



## A common ground in Guerilla Marketing – State of research and further research opportunities

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### Abstract

Guerilla Marketing is a cloudy concept. While practitioners and scientists increasingly use it in their practice, its definition remains not straightforward. This thesis builds a common ground in Guerilla Marketing through clearing up the field. Guerilla Marketing is defined and an overall model is presented that integrates previous efforts. This model has some advantages. Most strikingly, it introduces two highly relevant mediators which include recipient's behavior into the model.

*Keywords:* Guerilla Marketing, Marketing science, Conceptual framework, Philosophy of science

### 1. Introduction

“Guerilla Marketing is a body of unconventional ways of pursuing conventional goals” is how Levinson (2008) broadly describes a concept which he himself devised and who claimed to be the “father of Guerilla Marketing” (Schulte, 2007, p. 16). This ambiguous definition was obviously only one of Levinson's innumerable contributions since the early 1980s, yet it reflects that the concept itself leaves plenty of room for interpretation. Over the past thirty years practitioners and scholars have used the term for a wide range of activities, instruments, concepts, tools, strategies and methods, only agreeing on one simple thing: Guerilla Marketing always aims at achieving maximum effects at low expenses (Baltes and Leibing, 2008). Within these parameters it seems that everything else around the concept is left up to the individual who subjectively defines it for whatever reason desired. A diffuse understanding, lacking clear-cut definitions and practitioners who constantly (re-)invent “unconventional” marketing concepts under the umbrella of Guerilla Marketing are the result of this confusion. Guerilla Marketing and whatever action one derives from it has become the random synonym for almost any marketing or advertising activity that does not fit the classical frame. Furthermore, this misapprehension carries on from practice to scholarship as “literature still lacks a scientific contribution which directly focuses on the guerilla concept” (Hutter and Hoffmann, 2011a, p. 2).

To recap, a mass of activities and concepts can be found

that are said to be aligned with the Guerilla Marketing concept but only little input has been delivered on how to define, classify or categorize those approaches. A final scientific model to explain the entire concept is still missing and so far mostly single actions or effects have been described. The definition of Levinson (2008) as a basis is just as explicit as it is misleading yet it still today is of a tremendous relevance for a critical discussion on the topic. Asking whether or not Guerilla Marketing really is as innovative as it is said to be or if it simply can be perceived as a trend that managed to survive evolution as a subculture to marketing in general needs further questioning. Due to its relevance it has been carried on over the decades and still causes confusion nowadays.

#### 1.1. Heritage

Ernesto Che Guevara Lynch de la Serna, the leader of the Cuban revolution, delineated the Guerilla tactics as a method to campaign war through surprising ambush attacks allowing a practically inferior army to succeed over the outnumbering opponent (Guevara, 1982). The inferior Guerilla warriors avoided the open battle and rather made use of surprise effects and acts of sabotage versus the military and even their own government (Schulte and Pradel, 2006). The term itself linguistically derived from the Spanish word “guerra” simply meaning “war” (Nufer and Bender, 2008). The adjustment “Guerilla” therefore can be translated to “lit-tle war” (Puttenat, 2007).

Transferring these tactics to marketing, practitioners have quickly adapted and created the term “Guerilla Marketing” during the mid-1960s (Baltes and Leibing, 2008). During that time a change from a seller- to a buyer-market took place and companies felt the need of creative ideas, ingenuity and flexibility in their effort to persuade the consumers of their products and brands (Schulte and Pradel, 2006). In its early days mostly small and middle scale enterprises (SME’s), with strongly limited budgets, used these revolutionary strategies trying to get the attention of the consumer and moreover doing whatever it takes to weaken competition (Puttenat, 2007). Over the years, as external factors changed, the range of companies trying to benefit from Guerilla Marketing actions strongly increased independently from the original reasons. The effectiveness of traditional forms of advertisements constantly decreased (Smith et al., 2007). New pressures on companies and consumers developed as customers started to show lower brand loyalty and greater eagerness to switch between competing brands (Roy and Chattopadhyay, 2010). Word-of-mouth (WoM) gained in relevance as mistrust in company’s messages made classical channels defective and companies incapable of distributing and diffusing their content into society (Keller and Berry, 2003). Most recent incidents like the financial crisis of 2008/09 are good examples of influential factors facilitating the demand for cheap alternatives as marketing budgets are quickly and easily reduced in rough times. Factors like those also led the larger players in the business to rethink their strategies focusing on more cost-effective methods to differentiate (Porter, 1985).

While in its early days the concept was mostly appealing to SME’s competing against the big players in fiercely competitive markets, Kotler et al. (2007, p. 12) states that “Guerilla warfare is normally practiced by smaller companies against larger companies” deserves critique; even the Goliaths of the industries nowadays take advantage of this method which has the potential to reach a great amount of customers, cheaply and cost-efficiently, while seeking an undisturbed dialogue with the consumer maximizing the impression left behind (Kotler et al., 2007; Bigat, 2012). For those big companies, entering new territory obviously comes along with a certain risk, yet despite the budgetary pressure, the changing environment and while having to target market segments as heterogeneous towards others as possible, it might be worth taking such risk (Ansoff, 1965). Since the 1980s Jay Conrad Levinson, strongly promoted the Guerilla Marketing evolution through his various contributions and pushed the concept to its final breakthrough. Ever since marketers and scholars have used this term referring to any kind of consumer communication instrument that aims at optimizing the cost-benefit ratio through “unconservative” means (Hutter and Hoffmann, 2011a).

Over the years marketing literature has identified more and more concepts and instruments of unconventional advertisement techniques (e.g. Buzz Marketing, Viral Marketing, Ambient Marketing, Ambush Marketing, Celebrity Marketing) whereas many further randomly categorized further as Guerilla Marketing or at least used in close relation by prac-

tioners in everyday life (Mughari, 2011). Yet, great descriptive and normative confusion about what scholars and practitioners really refer to when labelling an instrument or campaign “unconventional” can be witnessed. With many deficits already identified, the extensive relevance for the topic will be presented in the adjacent chapter.

## 1.2. Relevance

The necessity for critically reviewing and the relevance of this topic in general from a practical perspective can be found in the exemplary study of the GfK (2009). Matching data from the years 2005 and 2009 the association’s study compared the use of conventional and (professed) Guerilla Marketing methods and instruments through interviewing 233 marketing associates and managers (GfK, 2009). As a result the study showed that the use of television advertising had decreased by 1.5% and radio advertising by 5.3% whereas contrarily the use of Ambient Marketing had increased by 5.4% and Viral marketing by even 12.8% (GfK, 2009).

Apart from a practical perspective describing increased interest in the operational field, the “shortage, up to now, of scientifically substantiated knowledge on the subject matter of guerilla marketing, its instruments and its categorization may be interpreted from two different points of view: guerilla marketing cannot be classified or guerilla marketing is difficult to classify” (Nufer, 2013, p. 5).

While searching for relevant literature one quickly realizes how little developed scientific research is so far and that research is lost in a theoretical ambiguity. The existing definitions deliver a basic understanding but just now started to present all-embracing projections and a lacking terminological delimitation results in an imbroglia in literature (Zerr, 2003). The lack of unified and especially overreaching definitions does not allow scholars to speak the same language and therefore gain a deeper insight into the concept. Still definitions are facilitated by strategical orientations and scholars interpreting the concept from their own specialized perspective (Tropp, 2011). Various practitioners have distributed articles bearing only specialized scientific results, upholding examples of executed actions. In fact many studies are mainly driven by practitioners and scholars trying to explain or justify single advertising actions or examples instead of developing scientific models as a basis for exploration (Yüksekbilgili, 2014). They are primarily interested in whether or not the single effect they desired is really achieved. An interplay of effects as a basis to derive and test models has not been sufficiently delivered. Furthermore parameters and metrics to actually measure effectiveness and delineate accordingly are missing. Exemplary approaches measure the effectiveness of the ratio of output and costs whereas output does not refer to final sales but rather number of recipients exposed (Hutter and Hoffmann, 2013).

Overall scientific critique is lacking. The authors barely comment on which classifications need to be fulfilled in the development of Guerilla Marketing conceptions. As a consequence to lacking models, methodology for Guerilla Marketing and its concepts is rarely presented as a whole. Science

needs to catch up to the trend of such a dimension. Only few empirical studies which would try to measure the complete effectiveness of Guerilla Marketing exist while those few aiming at explaining the mechanisms of the concept need revision (Hutter and Hoffmann, 2014). The existing models trying to explain the concept or measure the efficiency need to be aligned and carried forward. In those models presented only partial understanding can be drawn from given studies as they primarily operationalize single mediator and moderator variables of a concept that as a whole still lacks an entry. Even those novel distributions manifest deficits as the initial position is often left unclear whereas exemplary influential factors like behaviorism and deeper insights into the psychological processes are being ignored or only briefly and fragmentarily addressed (Hutter and Hoffmann, 2013).

As instruments and tools that used to be innovative and different from classical advertising have started to become part of the classical marketing world, one could expect this evolution to continue in the future. What is perceived as a breathtaking reformation in practice today could, and probably will, become routine in the future; or already has become ordinary today. Assimilation is therefore vital for science to be up-to-date. The effect of a maturing approach has mostly been disregarded so far apart from assigning a higher relevance.

However, to ask how unconventional the Guerilla Marketing concept really is and to what extent nowadays one can already refer to as a mature advertising strategy that has simply never gained the attention in science that it deserves and requires, is left unanswered.

### 1.3. Research question

In the process of accomplishing a common ground in Guerilla Marketing through clearing up the field and with the goal to then deliver propositions for further research several key questions will need to be considered. As most of the current problems have already been addressed beforehand, the upcoming short reasoning will justify the necessity for the research questions identified. Derived from the relevance inherent in the issues described above, obviously there is a call for action.

At first classifications are vital for further approaches and deeper insights. Considering the field of marketing in general, the position of Guerilla Marketing within and the ambiguity arising from the misleading use of terminology will be supportive. The following question needs to be considered on the path to categorizing Guerilla Marketing:

I) How can Guerilla Marketing be arranged in the frame of reference?

Furthermore circumventing Guerilla Marketing from conceptual features and classifying the concept will be necessary when assigning exclusive characteristics on the way to an all-embracing definition.

II) How can Guerilla Marketing be circumvented?

III) How can Guerilla Marketing be defined regarding the conceptual classification and delimitation?

Apart from identifying an up-to-date and comprehensive definition, scientific models shall illustrate the complex relationships of the Guerilla Marketing concept. Hence it is highly relevant to ask:

IV) How can Guerilla Marketing be modelled?

In addition the presented models need testing and a scientific empirical foundation. Subsequently the models shall further serve as a frame for presenting relevant scientific studies.

V) How can Guerilla Marketing models be empirically founded?

The following course of action is supported by the use of major Roman lettering for addressed research questions which will already be answered and briefly discussed within the according résumé and critique in chapters themselves. A further listing can be found in the conclusion of the thesis with direct reference to the roman lettering whilst the propositions and opportunities for further research will be covered in a separate chapter at the end of this thesis.

### 1.4. Structure and methodology

On the way to a common ground in Guerilla Marketing this thesis presents a total of 8 chapters which will cover the most relevant factors of the concept subsuming with propositions for further research opportunities. Throughout chapters 2 to 6 a résumé and a critique will conclude each chapter. The résumés serve as a brief recall of the presented information from the according chapters whereas the critiques entail the author's critical reflection of the content including own contributions.

The introduction in chapter one presents a first glance at the field including germane information regarding the heritage and necessity of the practical field of Guerilla Marketing and further delivers a justification for the relevance of scientifically discussing the topic. The research questions in chapter 1.3 set the framework and serve as a guide through the thesis. Chapter 2 fits Guerilla Marketing into the field of marketing in general and further presents how the concept is aligned in the marketing mix. Classifying Guerilla Marketing through ambiguously interpreted "unconventionality" will be discussed alongside.

Subsequently and with given classification approaches in mind the path towards defining Guerilla Marketing will be covered in chapter 3. Here the strategical orientation of the respective scholar builds the basis for classifying the most relevant definitions.

Due to its practical nature the most acknowledged Guerilla Marketing instruments will be presented in chapter 4. Examples will be presented in the appendices. Modelling Guerilla marketing and critically discussing the latest contributions will again be concluded with suggestions of the author in chapter 5. The author's model as an extension of the

current state of research will serve for further discussing the empirical research presented regarding Guerilla Marketing. Testing and operationalizing through empirical research will be vital for further scientific progress and therefore leads towards the presentation of further research opportunities and a final discussion in chapters 7 and 8.

This thesis will present results exclusively on the basis of literature research. Only secondary data is being used. As described above, the according research questions will be derived within the chapters, summarized at the end of them and presented and discussed at the end of the thesis in order to fully revise. The final discussion will briefly gather and review the results and subsequently propositions for further research will be presented.

## 2. Marketing

Linguistically Guerilla Marketing can easily be identified to fall under the umbrella of the field of marketing in general. Yet after having presented the heritage of the concept as well as the practical and scientific relevance, closer attention needs to be drawn towards finding Guerilla Marketing within the field, especially the marketing mix, to then be able to further classify, delimitate, frame and also define Guerilla Marketing in succession.

### 2.1. Guerilla Marketing in the field of marketing

Marketing is a discipline which tries to influence the needs and the demands of individuals through making products attractive and available, always upholding the premise of satisfying individual's needs instead of actually creating them (Kotler et al., 2007). Therefore nowadays every action an organization takes has to be aligned with the needs of the consumers, constantly bearing in mind that the relevant criteria for making a purchase decision are always the consumer's subjective perceptions of the totality of a product or service.

*"Marketing is an entrepreneurial way of thinking (...) concretized in the analysis, planning, execution and control of any internal and external corporate action, which, through the orientation of a company's outputs towards the customer's needs (...), aims at achieving an organization's outlet markets' goals"* (Bruhn, 2007, p. 14).

In his definition Bruhn describes marketing as a key concept of the management theory. He further postulates that if an organization manages to increase the perceived value of a good, then the organization was able to create additional utility as a strategical competitive advantage (Bruhn, 2007). Interestingly, Bruhn (2007) also states that successful decision making and problem solving in marketing theory, apart from analytical approaches, highly depends on innovative and creative ideas. Consequently, the target of any marketing effort is to positively influence the individual's perception through the use of the marketing mix, especially consumer communication (Böcker and Helm, 2003).

