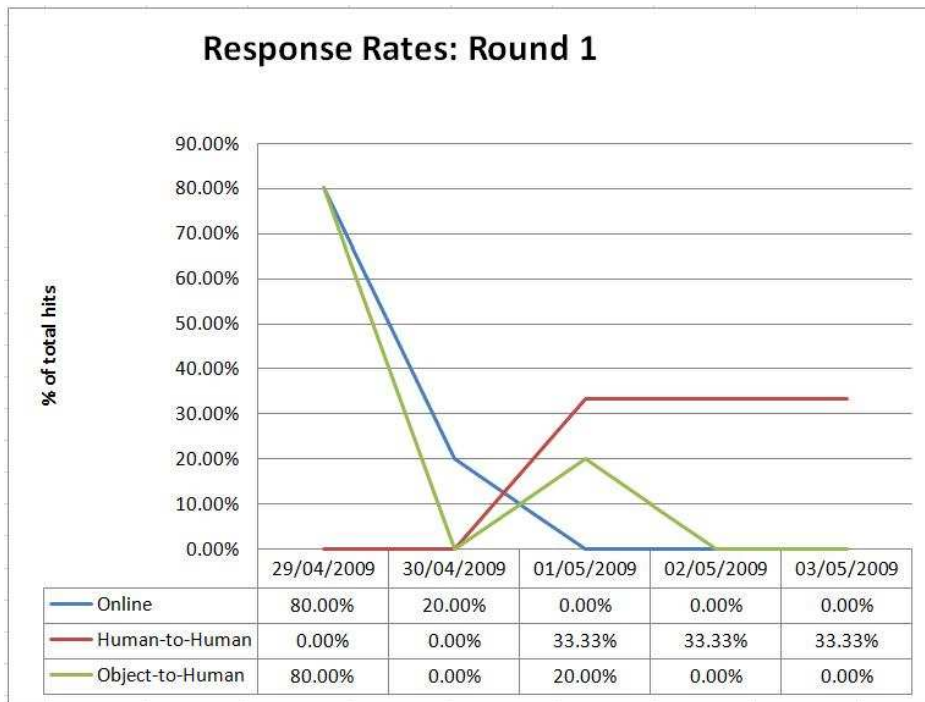
The three experiments differed in results from round 1 to round 2. In round 1, Online and Object-to-Human had the same number of hits (5) to their respective websites. It is evident that the Object-to-Human and Online portions of round 1 were started on April 29. Round 1's Human-to-Human experiments were conducted on April 30. Because April 30th is a celebratory day within Valborg, the hits for that technique did not occur until after the 1st. Human-to-Human responses were weakest of all three techniques. The following graph shows the number of hits per day for each technique during round 1 of the experiments.

Graph 1: Round 1: Hits Per Day



The next graph reiterates the number of hits per day as response rates in percentage form. It is evident that the Human-to-Human technique yielded steady results one day after the experiment was conducted, whereas the Online and Object-to-Human methods peaked in hits the same day that the experiment was conducted. With 100% being the total number of hits for each technique, this method of viewing results allows one to see which method was more effective on a day by day basis. Round 1 and round 2 are different in this respect because the Human-to-Human method was conducted during an event, whereas in round 2 it was not. It becomes apparent that the contrast in the external environment may be a factor in the difference in results for that technique.

Graph 2: Response Rates: Round 1



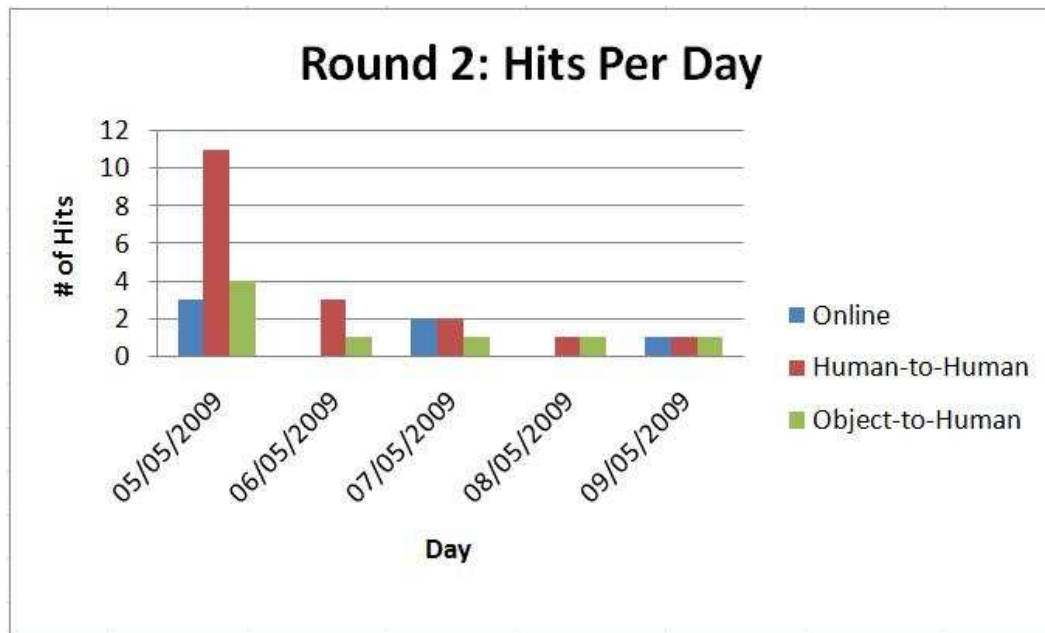
The empirical results from round 1 indicate that either object to human or online are the most effective guerrilla marketing techniques given the circumstances the experiments were conducted under. However, The overall technique effectiveness is not based on pure response rates, but also statistical analysis to determining validity to follow.

Graph 3: Round 1 Technique Effectiveness



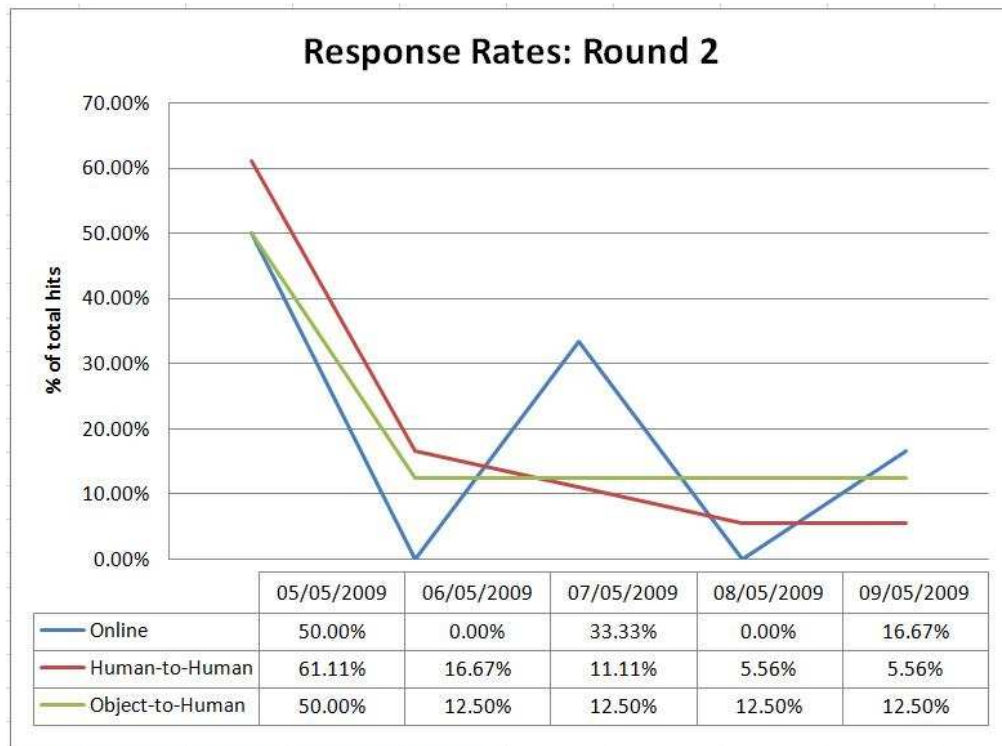
Round 2 generated results unlike Round 1. First, unique to round 2 was that all three technique experiments were conducted on the same date. Human-to-Human experienced a significant jump in hits on the day which the experiment was implemented. Overall, the results for round 2 were more balanced from day to day. Human-to-Human yielded a total of 18 hits throughout the course of round 2 data gathering. The following graph demonstrates the raw number of hits per day that were generated from unique users during round 2.

Graph 4: Round 2: Hits Per Day



The next graph reiterates the number of hits per day as response rates in percentage form for round 2. With 100% being the total number of hits for each technique, this method of viewing results allows one to see which method was more effective on a day by day basis. May 5th was the highest response rate for all techniques. Online was the most sporadic in its response totals. Unlike Human-to-Human in round 1, in round 2 there is an immediate response to the flyers handed out that day. Online and Human-to-Human remain steady throughout the study period, however, Human-to-Human tapers off after the initial boom in response.

