GUERRILLA MARKETING

Anesa Ramaxhiku

Follow this and additional works at: https://knowledgecenter.ubt-uni.net/etd

Part of the Business Commons
GUERRILLA MARKETING

Bachelor Degree

Anesa Ramaxhiku

June/2014

Prishtinë
This thesis is submitted in partial fulfillment of the requirements for a
Bachelor Degree
ABSTRACT

This research was done for reaching results related to the use of Guerrilla Marketing in Kosovo. The objective of the research was to find out, how much the companies in general use Guerrilla Marketing, what are the benefits of using it, does it create brand awareness, while explaining why it is not yet very common in Kosovo.

In this study it was used a qualitative research technique. Three research propositions were made to analyze the effect of using Guerrilla Marketing and its usage in Kosovo. The first research question aims to find out rather guerrilla marketing gains profits for companies. To answer the first question marketing agencies as well as companies that went guerrilla, were asked for the after results of the guerrilla campaigns. The second question is based on brand awareness, explaining and understanding if guerrilla helps companies to create brand awareness or a positive word of mouth. The last research proposition is focused on explaining why Guerrilla is not a very common marketing strategy in Kosovo.

Additionally, during this research it was noticed that some companies find guerrilla as a better way on creating brand awareness rather than gaining profits. They state that Guerrilla is appropriate on creating brand awareness, but some marketing agencies say that the Kosovo audience is not open to new creative ways of advertising.

During this research there were some implications, because Guerrilla was not a very common advertising strategy in Kosovo this brought to the fact that it was hard to measure the effects of the Guerrilla on creating brand awareness and gaining profits for the company.
This project was completed on 30 September of 2013, at the marketing and sales department of the University for Business and Technology. I would like first of all, to give an overview of the things that I’ve passed these 3 years of studying. Studying at the University for Business and Technology has helped me to achieve a professional background of a bachelor student.

I would like to thank God, for giving me health, and for having my family always close to me. I want to thank them, for everything that they’ve contributed so that I can be educated. And most importantly, if I didn’t have the help of my marketing professor Uragan Alija, I wouldn’t be able to come out with such a good work, and with a lot of knowledge earned during this working period with him.

Prishtinë, January 2013.
# CONTENTS

1. INTRODUCTION .................................................................................................................. 7
   1.1 Background information ............................................................................................... 7
   1.2 Background information for the usage of Guerrilla Marketing in Kosovo .................. 8
   1.3 Problem discussion ....................................................................................................... 9
   1.4 Overall purpose and research propositions ................................................................ 10
2. LITERATURE REVIEW ....................................................................................................... 11
   2.1 Marketing and Guerrilla ............................................................................................ 11
   2.2 Guerrilla Marketing .................................................................................................... 12
   2.3 Traditional marketing and Guerrilla marketing – differences .................................... 15
   2.4 Guerrilla marketing – advertising strategy .................................................................. 18
   2.5 Creating Brand Awareness ......................................................................................... 22
   2.6 Advantages and Disadvantages .................................................................................. 23
   2.7 Guerrilla marketing - best campaigns ......................................................................... 26
3. PROBLEM STATEMENT .................................................................................................... 32
4. METHODOLOGY .............................................................................................................. 34
   4.1 Research Approach ..................................................................................................... 34
   4.1.1 Quantitative versus Qualitative .............................................................................. 34
   4.1.2 Data Collection ....................................................................................................... 35
   4.1.4 How the interviews were conducted ...................................................................... 36
   4.1.5 The interview guide ............................................................................................... 36
   4.1.6 Selection of the respondents .................................................................................. 36
   4.1.7 Data analyses ......................................................................................................... 37
5. RESULTS ............................................................................................................................ 38
   5.1 Background information .............................................................................................. 38
   5.2 Information gathered from the interviews .................................................................... 39
6. CONCLUSION .................................................................................................................... 41
   6.1 RP1: Does Guerrilla Marketing, help companies to gain profits? ............................... 41
   6.2 RP2: Does Guerrilla Marketing, help companies to create brand awareness? .......... 42
   6.3 RP2: “Guerrilla Marketing in Kosovo - “Why not very common?” ............................. 43
7. RECOMMENDATION AND FUTURE WORKS ................................................................. 44
7.1 Implications for theory ......................................................... 44
7.2 Implication for the company .................................................. 45
7.3 Recommendation for future researchers .................................. 45
8. REFERENCES ........................................................................ 46
Levinson, Jay Conrad & W. Mc Laughlin, Michael (2005), *Guerrilla Marketing for Consultant*. John Wiley & Sons Inc. ........................................................................ 46
9. APPENDIXES ........................................................................ 48
9.1 Interviews ............................................................................... 48
9.2 Interviews – questioners ............................................................ 48
9.3 The information gathered from marketing agencies .................... 49
1. INTRODUCTION

This chapter highlights the important parts of marketing, what is it, and how it has been used. After, the work will go through the Guerrilla marketing, the main subject of this thesis; explaining guerrilla, and its usage in the Kosovo market.