Historically evolution of marketing-orientation developed drastically during the past 50 years. Having left behind

the strong supplier and sale oriented phase of the 1970s, marketing-orientation shifted towards the consumer's perspective (Hutter and Hoffmann, 2013). Between the 1980s and 1990s a further shift towards a competition-orientation was discovered while since the 1990s a strong relationship-orientation was paramount (Hutter and Hoffmann, 2013). Nowadays, building relationships with consumers is still of a very high relevance whereas a shift towards a value-oriented marketing is taking place. Focusing on strong relationships and efficiently using bindings to profitable and valuable consumers (e.g. through engaging in positive WoM) can currently be witnessed (Hutter and Hoffmann, 2013). The importance and efficacy of WoM is being rediscovered primarily through modern technologies.

The evolution of marketing practice has changed dramatically within the twentieth century. Technological progress and the introduction of printing technology allowed a shift towards a much more creative execution of marketing advertising to occur and further made it possible to suddenly reach out to a much larger group of consumers (Egan, 2007). The introduction of the radio and later television complemented and enhanced the shift whereas both, later on, became the predominant advertising vehicle followed by internet (Egan, 2007).

Today marketing plays a major role in our everyday life, confronting an individual with up to 1.500 advertising messages daily meaning that the proportion of content in which organizations try to communicate with desired recipients makes up over a quarter of those six hours an individual consumes those media (Zerr, 2003).

### 2.2. Marketing mix

The marketing mix is the sum of all tools an organization can use in combination to provoke the desired reactions on their target markets (Meffert et al., 2011). Those tools are traditionally represented by the "4Ps", referring to *Product, Price, Place* and *Promotion*, whereas additional tools have been identified in various other models (Kotler et al., 2007). As the presentation of the marketing mix will serve a later classification of Guerilla Marketing, those further contributions will not be considered. The art of combining those traditional 4Ps is vital for achieving marketing strategies and goals whereas all four tools are strongly interdependent and cannot be executed independently (Meffert et al., 2011).

*Product* constitutes all decisions an organization makes towards creating a product which satisfies consumers' needs and adds additional value (e.g. naming, branding, packaging, innovation and assortment) towards achieving a competitive advantage (Bruhn, 2007). *Price* refers to any decision that is being made towards the actual sales-price of a product but also includes additional amendments like discounts, contracts regarding terms and conditions and payment and delivery options (Bruhn, 2007). *Place* transcribes any action and decision that handles the supply of the consumer with an organization's products focusing on sales, logistics and also intermediaries like wholesalers (Bruhn, 2007).

*Promotion* includes the presentation to and communication with the target groups defined through any given instrument which is being used to interact with the designated recipient (Bruhn, 2007). Hence the communication shall also result in increased sales (Kotler et al., 2007). The five fundamental instruments of Promotion are advertising, sales promotion, public relations, direct sale and direct marketing (Kotler et al., 2007). Those could further be classified into internal, interactive and external communication, whereas external communication, falling under this category will be discussed, as a matter of relevance, in further detail (Bruhn, 2007).

It is highly relevant to notice that concepts like Guerilla Marketing have been acknowledged to potentially be applicable to all four tools of the marketing mix (Schulte and Pradel, 2006; Kotler et al., 2007). Guerilla Marketing does not compete with other marketing strategies of the marketing mix but rather complements the original tools. Yet, Guerilla Marketing has major influence on and also finds its primary area of application within the communication region. Schulte and Pradel (2006) presented a study giving proof that approximately 70As subsequently described in detail, the classical marketing mix and the way advertising is represented within shall be understood as a classical component and in succession will be used in discussions as *contraire* to non-classical marketing and advertising approaches (Bruhn, 2007). Hence, Guerilla Marketing and its instruments can adaptively be very well integrated into classical conceptual marketing frameworks as part of the operational marketing planning and execution (Meffert et al., 2011).

### 2.3. Classification through unconventionality

Due to the fact that ambiguity causes most issues, the Guerilla Marketing concept and its instruments will be presented in alignment with the term “Marketing” and “Advertising” interchangeably. In later sections the topic of abstract concepts will still be highlighted and discussed. Exemplary and anticipatory “Ambient Marketing” or “Ambient Media” are ambiguously used in literature and practice as well and both carry various synonyms. In the further reading Guerilla Marketing and its concepts are therefore titled with the “Marketing” appendant, instead of using intuitive and also commonly used appendants like “Media”.

Further propositions of aligning the terminology (e.g. changing the title from Guerilla Marketing to “Mac-Gyver Marketing”) have frequently been proposed yet gained only moderate attention while the content behind the umbrella term is still unclear (Patalas, 2006). Apart from titles the delineation in regard to what is considered “unconventional”, “classical” or “innovative” as a base for most definitions will be presented in detail in the following section.

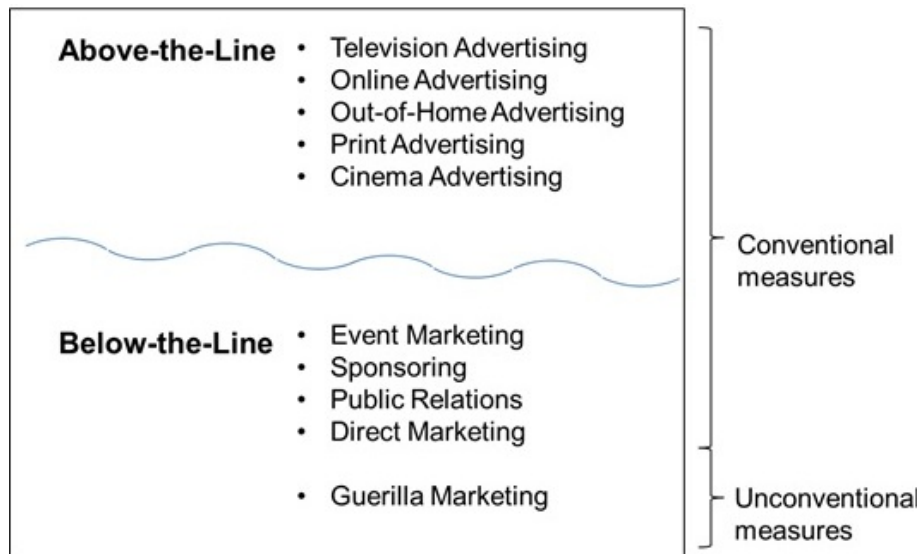
To circumvent the Guerilla Marketing concept one at first needs to understand what “conventional” or “unconventional” advertising really refers to. Here, in reference to Guerilla Marketing, the terms “unconventional”, “alternative” and “non-conservative” will be, just as “conventional”,

“classical” and conservative”, used as interchangeable synonyms. Those scholars assigning these characteristics to Guerilla Marketing use the terms comparably and refer to almost identical initial positions (Hutter and Hoffmann, 2011b; Schulte and Pradel, 2006; Nufer and Bender, 2008; Zerr, 2003; Patalas, 2006; Levinson, 2008).

Due to the fact that classical advertising is communicated via mass-communication media, Bruhn uses the term “media-advertising” to describe classical forms of advertising in newspapers and on boards or in television- and radio spots (Bruhn, 2007, p. 204). These forms actually refer to the spot or space that is used within a medium. The medium in which the message is distributed in is referred to as an “advertising-vehicle” (Bruhn, 2007). A typical vehicle would be a magazine, newspaper or television whose publishers, operators or broadcast stations allow for external organizations to book space and time for the purpose of communicating foreign content. The main characteristic of these forms is the unilateral way of communicating. The recipient has no chance of interacting with the sender in any way (Bruhn, 2007). Hence, Bruhn states that it is the transmission and distribution of promotional content via booking “media-advertising” in advertising-vehicles” in public spaces with payments made in return (Bruhn, 2007, p. 204). Furthermore, here the internet is considered a mass-communication medium, and therefore “media-advertising”, which on the one hand, can be used as a classical advertising vehicle but, on the other hand, bears potential to serve for unconventional advertising approaches while contradicting the classification unilateral form of communication (Bruhn, 2007). Due to the mass of opportunities and its multifaceted scope of application, the internet as a mass-communication medium has a special standing. Apart from a distinction between mass-media communication, a classification of advertising measures can be found in the distinction between “above-the-line” and “below-the-line” (Nufer and Bender, 2008)(see also Figure 1). Contrary to the situation in the middle of the twentieth century, by the year 2000, two-thirds of the amount of money spent on marketing communications was spent “below-the-line” (Varey, 2002). Below-the-line, as defined by Egan (2007) simply stands for any marketing instrument that is not advertising in the classical sense. Contrarily and in this content referred to from a classical sense, “above-the-line” refers to anything the recipient can immediately identify: posters, advertising boards, television-spots or radio advertising (Egan, 2007, p. 11). Examples for below-the-line methods are public relations, direct marketing or event marketing (Nufer and Bender, 2008; Gelbrich et al., 2008). From another perspective above-the-line mostly corresponds to what Bruhn (2007, p. 204) has defined as “media-advertising” which can be “booked” for a “performance-related payment”.

### 2.4. Résumé

Finding Guerilla Marketing and arranging it as an all-embracing concept which can be applied to any marketing tool is quite comprehensible. Hence classifying the Guerilla



**Figure 1:** Guerilla Marketing in communication politics; Source: following Gelbrich et al. (2008, p. 178).

Marketing concept as part of the marketing mix due to its common operational use seems intuitive and reasonable.

Yet, delimitating Guerilla Marketing in a way that assigns exclusive features appears to be the struggle that has not yet come to a conclusion. The discussions and later definitions deliver ambiguous conclusions in regard to the categories of “above-the-line” and “below-the-line”, “media-advertising” or not and most relevantly “unconventional” and “conventional” and will deserve closer attention in the following critique (Hutter and Hoffmann, 2013; Bruhn, 2007; Nufer and Bender, 2008).

### 2.5. Critique

As a result to continuous discussions, it has to be noticed that the distinction between “above” or “below-the-line” and “(un-)conventional” does not imply equal constraints on Guerilla Marketing. While Egan (2007, p. 11) states that “below-the-line” refers to any tool which is “not advertising in the classical sense”, this statement does not refer to a distinction between “conventional” and “unconventional” (Gelbrich et al., 2008). As the classification between “above”- and “below-the-line” is perceived as rather “spongy” and needs further containment, for now the distinction between what scholars and practitioners perceive as “conventional” or “unconventional” is of a rather bigger focus (Hutter and Hoffmann, 2013, p. 11). Gelbrich et al. (2008) depict Guerilla Marketing, among others, as a “below-the-line” tool or instrument. Still, it is the only one that is titled as “unconventional” bearing plenty of space for interpretation. As a concept that has been identified to potentially work within every tool of the marketing mix unbound to vehicles one first needs to revise and consider the fields of application (Schulte and Pradel, 2006). An own depiction following prior contributions is proposed by the author (Gelbrich et al., 2008; Hutter and Hoffmann, 2013).

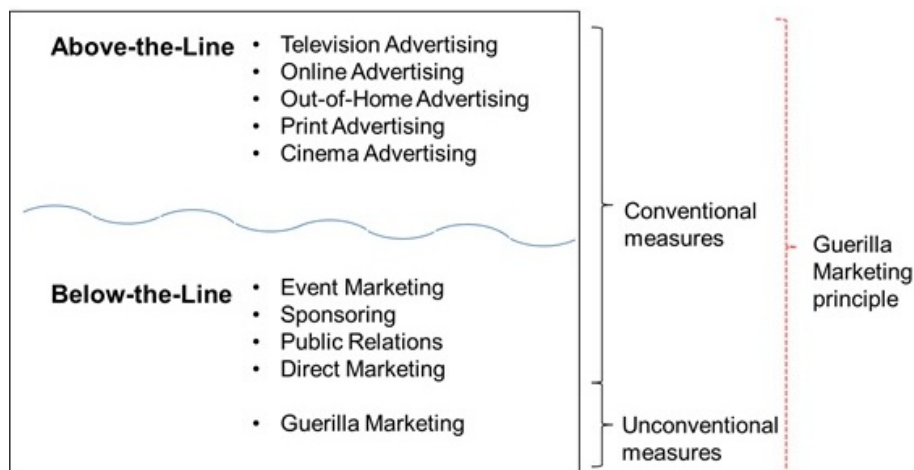
In the context of Guerilla Marketing and disregarding its establishment, the critique on an above- and below-the-line classification is comprehensible. Just through considering the characteristics of Ambient Marketing presented in chapter 4.1.4 will strongly support objections towards the application. The example clearly shows how an “above-the-line” method can easily move “below-the-line” of visibility for the consumer.

Hence, the classification of Guerilla Marketing needs further attention. Following the definition of media-advertising by Bruhn (2007) and assigning every other method to be “unconventional”, then, following Gelbrich et al. (2008) and Hutter and Hoffmann (2013), as a consequence “unconventional” only and exclusively refers to Guerilla Marketing “below-the-line” (Bruhn, 2007; Hutter and Hoffmann, 2013).

Yet, in this regard and as depicted in figure 2 Guerilla Marketing should at least be considered from two perspectives: either as a method that clearly circumvents from classical media-advertising frames (e.g. anything that can or cannot be booked in an advertising vehicle) or as a principle (e.g. philosophy) that could potentially be applied to practically any method or tool available (Bruhn, 2007; Levinson, 2008). Such bidirectional perspective would enhance further approaches yet today a classification presented above is still predominant. “Unconventionality” could therefore be replaced or at least as a term become more specific with complementing explanations.

### 3. Guerilla Marketing

After having addressed the need for, the heritage of and a first conceptual categorization within the field of marketing, further chapters will deliver deeper insights. Still today no uniform acknowledged definition for Guerilla Marketing has been established. It is still not entirely clear, how Guerilla Marketing can be identified or described as such or which



**Figure 2:** Guerilla Marketing in communication politics; Source: following Gelbrich et al. (2008, p. 178)

instruments really fall under the umbrella of Guerilla Marketing (Patalas, 2006). Problems arise mainly from lacking terminological distinction, a change of perspective over time and an orientation towards the content. Especially the terminological confusions are further being enhanced by practitioners who on the one hand constantly (re-)invent terms which in the end all can be classified as part of or at least very closely related to the Guerilla Marketing concept and on the other hand lacking scientific progress in delivering a clear partition (Zerr, 2003).