Graph 5: Response Rates: Round 2



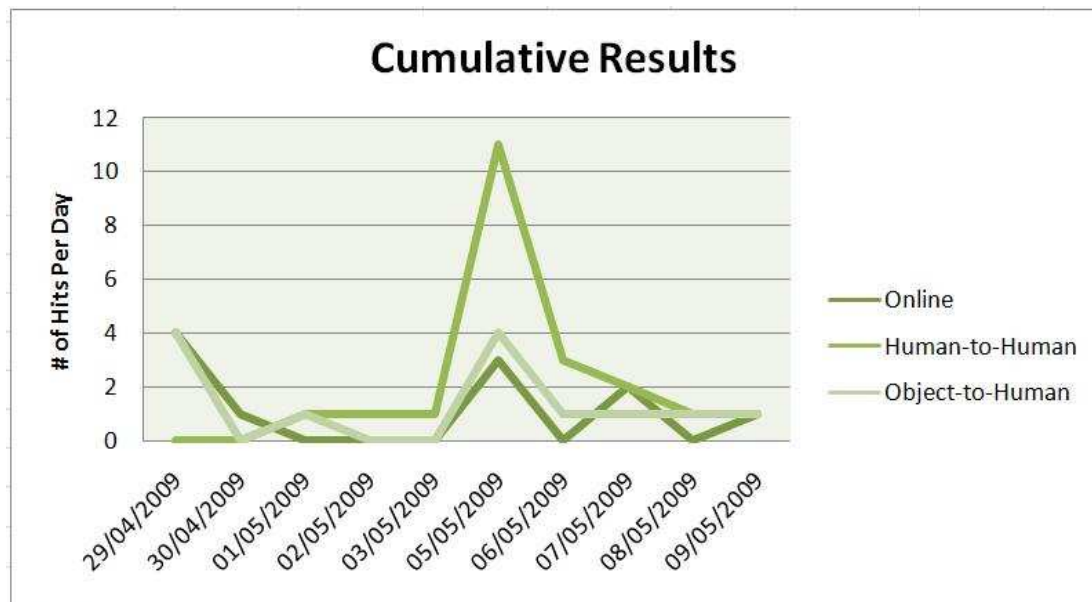
When looking at the total number of hits for each technique over the course of round 2, it is possible to see the results of the three techniques as a whole, as demonstrated by Graph 6 (below). Human-to-Human response constituted 56% of the total responses in round 2, deeming it the technique with the highest response under those circumstances. Next, was the Object-to-Human technique; despite the day the experiments were conducted it was raining. The Online guerrilla marketing technique utilized gets the least response under these circumstances, and comprised of only 19% of the total response rates.

Graph 6: Round 2 Technique Effectiveness



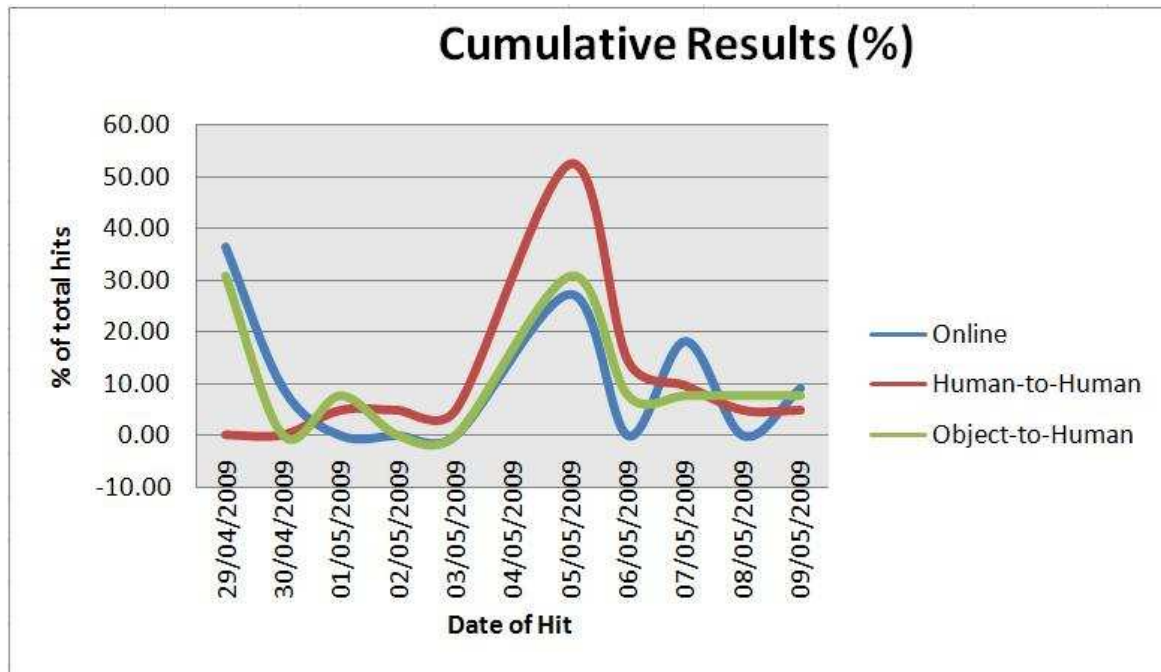
Graph 7 shows the hits per day over the course of both rounds of experiments. The number of responses peak the first day of each of the experiments is conducted, and steadily decline after that initial day. It is also evident that round 2 was more successful in total response rates than round 1. Furthermore, online hits were the most inconsistent.

Graph 7: Cumulative Results



Graph 8 shows the cumulative results as a percentage. For example, out of all of the hits received for both rounds of Human-to-Human experiments, 52% of those hits occurred on May 5th.

Graph 8: Cumulative Results as a Percentage of Total Hits



It can be summarized by Graph 9 that the experiments have concluded that under the specific circumstances outlined, a Human-to-Human guerrilla marketing technique has yielded the highest responses, followed by Object-to-Human, and finally Online. Table 3 shows the response rates totals out of the total (round 1 and 2) sample for each technique. Human-to-Human generated a 10.5% response rate; Object-to-Human generated a 6.5% response rate, and Online generated a 5.5% response rate. These response rates are all above the response rate percentages which were addressed earlier in section 3.2.7 to be considered 'effective', however, statistical significance deems that in comparing the response percentages, there is not a large enough difference between response results to be considered significant.

Graph 9: Overall Technique Effectiveness



Table 3: Percentage of Respondents out of Total Sample

	Online	Human-to-Human	Object-to-Human
# in sample	200	200	200
# responded	11	21	13
% responded	5.50%	10.50%	6.50%

Now that the raw response results have been presented, a statistical analysis in SPSS comes into play. When the response rates are viewed in this light it becomes evident through the Chi-Square test that there is no statistical significance in comparing any of the categories results. The first set of cross tabulation and chi-square test compares the Online results to Human-to-Human (tables 4 and 5). Tables 6 and 7 show the cross tabulation and chi-square test comparing the results of the Human-to-Human and Object-to-Human, and tables 8 and 9 show the cross tabulation and chi-square test comparing the results of the Online and Object-to-Human. In the 2-sided column, the results need to be 0.05 or lower, or else there is no statistical significance to be able to concretely say that one category or method is better than the other. Because this threshold was never met, we have only a tendency toward Human-to-Human method (to be discussed in the following chapter), and no statistical significance.

Table 4: Online and Human-to-Human Results Crosstabulation

	VAR00002		Total
	1,00	2,00	
VAR00001	189	179	368
Total	200	200	400

Table 5: Online and Human-to-Human Results Chi-Square

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3,397(b)	1	,065		
Continuity Correction(a)	2,751	1	,097		
Likelihood Ratio	3,450	1	,063		
Fisher's Exact Test				,096	,048
Linear-by-Linear Association	3,388	1	,066		
McNemar Test				.(c)	
N of Valid Cases	400				

a Computed only for a 2x2 table

b 0 cells (,0%) have expected count less than 5. The minimum expected count is 16,00.

c Both variables must have identical values of categories.

Table 6: Human-to-Human and Object-to-Human Results Crosstabulation

	VAR00002		Total
	2,00	3,00	
VAR00001	179	187	366
1	21	13	34
Total	200	200	400

Table 7: Human-to-Human and Object-to-Human Results Chi-Square

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2,057(b)	1	,151		
Continuity Correction(a)	1,575	1	,209		
Likelihood Ratio	2,075	1	,150		
Fisher's Exact Test				,209	,104
Linear-by-Linear Association	2,052	1	,152		
McNemar Test				.(c)	
N of Valid Cases	400				

a Computed only for a 2x2 table

b 0 cells (.0%) have expected count less than 5. The minimum expected count is 17,00.

c Both variables must have identical values of categories.

Table 8: Object-to-Human and Online Results Crosstabulation

	VAR00002		Total
	1,00	3,00	
VAR00001	189	187	376
1	11	13	24
Total	200	200	400

Table 9: Object-to-Human and Online Results Chi-Square

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,177(b)	1	,674		
Continuity Correction(a)	,044	1	,833		
Likelihood Ratio	,177	1	,674		
Fisher's Exact Test				,834	,417
Linear-by-Linear Association	,177	1	,674		
McNemar Test				.(c)	
N of Valid Cases	400				

a Computed only for a 2x2 table

b 0 cells (,0%) have expected count less than 5. The minimum expected count is 12,00.

c Both variables must have identical values of categories.

4.2 Discussion of Results

Even though the results are statistically insignificant as demonstrated by the Chi-Square tests; there are still contextual, psychological, and gender issues to be taken into account regarding the categories and the experiment that can aid in understanding the tendencies that were observed.