1.1 Background information

Marketing nowadays is one of the most important parts of a company. At its first developing phases, marketing was known only for promoting companies’ products. The era is changed and now the focus is on answering the question: what are customer’s wants and needs? There are many different cultures, thoughts, beliefs, cultural habits, natural conditions, geographically different positions, in other words, “there are different kinds of people, and they display different buying patterns” (Yankelovich & Meer 2006: pg 122). Adding to this the fact that the customers became more sophisticated and demanding, the companies had to develop marketing into indentifying and satisfying customers’ needs. (Kashani 2005: pg 2)

Marketing exists for a very simple reason; understand customers, extend solutions to their needs, connect with them in a right way, wherein it will consist in their pleasure, and of course profit for the business. (Fisk 2006: pg 172)

Levinson, a very well-known marketing writer, has stated the meaning of marketing as something that includes everything that is related with your company. Furthermore, the name of your business, the way you manufacture or servicing, the price, the package, the color, the selling points, emails, staff, companies culture, the problem solving etc are everything related with marketing; additionally marketing represents every single thing about your company. Over all, marketing has been developed to help customers get what they want. This may be to attract a mate, to buy a new house, to lose weight, to wear comfortable clothes or what so ever. The duty of marketing is to help customers to achieve their goals (Levinson 2007: pg 1-5)

But, because of a constantly changing environment in business world, companies have to be prepared so they can always respond to the market needs and wants in appropriate way. The stakeholder’s views change in almost daily basis, that’s why companies try to do the decision making process as correct as possible, responding to them in the way that it will make them satis-
fied. Moreover, this can consist of developing new product, adding new function to the product, entering new markets, changing the operating management, the way we manufacture, the servicing etc.  

With the help of the technology that is developing day by day, the possibility to respond to market needs is becoming easier and especially more efficient. Therefore, with these new technologies, you can target customers, segment marketing channels etc, keeping your existing customers satisfied as well as attracting new ones. The segmentation needs to be associated with proper communication and continuous market research that needs to be focused on gathering, recording, and analyzing history, culture, competition, potential customers, market, barriers to entry, distribution channels etc. (M. Van Hamersveld & C. De Bont 2007: pg 4)

Other from all this, marketing tactics will always help companies, especially the small ones to come out great from these changing business environments. Marketing is an art, which makes people change their mind, to make them see that you got what it takes; what brings them to a solution to their problems. (J. Levinson & J. Levinson 2011: pg 7). One of the most creative and effective is the guerrilla marketing strategy. This type of marketing strategy brings easy ways of doing marketing; all you have to do is give your time, effort, and generate creative ways that can interact with your customers and create brand awareness of your product/service. (Levinson 2007: pg 18)

### 1.2 Background information for the usage of Guerrilla Marketing in Kosovo

“Big imaginations instead of big budgets” - Jay Conrad Levinson (1998)

Guerrilla marketing is a perfect marketing strategy for a small market as it is Kosovo. Big companies, which are financially strong, can use the guerrilla to present their product/service in extra ways. Small companies can use the advantage of the cost effective marketing. The main purpose of guerrilla marketing is to develop solutions that will bring profits to small companies with big dreams but limited marketing budget. (Levinson 1998)

---

1 http://www.dawsonera.com.proxy.lib.ul.ie/depp/reader/protected/external/EBookView/S9780470517932/S31
The reason why, guerrilla marketing should be used more by companies especially the small ones is because it has more benefits and modern approaches to the company’s customers. Instead of investing money, you invest your time, effort and rely on brainpower. “The purpose of guerrilla is to increase your company’s sales with minimum expenses and a maximum of smarts” – (Levinson 1998: pg 3). Hence, this can be a very good marketing tactic for Kosovo’s companies since a big number of them have a limited marketing budget and yet they don’t see marketing as an investment but as a loss of money. A marketing strategy as it is guerrilla would give them a chance of investing less and winning a lot.

There are not a lot of examples of a guerrilla marketing usage in Kosovo. Despite the fact that it is a very good and effective marketing campaign as stated above, Kosovo marketing agencies started to use it in this last decade. While interviewing marketing agencies it was noticed that the clients are not yet ready to go Guerrilla. Furthermore, there are some examples of guerrilla campaign created in Kosovo, but not enough to analyze the effectiveness of using such a marketing strategy. Kosovo marketing agencies define guerrilla as an effective way of advertising especially for the small companies, but their clients don’t find guerrilla enough effective and they are afraid of a bad reaction from the audience.

1.3 Problem discussion

Guerrilla is an unpredicted way of advertising. People are caught in uncertain places in uncertain time during these marketing campaigns. Guerrilla is a good marketing strategy and cost effective, especially for those companies that have a low marketing budget or can’t compete head to head with their competitors marketing strategy. (Ries & Trout 1986: pg 234)

Marketing campaigns are all focused on approaching to potential customers. Jay Conrad Levinson has stated that guerrilla is about getting people’s attention, hence making them aware of your product/service (Levinson 2007). It is not only important to make them aware of your product, it is important to convince them that you really care and you’re trying to help. Nowadays, customers are much sophisticated. Their information is in their fingers tips, they are more prepared; they know what they want, have too many choices in front of them and are less loyal.