Hence, through the first approaches, the discussion on terminology and especially applicability, focus points for the upcoming sections have been made visible in order to derive the presented definitions and critically reflect in order to develop a common ground in Guerilla Marketing.

### 3.1. Defining Guerilla Marketing

The strategical orientation of any given definition most suitably identifies the perception of the author. This orientation could potentially be competition-oriented or consumer-oriented (Hutter and Hoffmann, 2013).

Apart, scientists, in their definitions, nowadays start to tackle the Guerilla Marketing concept as whole and have quit trying to put their focus on only single instruments (Hutter and Hoffmann, 2013). This development is said to be caused by the fact that Guerilla Marketing as a concept has matured and therefore gained increased attention in practice and science. While when the basic concept had first been adapted during the 1960s to 1980s it mainly contained the idea of achieving a maximum output with only little input, during the phase of differentiation in the life cycle of Guerilla Marketing the concept primarily fed on creative, flexible and surprising ideas (Hutter and Hoffmann, 2013). While some of the earlier definitions also proposed a restrictive characteristic of Guerilla Marketing in only or mainly being suitable for SME's, this allocation is mostly considered to be outdated (Levinson, 1998; Kotler, 2002; Ries and Trout, 1986). Interestingly primarily American contributions still align with

this point of view while European scholars follow the view of Guerilla Marketing as an umbrella term for innovative advertising instruments (Krieger, 2012). Ever since the late 2000s and while more and more larger organizations took notice and made use of Guerilla Marketing, trends are now emerging towards regarding Guerilla Marketing as a conception and superordinate marketing strategy and organizations therefore align their entire marketing mix along and with the concept (Hutter, 2013). Exemplary a fundamental marketing conception can easily be adapted to Guerilla Marketing as primarily operative and executive factors determine the adjustments (Meffert et al., 2011).

Tropp (2011) proposed the focus on four basic strategical orientations of Guerilla Marketing definitions: the "David vs. Goliath", the "Assault", the "Communication" and the "All-embracing" strategy aligned with a chronological paradigm shift. The definitions in the upcoming section will therefore be attached to those strategical orientations with focus on the later developments and current contributions.

#### 3.1.1. David vs. Goliath strategy

Levinson (1998) rarely tried to actually deliver definitions of Guerilla Marketing but rather contrasted it with the standard methods upholding the strategical orientation of SME's trying to fight larger opponents. Expansive contributions like the quote opening the introduction to this paper were the origin (Levinson, 2008). Historically the arguments lay in the strong developments of marketing during this period. In his opinion Guerilla Marketing really is about being able to discover every given opportunity and make use of every aspect of marketing (Levinson, 1998). It is said to be an alternative and not a continuance of the classical marketing. Those companies, which are able to afford standard methods, will usually make use of them whereas smaller, younger and less wealthy companies will have to rely on their creativity and finding their potential in Guerilla Marketing activities (Levinson, 1998). Furthermore those smaller companies profit from a time-benefit when making decisions and

therefore are able to act more flexibly and time sufficiently (Levinson and Godin, 1996). Levinson, in his later publications (e.g. Levinson and Godin 1996), revised his view that only small companies can benefit from the Guerilla concept but in fact one can derive where the original concept came from (Levinson and Godin, 1996). For Levinson (2008) successful Guerilla Marketing can only succeed if a real-life story is being told while the consumer's problems are being solved through the product or service. He sees Guerilla Marketing rather as a philosophy or an attitude.

### 3.1.2. Assault strategy

In one of the early contributions in 1986 Jack Trout and Al Ries defined Guerilla Marketing as a constructive marketing strategy used in the battle of small and medium sized businesses (Ries and Trout, 1986). The authors identified three main principles determining successful Guerilla Marketing. First, a market segment has to be found that is small enough to defend it. It has to be a specific niche that only desires limited resources and that can potentially be determined for example through geographical, product characteristics, a specific target group or branch. Secondly the administrative structure of an organization engaging in successful Guerilla Marketing has to stay slim in order to save costs and quickly react to external changes. Lastly, also determined by the factor of time, an organization has to maintain high flexibility in order to quickly retreat from less attractive and profitable fields (Ries and Trout, 1986).

Not surprisingly, since Jack Trout is one of the pioneers of the positioning strategy in marketing, his efforts primary focus points lay in the strategical targeting and positioning of and in market segments. The authors subsequently focused on instruments like Mosquito Marketing, an instrument of the Guerilla Marketing concept (see chapter 4), and therefore delivered a highly restrictive definition mostly focusing only on a single approach which primarily seeks assaulting competitors.

### 3.1.3. Communication strategy

*"Guerilla Marketing is a contemporary interpretation of a strongly customer-oriented Marketing with a predominant focus on communication politics"* is one of the contributions by Patalas (2006) stressing the relevance of, without limiting the field of application to, communication politics in the marketing mix.

Guerilla Marketing will not replace conventional marketing but rather complement it. It's a creative and modern method to break through classical marketing boundaries and necessary whenever the consumer is no longer willing to react to classical marketing communication. In this case it is of a high relevance to invent and make use of new creative methods (Patalas, 2006). The message, the corporate identity and the story of any action needs to match the targeted consumer in an understandable and credible way (Patalas, 2006). Furthermore Patalas proposes the use of the term "Mac-Gyver Marketing" rather than Guerilla Marketing as it

uses the given potential of an individual situation or organization and excels through a surprising and quick appearance and disappearance. For Patalas the size of an organization again plays a crucial role as he states that Guerilla Marketing actions usually work on two levels: the "first publicity" is those people who are confronted with an action directly and the "second publicity" is those people that are being reached through word-of-mouth or media broadcastings (Patalas, 2006). The first publicity shall act as a multiplier and the second publicity is the even harder to target mass of recipients which, as a target group, is obviously most interesting to larger companies rather than small and middle scale enterprise (Patalas, 2006). Patalas (2006) therefore delivered a definition that does stress a focus in Guerilla Marketing on SME's but rather states that the size determines the goals along Guerilla Marketing actions. Yet, from his perspective, the strategical focus still mainly lays on consumer politics rather than an integrated approach. In the end it is to ask whether the organization wants to use Guerilla Marketing for generating a strong impression or effect or if it measures the effect through the amount of recipients reached in total (Patalas, 2006).

Schulte and Pradel (2006) depicted a list of constitutive characteristics which were identified as contributions to most of the (then) current definitions. They summarize the postulates stating that Guerilla Marketing bears the following properties: "unconventional, surprising, creative, provoking, cost-efficient, flexible, extraordinary, funny, spectacular and infectious" (Schulte and Pradel, 2006, p. 22). The authors themselves further state that Guerilla Marketing does in fact not depend on the actual operation or execution of an activity, but rather the spectacular and creative idea that is then being executed in a startling action.

*"Guerilla Marketing is the art of eliciting the highest level of attention from (...) the consumer through unconventional, respectively original, marketing. Thereto it is necessary that the Guerilla Marketeer preferably (but not necessarily) acts outside classical advertising channels and marketing traditions"* (Schulte and Pradel, 2006, p. 22).

Guerilla Marketing is generally described as unconventional, innovative, inventive and cost-efficient (Schulte and Pradel, 2006). The authors primarily stress that Guerilla Marketing works through distinction from competition through creative and innovative actions. They further perceive the non-classical form of communicating with the consumer as a strategical orientation rather than an operational execution and therefore deliver a definition with space for the creativity of the executer (Schulte and Pradel, 2006). Schulte himself also further understands Guerilla Marketing as a philosophy and assigns to it any sort of innovative and modern marketing communication tool always upholding the consumer perspective (Schulte, 2007). Krieger (2012) agreed in most points yet included the measure of WoM as a medium to diffuse content and further stressed the perspective of the target group. Only if the target group perceives the communication as unconventional, it has the potential of being carried on (Krieger, 2012). He states that "Guerilla



*Marketing (in the narrow sense) describes alternative marketing strategies and instruments in out-of-home advertising, whose primary goal it is to obtain great attention with the target groups and stimulate WoM through (out of the view of the target group) unconventional means of communicating outside the classical and established communication channels” (Krieger, 2012, p. 14).*

Apart from focusing on target groups Krieger further describes a limited zone of application for Guerilla Marketing by restricting the instruments to out-of-home advertising. His definition is moving closer towards an all-embracing approach despite the out-of-home emphasis.

#### 3.1.4. All-Embracing strategy

Despite earlier publications, Konrad Zerr (2003, p. 1) stresses not only the nature of the activities but rather delivers an overreaching definition.

*”The term Guerilla Marketing indicates the selection of atypical and undogmatic marketing activities which, at a remote use of means, are supposed to deliver a preferably big effect. Guerilla Marketing has become a marketing mix overreaching basis strategy, a market political tenor of market penetration, which consciously searches for new, unconventional, until now ignored, possibly frowned upon possibilities outside the classical paths.”*

Zerr refers to a variety of activities, unbound to certain instruments or tools and stresses the dynamic nature of Guerilla Marketing as a basis strategy. Conceptually he assigns Guerilla Marketing a comprehensive position.

Zerr’s definition has also been picked up by Nufer (2013). Nufer, who further complemented the definition by Zerr (2003) by referring to Levinson (2008) and Schulte (2007), confirmed by stating “Guerrilla marketing is an alternative, holistic marketing approach” (Nufer, 2013, p. 1). He also stated that “surprising content can turn a classical advertising vehicle or medium into a guerilla marketing activity” and that Guerilla Marketing “does not make traditional marketing obsolete, but has a supportive point-to-point effect and helps the marketing mix, mainly the communications mix, to take on an innovative new face” while aiming to gain maximum attention at relatively low costs (Nufer, 2013, p. 2).

Hutter and Hoffmann (2011a, p. 124) defined that *”Guerilla Marketing is an umbrella term for unconventional advertisement campaigns which aim at drawing the attention of a large number of recipients to the advertising message at comparatively little costs by evoking a surprise effect and a diffusion effect. In this way, guerilla marketing campaigns are highly efficient in terms of the ration of cost and benefit”*.

This definition bears various similarities to most recent contributions whereas Hutter and Hoffmann (2013) ignore the developments within the concept and do not stress the overreaching strategical view (even though they consider their importance and therefore classify them to be positioned in an all-embracing category). Interestingly Nufer also addressed the surprising characteristic of Guerilla Marketing moving his point of view even closer (Nufer, 2013).

Apart from a subsequent Diffusion and Low Cost Effect, surprise is the fundamental subordinated effect through which Hutter and Hoffmann (2011b) have defined and modelled the Guerilla Marketing effect (see chapter 5). The Guerilla Effect, described as the ratio of benefit to cost, is also content of further definitions of Hutter and Hoffmann (2011b). Both display surprise as the starting point for the further effects and propose that without surprise and the emotions aligned, a Guerilla Effect cannot be achieved. These subordinated effects can be found in their definitions and are further being used to align principles and instruments and make up mediator variables in their models which are being discussed in detail in chapter 5.

After the presentation of the most relevant selection of definitions the presentation of the actual main issue constantly named, the so-called “Attention Dilemma”, deserves further attention for processing. Only then an exhaustive critical discussion is reasonable, which can be found at the end of this chapter.

#### 3.2. Attention dilemma

As a result of the information overload recipients discover on a daily basis, they naturally filter the mass of information and instinctively evaluate an advertisement to indicate its value (Hutter and Hoffmann, 2013). This lack of efficiency is not caused by the missing quality of the advertisements but rather caused by a strong antipathy of the consumer experiencing the messages as “disrupting and distracting” (Langner, 2007, p. 14). When consumers do not perceive advertising as worthy, or when excessively exposed, they tend to avoid it (Wanner, 2011).

In classical consumer communication, increasing competition, homogeneous products and the saturated markets that companies compete in, call for unconventional alternatives to reach the consumer (Ay et al., 2010; Moor, 2003). The lack of creativity in classical marketing communication leads to refusal and disclaim (Patalas, 2006). The reason why consumers are incapable of consuming whatever companies throw at them is not the quality of the marketing effort but rather the attitude of the recipient (Langner, 2007). The changes of the various factors do not call for companies to invest even more budget but, in fact, the opposite. Over 60% of any marketing campaign is said to have an insufficient cost-benefit ratio with the results simply not justifying the invested money (Langner, 2007).

The previous chapters already presented most of the major influential factors for the development of alternative marketing methods. The reasons described above, all lead to a final and decisive consequence described by Hutter and Hoffmann (2013, p. 6): “The Attention Dilemma”.

At the starting point of this depiction the authors identified homogeneous products. Those homogeneous products put great pressure on the competing organizations which again react through increasing pressure on consumers by raising the amount of advertising messages (Hutter and Hoffmann, 2013). For the recipient this pressure results in an information overload. The overload is based on the fact that

humans are only capable of processing a limited amount of information over a certain period of time (Jacoby, 1977). Once capacities are met the perception of individuals is limited and decision-making processes are becoming imprecise (Jacoby, 1977). The reaction to experiencing an information overload is called “reactance” describing the antipathy towards the constraints put on the individuals (Hutter and Hoffmann, 2013, p. 6). Such constraint causes a negative perception of associated brands or products (Hutter and Hoffmann, 2013). Moreover a homogeneous communication of homogeneous products does not lead to success but rather to a so-called “wear-out-effect”, stating that recurring of similar products, methods or campaigns causes boredom which again causing negative perceptions (Hutter and Hoffmann, 2013).

Finally, at the bottom of figure 3, the decreasing efficiency of advertising again seduces organizations to intensify advertising creating even more pressure (Hutter and Hoffmann, 2013). Hence, escaping the cycle can only occur when an organization decides to either decrease advertising efforts or implements alternative communication methods (Hutter and Hoffmann, 2013). Practitioners and scientists consider the Guerilla Marketing concept as an appropriate method to counteract the decreasing efficiency of classical modes of communicating through “attention recuperation, without evoking reactance” (Krieger, 2012; Hutter and Hoffmann, 2013, p. 7). From a consumer point of view the depiction of the Attention Dilemma described above delivers a straightforward explanation of prior and current developments in marketing. Yet, it also delivers a basic approach of how to leave this cycle of decreasing efficiency and is supposed to justify the move of marketers towards the so-called “alternative communication methods” (Hutter and Hoffmann, 2013, p. 6).