In order for advertising and promotional activities to convey their messages in a way that they think is most effective, they have to take under consideration factors, circumstances and situations that underlie every step of their process. The perpetual quest for differentiation among competitors, voicing organization's existence and brand awareness boost is as challenging and rewarding as it is risky and dangerous. It is easy for details to be neglected and factors to be considered as harmless. This myopic approach can entail disastrous aftermath for the "arrogant marketers". On the other hand, if they are carefully examined and manipulated, they can help the organization reach its set goals. The same decisions and factors that affect every advertisement and promotional attempt touch upon guerrilla marketing too. In regards to this research, the discussion will focus on the environmental factors that according to the authors were the drivers for the effectiveness of each method.

As discussed before, field experiments are very context dependent. Guerrilla marketing is a strategy (or technique to others) that is mainly performed "out on the streets". This alone puts it in a situation where unexpected incidents might have a significant impact, since the impossibility of acting in a laboratory-like environment increases the context dependency. An obvious example is the comparison between the first and second round of experiments, in regard to the Human-to-Human technique. For the first round, the flyers were handed out during the last day of April, where Valborg is widely celebrated by current and graduated students. For the second round, the flyers were handed out to students at university buildings and libraries. The difference on the response between the two rounds was the greatest compared to other techniques. Only two people bothered visiting the website printed on the flyers which were handed out on the first round whereas on the second round seventeen people typed the address. The response rate rose from 2% to 17%. It is believed that this 15% increase is an outcome of the environment where the experiments were conducted.

For the first round, Valborg was chosen so the dynamics of the event could be tested. It is very common for guerrilla marketers to exploit social or commercial events in order to accomplish their goals. A very conspicuous reason is the amount of people that are gathered in the same place. It is unnecessary to seek your target group, because they are already present. A part of the cost for identifying, tracking and

approaching the target group has already burdened the event organizer. The place, the hour and the preparation of the place is already arranged. If the guerrilla marketer wanted to organize an event by himself, or coordinated by someone else who is trying to reach a similar target group.

For this research, Valborg appears to be the perfect occasion for conducting an experiment since it would resemble the case where a guerrilla marketer would exploit the opportunities of an event organized by someone else. The news about celebrating this event was rapidly spread among students with the help of word of mouth and internet, especially social networking websites such as Facebook. The place where the event would take place and any landscaping was settled by the local authorities. So, the cost savings by utilizing this event for carrying out the promotional activity were dramatically low and achieving the most by spending the least is guerrilla marketing's core belief. The similarities between this experiment and a real guerrilla marketing activity are comparably high.

In contrast to the belief that the exploitation of such an event would work for the benefit of the experiment, the reality proved the researchers wrong. Although the flyers were rapidly distributed and the refusal of taking a flyer was totally absent, the amount of people who visited the website was dramatically low in relation to the second round. The 2% response rate is near the norm (as outlined in the 'defining effectiveness' section), but significantly different from the response rate that the second round produced. Even though people were receptive and in a good mood, it seemed that they were more interested in the event itself, so the flyers were neglected to the majority. From the results, it is evident that all the responses for round 1 Human-to-Human came at least two days after the day of the experiment (day of the experiment included). It can be said that this is normal since the purpose of a flyer is not to be used at the exact same time, but it can be stored for either future use, or it can be accidentally found if the recipient had put it somewhere and forgot about it. That's the main reason for giving a five day time period for every round. The question is, why has exploiting the dynamic of this event not yielded higher results? The second round's context while reaching the same target group, proves more effective.

For the second round, the Human-to-Human experiment was conducted mainly in libraries and university buildings scattered around the city. This was a totally different context compared to the first round. Students were sitting alone or gathered in groups of about two to four people, and the majority had their computers with them and were close to wireless internet sources. This context proved substantially more ideal in terms of the hits it generated. The flyer recipients were not only easy to be reached but they were situated in places that could facilitate the process of visiting the website. The fact that a lot of them had computers and internet access allowed them to visit the website on the spot or with a small delay. The

Human-to-Human technique on the second round had a slightly better span of results too. There were consistent hits during the five days for the second round, having at least one hit every day. We can make the assumption that the flyers were stored in places that could be more easily retrieved or accidentally found and thus stimulate the curiosity, that could have occurred during the first encounter.

The comparison of these two different contexts shows that event ambushing is not always the best option for implementing guerrilla marketing. Although it may seem as a great opportunity to exploit the fuzz, the experiment showed that it is more effective to target your group in its “natural environment”. As a natural environment the circumscribed space is considered a subject of the target group is expected to be found. The reason for that is one gets the benefits from guerrilla marketing efficiently, because the environment can support your cause. That can happen because the event may provide the media, tools or circumstances that will facilitate potential customers finding out about the final product.

Pepsi-Cola Co., in order to launch its beverage line Fruitworks, turned into a guerrilla marketer the way SoBe Beverage Co. did, an unknown name that evolved to a considerable competitor (Thompson, 2000). The plan comprised of diverging from heavy media to focusing on handing samples, organizing its own events, plus a website in order to introduce the line to the younger generations (*Ibid*). In order to promote the beverages, Pepsi targeted spring breakers and offered them free rides around cities and product samples. It is an example of Human-to-Human, if we follow this classification, where the organization meets the consumer in the place where he is for a specific purpose, and uses it in order to promote its product.

Another example that can be used in order to support the argument that getting close to the target group in its own “territory”, (and that Human-to-Human approach) is effective is Toyota Scion’s successful promotional campaign in California. The initial promotional plan was guerrilla marketing to create buzz and attract consumers, and a limited portion of the budget was spent for traditional media. Jim Farley, VP-Marketing of Scion, supported his preference of doing more on the streets where young people can discover the product. In order to accomplish this, one of the techniques that was used was making potential customers visit Scion’s website where they could virtually customize a car. That was implemented by handing out branded merchandise in events with the web address on it. They also handed out promotional items to gatherings that ranged from 300 to 1000 people. The reason why relatively small groups were chosen was in order to “keep it intimate”, and the was to get those who set the trends and make them missionaries of the Scion Brand. In addition, they organized test drives around the city with

the cars being enhanced with a video camera so those who tested the cars could send a video copy of the test drive to their friends if they wanted. (Halliday, 2003)

4.2.1 The Personal Space Factor in Relation to Categories and Results

In order for organizations to reach the consumers, they turn to methods that might be considered as intrusive and cause negative feelings. On one hand, getting closer to the customer is mandatory in order to create a feeling of intimacy and relationship with existing or potential customers, but there is a chance of that backfiring. As Zuo and Veil state, “...*the most common pitfalls of guerrilla marketing are trespassing on private property, defacing private or public property, and not getting permission...*” (Zuo & Veil, 2006/2007: 10) The reason is that the ambiguity of the regulations about space property, privacy and personal data issues have grown rapidly, and are taken more seriously by the consumers. The public's concern about privacy is increasing significantly, as shown by Louis Harris & Associates and Alan Westin's surveys; “*dramatic and non-volatile increase in public concern in the U.S.*” was the verdict (Samarajiva, 1994). In relation to the experiments and consequently the categories they represent, we can distinguish two kinds of personal space; a more physical one that has to do with the comfort a person feels regarding the physical distance between him and another person and the space that he feels that belongs to him, and a more juridical one that has to do with personal data and information about consumers and public places.

As its name inclines, a human interaction is the dominant action between the parties of the marketer and the consumer. Consequently, the personal space intrusion that the consumer might feel has to do with the physical space within which the consumer feels comfortable when he is interacting with a stranger. For the Human-to-Human experiment, handing the flyers to the students comprised this human interaction. In both rounds, the receptivity levels were almost plenary. Refusing taking a flyer occurred to an insignificant percentage, and the fact that the response rate was satisfactory, shows that recipients did not experience fierce feelings of intrusion that would be expressed by not visiting the website on the flyer. Although in the first round the Human-to-Human technique did worse compared to the other two techniques, the preceded discussion about the context describes the reasons why the response rate was so low. The results from both rounds put the Human-to-Human technique in first place in terms of effectiveness, with a significant distance from the other two techniques. In the second round, Human-to-Human gave 56% of the total hits in that round and an overall of 47% of all hits, produced a total 10.5% response rate which would not be so high, in case recipients felt intruded and disdained the flyer. Previous research has shown that still, the human element in marketing is important and effective. A customer

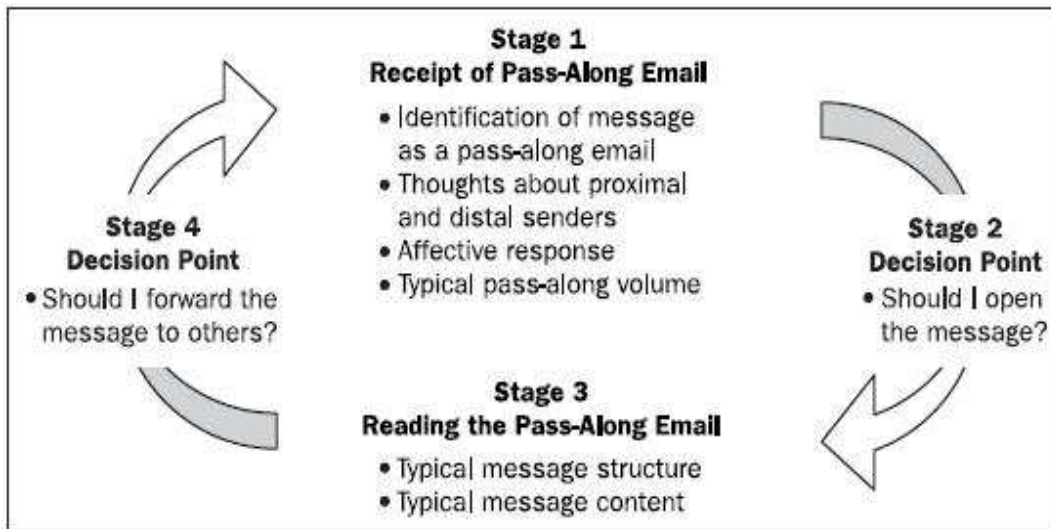
insight specialist in cooperation with London School of Economics researched the habits and preferences of the British when booking holidays and found out that 60% of the people preferred booking their holidays with some level of human interaction, even if that entailed additional cost (Marketing Week, 2007). People still value speaking either to recommend/condemn or gather information, or will start investigating if they find something interesting. Word of mouth cannot exist without human interaction and that presumes a greater level of intimacy between people.