---

2 [http://www.creativeguerrillamarketing.com/what-is-guerrilla-marketing/](http://www.creativeguerrillamarketing.com/what-is-guerrilla-marketing/)
(Levinson and W. Mc Laughlin 2005: pg 7). For that reason, customers want something that is more convincing, attractive, creates a buzz and appears to their wants and needs.

In the literature review chapter, I tried to put down some of the most important facts related to Guerrilla, especially the benefits of using it. Below we will see that Guerrilla is a very exciting way of approaching to company’s potential customers. Small and big companies use it; in my case I will try to put it down and show how much has it been used in Kosovo, and what are the benefits that guerrilla can bring to Kosovo companies.

Guerrilla marketing is creative, cheaper and requires brainpower, but the most important thing is to understand rather it is effective. Advantages and disadvantages are stated as well, but as seen from them we observe that guerrilla is much effective, aside from its disadvantages. This thesis is focused on Kosovo market, showing the benefits, examples and the reason why this marketing strategy is not very common.

1.4 Overall purpose and research propositions

At the end of this research, I will try to find out the usage and the benefits of Guerrilla Marketing in the Kosovo market. Marketing companies of Kosovo will be interviewed. During this research, companies that actually used Guerrilla as their marketing strategy will be analyzed and information will be presented related to the effectiveness of this marketing strategy on creating brand awareness, gaining profits, and especially the number of customer raised after it. Also the reason why this strategy is not very common in Kosovo will be analyzed. Three research questions will be answered, at the end of this research paper:

6.1 RP1: Does Guerrilla Marketing, help companies to gain profits?

6.1 RP2: Does Guerrilla Marketing, help companies to create brand awareness?

6.1 RP3: “Guerrilla Marketing in Kosovo - “Why not very common?”
2. LITERATURE REVIEW

Literature review will include the research papers, books written for the guerrilla marketing explaining this marketing strategy as well as highlighting the usage of it, relating all of this with the Kosovo market.

2.1 Marketing and Guerrilla

American Marketing Association

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. (Approved: October 2007)

Marketing is the connection between the company and the potential customers. What you sell, what you represent, your product, your services, your employees, is everything related with your company; wherein all of these show a positive/negative message to the outsiders (Levinson 2007: pg 1-3). “Marketing is—the precious connection between you and whoever buys what you sell”. (J. Levinson & J. Levinson 2011: pg 12)

Philip Kotler defines marketing, saying that “Marketing is the social process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others”. In addition Fisk in his book states that marketing exist for a very simple reason; understand customers, extend solutions to their needs, connect with them in a right way, wherein it will consist in their pleasure, and of course profit for the business. (Fisk 2006: pg 172)

As we know people are involved with marketing in daily bases; when you hear/see an ad, you buy a product, you complain about a service/product, telling friends about the last product that you bought, or being influenced by the “community” of using the same product (Marilyn A. Stone and John Desmond 2006). People are influenced by different kind of marketing messages every single day. Griffin has stated that customers are getting tired of the same old ways of advertising, and there is a call for an innovative, creative way of doing it (2002: pg 20).

Additionally it is important that the marketers apply the element of art in the marketing. Levinson states that marketing is the art of getting people change their mind, demonstrate them
that doing things your way instead the way that they used to do will make their life’s easier, make them happier etc. (J. Levinson & J. Levinson 2011: pg 14). To get people involved in marketing campaigns, as well as creating brand awareness is a must for the company’s success. A marketing strategy named Guerrilla marketing is a strategic way of doing marketing that promises an interaction with your customers at the same time saving money, but requiring input such as time, creativeness, and brainpower.

In 1970s citizens were exposed in average to 500 to 2,000 ad messages a day; today it's up to 3,000 to 5,000 (Yankelovich 2006). Guerrilla marketing strategy is stated that it is effective but in a way that this marketing strategy can stand out from these daily advertising bombardments; it needs to be done in a way that grabs customer’s attention, make them think and talk about it, surprise or interact with them.

The name of this marketing strategy indicates that it is something about creating a very sophisticated “battlefield”, wherein the company will win new customers and will create a strong relationship with them. Levinson states that marketing is an entire experience, what guerrilla marketers have to make every single moment of the experience satisfying, simple, and meaningful for the customer. (J. Levinson & J. Levinson 2011: pg 12)

2.2 Guerrilla Marketing

The first person who put the term “Guerrilla Marketing” in use was Jay Conrad Levinson. He wrote his first book on 1984 named as “Guerrilla Marketing- the secrets for making big profits from your small business”. Jay Conrad now has almost 30 books written for Guerrilla marketing and they are translated in almost 62 languages.