Having identified the fundamental problem statement and current approaches of defining Guerilla Marketing, the following chapter proceeds with the question of how alternative communication theoretically intends to overcome the attention dilemma, e.g. how to break the downward sloping efficiency curve of the classical approaches.

### 3.3. *Résumé*

As depicted above most current definitions refer to the possibility of overcoming the Attention Dilemma through the use of unconventional, alternative or non-traditional measures. Emotional activation (e.g. surprise) is named as the key to reaching strong effects and furthermore potentially efficiency through diffusion. Diffusion can be identified as the most relevant determiner for the efficiency in regard to costs, while only Patalas (2006) addresses the relevance of the two-step process communicated content moves along (e.g. first and second publicity). Apart from addressing how content is being forwarded, it is also vital to the relevance of how far content is supposed to travel and the consequences of the journey. “The further the better” can be accounted for most actions, yet the Guerilla Marketing instruments have different focus points and the further a message has travelled and

the more people have noticed it, the less there are left to surprise anymore. Therefore the possibility of repetition is strongly influenced. Such distinction delivers also great support for a further separation between the target of Guerilla Marketing and its fit to either large or only SME’s regarding the company’s goals (Patalas, 2006).

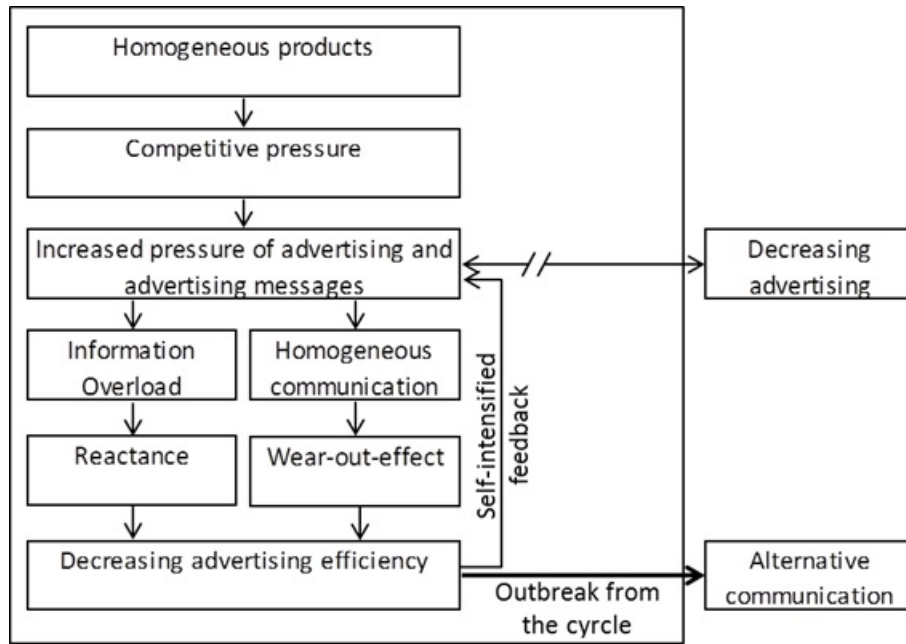
Scholars widely agree that Guerilla Marketing can be recovered in the classical marketing mix with strong tendencies towards promotional tools (e.g. advertising) yet besides a few, they do not limit its radius and postulate the flexible nature in being adaptable to all four tools of the marketing mix (Hutter and Hoffmann, 2013; Krieger, 2012). A further point showing the developments over time can be found in whether or not Guerilla Marketing can and should be used in combination, isolation or as replacement for classical advertising (Levinson, 1984). Nowadays scholars propose the combination with classical measures instead of isolated use (Hutter and Hoffmann, 2013; Patalas, 2006; Nufer, 2013; Zerr, 2003).

Finally, so far little effort has been made to describe those Guerilla Marketing specifics which are supposed to be accounted as the origin (e.g. attention, surprise). In the end surprise as an emotion that desires cognitive processing it cannot simply be accounted as the trigger without further dedication (Hutter and Hoffmann, 2013). Those variables determining what surprise really constitutes are widely ignored. While stimuli (e.g. non-conservative marketing executions) are exemplary being addressed as origin and cause for surprise in further approaches, even the newest definitions seem to ignore the relevance. A gap between descriptive psychology and Guerilla Marketing sciences can be identified alongside the ignorance of behavioral inclusion.

### 3.4. *Critique*

Considering general marketing conceptions with the three steps of defining marketing goals, marketing strategies and marketing mix it is comprehensible that the procedure also applies to Guerilla Marketing concepts (Meffert et al., 2011). Furthermore scholars agree and prove that Guerilla Marketing in the marketing mix takes place primarily in the field of promotions, e.g. advertising, that it has become, or at least should be considered, an overreaching strategy and it potentially applies to any sized organization (Schulte and Pradel, 2006). Any further approach of narrowing down and categorizing does not grant exclusivity and primarily tries to show where the concept mostly, but not exclusively, fits. Exemplary defining Guerilla Marketing as only being applicable below-the-line or out-of-home is not sufficient and can easily be refuted as “invisibility” is not a circumventing characteristic (Hutter and Hoffmann, 2013; Krieger, 2012). Due to the range of possibilities any given advertising vehicle or mass-media communication tool could be integrated in a Guerilla Marketing campaign (Bruhn, 2007; Nufer, 2013).

Neither the tool of the marketing mix or instrument used, the conceptual operative planning, the predetermined surprise or activation, nor the desired effect, can be considered



**Figure 3:** The Attention Dilemma; Source: following Hutter and Hoffmann (2013, p. 6)

an overarching stand-alone criteria or exclusive characteristic (Meffert et al., 2011). Only in combination they may be. When targeting a common ground in Guerilla Marketing one has to critically question if there really is existence of delimitating characteristics and if this thin yet dynamic line will ever be identified. In the end, having filtered these proposed characteristics, one is left with a philosophical projection that is relying on the unconservative nature in the sense of altering classical advertising only in a way that assigns space to creative executions.

Ultimately the author proposes the following definition:

*Guerilla Marketing is a comprehensive basic strategy executable throughout the marketing mix as a supplement, modification to and/or creative escape from any licensed and/or purchased mass-media advertising space. It is the art of executing strategical and economical war on competitors and framed spaces by generating cost-efficiency through achieving a variance in the audience's perception and expectation (e.g. surprise) to overcome the attention dilemma, with the potential to either trigger diffusion to a second extensive, yet relatively intangible and undefined, audience or to forcefully embed a relatively strong message in the first audience.*

#### 4. Guerilla Marketing practice

"A selective distinction and unambiguous categorization is not possible" and all Guerilla Marketing instruments "complement each other and function synergistically to produce the actual impact of Guerilla Marketing" (Nufer, 2013, p. 5). Therefore the upcoming section will present a selection of instruments that are widely acknowledged to be gathered under the umbrella of Guerilla Marketing. Besides classifying the instruments through concentrating them by their primary

outcome or effect (e.g. the basis for the later presented mediators of the LSD Model I and II), the instruments described adjacently further correspond to certain principles (Hutter and Hoffmann, 2011b).

Nufer (2013) contributed a classification into 4 categories, whereas three are distinct and one, the "Low Budget Guerilla Marketing", is of a comprehensive nature. The other categories are labeled "Infection Guerilla Marketing" corresponding to those instruments, mostly new media, primarily aiming at a so-called Diffusion Effect (e.g. Viral Marketing), "Surprise Guerilla Marketing" corresponding to those with the emphasis on a strong Surprise Effect through installations in public places and lastly "Ambush Marketing" as a separate category (Hutter and Hoffmann, 2013; Nufer, 2013). The category of "Low Budget Marketing" is "a specific case that can be subsumed to all other categories" (Nufer, 2013, p. 3).

While Nufer (2013) and Hutter and Hoffmann (2011a) deliver fairly similar approaches those titled by Hutter and Hoffmann are used as depicted in figure 4. They close the gap between categorization, aligning instruments and fitting them under principles and effects that are later serving as a basis for modelling Guerilla Marketing. As depicted in figure 4, the principles presented by Hutter and Hoffmann (2011a) are mundanely categorizing the instruments of Guerilla Marketing into the principles of "Freeriding", "Living Environment" and "Recommendation". Freeriding corresponds to the Low Cost Effect, the Living Environment to the Surprise Effect and Recommendation, as a principle, aligns with the Diffusion Effect. As a fourth principle the "Flanking" Guerilla PR is presented, whereas its special frame will be discussed in detail later on (Hutter and Hoffmann, 2011a). While Hutter and Hoffmann list Ambush Marketing as a Low Cost Effect category, Nufer assigns a separated role to the concept

as it does not depend on Surprise or Diffusion Effects but can rather be executed without those features. Nevertheless both approaches make use of a similar foundation. Delineation only occurs while assigning the freeriding principle to the Low Cost Effect since Nufer states that “Low Budget Guerilla Marketing” as a category needs to be assigned to all other categories (Hutter and Hoffmann, 2011a, 2013; Nufer, 2013).

#### 4.1. Guerilla Marketing instruments

In the following section the most relevant instruments will be presented, briefly discussed and the prioritized intentions will be presented. Both the desired primary effect of the Guerilla LSD Model I and II (see chapter 5) as a basis for the following chapters and the classification through assigning the relevant principle will support the subsumption. Simultaneously, issues and deficits of such classifications will be presented aside the examples. Comparing the instruments, if possible, to classical methods, will support the understanding (Hutter and Hoffmann, 2013; Nufer, 2013).

##### 4.1.1. Ambush marketing

Ambush Marketing first arose before and at the Los Angeles Olympic Games of 1984. As the total number of official sponsors in the 1976 Montreal Summer Olympics peaked at a total of 628, regulatory changes introduced by the International Olympic Committee in the early 1980s restricted the number of sponsorships and partners of the Olympic Games from 1984 on (Shani and Sandler, 1998). A smaller circle of exclusive partners categorized by products was, on the one hand, supposed to deliver a greater awareness and stronger impacts for the sponsors and, on the other hand, drive the costs of these exclusive sponsorships (Shani and Sandler, 1998). Hence these changes opened the door for Ambush Marketing as a strategy for organizations not willing to pay these great amounts but still seeking the positive effects of being associated with major sporting events (Burton and Chadwick, 2009). As Burton and Chadwick (2009, p. 2) state, “sponsorship ambushing has historically taken place at major sporting events, and often has been seen as being directly related to competition between major brands (...)” Without officially being set in relationship to an event, these organizations make use of television commercials, social media, on-location promotions and out-of-home media strategically trying to be linked to the event and causing confusion with the recipients on whether or not an organization really is sponsoring an event or not. Meenaghan contributed a classification of five Ambush Marketing strategies: Sponsoring media coverage of an event, sponsoring a sub-category within an event, making a sponsorship-related contribution to a players’ pool, engaging in advertising that coincides with a sponsored event, or the development of other imaginative ambush strategies (Meenaghan, 1994).

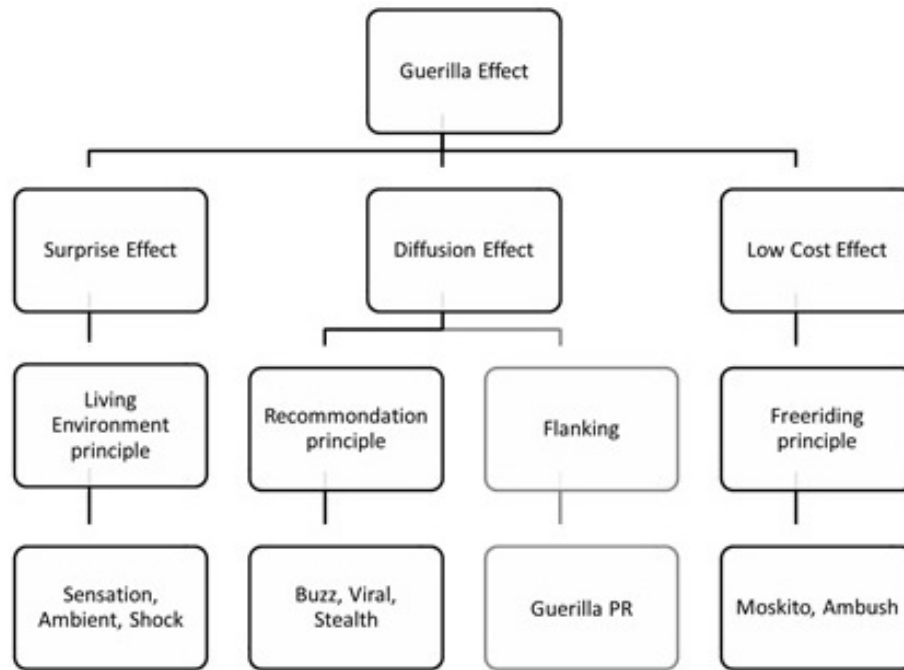
Studies have proven that Ambush Marketing and sponsorship both as concepts cause confusion with the recipients. The sponsorship concept is quite familiar whereas the Ambush Marketing concept isn’t (Hutter et al., 2011). During

the FIFA World Cup 2010 Hutter et al. (2011) conducted a study on how recipients notice and classify either sponsors or ambushers. Interestingly only 1% of the recipients were able to clearly identify the four tested ambushers whereas 74.9% of the recipients classified at least three out of four ambushers as official sponsors (Hutter et al., 2011). Contrarily only 64.4% of the recipients were able to reach the same score with the official sponsors while the classifications of the recipients prevailed that 63.3% of the recipients showed great confusion on who is an official sponsor and who is not (Hutter et al., 2011).

Ambush Marketing is one of the instruments with a high potential for experiencing negative consequences of various kinds. Apart from the danger of legal consequences, organizations can draw great profit out of ambush efforts as the costs (even including a legal aftermath) are relatively still much lower than those of an official sponsorship (Burton and Chadwick, 2009). Official right holder’s investments are devalued and as control of the event organizers are lacking towards ambushing organizations, the risk of negative image transfers towards the events are increased (Burton and Chadwick, 2009). Yet literature, just like media and obviously the sponsors themselves link Ambush Marketing with a negative image and raise moral concerns, as parasitically enriching organizations not only harm the sponsors, but also cause damage to the events themselves (Burton and Chadwick, 2009).