The Object-to-Human technique did relatively well in both rounds, providing 29% of all hits. Especially for the first round, it was on the top of the most effective techniques, to the surprise of the authors. In this experiment, the authors attached flyers on bikes that were parked near university buildings and student residences. This action demanded contact with someone else's property or even entering private space in case were the researchers had to place flyers on bikes that were parked within student residences. Actions like that, which are conducted without the permission of the owner can be perceived as offensive, intrusive and generate feelings of dudgeon and disdain. The results from the experiment are considered satisfactory. The second round provided a better span since there were hits in all five days that the experiment lasted and the anticipated response rate was reached, making us believe that feelings of intrusiveness were kept at acceptable levels.

In most guerrilla marketing attempts, if objects are used, they are placed in public spots that are accessed by a lot of people so maximum exposure can be accomplished. In this case, the use of public space decreases the chance of intruding on the individual's notional or physical space, but there is a bigger risk of being accused of unauthorized use of public space, in case something like that is unauthorized. One of the most famous examples is the guerrilla marketing campaign Turner Broadcasting and Interference launched in order to promote an animated show targeted to adults, which resulted in a fiasco (Zuo & Veil, 2006/2007). A boxy, battery-powered device, with wires and small lights displaying a cartoon character doing a hand gesture was placed in public spots and was misconceived as a terrorist attack; the police, bomb squads and emergency crews were mobilized and parts of the city were closed (Jacoby, 2007). Although it was not their intention to scare people, according to Sam Ewen, CEO and founder of Interference Inc. a guerrilla marketing agency (Ebenkamp, 2007), it resulted to mass hysteria and millions of dollars in fines. On the other hand, Caty Woodstrom, in order to get attention for her flower arrangement business, (although she did not have any retail space or street level location), started decorating popular parks and small cafes with simple and creative arrangements including a business card in each of the arrangements, actions that boosted her business (Hrastnik, 2005).

The Online technique did well compared to the other techniques in the first round, sharing the first place with Object-to-Human, whereas on the second round the results were the same but are considered as poor, since the other two methods were significantly more effective. Email as a marketing tool, and consequently as a guerrilla marketing tool, is negatively affiliated with the slings and arrows of cyberspace. Viral viruses, trojan horses, financial scams and pesky spam emails are linked to this undoubtedly useful service. Receiving emails from unknown accounts prompting a visit to a website by providing a hyperlink will most probably evoke suspicious thoughts. According to research done in the US, citizens are receiving less spam mail compared to a couple of years ago, yet are more concerned of viruses, identity theft, scams and spywares being major issues (Precision Marketing, 2006). Many people don't even bother opening emails from unknown sources, especially when they bear a commercial message, or use sophisticated filters to avoid receiving them in their inbox. Another problem is that internet users are unaware and quizzical about the way the sender managed to acquire their email address; a situation that raises a big data privacy issue. Phelps *et al.* (2004) examined electronic word of mouth, primarily, consumer responses and motivations to pass along email. They provided the following model which is very helpful in understanding the procedure of passing along emails and thus supporting word of mouth.

Figure 2: Typical pass-along email episode



Source: Phelps et al, 2004: 335

Among the categorization of forwarded emails Phelps *et al.* (2004) coined, company sent or free stuff chain letter emails were ranked in the last few places; an indication of the refusal of email users to bother spending time with mails from companies or unknown sources. This technique, as the previous discussion shows, still struggles to be proven as an effective tool for promoting a product/service. Online techniques

are not accumulated solely to email based methods. Viral videos, creative websites and blogs for example, have been proven as a successful way to create buzz and awareness about a product/service. Therefore, online techniques, generally, should not be considered as ineffective. Many guerrilla marketers use a combination of internet technologies and platforms in conjunction with guerilla marketing techniques in order to exploit the maximum out of an integrated method as such. It is clear that online techniques might function as a supplementary tool for a guerrilla marketing campaign.

4.2.2 The Gender/ Physical Characteristics Factor in Relation to Categories and Results

There is ample research done in relation to gender and appearance issues within the wider marketing sector. For example, Ritson (2008) analyses why women are considered to be the superior marketing sex, and DeAnna and Kay (2006) examined the effects of gender and argument strength in the context of word of mouth communication. Among their findings, they report that word of mouth is most influential on brand evaluation when the sexes of the communicator and the word of mouth recipient are opposite. Donmeyer (2008) studied the effects of the researcher's physical attractiveness and gender on mail survey response, coming to the result that within the factorial design, photos depicting female researchers provided better results and that coarse pretest of the survey procedures to students could, in some cases, provide relatively accurate predictions of the results produced by a field experiment.

Human-to-Human is the category that is most susceptible to physical attribute issues. The interaction with people can connote the subconscious assignment of characteristics based on someone's principles and personality. Both sexes were represented, although not equally, since the researchers consist of two males and one female. If a technique should be affected the most by gender issues, it is this one. The effects come in the first step of the experiment since, if any, they will take place in the handing out phase. Acceptance or refusal of the flyer is the clearest and most straightforward indication. In most cases recipients take a flyer and then dispose of it, or don't bother paying attention to it. Thus, the feeling from the first interaction, might define further action.

The Object-to-Human technique is the category that can be the least affected by the researchers' characteristics. Its nature prohibits the exposure of the guerrilla marketers. The flyers that were placed on bikes did not reveal anything personal about the researchers, so no conclusions can be drawn in regard to whether their physical entity influenced the results generated. The same can be said about the whole category. The philosophy behind these methods is mostly to catch the eye, and sometimes to arouse curiosity. Generally, in this method there is not a significant weight given to the sex or other physical

attributes that characterize people. In order not to be absolute, we must identify some cases where the person behind the guerrilla marketing activity is somehow obvious, for example if there is a picture of him or his name. In that case, there might be an effect, although it is believed that active interaction between people has more chances of causing an effect when discussing in this context.

The Online technique could have been affected to an extent by the sex of the researcher. All the emails were sent by a representative of the female sex. The sex of the email sender was obvious because of the way the university creates the students' email accounts. This technique was proven the least effective among the three. If both sexes were used in this technique, research suggests the results might have been even lower. In a research conducted by Bean and Medewitz (1988), it was proven that cover letters signed by women produced a better response rate than those signed by men. As mentioned before, there seems to be a female predisposition side in marketing that can have considerable saying in the results production.

4.2.3 The Curiosity Factor in Relation to Categories and Results

Curiosity is an additional factor that was evident throughout the study. The scientific and scholarly study of curiosity has extended for more than a hundred years (Beswick, 2009). More specifically, curiosity and the related field of intrinsic motivation have been recognized as playing a part in human endeavor (*Ibid.*). Curiosity can be defined as a need, thirst, or a desire for knowledge (Edelman, 1997). The concept is central to motivation and the term can be used as both a specific behavior, as well as a hypothetical construct explaining the same behavior (*Ibid.*). According to Loewenstein (1994), there are four central issues around curiosity; definition, cause, voluntary exposure, and determinants which vary from situation to situation. Loewenstein (1994) adds a fifth issue of superficiality and intensity since he believes curiosity can arise, change focus, or end unexpectedly. Lastly, curiosity is important as it brings excitement into one's life (Latumahina, 2007). This point is certainly true in this case. Most people will enjoy viewing a funny online video and the goal here was not only to measure the effectiveness but also create a level excitement/curiosity. Moreover, Latumahina (2007) identified a number of reasons why curiosity is important. Guerrilla marketing aims to arouse these facets of curiosity, since it attempts making one's mind active instead of passive; observant to new ideas and piquing interest.

The Human-to-Human technique scored a 47% of the overall technique results which is a sign that curiosity was piqued satisfactorily. Even though the results are not statistically significant when compared to the other techniques results, the response rates do point toward this tendency. On one hand, the fact that the URL printed on the flyer only implies the material of the website, instead of stating it clearly,

manages to capture peoples' imagination along with a certain level of "curiosity", enough for them to want to visit the website and seek more information. On the other hand, the refusal of the researchers to reveal more about the content of the website, or the purpose of the flyer when they were asked can gain the recipient's interest and curiosity. By visiting the website, his questions will be answered. Human-to-Human has also a relatively uneventful frequency of response rates which shows that curiosity was re-stimulated when the flyer was accidentally found after a couple of days.