This way of advertising was well welcomed from the audience, because it represented something totally different, new and it was all focused at the audience, how to make them laugh, make them happy etc, instead of advertising company’s products, services, or goals. For example, before guerrilla companies on TV commercials spent all 30 seconds on advertising their products, wherein now they only spend 3 seconds on the advertisement of the products and the
other 27 seconds on focusing at the customers, for instance making them laugh. (Chen 2011: pg 14)

Since then, Guerrilla marketing has evolved, and now is a part of every marketing strategy of the world wide companies. “Guerrilla marketing has grown because it is astonishingly simple and because it works so well” – stated Levinson. (J. Levinson & J. Levinson 2011: pg 25)

Additionally, Guerrilla Marketing is a strategic way of advertising that focuses on low-cost unusual marketing campaigns or tactics that give up maximum results for the company. A definition of guerrilla marketing was given by Levinson, stating that guerrilla is an unusual system of promotions that relies on time, energy and imagination of marketers, rather than using a big amount of company’s budget. The campaigns are unpredicted and unusual, wherein the consumers are targeted in different, surprising places.

His simple definition for guerrilla marketing follows like this:
“T'm referring to the soul and essence of guerrilla marketing which remain as always -- achieving conventional goals, such as profits and joy, with unconventional methods, such as investing energy instead of money”. Guerrilla is an effective way of advertising because it gives small companies a wonderfully unfair advantage: certainty in an uncertain world, simple things in a complicated world, and marketing awareness in a naïve world. ³

Therefore, this type of marketing might be seen as more modern and interactive than doing marketing campaigns using the mediums radio and print. Jay Conrad Levinson states that marketing is all form of contact that the company has with the outside world (Levinson 2007: pg 3). For example, because it’s hard to predict nowadays what people are watching on TV; with more than 200 channels, it’s very hard to know when to put on your company’s TV commercial. That’s why companies always seek to find ways wherein they can interact with people, make them aware of the brand, contact with them directly and create strong lasting relationship with them. (Fisk 2008: pg 170-172)

Guerrilla marketing can be developed under a lot of different ways such as: it can be a stunt, activity or an event that is unexpected advertisement for the audience. As for the guerrilla

³ [http://www.gmarketing.com/articles/4-what-is-guerrilla-marketing](http://www.gmarketing.com/articles/4-what-is-guerrilla-marketing)
marketers, they do not rely on money or anything else, but on the brute force of a glowing imagination. (Levinson 2007: pg 5)

Below are some examples of Guerrilla campaigns:

Example 1 Alcohol - “Reserved for Drunk Drivers”

Example 2 Flea and tick spray “frontline” – “Get them off your dog”
Example 3 Smoking add – “Smoking causes blindness. Quit”

Those images above are just some simple examples of guerrilla; there are also a lot of guerrilla campaigns where people interact with them, rather they play in a game or take part in an action or what so ever. In addition, guerrilla is a way of approaching to clients or various cases that concern them, in a different and more interesting method. It takes a brand’s messaging and presents it to the desired audience in a way that is personally engaging and unexpected at all. ((Margolis & Garrigan & Levinson, 2008 pg 16-17)

2.3 Traditional marketing and Guerrilla marketing – differences

There are many differences between traditional marketing and guerrilla marketing. Below you will be able to see that guerrilla brings more practical and useful methods to the company. They are even more affordable compared to the other ones of the traditional marketing, and most importantly more efficient. For example, in the traditional marketing, if you want to market properly you must invest money, wherein guerrilla, if you have time, energy, creativeness, imagination etc will lead you to fulfill your company’s goals. (Levinson 2007: pg 5-10)

Usually companies web sites are created in a way that when you go and search on their website- all you see is “about our company” “our goals” etc. This is a traditional marketing strategy, different from guerrilla, where this one states that you should give all your attention to cus-
customers. They don’t care about your company, neither your company’s goals; all they care about is themselves. When you focus to appear only to them, you will get their full attention. Traditional marketing intends to take something from customers. But, guerrilla suggests that you should give something to them for free. This can be valid information, a brochure, a gift, your company’s product given away for free; a game to interact in, even a hug, a coffee etc; through this strategy you will get their attention, and most importantly create relationship with them. (Levinson 2007: pg 5-10)

Creating relationships is another important element for the company. Different from traditional marketing that counts money at the end of the month, guerrilla creates relationships with customers. Relationships are important as we know, because customers when they create it with a company, they become loyal to that company. If the companies accomplish to become facilitators of groups of people with similar benefit or aspiration, then the brand of the company becomes more valuable (Fisk 2006: pg 307). Historian, Daniel Boorstin, claims that in the modern era of high mobility, people look not only to neighbourhood as a basis for feelings of community but also to the communality of consumption behaviour (e.g. drinking the same brand of beer). Guerrilla does marketing strategies where it interacts with customers. This can be an event where they can be a part of it; participate on internet for something; or sign up for a newsletter etc. Creating those types of dialogues will help you after to create relationships with them states Levinson. (2007: pg 5-10)

In addition advertising is important when it is meaningful, when the customers understand it, and they interact with it. There is increasing evidence that the understanding of advertisements meaning can be seen as an interactive process between advertiser and the reader. It is now possible to see the consumerism of advertising as a form of networks of relationships. One of the most important one is the relationship the customer has with the brand (Shankar 1999: pg 7-8). Guerrilla marketing is good examples of how advertising is involving and making customers make use of advertising beyond marketing uses.