Just as with other instruments, the evolution of Ambush Marketing has not stopped and changes in the execution and also the acceptance could quickly be discovered. Already in 1994 Meenaghan found that many of the actions and campaigns previously identified as Ambush Marketing were become routine practices.

Obviously Ambush Marketing uses the principle of Freeriding through profiting from publicity-effective events more than any other instrument. It carries its stand-alone image amongst others and could potentially be executed with the goal to reach a great mass of audience or simply a homogeneous group attending an event (Nufer and Bender, 2008). It is the guerilla version of an official sponsorship and primarily aims at achieving cost-efficiency (Hutter and Hoffmann, 2013). Furthermore it is not bound to any restrictions during implementation and could be anything from a logo on a shirt worn under a jersey, a big screen positioned on private housing right next to a stadium or just strategical advertising bookings with indirect references in the content to an event. Recalling a bilateral categorization from chapter 2 it becomes obvious how Guerilla Marketing campaigns either live off the concept or the instrument. Both are applicable and especially Ambush Marketing identifies itself rather through a war on licensing and competitors rather independently from vehicles or tools used, but rather through creative strategies. In Online-Appendix 1 a current example of the clinch between football sponsors and ambushers is presented whereas the scandal of Mario Götze wearing his personal sponsor’s shirt received even more notice when the sponsor denied any responsibility for the action (see Online-Appendix 1).



**Figure 4:** Alignment of Guerilla Marketing instruments, principles and effects; Source: following [Hutter and Hoffmann \(2011a\)](#).

#### 4.1.2. Mosquito marketing

Just like Ambush Marketing, Mosquito Marketing has the ultimate goal of receiving attention through apportion of other's costs ([Hutter and Hoffmann, 2013](#); [Ries and Trout 1986](#)). While Ambush Marketing is frequently performed by huge organizations, Mosquito Marketing is rather performed by SME's which are trying to fill a big competitor's niches ([Patalas, 2006](#)). The effect of the marketing efforts is also considered a Low Cost Effect through making use of the freeriding principle whereas in this case competition could allow for or even profit from it. While Ambush Marketing seeks mixed perceptions and confusion amongst the consumers, Mosquito Marketing is rather about positioning and aiming a niche target group often by offering complimentary goods or services and promoting them ([Ries and Trout, 1986](#)). Jack Trout, a pioneer in market segmentation, primarily pushed the concept towards an understanding of Niche Marketing understanding the concept as an Assault Strategy as discussed in chapter 3 ([Ries and Trout, 1986](#)).

#### 4.1.3. Shock marketing

As the first instrument mainly working through the stimulation of a strong Surprise Effect and making use of the living environment principle, Shock Marketing is being introduced ([Hutter and Hoffmann, 2013](#)). This method tries to use shock through delivering campaigns violating social norms, values and laws, at an extreme emotional state and is therefore said to stimulate a maximum effect ([Williams, 2009](#)). "Emotional Marketing is able to imprint itself over a longer period of time and easier into the memory of the recipient." ([Nufer and Bender, 2008](#), p. 19). Nevertheless, shock is a very subjective

state of mind and therefore various content can and will be perceived differently by whoever consumes it, whereas many campaigns simply show a non-disarmed reality that the recipient is not capable of handling ([Williams, 2009](#)). Whereas optimists would suggest leaning on the slogan that "any publicity is good publicity" only very few organizations dare to use the instrument of Shock Advertising fearing a negative image transfer ([Williams, 2009](#)).

Conversely recipients tend to ignore and refuse shocking advertisements as a self-protecting mechanism ([Williams, 2009](#)). Any content that contradicts morals, values, norms or religious beliefs like for example extreme nudity, racism, brutality, anti-Christianity or even poverty embedded in the desired surrounding will most likely draw great attention through a high level of activation, yet the reactions of the individual are hardly to be foreshadowed and can quickly result in an antipathy towards an associated brand, product or person ([Williams, 2009](#)) Only if that is the desired reaction, an initiator can run a Shock Advertising campaign at barely any risk. Legal regulations for example in some countries enforce the placement of shocking pictures and messages on merit goods like tobacco products or liquor. In this case shocking the recipient in a way that supposedly discourages the use and enhances antipathy towards the product is desired ([Urwin and Venter, 2014](#)). Another example is the brand "French Connection" that was found in London in the early 1970s. Their great marketing success from the early 2000s till today was also caused by the company's implementation of the initials "FCUK" meaning "French Connection United Kingdom". The equivocal acronym together with an advertising slogan drew great attention and triggered a provoking yet

appealing reaction reaching the right target group (Javed and Zeb, 2011).

#### 4.1.4. Ambient marketing

Ambient Marketing is a concept which, as the name suggests, mainly deals with advertising in a specific living environment or ambience and which surprises through leaving frames of mass-media advertising (Bruhn 2013; Hutter and Hoffmann, 2013). The British agency “Concord Advertising” started promoting it in 1996 and is mainly responsible for its breakthrough as a reaction of their client’s requests for something new and different (Chatterjee, 2011). The terms “Ambient Marketing” or “Ambient Advertising” are commonly used synonyms whereas for the sake of distinctiveness and despite the fact that its founder Concord Advertising titled the concept Ambient Media, the label “Ambient Marketing” will be used (Wehleit, 2005). As Ambient Marketing can hardly be assigned to an advertising vehicle or frame, common definitions only rarely try to identify aligned media but rather focus on the interplay of the ambience and the target groups (Grauel, 2002). An example is Ralf Grauel’s definition stating that Ambient Marketing as a “non-classical media communication with mobile target groups” whereas again still today no comprehensive definition has been recognized or acknowledged (Grauel, 2002, p. 2). It can further be classified as an out-of-home-media and can be seen as the Guerilla Marketing version of the classical outdoor-advertising (Hutter and Hoffmann, 2013). Borders shift over time and a clear classification towards a specific outdoor-advertising or setting a clear distinction between classical and non-classical advertising is almost impossible. Secondly “Ambient could be seen as a movable term and defined by advertising norms of the day” (Luxton and Drummond, 2000, p. 735). For example the distribution of free post cards with advertising messages in bars has become a classical mass-media medium within ten years whereas at the beginning it was a non-classical innovative form of Ambient Marketing. Just like any abnormal location or innovative idea is considered different, “they are perhaps no longer unconventional and have encroached on mainstream territory by virtue of their repetition” (Luxton and Drummond, 2000, p. 735). Welling (2005) contributed a broad classification of Ambient Media following the features of indoor vs. outdoor, unique campaign vs. enduring campaign and mobile vs. fix installations.

Whether or not the concept itself is an extension of the usage of advertising space or an innovative concept is broadly discussed, but in the end it is aiming at overwhelming the consumer with an advertisement in an unexpected situation trying to maximize attention through surprise (Chatterjee, 2011). The features characterizing an ambient campaign are therefore choosing the right, e.g. unexpected and unusual, location, the unconventional method of positioning or executing an advertisement and the time-dependency, e.g. the temporal factors (Luxton and Drummond, 2000). The multifaceted field of application opportunities again support a bilateral perspective as introduced in chapter 2 and 3. Most relevantly the ambience, e.g. the atmosphere or habitat, of the

specific target group justify Ambient Media (Wehleit, 2005). This could be the supermarket, tram or simply a bar whilst the delimitation of a homogeneous target group towards others could in this case turn a simple poster into an Ambient medium (Wehleit, 2005). As mentioned before this interplay only works as long as Ambient Marketing still comprises the most relevant Surprise Effect, the deviations of schema-incongruence, as a key descriptor (Croft, 1998). The importance of the homogeneous target group therefore obviously determines the projectable characteristic of any definition (Wehleit, 2005). In summary one needs to notice, that “what might be considered ambient one day may not be the next, as audiences become familiar with any given location and the point of difference or ‘unusuality’ fades” (Luxton and Drummond, 2000). The overall aim remains the attempt to cut through the clutter of conventional advertisement by disrupting the consumer and pleading him or her for attention (Bainbridge and Curtis, 1998).

Due to the relatively low cost, the wide range of opportunities and the potential of diffusion to a great mass of recipients, Ambient Marketing is one of the fastest growing instruments (Turk et al., 2006).

#### 4.1.5. Sensation marketing

The term Sensation Marketing is one that in practice is often used as a direct synonym for Guerilla Marketing as the campaigns and actions usually entail a high effort and degree of singularity which makes it almost impossible to replicate (Nufer and Bender, 2008). Embedding a campaign in a strategy that enhances a strong Diffusion Effect is therefore the factor determining the success, whereas embedding the campaign in the living environment and therefore making use of the Surprise Effect is the most relevant classification factor (Hutter and Hoffmann, 2013). Surprise sets the condition for diffusion. The actions are usually executed in the out-of-home area in highly frequented regions and locations promising to reach a great mass of recipients and the media for just a short period of time (Schulte, 2007). The delimitation to Ambient Marketing results from the dynamic character of Sensation Marketing whereas Ambient Marketing is characterized as static and therefore less restricted by time (Hutter and Hoffmann, 2013). Dynamics are mainly generated by persons being involved (Schulte, 2007). Sensation Marketing further confines through bearing greater and different risk factors of failure through the uniqueness of an event, the greater dependency on a strong Diffusion Effect and risk of missing the target groups. Often concerts, tourist attractions and sporting events are therefore used as a setting to be able to forecast a potentially homogeneous target group.

#### 4.1.6. Buzz and stealth marketing

While Viral, Buzz and Stealth Marketing all work through the positive effects of WoM and recommendation principles and therefore can be classified as prioritizing Diffusion Effects, they are often mistakenly used as synonyms (Hutter and Hoffmann 2013).

Buzz Marketing can be described as *"a multi-dimensional communication process that involves sending persuasive messages out via buzz agents (senders) to buzz targets (receivers) in the form of WOM (offline and online) conversations and retrieving market research information from buzz agents on the particulars of these buzz marketing experiences"* (Ahuja et al., 2007).

As Buzz Marketing simultaneously works through quickly spreading content online and offline amongst communicating individuals, most scholars agree on delimitation to Viral and Stealth Marketing through the use of so-called "Buzz agents" as facilitators (Ahuja et al., 2007; Mohr, 2007; Thomas, 2004; Kaikati and Kaikati, 2004). Most importantly those agents act voluntarily as commissioners of a brand, organization or product whereas Stealth Marketing makes use of interlocutors purposefully spreading a concealed message (Kaikati and Kaikati, 2004). It is the credible propagation of something the agent is enthusiastic about versus the "economically motivated" Stealth approach (Hutter and Hoffmann, 2013, p. 84). Despite actual enthusiasm the agents (often mediated via Buzz agencies) can still get paid while taking the role of the consumer, opinion-leader, brand commissioner, sales supporter or market researcher (Ahuja et al., 2007). Both approaches raise moral concerns whereas critics fear a commercialization of the private life (Hutter and Hoffmann, 2013). Whilst Buzz agents can freely decide on whether or not they want to lay open their function, Stealth Marketing purposefully hides messages and the commercial roots of the communication and therefore calls many critics trying to prohibit Stealth Marketing (Walker, 2004). Most relevantly the general concept itself only works through those individuals that can either be motivated intrinsically or extrinsically to take the role of an agent (Walker, 2004). Those who like communicating, sharing information and strongly involve themselves in brands or products are intrinsically motivated whereas extrinsic motivation can be of an immaterial nature like prestige or a material nature like product samples or payments (Walker, 2004; Hutter and Mai, 2013).

For the sake of integrity it is crucial to understand the misleading use of terminology and category. Despite the synonymous use of Buzz and Stealth Marketing, various scholars use Stealth Marketing as the umbrella term for a great variety of other methods and types of Marketing (Kaikati and Kaikati, 2004). Kaikati and Kaikati (2004, p. 6) deliver a distinction between Buzz and Stealth Marketing saying that "instead of aggressively shouting to everybody at the same time, stealth marketing tends to whisper occasionally to a few individuals." Andrew Kaikati, a consultant serving Fortune 500 clients, and Jack Kaikati, Professor of Marketing at the Southern Illinois University (Kaikati and Kaikati, 2004, p. 6 ff.), also list the following techniques as subordinated types of Stealth Marketing: Viral Marketing, Brand Pushers, Celebrity Marketing, Bait-and-Tease Marketing, Computer Game Marketing and Pop/Rap Music Marketing opening the field of interpretation even further yet giving another example of the special role of Viral Marketing as a supportive tool.

#### 4.1.7. Viral marketing

Picking up Viral Marketing and considering that it is the intention (as the name suggests) to purposefully spread content amongst individuals, one has to regard the bipolar use of the concept. First of all it is being used in isolation to cost-effectively reach a great mass of recipients but secondly it is often aligned with other advertisements like Ambient Marketing to facilitate a maximum Diffusion Effect towards a great mass of recipients. Nevertheless the diffusion through positive WoM and recommendation is the desired effect and therefore provides the basis for its classification (Hutter and Hoffmann, 2013).

The concept strongly depends on word-of-mouth transfers, one of the oldest and still most relevant marketing techniques (Röthlingshöfer, 2008). In this context WoM can be defined as "(...) any sort of communication between individuals about products, services, brands which takes place without a commercial interest (between the individuals). It is not necessarily bonded to oral or written comment. The participants or word-of-mouth can further transfer information via pictures, videos or through any communication method" (Röthlingshöfer, 2008, p. 27). The art of trying to regulate this interpersonal exchange of individuals strongly depends on so-called "Memes", which are ideas of any kind which are imprinted in an individual's mind who then acts as a host to transfer the content just like a virus (Langner, 2009, p. 15). Only those Memes that are enhanced through catalysts called "memetic triggers" will be forwarded to infect further individuals (Röthlingshöfer, 2008).