The Object-to-Human technique has commonalities with the Human-to-Human technique in regards to this factor. Ranking second overall in terms of hits, with a quite smooth frequency of hits as well, (fragmented in the first round but the most consistent of all techniques in the second) is considered to be satisfactory in terms of piquing curiosity. Regardless, the Object-to-Human technique relies heavily on this factor. The more distanced (and creative) the object is to the product/service it promotes, the more it will grab the attention and enhance curiosity. As in Human-to-Human technique, the flyers were left to imply that a website with funny material was advertised, this piqued the curiosity level for some of the students. Thus, this was one of the other goals—to create a level of curiosity. By being curious, people are able to see opportunities and look beneath the surface to discover what is being advertised/promoted (Latumahina, 2007).

Finally, Online, which bares the poorest results in terms of raw number of hits overall, might have caused some curiosity, but this kind of curiosity can be ambiguous. Apart from the natural curiosity that can be generated, there is that of the original motives behind the email. As previously discussed, this technique still suffers from its exploitation by parties with malevolent aims. So, this kind of curiosity strangles any intrinsic motivation to visit the website. The anonymity the internet offers functions as a cover for spiteful activities and that can be affiliated to other techniques too that utilize internet for promotional reasons. The certain mystique associated to these techniques does not guarantee a higher probability to view the website. Despite the statistical significance in the difference of the results is not a basis for overall conclusions, the ideas and explanations behind the small differences in results the authors have looked at in terms of curiosity, physical/gender issues, and personal space issues.

4.3 Managerial Implications

4.3.1 In Regard to Cost Effectiveness

When managers are implementing a guerrilla marketing technique, a big managerial implication is the cost efficiency of the technique. The particular techniques the authors used are chosen because of their simplicity, so there are all relatively inexpensive. In this section, the cost-effectiveness of the specific techniques that were used will be analyzed. It should be remembered that the cost-effectiveness changes greatly from technique to technique, if different techniques were used, they would yield different results.

To determine cost efficiency, the amount of time taken to conduct each of the techniques as well as the cost to actually make had to be quantified. The time it took to design, print, and prepare the flyers, as well as hand them out or put them on bikes was estimated, and then put into monetary terms by developing a wage of 150SEK/hour. This seems reasonable because the average person a firm hires to do these tasks and actually do the guerrilla marketing is generally a younger, part time employee. Sometimes even temporary staff is brought on to conduct a guerrilla marketing campaign.

Once the amount of time and the worth of that time is determined, and the actual production costs are known, it is possible to extract the cost efficiency with the number of hits. The formula looks like:

$$(\text{material cost} + \text{human cost}) / \text{response (in \# of hits)} = \text{cost per response}$$

Table 10: Cost Efficiency Analysis

Cost/Efficiency (based on both rounds combined)

	Object-to-Human		Human-to-Human		Online	
	time in hours	cost (sek)	time in hours	cost (sek)	time in hours	cost (sek)
time designing flyers/ email	1	150	1	150	1	150
time printing flyers	1	150	1	150		
preparation of flyers/ email addresses	3	450	1	150	2.5	375
cost of production		35		30		
time to hand out/ put on bikes	6	900	3	450		
total	11	1685	6	930	3.5	525

$$\frac{(\text{material cost} + \text{human cost})}{\text{response in \# of hits}} \quad \frac{129.62}{\text{sek/ hit}} \quad \frac{44.29}{\text{sek/ hit}} \quad \frac{47.73}{\text{sek/ hit}}$$

One would assume through this cost effectiveness method that Online would be the least expensive, however this is not the case. Whereas Online does take the least amount of hours and money to implement, when put in relation to the response rate it is not truly the most efficient. Human-to-Human is

actually the most cost effective, costing 44 SEK per response (hit). Following Human-to-Human, is Online, which cost 48 SEK per response (hit). Although the 4 SEK per hit difference between Online cost efficiency and Human-to-Human seems insignificant, over the course of a large campaign and thousands of responses, this could add up and become a managerial implication. By far, the most expensive technique was the Object-to-Human, costing 130 SEK per response (hit). That's quite expensive just for generating enough interest to visit a website. It is also quite important to note that response in this case, is just the ability of the method to get an individual to visit the website. It does not imply purchase intent, serious interest, positive attitude toward the company or product, etc. In this light, these numbers seem quite expensive. It is also very important to note that cost efficiency calculations are extremely specific to the conditions of this experiment. The quality and creativity infused into the specific methods of each technique could completely change the outcome of a cost efficiency analysis. For example, if the flyers were on higher quality paper, with more color or the object to human technique involved samples instead of just paper, the time and money spent to conduct the experiments could have been significantly higher, and produced different response rates which would in turn yield a different cost-efficiency analysis of the techniques.

4.3.2 Managerial Implications of Results and Guerrilla Marketing on Brand Image

A great managerial implication of using guerrilla marketing is the liability guerrilla marketing can take with a brands image. Because the effects and results of guerrilla marketing are not well documented or studied, and guerrilla marketing often relies on trying something new or far from the normal marketing spectrum, it means taking a large risk with the brands image if the campaign fails or backfires. The pressure and vital factor in guerrilla marketing now is the ability to quickly react to trends and to be the first to 'try something new' (Todd, 2004). From a technology standpoint, techniques are still in line with Levinson's original guerrilla marketing view of using technology to a company's advantage, as many large companies are implementing guerrilla marketing by using ringtones or downloads as enticers (White, 2007). It can be concluded from both Todd (2004) and White (2007), that guerrilla marketing can mean taking big risks with brand image and name. Reacting quickly to trends, technology, or being the first to try something, can have big consequences in terms of brand image if the content or implementation backfires, and the campaign fails. If it would be possible to use tried and tested techniques in guerrilla marketing in conjunction with new technologies and trends, it could result in more calculated marketing strategy by hedging liability. However, by not having an adequate and effective foundation of techniques to pull from, companies are expanding their margin of risk by selecting random techniques, and then choosing technology or trends that are also unsure. The number of available case studies on failed guerrilla marketing attempts can surely attest to this. Therefore, it is important to

explore the effectiveness of guerrilla marketing techniques so that companies can make informed marketing choices, and limit the risks they are taking with their brand image.

Dahlen *et al* (2009) determine that non traditional media such as guerrilla can enhance consumer perception of a brand, however more so for low than high reputation brands. The point is, the higher reputation brand, the more of a risk guerrilla marketing takes with the brand image. Furthermore, the higher reputation brand, the more perception exists to lose. Guerrilla marketing may not be appropriate for these high reputation brands, because such a simple technique as handing out flyers could seriously damage and cheapen the brand image. Of course guerrilla marketing is supposed to be creatively implemented, and with the right creativity and sensitivity to match the appropriateness of a technique to the existing brand reputation, it can certainly enhance consumer perception and be effective.

4.3.3 Managerial Implications of Poorly Planned/ Illegal Guerrilla Marketing and Ethical Considerations

As mentioned in Chapter 1 and the discussion leading up to the hypothesis, there are ethical considerations management need consider when deciding whether to implement guerrilla marketing. For example, undercover marketing often pays people to act like normal citizens and interact with the public and casually bring up a brand. Because the public is not aware they are being paid, this comes off as genuine. Furthermore, even if a technique seems ethical, there may be legal considerations. There have been numerous cases of guerrilla marketers putting stickers on street signs, stencil- spray painting sidewalks, or hanging signs where they are not allowed to. The local government will fine and order the agency or company to remove the campaign. These fines and clean ups can be quite expensive. As demonstrated by the 2007 Cartoon Network case, where the agency was fined 2 million USD (Zuo, 2006). Their seemingly ethical and harmless Object-to-Human technique of putting a lit up box with cartoon characters around public places in Boston created a bomb scare and the city was evacuated. These unforeseen issues that arise seem obvious after the fact, but in reality may never be considered in person. These implications aren't just costly in terms of fines and money, but also brand image.

4.4 Reliability - Validity

In order for research to be able to stand up to external scrutiny, it has to fulfill the criteria used in research evaluation. Reliability and validity are the main drivers for the trustworthiness of a research and its generalizability capabilities.

Reliability is an issue strictly connected with quantitative research (Bryman & Bell, 2007). It is concerned with whether the results of a study can be repeated in other occasions too (Bryman & Bell, 2007; Easterby-Smith *et al.*, 2004). This research can base its reliability on another criterion, replication (can be found in literature as replicability too). The findings of this research can be easily replicated from other researchers for the reasons discussed to follow. According to Bryman & Bell (2007), in order for a study to be replicable, its procedures have to be explained in great detail. The experiment description in the methodology chapter provides a depiction of the actual experiments, giving information about all the aspects related to the experiment design and implementation. Readers and future researchers can acquire a reasonable grasp of the authors' experiments in order to repeat the experiments. What is more, the experiments are characterised by simplicity in their design and implementation, and thus are very capable of replication. The process of repeating the exact same experiments is feasible and alterations of the assumptions or the implementation procedures are unnecessary; facts that offer ground for almost identical reproduction of the experiments exercised in this particular research. It shall be mentioned that conducting field experiments automatically means there will be factors that cannot be manipulated by the researchers and can affect the process and consequently the results.

Reliability was also enhanced through the design's aim for stability. The experiment was administered twice, thus following the *test re-test* method (Bryman & Bell, 2007). The repetition of the same experiments five days after their first implementation period on the same target group can decrease the chances of unexpected factors and fortuitous events influencing significantly the experiments, (e.g. bad weather conditions might destroy flyers placed on bikes or postpone an experiment). Despite the effort of trying to minimize the effect of unexpected factors, it was not totally accomplished, however it is impossible to completely mitigate unexpected factors. Furthermore, unexpected factors can add particularity to the context of the experiments.