There is a table published by Jay C. Levinson and Michael W. McLaughlin, wherein they put down six dimensions of how guerrilla marketing poles apart from the traditional one, and how marketing consultants see those two:
What is Guerrilla Marketing for Consultants?

| Traditional marketing | Guerrilla marketing         |
|-----------------------|----------------------------|
| Central to the business | Is the business            |
| Consultant-focused    | Insight-based              |
| Invest money          | Invest time, effort and energy |
| Show up and throw up  | Listen and serve           |
| Grow revenue          | Grow profit                |
| One size fits all     | One size fits none         |

Table 1. Six distinctive ways of Traditional Marketing and Guerrilla Marketing

©2004 Jay Conrad Levinson and Michael W. McLaughlin - A guide to Guerrilla Marketing for Consultants

Putted this way, aside from differences, there is something else significant that makes guerrilla marketing a more effective way of advertising. A survey made by journal of consumer marketing, related to brand perceptions shows that guerrilla campaigns are more effective than the traditional ones, both in low and high reputation brands.

| Low reputation brands | Traditional campaign | Guerrilla campaign |
|-----------------------|----------------------|--------------------|
| Main effect           | 2.74                 | 3.82               |
| High Appropriateness  | 2.93                 | 4.05               |
| Low Appropriateness   | 2.67                 | 3.55               |
| High-expense campaign | 2.75                 | 3.61               |
| Low-expense campaign  | 2.73                 | 3.90               |

| High reputation brands | Traditional campaign | Guerrilla campaign |
|------------------------|-----------------------|--------------------|
| Main effect            | 3.93                  | 4.43               |
Table 2. Brand perception

© Micael Dahlen, Journal of consumer marketing, vol. 26, Issue 3. 2009

Relating all this information with the Kosovo market, we can for sure say that Guerrilla is a very appropriate method of advertising. It is affordable, and does not need a lot of money as much as it needs time, creativeness, imagination, and hard work. Moreover adding something very important to all of this; Kosovo has the youngest population in EU, and this means that there are hundreds of young, talented, full motivated students that are ready to contribute with their ideas and their work for the development of Kosovo market.  

2.4 Guerrilla marketing – advertising strategy

“Before you can inspire with emotion, you must be swamped with it yourself. Before you can move their tears, your own must flow. To convince them, you must yourself believe” Winston Churchill (1874-1965), Former prime minister of the United Kingdom.

Guerrilla marketing is a way of communicating the message to the customers in an unpredictable way. Customers are caught in uncertain places and uncertain times (Levinson: 1984). This form of marketing might be seen as more modern and interactive than doing marketing campaigns using the mediums radio and print. Jay Conrad Levinson has been writing about marketing and especially Guerrilla marketing and states that marketing is all form of contact that the company has with the outside world (Levinson: 2007, pg 3). This indicates that there are more than the obvious advertisements that should be included in marketing, which would be guerrilla marketing.

http://www.kosovo-young.com/#about – Young Europeans
This marketing strategy can be a stunt, activity or an event that is unexpected advertisement for the audience. Levinson means that guerrilla marketing is a long and never ending process:”When you are a guerrilla marketer the marketing has a beginning and middle but not an ending”. Levinson also writes that guerrilla marketing should be as much on those who are the company’s existing costumers as on those who are prospects (2007, pg 2-4). With guerrilla, companies can create brand awareness and that goes both for existing costumers and potential customers.

Nowadays, customers are bombarded from the daily advertising messages. It is impossible to ignore this ad bombardment from the moment that people start their day until it ends. The young generation is very immune with the old fashioned advertisement; they want something that is creative, intelligent, appears to their needs, and it is honest. (Griffin 2002: p 20)

Therefore, guerrilla is a smart way to deliver company’s message to the potential clients. This advertising strategy gets people’s attention with its intelligent and different way from traditional advertising. Key elements to make an effective guerrilla campaign; counts most importantly to be creative, unexpected, do a lot with less money and interact with people (Levinson: 2007, pg 35).

Moreover, guerrilla is a great advertising strategy for small companies, which helps them to generate slim but profitable market niches. There should be some tactics that actually help this marketing strategy such as: profound specialization of marketers, respond fast to the frequently changing marketing environment, grab customers attention and surprise them, work in the times when you’re customers are most available, and be creative. Innovation and creativeness is guerrilla’s main advantage. From simple things such as t-shirts, pens, brochures to the different events, stunts, games etc guerrilla uses all of them, which in the same time are cost efficient. 5

What is important as a guerrilla marketer is that you should find creative ways to implement this marketing strategy, always focusing in your customers. Creativity is the most important element of guerrilla, also guerrilla is an unexpected campaign; obviously a billboard, a radio or TV ad is expected. What is not expected is something that caught customer’s attention.