The elements determining the success of a Viral Marketing campaign are the content, the so-called "seeding" and the incentives for the infected individuals to spread the information (Langner, 2009, p. 38). Firstly the content, meaning the product promoted and rather also the message communicated needs to be designed in a way that it can become a topic amongst the target group. It needs to entertain and amuse the consumer, trigger emotional reactions, deliver a positive image that the recipient is keen on spreading but mostly be innovative and new so that the consumer believes he or she is in an advanced situation being able to spread new content (Langner, 2009). An assigned use (e.g. sales promotions) can also serve as reason to spread. Being able to create a strong Surprise Effect can be a facilitator again (Langner, 2009). Especially mass media like the internet offers a wide variety of opportunities (Leonardi, 2008). Social networks, blogs, chats, newsletters and web communities within those networks allow the initiator to speak to a homogeneous target group (Leonardi, 2008). The range of seeding can be determined by either aiming at a flow of information towards close friends and relatives of a recipient (mainly relying on a high value of the content) or at extensive seeding towards a rather anonymous and random group of recipients (Langner, 2009). The incentives to forward any content can be of a passive nature (lowering barriers to share information) through for example enabling an individual to share information by just clicking on a link on any homepage

or of a more active nature offering discounts, promotions or competitions for those who involve others (Langner, 2009).

#### 4.1.8. Guerilla PR

Guerilla PR can neither be directly classified as an advertisement vehicle nor a strict Guerilla Marketing instrument, but rather a “flanking” tool that may supportively accompany other Guerilla Marketing instruments (Hutter and Hoffmann, 2011b, 2013). Strongly depending on Surprise Effects within editorial content that are worthwhile being covered, Guerilla PR, considered a subtype of PR, can enhance Diffusion and Low Cost Effects and therefore be associated and combined not only with the different instruments but also with any subordinated effect or instrument of the Guerilla Marketing (Hutter and Hoffmann, 2013). Hutter and Hoffmann (2011b, p. 7) further state that “Guerilla PR markedly improves the Guerilla Effect since media reports increase the number of addressees at hardly any financial efforts” and “is very persuasive, because consumers consider press reports more credible than advertisements. Purposeful initiations can be achieved through the execution of practically any campaign that is planned “in such a manner that they are appealing for the journals” (Hutter and Hoffmann, 2011b, p. 7).

Yet again controversy is great and confusion the normal course. Marketing and journalism literature either ignore the concept or promote it as the umbrella term for any instrument or campaign that can potentially be covered by Guerilla PR (Fischer, 2009, p. 380 ff.).

#### 4.2. Résumé

With the presentation of the individual instruments it becomes visible where the assessment by Nufer (2013) from the beginning of chapter 4 came from. Due to the extreme fundamental discrepancies between the instruments the discussions on categorizing and defining Guerilla Marketing are now even more understandable. Each of the three approaches introduced by Nufer (2013), Gelbrich et al. (2008) and Hutter and Hoffmann (2013) just like the assignment of principles are comprehensible in a segregated consideration. Yet, all instruments clearly show distinct individual characteristics and therefore an isolated perspective is reasonable. Nevertheless, even though fitting the instruments in categories is possible to a certain extent, those categories again will ideologically drift away from each other opposing approaches to finding an all-embracing approach.

#### 4.3. Critique

Critical observation only is legitimate when considering the principles and effects individually in objection to the usage as a basis for defining Guerilla Marketing as a whole. Most strikingly as shown in figure 4 Hutter and Hoffmann (2011a, 2013) try to use categories derived from desired effects of the instruments (Surprise Effect, Diffusion Effect and Low Cost Effect) whereas, without forestalling chapter 5, those are later set in subsequent order for modelling Guerilla Marketing. Such ordering contradicts an approach to use the

same categories for clearly delimitating the instruments, yet acknowledges a strong interdependence between the effects and subsequently the instruments.

Such interdependence, especially in regard to Viral Marketing and Guerilla PR, seems quite comprehensible. Those instruments should be considered as facilitators that bear the primary intention to enhance the effect of other instruments. In fact Viral Marketing is closer to being a transmitter, e.g. a new channel or vehicle, rather than an instrument. It has emerged from modern technologies offering further opportunities just like radio advertising or television advertising have at the beginning stages of their presence yet does not set any limitations to the form of content that is supposed to become a virus and allows for unintentional spreading. Guerilla PR is similar in this respect and, in a simple thought, just like individuals diffusing a virus a broadcaster would cover and forward content they perceive as worthy and somewhat editorial. Furthermore the contributions of Nufer (2013) and his idea of considering Low Budget Marketing as an overreaching principle that accounts for any instrument, such category seems rather self-explanatory applying basic economic principles.

Aligned with the (re-)introduction of a “Guerilla Marketing principle” overreaching all potential marketing tools or instruments (see chapter: 2.5), the author therefore proposes a general alienation from the instruments which mainly exist as such due to the frequency of execution in practice. Exemplary, if any instrument can potentially become a Guerilla Marketing instrument, then assigning new titles for a Guerilla Marketing “version” of another instrument is little constructive. Ambush Marketing is the guerilla version of any other advertising or sponsoring of an event. Shock, Ambient or Sensation Marketing can be perceived as advancements in the evolution of marketing due to the need of reacting to an Attention Dilemma (see chapter 3). Buzz and Stealth Marketing are an extreme combination of WoM driven by customer loyalty and intrinsic and extrinsic motivation whereas Viral Marketing and Guerilla PR are primarily transmitters (e.g. channels) with supportive functions (Walker, 2004). Finally Guerilla Marketing can still be described through its instruments, yet it should never be limited by those instruments or whatever title they carry. The dynamic character is what keeps the principle alive while instruments come and go never forgetting how the title was linguistically derived (Nufer and Bender, 2008).

### 5. Modelling Guerilla Marketing

Despite the issues regarding the formulation of an up-to-date definition, even fewer approaches have been made to present an overall model for Guerilla Marketing. While few approaches aim at modelling individual Guerilla Marketing instruments (e.g. “R.I.P. Conceptual Model for Ambient Advertising” by Snipes, 2012; “Alternative Marketing Model on Social Media Platforms” by Castronovo and Huang, 2012), most relevant all-embracing contributions over the last years have been published by Hutter and Hoffmann



(2011b, 2013). Furthermore scholars like Luxton and Drummond (2000, p. 737) made use of classical marketing models (e.g. "Attitude-toward-ad-model" by Edell and Burke, 1987) trying to integrate Guerilla Marketing measures (e.g. "Ambient Model" adapted from Sheth-Newman-Gross-model of consumption values 1991). Basic models like the "AIDA" or "S-(O)-R-Model" (Gawlik et al., 2006) serve as a ground for subsequently organized approaches.

While the models presented were derived from current approaches of classifying and defining Guerilla Marketing, they will serve as a basis for the upcoming chapter.

### 5.1. LSD Model I

Aligned with their definition, Hutter and Hoffmann first presented an approach to model Guerilla Marketing which is titled "LSD Model" referring to the three mediators positively influencing the outcome: "Low Cost-, Surprise- and Diffusion Effect" (Hutter and Hoffmann, 2011b, 2013). Definition and model both depict that Guerilla Marketing lives on achieving a so-called "Guerilla Effect" describing, the favorable ratio of cost and benefits, with the goal of a profitable relation of advertising costs and effects (Hutter and Hoffmann, 2011b). This Guerilla Effect (see figure 5), modelled as the dependent variable, is being influenced through the independent variable, an "unconventional advertising campaign" (Hutter and Hoffmann, 2011b, p. 4).

Apart from the relationship between the independent variable, the three mediators show causal relationships between the dependent and independent variable. The total effect of the model is therefore explained only via indirect (mediator) effects, whereas no direct effect is depicted (Urban and Mayerl, 2007). The three subordinated effects, the mediators, each either influence the dependent variable directly or the subsequent mediator if applicable. Multicollinearity exists. Yet as the mediators explain why and how a causal relationship exists and since the model from 2011 has undergone various changes regarding the mediating variables, focus should be put on the three subordinated effects and the overall understanding of the model (Hutter and Hoffmann, 2013; Little et al., 2007, p. 207 ff.).

The designated benefits of the Guerilla concept mentioned earlier frequently describe the "increase in consumer's attention" as one of the few points most definitions agreed on (Hutter and Hoffmann, 2011b; Ries and Trout, 1986; Levinson, 1984). "Attention", the variable of the ratio that needs an increase to optimize the measure, should be provoked through using surprising elements in Guerilla campaigns (Hutter and Hoffmann, 2011b). In succession the "Surprise Effect" is the first of the three subordinated effects creating the Guerilla Effect (Hutter and Hoffmann, 2011b, p. 4). To further stimulate an efficient ratio the cost-variable can be optimized through being able to reach a great mass of recipients. A transfer of a Guerilla campaign to a larger amount of recipients can therefore lead to the "Diffusion Effect" which stands in line as the second subordinated effect of the model (Hutter and Hoffmann, 2011b, p. 4). Interestingly and not

depicted in the model this effect can be driven either by interpersonal diffusion or medial diffusion as the media could potentially pick up campaigns that drew their attention (Hutter and Hoffmann, 2011b). Lastly the so-called "Low Cost Effect" in a third step can be reached through executing campaigns that require only small budgets or that are able to relatively increase contact numbers reducing the cost per person.

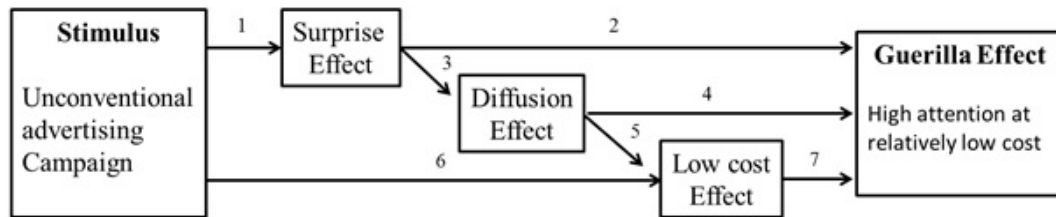
Below those three subordinated effects of the LSD Model I will be explained in further detail followed by a transfer into the second model.

#### 5.1.1. Surprise effect

"Surprise is a result of the divergence of perceptions and expectations" (Hutter and Hoffmann, 2011b, p. 4). Expectations are the result of patterns that an individual develops while a discrepancy between a stimulus (e.g. a Guerilla campaign) and a schema (e.g. fixed spots for advertisement that an individual expects to see) can cause surprise (Mandler, 1982; Alden et al., 2000). Surprise, as an emotional reaction to a certain level of disconfirmation, is the emotional reaction which subsequently leads to a change in cognitive activation, e.g. greater attention towards a stimulus (Meyer et al., 1991; Lindsley, 1951). Surprise can therefore be achieved by any stimulus which fulfills these requirements and which has the strength to emotionally influence an individual through exciting or shocking the recipient or simply, as mentioned above, by positioning advertisements in atypical locations (Meyer et al., 1991). Path 1 depicts the causal relationship of the advertising measure and surprise. Path 2 subsequently displays how the surprised individual shows increased and overproportioned interest in the stimulus achieving an indirect Guerilla Effect via only one mediator variable (Niepel et al., 1994). The instruments primarily focusing on a maximized Surprise Effect are Ambient Marketing and Sensation Marketing (Hutter and Hoffmann, 2011b). With Ambient Marketing surprise is generated through the use of unusual settings for implementing unexpected and unconventional campaigns and through being the first to do so. Usually those are positioned and bound to remain static for a certain period of time. Sensation Marketing on the other side tries to surprise through a more dynamic character while performing actions rather than permanent installations. Exemplary "flash mobs are a subtype of sensation marketing which is more and more often used" as public initiation (Hutter and Hoffmann, 2011b, p. 5-6). Hence such initiation shows how a strong Surprise Effect can generate the attention of individuals who would otherwise try their hardest to avoid advertisements in any way.

#### 5.1.2. Diffusion effect

The amount of recipients reached with any campaign is classically the most determined matter of expense computed through the cost-per-thousand parameter in radio, TV or print media. Whilst trying to reach the maximum amount of recipients at given costs, Guerilla Marketing campaigns aim at profiting from multipliers, such as individuals or the



**Figure 5:** The LSD Model I; Source: following [Hutter and Hoffmann \(2011b, p. 4\)](#)

media sharing information of a campaign, that do not increase costs in a ratio the cost-per-thousand would suggest ([Hutter and Hoffmann, 2011b](#)). Hence it is vital to take as much control over these gratuitous multipliers as possible ([Solomon et al., 2011](#)). For example, especially through social networks, the initiators can try to evoke surprise in a way that constructively stimulates the voluntarily forwarding of content by recipients through emotionally involving them in a way that makes them obliged to share information ([Menon and Uddin, 2010](#)). This modern form of word-of-mouth communication, just as the classical, also bears the advantage of a high credibility as individuals perceive friends or family members as a much more reliable source entailing a credibility that no other classical advertisements could ever achieve ([Hutter and Hoffmann, 2011b](#); [Arora, 2007](#)). Path 4 in figure 5 depicts how the surprise, as result, is being carried on through the Diffusion Effect creating the Guerilla Effect directly. Yet, a Low Cost Effect can also be the third mediator involved (path 5) if such diffusion occurs at relatively low costs.

Instruments that can primarily be assigned to the Diffusion Effect are Viral Marketing, Buzz Marketing and Guerilla PR. Viral Marketing mostly focuses on sparking a flow of communication that spreads like a virus into the desired target groups ([Southgate 2010](#)). Again the spreading of a content can be provoked either through individuals, e.g. members of the target group who hopefully forward the content to other members of the homogeneous group, or the media. Just like the flash mob instrument described above, Guerilla PR focuses on modern information technologies and communication technologies and most frequently uses short video clips that are supposed to diffuse through being shared over the internet ([Hutter and Hofmann 2013](#)). This way Viral Marketing is often described as a cost-efficient pendant to conventional television-spots but also serves as a facilitator to other instruments ([Hutter and Hofmann 2013](#)).

Buzz Marketing also follows the overall goal to stimulate online and offline word-of-mouth communication. Individuals, often fans of the product, are equipped with free samples and detailed information and should then act as “market researchers, advertisers, distributors and influencers in the decision-making process of other consumers” ([Hutter and Hoffmann, 2011b, p. 7](#)). Obviously these individuals need to be incorporated in a homogeneous target group with similar characteristics to be able to be persuasive ([Hughes, 2005](#)).