In addition, the fact that the main aim is measuring one actual indicator, (guerrilla marketing effectiveness in terms of awareness) offers internal reliability as well. The lack of a variety of indicators and creativity in techniques minimizes the risk of respondents behaving differently, which is a possibility in research that tries to measure more than one indicator. In that case, consistency of respondents' scores about the relation of indicators is questionable. Internal reliability can be traumatized by weak stability which will imply a differentiated behavior. It should be clarified that as an indicator, we embrace Bryman & Bell's, (2007) opinions about indicators. First, they make a distinction between a measure and an indicator.

Second, they define a measure as something that can be unambiguously counted; it is to a big extent quantity. On the other hand, an indicator is used in order to, “*tap concepts that are less directly quantifiable*” (Bryman & Bell, 2007: 159). A discussion about the vagueness of what is guerrilla marketing effectiveness and the measurement issues related to that has been discussed.

Finally, inter-observer consistency is believed to be relatively high. The reason for that is that the collection of data, and the analysis followed are based on more objective techniques. Subjectivism is almost impossible to be totally expunged. The classification of the different guerrilla marketing techniques into categories for example, is a product of the researchers’ ideas, and is not mandatory to be accepted from future researchers, or the methods that are used in the experiments are another subjective choice. More importantly, the data collection process is substantially unaffected from the researchers’ existence. After the execution of the experiments, the role of the researcher is distanced and does not intervene in the procedure of the respondents’ reaction. The stance of the observer is decided to be involved as little as possible, as it is previously mentioned in the methodology part, leading to a decreased conflict of the observers’ biases and predispositions.

Validity is considered to be among the most important criteria of research. Its main concern is assuring the integration of the conclusions that are produced from a research (Bryman & Bell, 2007). There are several types of validity that build the more general validity pillar. Measurement validity, (or construct validity) tries to answer whether a measurement really reflects the concept that it strives to measure (Bryman & Bell, 2007). Measurement validity is directly related to reliability; if the measure of the concept is unstable, then it is unreliable too, and thus it does not provide a valid measure of the concept under question (Bryman & Bell, 2007). Reliability has become a factor of difficult proportions since the results have shown to be statistically insignificant, and it is in this light that the authors recommend a larger sample size and other factors to be examined in future research.

Internal validity is another form of validity which mostly examines the logicity in a causal relationship (Bryman & Bell, 2007). The main purpose of this research is not to discover new relationships between variables. Although field experiments can be vulnerable due to the impossibility of leveraging all the variables of the context they take place, the research has been designed in a way that it is denuded (to the most possible degree) from characteristics that can influence the respondents’ reaction.

External validity is important since the size and the way the sample is chosen has to be representative. Lund University has approximately 38,000 students (.lu.se/lund-university, 2009). Testing the whole

student population would be the ideal situation since the sample would be equal to the population ($n = N = 38,000$, where n = sample size and N = student population size). Every technique reached 200 different people in total, so because three techniques were tested and the experiments were implemented twice, the target group size equals to $n = 100 \times 3 \times 2 = 600$ (individuals multiplied by the number of techniques, multiplied by the time each experiment is implemented). This equals to an $n/N \approx 1.6\%$ that was exposed to the experiments. This percentage is the ideal situation where a single recipient is reached by only one technique, and not more than one time, (for example a student is either handed flyer or found it on his bike or received an email). In order for objectivity to be maximized, the people that will be the “guerrilla marketing victims” will be randomly chosen. Although in some cases, fortuitousness is crooked to an extent, for example, when the researchers distributed flyers, they decided to whom they gave the flyers; it was not based on total randomness. In all cases, respondents were approached based on the principle that observers and respondents were not familiar with each other. In a case where one of the researchers recognized any familiarity with a potential respondent, then that respondent was automatically excluded and someone else took his place. It can be argued that a person might be exposed to more than one method, and the repetition of the experiments might increase the chances for that to happen. Even the chances of an individual coming across more than one technique more than once is relatively small, and cannot significantly affect the results.

Validity in quantitative research depends highly on careful instrument construction (Patton, 1990). The instrument not only measures what it is supposed to measure, but needs to be administered in an appropriate and standardized manner (*Ibid.*). Moreover, since large samples are required, the misuse of sampling can undermine the accuracy, validity, and projectability of studies pertaining to quantitative research (answersresearch.com, 2009). Again, because the results were determined to be statistically insignificant, a larger sample is recommended in the future and more variable dimensions should be taken into account to mitigate inaccuracy and create a more statistically substantial difference in response rates.

Finally, the chosen research design contributes to the ecological validity. Ecological validity is concerned with the degree in which the findings reflect what actually happens in people’s everyday lives (Bryman & Bell, 2007). The aforementioned authors argue the more involved researchers are with the natural settings, or create unnatural ones, then it is more likely for the findings to be designated as ecologically invalid (*Ibid.*). Field experiments get the better of that, compared to laboratory experiments, since they maintain the intactness of the environment where the experiment is conducted. The findings derive from a process that resembles reality.

~ CHAPTER 5 ~

Conclusion

5.1 Conclusion

The researchers began by demonstrating that specific guerrilla marketing techniques have never been measured regarding their effectiveness, (effectiveness in this regard is only looking at awareness, not the other factors involved such as loyalty, purchase intention, etc.) by elaborating through use of current literature on the topic. Emerging from the existing body of literature, rose the question the researchers set out to answer, "what guerrilla marketing techniques are most effective in terms of generating awareness?". It then became apparent that the objective of such research was to identify and evaluate which guerrilla marketing technique is more effective through quantitative data analysis.

Taking a quantitative approach is rare in the marketing field. However, the imbalance between the lack of empirical data on specific technique effectiveness, and the accrued general knowledge on the subject of guerrilla marketing stems from the disproportionate levels of quantitative and qualitative research being conducted. It is here where one of the contributions to the marketing field lies in this research, for even though it is limited through its context, it provides tangible results and a basis for future quantitative work to be done within guerrilla marketing.

To make sense of the thousands of specific guerrilla marketing techniques documented, it was possible to divide all techniques into three categories; Online, Human-to-Human, and Object-to-Human. In conducting the experiments, a technique that exemplified each category was chosen to determine which category was most effective, with effective being defined as the technique that produces the largest amount of awareness in a given time.

The first hypothesis that was generated based on the previous literature of authors such as Dotson & Hyatt (2005), Ferguson (2008), Ferris et al (2002), Pfau (1995), and Gerber et al (2000) and others whose research pointed to human to human interaction being a highly successful marketing medium. This is particularly evident in Ferris *et al* (2002), where various Human to Human techniques are said to be more effective than others at reaching generation Y where they live. In leading into the hypothesis, it is not just the previous literature that backs human interaction as one of the important factors in successful marketing which can be transferred to guerrilla marketing, but it is also the literature regarding Object-to-

Human and Online methods which support that Human-to-Human seems to have a tendency to be more efficient at creating awareness and perception among a target market. Dobele *et al* (2007) researched that when Online viral marketing is conducted to evoke the right emotions, it can yield consumers to take action and be effective in guerrilla marketing. It is therefore the basis for hypothesis 2, that Online can be more effective at generating response than Object-to-Human.

The first hypothesis states that the human to human tactic will be most effective in terms of generating awareness. The second hypothesis was that out of the three categories represented in the experiments, the Online tactic would be more effective in creating awareness than Object-to-Human. According to the results experiments, hypothesis 1 and hypothesis 2 were **rejected** due to statistical insignificance. The difference in response rates to the experiments were not large enough to warrant statistical stability to base a concrete conclusion on, and therefore both hypotheses must be rejected. However, tendencies can be examined based on the results, but also on other analysis of factors such as cost-efficiency and concepts presented throughout the thesis in previous literature.

In conducting the experiments and analyzing the responses and other factors, more was found than simply rejecting both hypotheses due to statistical insignificance. There were several unexpected findings. First, it can be said that contextual variables have great importance in the outcome of such an experiment. Environmental factors can completely alter the outcome of an experiment. One observation is that event ambush marketing, (such as the researchers use of Valborg) may not be as effective as previously thought. It may be more effective for marketers to organize their own event, instead of piggybacking on others. Another conclusion is that within the confines and context of this particular experiment, there is a tendency, (but no statistical significance) for Human-to-Human to be a more effective technique due to its cost-efficiency and perception implications.

The variance of results in quantitative marketing experiments due to contextual variables, makes findings difficult to measure. As Reidl mentions, it is difficult to separate guerrilla marketing from an integrated marketing campaign and thus difficult to measure it as well (best-marketing.com, 2008). Therefore, unanticipated conclusions from this experiment are that context deeply affects results in quantitative marketing, making field experiments highly useful but also highly specialized, and that are in general difficult to measure. Ferguson (2008) concludes that word of mouth and viral marketing is difficult to measure, making it hard to count on in terms of ROI and consumer response. Although this is true, it is necessary to begin building empirical marketing technique effectiveness knowledge somewhere, which is where this study contributes the greatest. Even though the results are not statistically significant, this

study begins by building a framework and discussing implications and factors to be taken into account when measuring guerrilla marketing technique's building awareness.