5 http://www.creativeguerrillamarketing.com/what-is-guerrilla-marketing/
(Levinson 2001: pg 17) For instance the example below is very creative and cost efficient camping with the mission to help the homeless:

Picture 1. The passage helps the homeless via guerrilla marketing
(I feel safe; I feel loved; I’m collecting for someone who doesn’t)

Picture 2. The passage helps the homeless via guerrilla marketing
(If I get wet I can change my clothes; I’m collecting for someone who can’t)

The campaign was created by advertising agency: “Publicist Life Brands Resolute” in London, UK 2012. The reason why the agency chose to use cardboard signs was because often it
is associated with homelessness. The campaign was fairly successful as it engaged people walking by and during the three hours the campaign ran the donations increased by over 25%. The campaign also reached over 650,000 people on Twitter. In addition the cost was: volunteer’s time, recycled cardboard and a couple marker pens.  

As seen from this example the investment should be in imagination rather than money. Guerrilla is a smart way to deliver our message to our potential clients. This advertising strategy gets people’s attention with its intelligent and different ways of advertising. The first important steps that marketers should take care when they go guerrilla are: (Margolis & Garrigan & Levinson, 2008 pg 16)

1. Find your audience (who you target?)
2. Strategic thinking, find where they are, how to impress them etc.
3. Surprise them with a totally unexpected campaign.

Furthermore, Levinson has identified some principles as the foundation of guerrilla marketing, and some of them are:

- Guerrilla marketing is created for small companies or small marketing budgets
- It should all be based on the human psychology, know how to appear to them rather than judgment and guess work
- Instead of money, marketers should invest their time, creativeness and brainpower
- At the end of the month what you count are relationships not sales.
- Technology is a very important tool, it should be used to build your business
- Your marketing messages should be directed to individuals or group, the smaller the audience the better etc. (Levinson 2012: pg 3-4)

Through all these steps stated above, the most important one that the marketers should consider is the creativity of Guerrilla. It encourages marketers to deliver the message in a very creative and intelligent way. While saying that creativity is important it doesn’t mean that the marketers should create the most absurd message ever. However, it is important to always try

---

6 http://www.creativeguerrillamarketing.com/guerrilla-marketing/the-passage-helps-the-homeless-via-guerrilla-marketing/
and find a way where the people get involved. Additionally, Levinson states that marketers should be creative about their audience, their fairs, their wants, their dreams, their opportunities rather than your method of marketing. *(2001: pg 17)*

### 2.5 Creating Brand Awareness

Brand awareness refers to how aware customers and potential customers are of your business and your products. Brand awareness is essentially the impression people have of your brand. Why it is important to establish brand awareness can be explained a lot with this definition of the brand:

“As competition creates infinite choices, companies look for ways to connect emotionally with customers, become irreplaceable, and create lifelong relationships. A strong brand stands out in a densely crowded marketplace. People fall in love with brands, trust them, and believe in their superiority. How a brand is perceived affects its success, regardless of whether a start-up, a non-profit, or a product.” *(Wheeler: 2010 pg 2)*

Therefore, brand awareness enables companies to create strong relationship with its customers, gaining loyal customers, creating positive word of mouth in the marketplace, additionally resulting in company’s long term success. To explain further the importance of brand awareness, first we have to understand what brand equity is. Aaker (1991) explains brand equity as a set of fundamental dimensions grouped into a complex system including: brand awareness, brand perceived quality, brand loyalty and brand associations. To make it simple, brand equity is created from the words and activities of the customers *(Hoeffler & Keller: 2003 pg 421-425)*. Customers make their buying decision based on their preferences for the brand developed by their knowledge of brand equity.

Furthermore, brand equity means building a strong brand in the mind of customers, a positive totally related with the consumer perception, how they see it and how they evaluate it. *(Farquhar: 1989 pg 34)*. The most important brand equity is the customer-based, and it occurs when the customer is familiar with the brand, it’s his favorable brand, and has unique brand associations in his/her memory. *(Kamakura & Russell 1993: pg 9-22)*
Establishing awareness therefore is the main thing to create strong brand equity. Using guerrilla marketing strategies, companies have the chance of creating brand awareness. The most important asset of the company is visibility: the ability to get your message to the people who are most likely to become your customers. Classified ads and web sites promise that your marketing information can be seen by lots of people, but the only way to ensure that it will be seen by your potential customers is through contacting them directly. *(Chiaravalle & Schenck: 2007 pg 189-192).* Through the guerrilla marketing strategy, it is possible to reach company’s customers with uncertain campaigns, where in they interact with them and experience something different.

Jay Conrad Levinson states three important things that are related with the guerrilla marketing strategy and brand equity. First guerrilla campaigns can affect brand equity in a positive way. Through surprising and enjoyable campaigns of guerrilla customers like the way of advertising therefore transferring that good impression into brand equity. Second, there is a neutral effect. Since the guerrilla campaigns are not being reported on media there might therefore indicate a non creation of brand equity. Some customers won’t even notice that they are being marketed. The last important thing that should be stated is the negative effects that guerrilla marketing can create. Since the guerrilla campaigns are based in the element of surprising some customers may not welcome it, it is possible that people don’t like surprises. Therefore, guerrilla marketers should be very careful when they create guerrilla marketing campaigns, since all of them affect directly the brand equity *(Levinson: 2011 pg 19-20).*