Guerilla PR, as a contraire to Viral Marketing and Buzz

Marketing but as a facilitator to any other Guerilla Marketing instrument, focuses on making use of editorial sections of mass-media instead of accounting on individuals communicating ([Hutter and Hoffmann, 2011b](#)).

### 5.1.3. Low Cost effect

The third subordinated effect can either be triggered through cost-efficient unconventional advertising campaigns directly (path 6) or through the prior subordinated Diffusion Effect depicted by path 5 ([Hutter and Hoffmann, 2011b](#)). The foremost intention in this stage is to obtain the maximum output of a campaign with only investing little or no budget at all either through the diffusion via individuals or mass media or the Guerilla campaign itself simply needing barely any budget to execute ([Hutter and Hoffmann, 2011b](#)).

At this point the practitioner can potentially decide on whether investing a larger amount of money into creating a Surprise Effect gaining tremendous attention amongst individuals and the media and hoping on the message to diffuse or investing a smaller amount, or even no money at all, to initiate an effect of a smaller dimension. This could come free (one could speak of a “No Cost Effect”) but will most likely draw less attention and therefore show a weaker Diffusion Effect ([Hutter and Hoffmann, 2011b](#)). Yet, a campaign of a smaller scale and without barely any budget invested could still be carried on through media to great dimension if it ignites. Nevertheless the intended results obviously depend on the initiator and his or her intention. A big organization would most likely aim at maximizing the Diffusion Effect to account on achieving a low cost-per-thousand parameter through reaching a great mass of recipients whereas a SME with small marketing budgets would potentially rather aim at minimizing costs. Both perspectives account on the Low Cost Effect.

Advertising space could not be more costly than during large events and in relation to the costs to purchase these licenses, no other temporary happening could deliver the attention of great events like the annual NFL Superbowl or the FIFA World Cup which is held every four years ([Seguin and O'Reilly, 2008](#)). Therefore sponsors are willing to pay vast amounts of money to be able to advertise and sell their products during the events hoping for further positive effects like image transfers and positive associations ([Hutter and Hofmann 2013](#)). Ambush Marketing primarily picks up exactly those costly events with the intention to profit from them on any level without investing any budgets for licenses or legal

permissions (Seguin and O'Reilly, 2008). Hence, it can be seen as the Low Cost Effect version of a classical sponsorship. Apart from using Ambush Marketing as a parasitic method to transfer a positive image companies also tend to attack direct competition with their ambush campaign intentionally weaken official sponsors (Hutter and Hofmann 2013).

### 5.2. LSD Model II

Two years after the first presentation of the LSD Model I of Hutter and Hoffmann a second version followed in 2013. Firstly mediator variables, the same as displayed in the LSD Model I, are now categorized by either enhancing the utility of a Guerilla Marketing campaign or having an effect on the costs whereas obviously only the Low Cost Effect is assigned to determining the costs (Hutter and Hofmann 2013). Secondly the authors rearranged the mediator variables, eliminated the independent variable ("Unconventional advertising campaign"), e.g. replacing it indirectly by "Use of a Guerilla measure", and limited influencing paths to a total number of five instead of the original seven (Hutter and Hofmann 2013). The Surprise Effect is now said to stand in direct positive correlation with the Diffusion and Low Cost Effect yet it can no longer directly influence the outcome variable and is neither influenced by the erased independent variable. The Diffusion Effect still bears the same direct effect on the dependent variable and an indirect effect mediated over the Low Cost Effect (see figure 6).

Moreover the individual subordinated effects are now bearing further explanations. The Diffusion Effect now is considering diffusion via two levels (stimulating WoM and stimulating media) and the Low Cost Effect entails relatively low costs in reference to low production costs and low contact costs per person (Hutter and Hofmann 2013). Most strikingly and presupposed through the former independent variable of "Unconventional advertising campaign" the Surprise Effect gained in importance. Schema incongruity is referring directly to the emotional reaction to a stimulus which is then causing a disruption and the drawing of attention (Hutter and Hofmann 2013). Upstream to the surprise the use of a Guerilla measure is listed sporadically.

### 5.3. Résumé

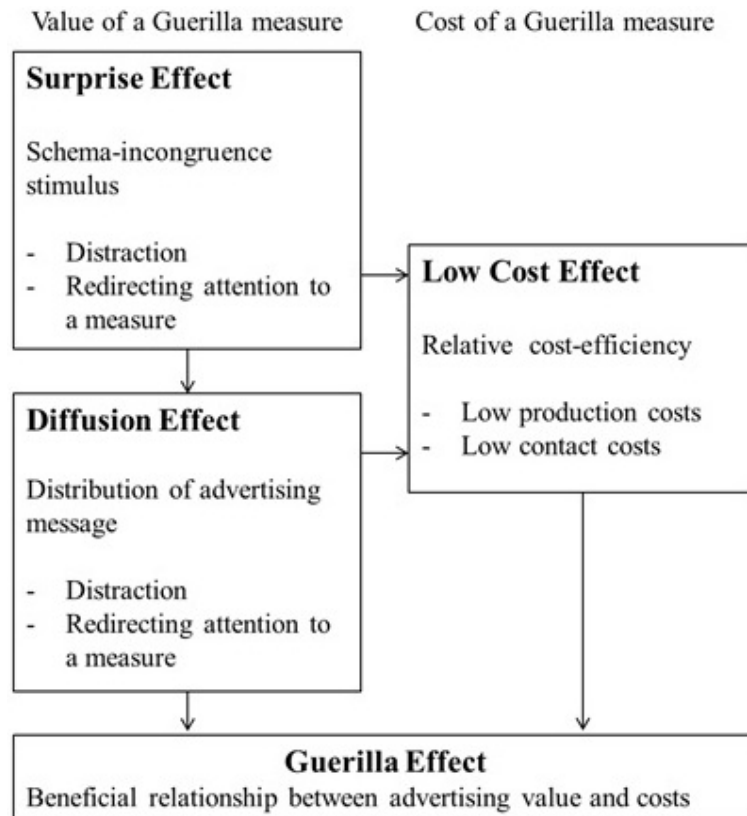
Various models try to display the functioning of individual instruments while only few depict Guerilla Marketing as a whole. The two models presented strongly rely on the three effects of Surprise, Diffusion and Low Cost whereas they serve different mediating purposes. Yet, the different paths and impacts cause big variances between both models while key paths have been removed or complemented. An upcoming critical review shall serve further explanation.

### 5.4. Critique

First and foremost the LSD Model I can be acknowledged as a first approach but shows various weaknesses. Firstly the most relevant issue is the reference to "unconventional

advertising campaign" as independent variable. Most scholars (including the editors of the model) agree that Guerilla Marketing is not limited to advertising itself but can be used overreaching the entire marketing mix (Schulte and Pradel, 2006). Secondly the term "unconventional" is not finally described. As discussed in chapter 2 simply circumventing between media-advertising and the residuals cannot be sufficient and as the authors further only state that "unconventional" refers to being surprising, positioned at random locations and methods that do not deem to cause reactance, too much space for interpretation is left (Bruhn, 2007; Egan, 2007). Apart from this, the causal relationship between unconventional advertising and surprise is left uncommented. Such fragile emotional state deserves more attention. Moreover the Diffusion Effect does not refer to what Patalas (2006, p. 45) called the "first publicity" and "secondly publicity" and therefore lacks clarity. Furthermore objection occurs since the authors define Guerilla Marketing as strongly or only depending on a Surprise Effect whereas the model shows the opportunity to generate a Guerilla Effect without integration of the mediator variable of Surprise seen in path 6 and 7 (Hutter and Hoffmann, 2011b). Lastly a Surprise Effect has no direct path to the Low Cost Effect limiting the model to only allowing a Low Cost Effects to occur via Diffusion Effects and not directly through surprise.

The LSD Model II erased some of the weaknesses presented beforehand yet some new issues arose. Firstly and in line with the current definition, the origin of the second model now is the Surprise Effect yet the actual independent variable as stimulus is missing. The Surprise Effect now sporadically represents the independent variable. The "Use of a Guerilla Measure" is listed as a heading yet has no path showing a relationship to the Surprise Effect, while the reference to "unconventional" and advertising has been erased from the model. Hence moderators of the model showing the "changing of a relationship as a function of some moderating influence" are simply missing (Little et al., 2007, p. 216). Identifying schema incongruity perfectly describes the process along drawing attention, distraction and the development of surprise yet it is not fully describing the entire mental process (Meyer et al., 1997). Following given theory verification of given discrepancies, the assessment and evaluation (e.g. cognition) are ignored so far (Meyer et al., 1997). Now the origin of schema discrepancies needs revision due to their subjectivity or at least should be represented by a moderator from erased independent variable. Referring to the discrepancies also does not constrain the model or bear exclusivity towards e.g. media-advertising (Nufer, 2013). If the "Use of a Guerilla Measure" as the independent variable was only mediated via the Surprise Effect, the model would list a direct effect between an independent variable and mediator variable, yet such relationship is not clarified (Hutter and Hoffmann, 2013). The way it is depicted would then also suggest another independent variable to be present (e.g. "Costs of a Guerilla Measure"). Problems may also arise through listing "low production costs" as a characteristic of the Low Cost Effect. As the costs are relative and while Guerilla Marketing



**Figure 6:** The LSD Model II; Source: following on Hutter and Hoffmann (2013, p. 36).

can either be executed through maximizing output at fixed input or minimizing input at fixed output, such projection can be fatal. Furthermore the controllability of the diffusion needs revision.

**Guerilla Effect Model III:** While some of the issues of the LSD Model I have been tackled (e.g. a two-step Diffusion Effect, the absence of the opportunity to generate a Guerilla Effect without a Surprise Effect) in the second model presented, some still need to be reviewed (Schulte and Pradel, 2006). The author therefore proposes a third model described below (see also figure 7).

Like in the LSD Model I, the presented Guerilla Effect Model III, shows a clear independent variable ("Guerilla Marketing") which is the execution of any possible Guerilla Marketing instrument or principle and the "Guerilla Effect" as the dependent variable. The former Surprise Effect is being replaced by the so-called " $\Delta$ -Effect" as not only surprise as a basis emotion mediates the effect. Cognition triggers the incongruence.

Most strikingly the presented Guerilla Effect Model III introduces two highly relevant mediators which include recipient's behavior into the model. Hutter and Hoffmann (2011b, 2013) in their approaches only and exclusively limit the Guerilla Effect to advertising success in relation to strength of a message and range of diffusion, yet ignoring that the result of the Surprise Effect (here  $\Delta$ -Effect) is either a Communication Behavior or the general Purchase-/Consumer

Behavior (Snipes, 2012) whereas such behavior does not exclusively refer to directly achieving monetary goals but also includes stopovers like a general perception with long-term goals in range. Furthermore the Communication Behavior directly mediates to the Diffusion Effect whereas such communication can take place intentionally and unintentionally and also to the Purchase Behavior stating that a behavior can be the result of the prior behavior. The Low Cost Effect is being ignored due to the fact that costs are already considered in the dependent variable as one of the two measures that seek optimization. Listing it as a mediator is not reasonable anymore. Diffusion also directly mediates to the Purchase Behavior being the only mediator variable with a direct path to the desired Guerilla Effect. It can only and exclusively occur via the Purchase Behavior. Such adjustment is necessary to adapt to all-embracing views and unchain the constraint perspective. In the original models a highly entertaining stimulus is being potentially mediated to a Guerilla Effect which only measures the strength of an exposure or quantity of recipients reached. Such perspective is rather limiting than comprehensible. In the end an organization's marketing effort aims at increasing sales. Marketing is not designed to simply entertain a recipient. Just like reality, the model has to be target-oriented and specific and therefore the dependent variable is always mediated via Purchase Behavior. Lastly, a path from the Purchase Behavior to Communication Behavior as mediator variable is necessary to

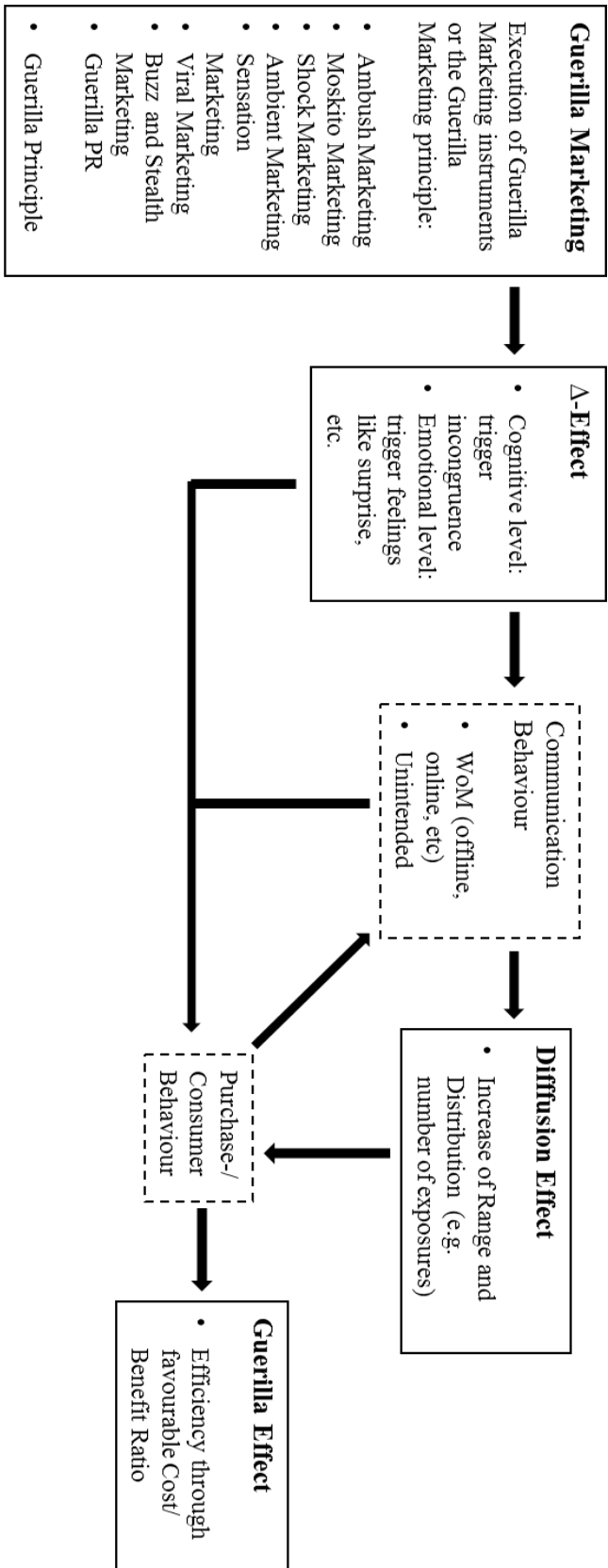


Figure 7: Guerilla Effect Model III; Source: aligned with Hutrer and Hoffmann (2011b, 2013).

depict the possible case of further communication and potentially diffusion through a closed sale. Just like before, influencing contexts are being neglected. Finally, the third model introduced should serve as a contribution for further approaches; including various approaches mainly from an overall marketing perspective; yet, also from a psychological perspective trying to explain the Guerilla Effect through the behavior of the recipients or consumers without whom the entire concept would not work.