5.1.2 Limitations

The study has certain limitations which need to be taken into consideration when evaluating the experiments and its contributions. Some of these limitations can be seen as areas for further research under the theme of guerilla marketing and effectiveness, which will be discussed more in depth in a final section regarding future research. There are limitations because the study deals with quantitative data. According to Bryman & Bell, "*quantitative research fails to appreciate the degree to which findings propose new departures and significant theoretical contributions*" (2007: 632). Hence, the testing of ideas fails to recognize the creative work which goes into the analysis and interpretation of quantitative data.

The chosen target market can be seen as having certain limitations in the sense that Lund is a small university town of about 100,000 inhabitants. Although this was used as a selection criterion for the study, it could also be argued that for future research on this topic, an empirical setting where the market has a larger sample available would have revealed different results.

This study has focused on issues that are extensive and new; the effectiveness of guerilla marketing. It is evident this represents a challenging task for the researchers within their time constraint. While this research is encouraging on many different levels, the amount of time required for work (experiments) to assess the effectiveness remains a major hurdle. Guerilla marketing is an intriguing discipline and requires an extensive amount of time.

It should also be mentioned that the findings of research must be considered in the context in which the data were gathered (Robertshaw, 2007). So, researchers must be confined by context dependency, since it can affect the generalizability of the findings. Bickart (1993) and Simons *et al.* (1993) have shown that responses can be affected by superficially innocuous differences in the surroundings. Exogenous variables, such as the weather or the time, and the date the data collection took place can have an effect on the results (Morwitz and Gavan, 2004). Another limitation of this study is that the criterion variable is quite specialized. It is advised that researchers follow this study up by incorporating additional elements that may have been overlooked.

Limitations specific to when the experiments were conducted are also present. Factors like weather, events, status of bikes, and email filters are all considerations. Furthermore, in the Human-to-Human experiments, there could be preexisting biases toward the researchers who were handing out the flyers that could deter students from visiting, (whether it is looks, gender, etc.). The following table outlines some of the possible limitations and constraints of the experiments.

Table 11: Possible limitations/ considerations of the experiments specifically

		Dates/Times	Possible Limitations/ Considerations
Human-to-Human (flyers)	round 1	30/4/09, 10:00AM-12:00AM	Valborg, had to type in full web address
	round 2	5/5/09, 11:00AM-1:00PM	raining, had to type in full web address
Object-to-Human (flyers on bikes)	round 1	29/4/09, 2:00PM-4:00PM	could fly away in wind, had to type in full web address, could have been left on abandoned bikes
	round 2	5/5/09, 11:00AM-1:00PM	raining, had to type in full web address, could have been left on abandoned bikes
Online (emails)	round 1	29/4/09, 2:00PM-4:00PM	could have been filtered or deleted before opening, could be an unused account
	round 2	5/5/08, 2:00PM- 5:00PM	could have been filtered or deleted before opening, could be an unused account

The first round of Human-to-Human experiments was conducted during a large Swedish holiday known as Valborg, (in the main park). This event was taken advantage of because the researchers were interested in utilizing a large event to execute guerrilla marketing. Because commercial sponsorship has become increasingly expensive, some companies have employed a form of guerrilla marketing known as ambush marketing during large events to try and gain a share of exposure without paying the sponsorship price. In previous literature, it has been suggested that ambush marketing is an effective way to use an existing high-profile event to promote an unauthorized good or service (Dore, 2006).

Sponsorship of high interest events has been an exposure medium for companies for a long time. Undeniably, this has detracted attention from paying sponsors, and caused negative feedback calling for stricter guarantees against ambushing (Meenaghan, 1998). Recently, laws to prevent the ambush marketing of large events such as the Olympics have been enacted to prevent ambush marketers from stealing attention from official sponsors who have paid large sums of money for exclusive advertising rights (Jack, 2008). Various industries have been aggressive in efforts to combat ambush style guerrilla marketing efforts; this is because sponsorship dollars constitute the events main source of revenue (Barrand, 2005).

It is in this light that Valborg served as a reasonable testing ground for this theory within the context of the experiment. However, it can also be seen as a limitation since round 1 and round 2 of the Human-to-

Human experiments were conducted under different conditions. Round 2 was conducted under typical circumstances, and the flyers were simply handed out around Lund University buildings.

A limitation of the experiment is that only one technique for each category was tested. With the availability of more time and resources, more techniques could be tested within the experimental framework for a more rounded perspective. However, with thousands of guerrilla marketing techniques that could be used, the three that were chosen represent each category generally. A further limitation is the definition of effectiveness this study uses. Measuring effectiveness for purposes of this study was defined as generating awareness. However, if effectiveness were to be defined as ROI, purchase attempt, or impressions (that someone saw the piece of marketing, but didn't necessarily act on it), it could yield different results. Finally, an obvious limitation is that the sample size and response difference from technique to technique was not large enough to warrant a statistically significant result.

5.2 Points of Discussion for Future Research

The authors of this research attempted to examine and compare the effectiveness of different guerrilla marketing techniques in a way they thought would be easy to generalize, and that could provide simple yet appreciable data within the guerrilla marketing field. As a field where not a lot of research has been conducted, and especially regarding quantitative dimensions such as effectiveness, there is always ground for further and more competent research. Some of the considerations that future researchers should have in mind, as proposed by the authors of this research, are the following:

- ⌘ The authors of this research tried to create three categories under the umbrella of guerrilla marketing where all the possible techniques could be archived. Future researchers could use different criteria in order to create other categories in case they wish to follow the authors' example to generalize their findings. Categories that can provide more generalizable data with greater certainty will enhance the transfer of the findings produced by one technique to the whole category.
- ⌘ In case future researchers conduct field experiments as well, they can use larger samples and a bigger time frame to make the results more significant. The influence of context factors can be alleviated, decreasing the risk of the results being significantly affected without intervening to the environment of the experiment.
- ⌘ Throughout this research, the authors utilized the dynamics of the internet, and especially tools provided by a website in order to measure the results. It was believed that it could function as an

effective and accurate tool for measuring the effectiveness of each method. Future researchers can use, apart from quantitative methods, qualitative as well. That will offer the opportunity for triangulation that can boost the credibility of the results and guarantee a safer deduction for conclusions to be made.

- ⊗ Future research can also focus on examining guerrilla marketing effectiveness from different angles such as that of ROI or purchasing attempt.
- ⊗ Finally, future researchers, in order to strengthen the generalizability of the results, can use more than one representative technique from each category.

The authors call on researchers within the marketing sector to supplement and extend the research related to guerrilla marketing effectiveness. Current research is a small finding in the generally uncharted waters of guerrilla marketing effectiveness. Robertshaw (2007) stresses the need for replication studies in the marketing sector. He argues that replication studies can contribute to the robustness of results; they test if the initial tendencies can still occur in order to examine the validity of the generalizations and can help explore the influence of different variables. All these can reduce fallibility issues and set the limits to the extent of how concrete the generalizations are, which currently are not generalisable. Guerrilla marketing, as a new and rapidly adopted strategy, is an exciting area for many marketers. Therefore, more research in the field is necessary to help develop effective strategies and aid marketers in decision making.

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Appendix

A. The Websites the Flyers Prompted the Experiment Subjects to Visit

A.1 <http://funny-as-hell.webs.com>

The screenshot displays the homepage of the website <http://funny-as-hell.webs.com>. The page features a dark blue header with the text "The funniest video on the web, everyday!". Below the header is a grey navigation bar with the word "Home". The main content area is titled "Hope you crack a smile!" and contains two video thumbnails. The first thumbnail is titled "Fat Kid and TNT" with a five-star rating and shows a woman laughing. The second thumbnail is titled "Breakdance goes horribly wrong" with a five-star rating and shows a breakdancer in a crowd. To the right of the first video is an advertisement for "The Armpit Oracle" with the text "See the video here!". The footer includes a copyright notice "Copyright ©2009", a link to "Create a free website at Webs.com", and social media icons for "BOOKMARK", "Facebook", and "Twitter".

The funniest video on the web, everyday!

Home

Hope you crack a smile!

Fat Kid and TNT
★★★★★

Breakdance goes horribly wrong
★★★★★

The Armpit Oracle
See the video here!

Copyright ©2009

Create a free website at Webs.com

BOOKMARK Facebook Twitter


A.2 <http://laugh-laugh.webs.com>

The funniest video on the web, everyday!

Home

Too Funny OMG!


Horny Turtle Humps my shoe
★★★★★



0:00 / 1:57

Funny X2!

David After Dentist
★★★★★



0:00 / 1:59

©2009

Create a free website at Webs.com

BOOKMARK

A.3 <http://crack-a-smile.webs.com>

The funniest video on the web, everyday!

Home

OMG! Too funny!

Dumb Cop Brownies
★★★★★

Dispatcher: OK, how much did you put in the brownies?
Sanchez: I don't know.
Dispatcher: Was it a bag? Who made the brownies?
Sanchez: My wife and I. Cuba, come here?
Dispatcher: OK, get her.
Sanchez: She's on the living room ground right now.

Source: Detroit Free Press

OFFICER TAKES POT, MAKES BROWNIES

HeadlineNews DOW A 87.11 NASDAQ 19.86 SP500 6.78 12:11 ET

DEFENSE TECHNOLOGY TO CHINA, INCLUDING DATA ON

YouTube

0:00 / 1:47

Still Struggling With Adwords?

So Did I Until I Found This One Unique Method That Made \$4,620 in 3 Weeks "Even Without A Website!"