### 2.6 Advantages and Disadvantages

Advantages - Levinson, in its official guerrilla website, states that most importantly company has to show its competitive advantages. Furthermore, he explains that traditional ways of advertising are not the ways that will help your company stand out from these dozens of other companies. He explains that it takes brainpower, time, energy and imagination rather than a big
amount of money to create an effective marketing campaign. And in this case guerrilla stands out from the traditional ways of advertising, with a lot of advantages.\footnote{http://www.gmarketing.com/articles/43-guerrilla-competitive-advantages}

Guerrilla marketing helps to meet the needs of small companies in the marketing activities, whereas traditional advertising strategies are complicated and expensive. Instead of a big marketing budget, guerrilla marketing requires brain power and time. It is important to state that it is best suitable for the companies that have small marketing budget.

Furthermore, Levinson states these advantages of guerrilla:

- Flexible – small scale nature can be adapted quickly, relatively easy to respond to change.
- Low cost– as stated above, it is ideal for companies that do not have a big marketing budget.
- Unexpected– catches the audience in surprise and causes an emotional response: happiness, laughter, shock sadness etc.
- Targeted– it reaches the targeted market, wherein it reduces waste and ineffectiveness.
- Simple– methods of guerrilla are simple and easy to use and implement.

One of the best advantages of guerrilla is that companies can create great campaigns while using the element of surprising and fun, making customers happy, or surprise them wherein they will associate this brand with something different and positive from the others brand. Levinson states that the marketers should think of advertising as the truth made fascinating (Levinson 2011: pg 88). Eventually, this helps the brand stand out from the crowd.

Disadvantages – Despite its numerous advantages, guerrilla suffers from some negative effects which have to be counted before conducting a guerrilla campaign (Sajoj 2013: pg 42-47). When you do a guerrilla campaign you will not be able to identify exactly what works and what does not. Achieving measurable results is difficult but not impossible. It is necessarily important to create an advertisement that does not honor the obvious advantages of low price and high
quality, but draws the attention towards the brand. Guerrilla marketing requires a greater level of commitment and energy than the conventional advertising campaigns.

Furthermore, some disadvantages of guerrilla marketing are:

- Fail-safe\(^8\) – it not completely safe, in case of failure or from a negative reaction of the audience
- Time – other from traditional venues, guerrilla campaigns require more time
- Predictability – not to be able to identify what is working and what not
- Dedication – guerrilla campaigns require a greater dedication and energy
- Surprise – the element of surprising may not be welcomed from some customers’ (Levinson: 2011 pg 19-20)

When Cartoon Network wanted to create brand awareness in 2007, a campaign of adding some weird electronic devices was not a good idea at all. They decided to place blinking electronic devices in 10 cities promoting the cartoon “Aqua Teen Hunger Force”. The campaign went very wrong when a citizen in Boston called the police thinking that those strange electronic devices were explosive. Therefore, the incident turned into terrorism scare when police send bomb squads. At the end, this campaign cost Cartoon’s Network head Jim Samples his job and 2 million in compensation for Boston’s emergency response.\(^9\)

Therefore, marketers should be very careful when doing guerrilla campaigns. When doing unexpected campaigns and when interacting with people you may be threatened with various legal issues and several critics who will comment on you campaign.\(^10\)

---

\(^8\) A fail-safe or fail-secure device is one that, in the event of failure, responds in a way that will cause no harm, or at least a minimum of harm.

\(^9\) [http://www.businessnewsdaily.com/2174-guerilla-marketing-wrong.html](http://www.businessnewsdaily.com/2174-guerilla-marketing-wrong.html)

\(^10\) [http://www.sizzlemediagroup.co.uk/2010/11/25/guerilla-marketing-advantages-and-disadvantages/](http://www.sizzlemediagroup.co.uk/2010/11/25/guerilla-marketing-advantages-and-disadvantages/)
2.7 Guerrilla marketing - best campaigns

To further explain the concept it is worth showing some of the best examples of guerrilla marketing. From small to the most successful international companies use guerrilla. In this chapter I tried to gather some of the most creative and cost effective guerrilla campaigns that created a lot of brand awareness and were welcomed from the audience.

Below you will see different examples, approaches of guerrilla marketing to make advertising effective. Some of the simple examples that gained a lot of brand awareness, and created unique brand perception are:

McDonald’s– “Mc Fries Pedestrian Crossing”
Panda Fever – “1600 wild panda’s left”

This guerrilla campaign was created in French Capital. When in 2008, it was released that there were only 1600 wild panda’s the world wildlife foundation attempted to create awareness for the situation. This campaign was both effective and very emotional.11

NIVEA – “Good-bye cellulite”

IKEA – book shelves – Australia

11 http://www.smartinsights.com/traffic-building-strategy/campaign-creative/guerilla-marketing-campaign-examples/
The example of IKEA is highly creative. After a research, they found out that one out of three Australians would spend an extra hour in the day if they get to read a good book. Therefore, IKEA placed some bookshelves with 6000 books; if they wanted a book they good rather swap it for one of their own or donate money to the Australian Literacy & Numeracy Foundation.12

The examples above are highly creative, some of them are very simple, and some of them create great awareness, making the audience understand rather the product or the important situation (for e.g. Panda campaign). In order to explain furthermore the concept of guerrilla marketing an example could be: when Sony Ericsson launched their new mobile phone, they hired actors to act as tourists asking people to take pictures of them.