Most relevantly the models all need testing, e.g. foundation. The upcoming chapter will present the relevant studies trying to (partly) operationalize the model presented. The Guerilla Effect Model III contributed by the author will serve the purpose due to its outreaching design whereas the different instruments only allow limited access to all-embracing approaches. As a result propositions for further research especially regarding modelling Guerilla Marketing will be following.

## 6. Measuring Guerilla Marketing effectiveness

While scholars claim that unconventional measures of communication can positively influence the credibility of advertising (Dahlén et al., 2009) closer insights are hard to find. Apart from general deficits in measuring advertising efficiency, Krieger (2012, p. 9) states that in Guerilla Marketing a lack of “differentiated observations of the fields and instruments especially in out-of-home advertising” cause diverse issues, while further postulating that “in those few empirical studies and publications many factors of the arrangement of a Guerilla Marketing action (...) remain disregarded”. Exemplary in the case of Ambient Marketing challenges arise as “using ambient advertising as a standalone medium of communication is indeed not possible, thus understanding or measuring the impact of effectiveness of an add-on medium like ambient advertising is almost impossible” (Chatterjee, 2011).

Through Algorithms or Emotional Mapping entries have been designed from an expert perspective while surveys aligned with e.g. a Surprise, Diffusion or Low Cost Effect serve as an entry from the consumer perspective (Hutter and Hoffmann, 2013). While monetary and non-monetary input factors to measure the efficiency of advertising can hardly be transferred to Guerilla Marketing, the output measurements (cognitive, affective, behavioral and economical) can serve as a basis for presenting the most relevant studies (Hutter and Hoffmann, 2013).

### 6.1. Cognitive measurements

Cognitive measures aim at recording to what extent individuals notice (awareness), remember (recall) or recognize a campaign (Kroeber-Riel, 1996). While Wanner (2011, p. 107) states “the main benefit guerilla advertising beholds for its campaigners is brand awareness” further studies also stress great recall effects of Guerilla Marketing in general (Hatch, 2005; Krieger et al., 2012; Hastie and Kumar,

1979). As Ambient Marketing is the instrument obviously showing greatest deviations in the out-of-home advertising, most studies used Ambient Marketing campaigns. Here increased awareness is generated through delimitations from environment and classical out-of-home advertising (Hutter and Hoffmann, 2013) whereas surprising elements are said to be the key for strengthening on downstream emotions (Hutter and Hoffmann, 2013). Following Nufer (2013) such understanding is applicable to any Guerilla Marketing campaign using surprise (e.g. Shock Marketing).

Exemplary in a Recall-Recognition test by Krieger et al. (2012, p. 122) over one third of the surveyed people freely remembered the campaign one day and one week after the exposure whereas strikingly about 20% of the recipients had not witnessed it themselves but heard about it. While measuring awareness in comparison to classical advertising, Guerilla Marketing (e.g. Ambush Marketing) can also be set *contraire* to sponsors and license holders in order to measure awareness compared to direct competition. In a study of Hutter et al. (2011) the scholars depicted that 74,9% of the spectators assigned three of four ambushers to be official sponsors of the FIFA World Cup 2010. Such designs were frequently used for measuring the increased awareness, recall and recognition for Guerilla Marketing measures whereas increased intention through schema-incongruence as a source for surprise and cognitive stimulation is proved to be the root (Hutter and Hoffmann, 2013).

### 6.2. Affective measurements

Following Kroeber-Riel (1996) affective measures try to measure whatever processes occur within the consumer (e.g. emotions). General frameworks can be adapted from the field of psychology (Krieger et al., 2012). Hence, reaction tests using Oddball-paradigms measure cognitive processing (Krieger et al., 2012, p. 206) while results vary and prove that not every Guerilla Marketing campaign (e.g. Ambient Marketing) automatically positively influences attention (only one out of two campaigns showed dominating effects). Other studies primarily use surveys and observations to measure image, interest or reputation. A study of 340 real Ambient Marketing campaigns revealed a positive reputation towards Ambient Advertising due to deviation from surrounding stating that Ambient Advertising is more efficient than classical out-of-home advertising (Hutter and Hoffmann, 2013). Such findings are strengthened by Krieger et al. (2012). In regard to reputation the size of an organization plays a crucial role as established brands are expected to continue with similar ways and messages in regard to advertising appropriateness (Wanner, 2011). Furthermore Shock Marketing and advertising that is perceived as being inappropriate can “overpower the rest of the content” whereas again wear-out effects apply (Urwin and Venter, 2014, p. 211).

### 6.3. Behavioral measurements

While behavioristic approaches frequently revolve around trying to measure purchase behavior in this context and in

regard to the Guerilla Effect Model III (see chapter 5.4.1) the communication behavior also needs consideration (Hutter and Hoffmann, 2013). Apart from basic approaches of identifying motives for engaging in word-of-mouth (Dichter, 1966; Sundaram et al., 1998) studies giving proof for an increased motive in WoM especially via online channels ("eWoM") complement (Hennig-Thurau et al., 2004; Gruber, 2004; Wanner, 2011). Social benefits, economic incentives, the caring for others or self-enhancement are reasons named for the engagement whereas all can be aligned with Guerilla Marketing instruments (Gruber, 2004). While WoM in the context of Guerilla Marketing is predominantly measured by surveys asking for the intention to forward content (Hutter et al., 2011), recall and recognition tests also gave proof for strong WoM effects especially in out-of-home Guerilla Marketing (Krieger et al., 2012). Furthermore Krieger et al. (2012) showed how other social influences (e.g. experiencing a campaign in a group versus individually) further enhanced the effectiveness of a campaign. Recipients in a group showed a significantly greater atmosphere, more intensive interruptions of the current action, activation, surprise and enthusiasm towards the campaign (Krieger et al., 2012). Further the degree of distraction and the level of captivity of the recipients determine the effectiveness (Hutter and Hoffmann, 2013).

#### 6.4. Economic measurements

Closely linked to behavioristic approaches, the economic output measurements gather entail figures like revenue or sales (Hutter and Hoffmann, 2013). Here few approaches deliver close linkages to Guerilla Marketing, as only few studies deliver insights in a direct change in purchase behavior through Guerilla Marketing instruments. (Hutter and Hoffmann, 2013, p. 69) present a proof through scanner panel data for increased sales in a shoe store through the direct effect of POS Guerilla Marketing in front of a store stating an increase in revenue of at least 23%. Surprisingly as the internet allows sophisticated tracking methods and due to the fact that viral campaigns try to close-off sales directly, correlations between a campaign and changes in consumption or sales can be just as challenging as it is for any other Marketing instrument (Langner, 2009).

#### 6.5. Overreaching approaches

Studies recognizing three or more measurements are rare and therefore separately listed. Aligning an undercover observation, survey and the analysis of scanner panel data for an Ambient Marketing campaign Hutter and Hoffmann (2013) give proof for the occurrence of a Surprise Effect (up to 80,4% of the recipients notice the campaign), increased attitude towards the advertising and store aligned with greater eagerness to spread positive WoM and further increased revenue in the store of at least 23,2% during the time of application.

As depicted in the Guerilla Effect Model III, Guerilla Marketing shall follow two intentions through firstly stimulating

a purchase intention and secondly stimulating a WoM intention, whereas usually advertising tries to sell over a long term (Adizova et al., 2011). While classical advertising primarily focuses on a product in Guerilla Marketing the instrument plays a relevant role in stimulating WoM and therefore an intention gap can occur between both anticipations. Brand reputation and perceived appropriateness is negatively associated with such intention gap (Adizova et al., 2011). Such findings are being underlined by Hutter and Hoffmann's Sushi-Study (2013) showing that, through exaggeration and antipathy, even though a Guerilla Marketing campaign can evoke much stronger WoM intentions towards the campaign (61,3 to 74,2% increase) than a classical poster, the purchase intentions can be rather lower than with a poster.

#### 6.6. Critique

Recalling the Guerilla Effect Model III introduced in chapter 5.4.1 one can see that only few, if any approaches have been made to operationalize such a model as a whole. The execution of Guerilla Marketing instruments as independent variable bears space of using a great variety of study approaches whereas the more moderator variables involved, the less sophisticated the tests are. While scholars have given proof that Guerilla Marketing instruments can increase attention, surprise and trigger schema-incongruence downstream effects become spongy. Direct purchase behavior or consumer behavior in general is still mostly gathered through asking for the intention to act, but just as hard to measure as it is for any other marketing instrument. In regard to communication, the same rules apply whereas the relevance is even greater for Guerilla Marketing often strongly relying on multiplication via a Diffusion Effect. Just as hard as it is for a practitioner to control such diffusion, it is almost impossible to accurately measure the effects of it. Engaging in WoM, eWoM or anonymous forwarding of content is hard to grasp. Causal relationships even further downstream cannot be measured accurately whilst especially how the effect of purchase behavior on communication behavior generated through a Diffusion Effect closing the cycle in the model is untraceable.

### 7. Conclusion and recall

Recalling the research questions from chapter 1.2 one can see that ambiguity already arises with the second question. Firstly fitting Guerilla Marketing into the marketing mix as a concept applicable to any marketing tool not limiting it to boundaries or rules is quite more comprehensible than trying to circumvent it against other instruments (e.g. above- or below-the-line, out-of-home, etc.). The diversity of the concept does not allow for restrictions in regard to the field applicability and therefore the proposed bilateral perspective introduced in chapter 2.5 is the least one has to assign to the concept. Circumvention, as asked for in question three, is even harder and due to the amount of instruments almost

impossible. As long as no borders have been cut, vast assignments of instruments will continue to take place in practice and science. Therefore, and in regard to the subsequent presentation of a Surprise and Diffusion Effect where single instruments primarily act as facilitators, the instruments presented in chapter 4 need to be rethought.

Guerilla PR is practically a multiplier of other instruments with little controllability and strong dependence on other instruments. Viral Marketing, also a multiplier, could potentially be considered the maturing of marketing evolution (e.g. WoM) due to technological progress (just like the early days of television or radio advertising) and therefore shall not automatically be assigned to a Guerilla concept. Apart from modern channels for WoM, the “enforced” or “triggered” WoM through Buzz or Stealth Marketing is not any different from classical marketing approaches aiming at positive WoM through customer satisfaction whereas now other forms of intrinsic and extrinsic motivation are being used (Kotler et al., 2007). While Mosquito Marketing as a concept is little difference from the everyday effort to identify and make use of competitor’s weaknesses and considering only the ten instruments presented in this thesis, one would be left with only three. Ambush Marketing again is the reaction to increased costs and somewhat a stand-alone image (Nufer, 2013). Interestingly those three are those that are associated with primarily evoking a strong Surprise Effect. Therefore obtaining the perspective of a much narrower field of Guerilla Marketing suspending any other instrument and only focusing on those that really try to use frameless and unconditional measures to maximize attention and surprise would strongly facilitate further practical and scientific approaches and is a justifiable perspective. If the idea of maximizing attention and surprise was transferred to any other instrument or content, one could speak of the application of a Guerilla principle.

Nevertheless and recalling research question number three, “How can Guerilla Marketing be defined regarding the conceptual classification and delimitation?” the author already delivered an extensive derivation and final presentation at the end of chapter three. Such extensiveness would exemplarily decline with further limitations as described above.

Modelling Guerilla Marketing has extensively been tackled in chapter 5 whilst an enhanced model has been presented by the author. Considering the lack of empirical research and testing on present models, primarily the downstream variables, no ultimately acknowledgeable model could have been developed, but rather a new kickoff was supposed to be made. Empirically founded models are not identifiable and could therefore neither serve as a basis for further approaches nor conclude research question number six.

The current ambiguity of the field of Guerilla Marketing still only allows scholars to walk on a strongly limited common ground. Besides constantly trying to enlarge the ground for further contributions and interpretations, scholars should possibly narrow down that ground in regard to then being

able to have the means to explore it entirely.

Apart from the critical recall the following chapter will briefly present the derived research opportunities for further investigations.

## 8. Propositions for further research

Firstly, aligned with finalizing definitions Guerilla Marketing should be considered from a more pluralistic perspective granting greater importance to the individual instruments. The diversity of the instruments does not allow for any other handling. Following a circumvention of concept terminology and acknowledged definitions must be the result as a basis.

Sophisticated models for Guerilla Marketing as a whole (if possible) but at least for the given instruments need to be developed. Present and future studies need to be aligned in order to catch up on the scientific shortfall and develop guidelines for practice. As a practical field the controllability (e.g. time-measures) of Guerilla Marketing primarily in regard to a second publicity seek further attention. In line certain instruments need to be excluded or integrated in order to finally round off the concept and be able to have a frame for further investigations.

Psychological and especially behavioristic contributions need to gain further attention in evaluating all influential factors primarily in regard to modelling Guerilla Marketing. Pluralistic consideration is vital again for delivering all-embracing results.

Insights on downstream variables such as the Diffusion Effect will be crucial to fully explore in order to draw clear lines and trace all moderators influencing a Guerilla Marketing Effect.

Lastly, tradeoffs between positive and negative influences and effects have to be identified amongst threshold values for operation and science. Culture, norms and values and other moderators have mostly been ignored so far and need to deserve inclusion into the discussion. Wear-out effects (e.g. Shock Marketing and fading Surprise Effects) have to be considered in order to deliver up-to-date findings.



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