Get Your 5 Day Course At No Cost To See How Here

www.googlestreak.com Ads by Google

Funny X2

Reporter Goes Ghetto
★★★★★

YouTube

0:00 / 0:41

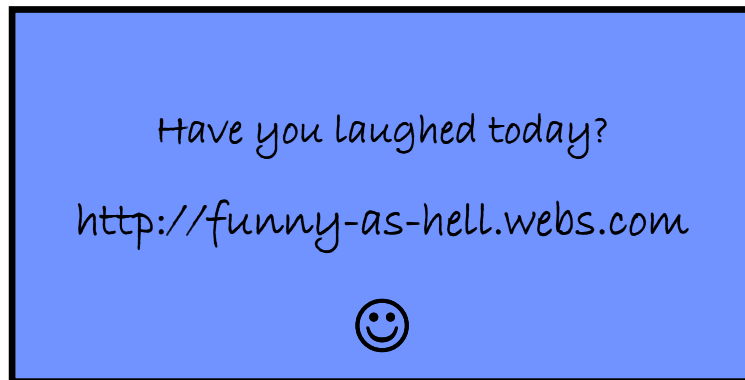
©2009

Create a free website at Webs.com

BOOKMARK

B. The Flyers That Were Used for the Human-to-Human and Object-to-Human Technique

B.1 Human-to-Human Flyer



B.2 Object-to-Human Flyer



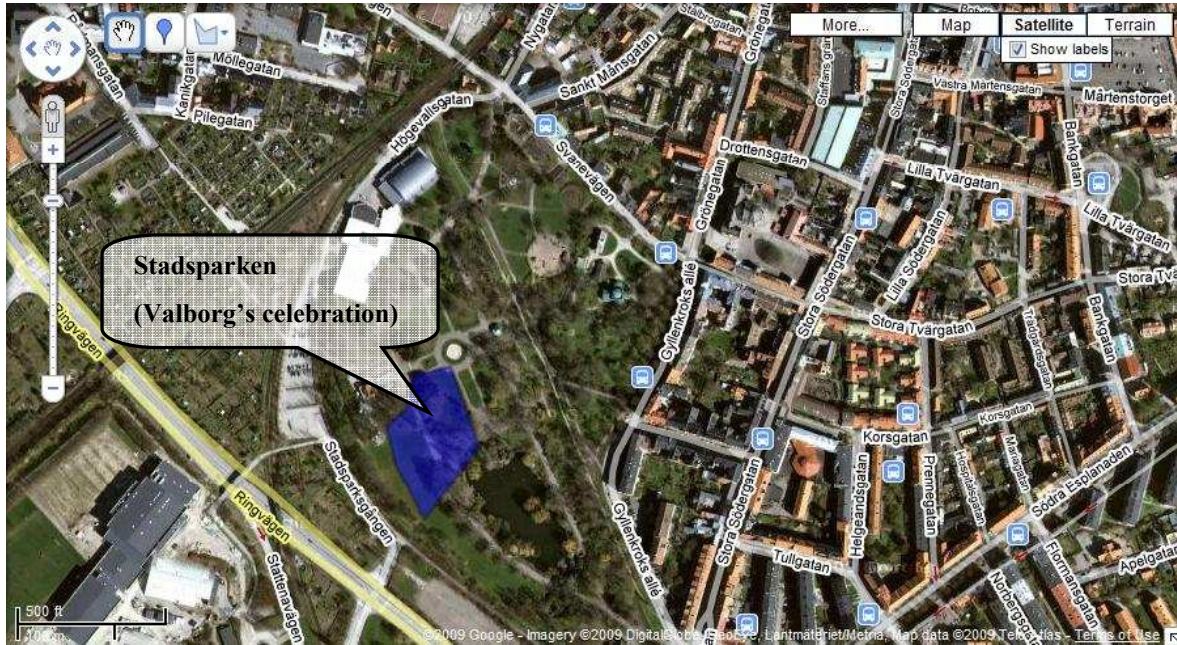
B.2.1 Object-to-Human Flyer Implementation



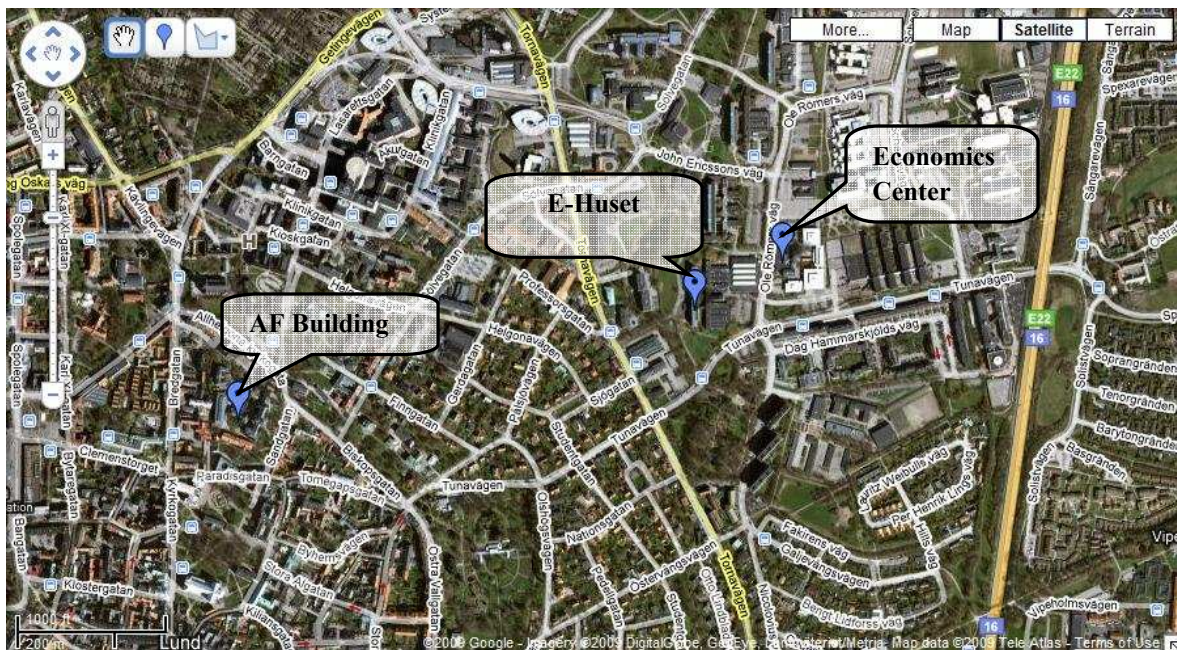
C. Places Where the Flyers Were Handed or Placed on Bikes.

C.1 Round 1

C.1.1 Human-to-Human Technique

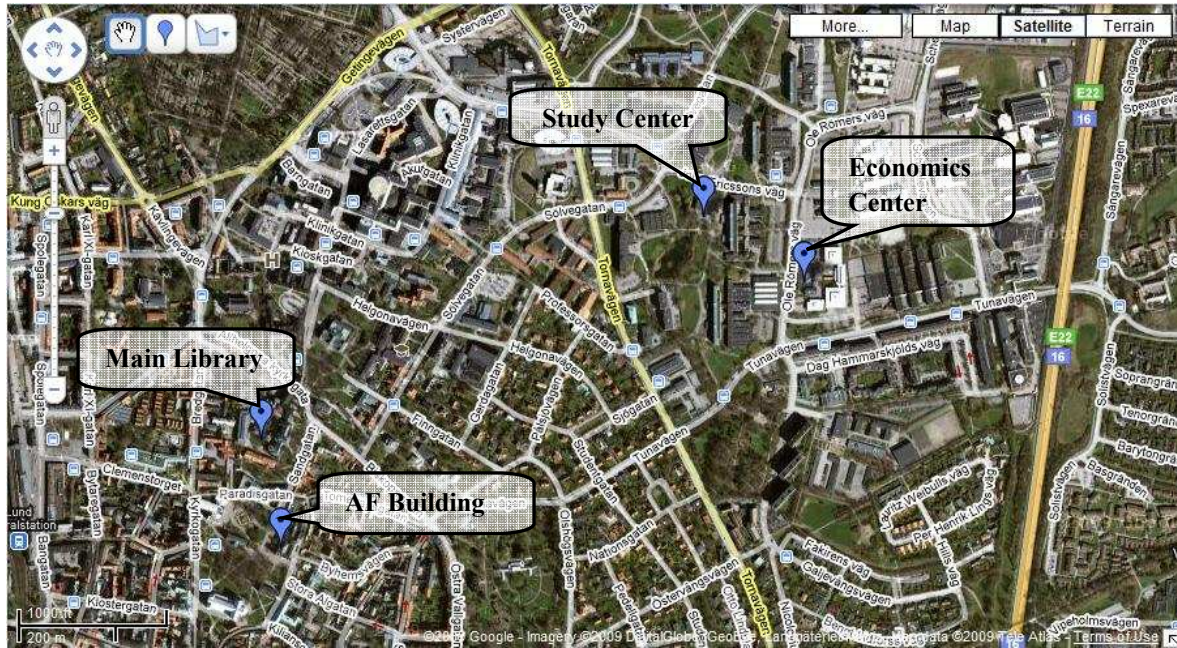


C.1.2 Object-to-Human Technique



C.2 Round 2

C.2.1 Human-to-Human Technique



C.2.2 Object-to-Human Technique