There are hundreds of other guerrilla weapons that may be used. For instance, below is a simple example of how companies can change shopping bags to something innovative, something that gets people’s attention:

Stop’n Grow- “Nail biter?”. Jung von Matt, Berlin

12 http://www.creativeguerrillamarketing.com/guerrilla-marketing/4-amazing-guerrilla-marketing-campaigns/
A good example of guerrilla marketing campaign is the one of Coca-Cola in Kosovo. This campaign was held on December 2011, in three cities of Kosovo: Peja (23th of December), Pristina (24th of December), Prizren (25th of December). A red caravan, decorated with Coca-Cola logo, shining with different lights, went through the center of those three cities of Kosovo. Then, it stopped in the most frequented place with people; in case of Prishtina in the “Mother Teresa” square. When the caravan was positioned, the inside of the caravan appeared to be a Santa Claus and his elves. Therefore, children from different ages, especially the ones 2-6 years
had the chance to go up at the Santa Claus’s place and take a picture with him, also receiving a bag with cokes. As a result this marketing campaign with a little amount of money spent and a lot of creativeness; achieved to create brand awareness as well as a positive word of mouth.

Karrota marketing agency has created an interesting campaign for the Albanian mobile company AMC for the flirting SMS service. They came out with something different and creative. As it is known SMS flirting is mainly dedicated to younger consumers and eventually has a sexual connotation, they came up with a rather daring copy, replacing the word "sex" with "TEXT" in every headline.

Headlines, such as "I wanna have TEXT with you tonight", "I like to have TEXT outdoors" and "I had TEXT last night all night" were used in TV and printed media, as well as using specific headlines for banners, saying "Have TEXT, not war", "movie" posters "TEXT and the City" and leaflets in the shape of door hangers saying "Leave me alone, I am having TEXT" and "Don't disturb, I'm having TEXT". Below you can find an example:

Another example is the one created from the Vetvendosje. Vetvendosje (Self-determination) is a political party in Kosovo, and they tried to emphasize the bad leadership of the government. In the capital city, Pristina, they draw flowers and butterflies in the road holes that are present all around the city, while trying to raise the awareness of the population about the bad situation and governance in Kosovo.

13 http://www.youtube.com/watch?v=eW3cK_ByKxs
14 http://www.ogilvyks.com/work/proj/5/C8/
A very effective world-wide marketing campaign created by coca-cola was used in Kosovo as well. The example is provided below:

Coca-Cola example – Share your CC with…. (Different names placed)

This marketing campaign that has the effect of guerrilla is created from Coca-cola international, but since they go with the slogan “think global, act local” they spread this marketing campaign world-wide. When the effects of this marketing campaign were analyzed it was noticed that it was very creative, interesting, and grabbed the attention of the audience.

When the owner of a buffet in a very well known university in Kosovo was interviewed, he stated that “this campaign created a buzz”. Students were all interesting in finding a coca-cola can that has the name of her/him on it. Also, he continues explaining that, some even bought coca-cola just to express something to the other person. He further says “A can with “beautiful” written on it, is a good and easy way to express your opinion towards a girl that you like”. Furthermore, he stated that the sales of coca cola during this period of time went 100% higher than before.
3. PROBLEM STATEMENT

I have highlighted two research questions. Literature review has been completed, and the definition of Guerrilla marketing as well as the most important concepts of it has been explained. Guerrilla versus traditional marketing was explained highlighting the benefits of using a guerrilla marketing campaign instead of a traditional marketing campaign. The advantages and disadvantages of using this marketing strategy were explained as well. In order to understand the overall concept of guerrilla the literature review provides the most important concepts of it.

As stated above, Guerrilla Marketing is a smart and effective way to deliver our messages to our potential clients. With its intelligent and creative way of advertising, guerrilla gets people’s attention as well as creating brand awareness. *(Margolis & Garrigan & Levinson: 2008 pg 16)*. Guerrilla is an unusual way of advertising that relies on time, energy and imagination of marketers, rather than using huge amount of marketing budget. This type of marketing might be seen as more modern and interactive rather than doing traditional marketing campaigns. *(Levinson: 2007 pg 3)*

From the literature review, where the importance and the effectiveness of guerrilla was stated two research questions were raised. The first one includes the importance of using a marketing campaign such as Guerrilla marketing; this question was adapted to the Kosovo market. Moreover, this research questions attempts to find out whether guerrilla is a good marketing strategy for a small market and limited marketing budget. It is very important to find out and understand rather guerrilla is an effective and cost efficient marketing strategy for Kosovo companies, and see if this strategy helps them to increase their profits.

The second question is about finding out if this marketing strategy helps Kosovo companies to create brand awareness. As it is known this last decade marketing has become a very important part for new developing Kosovo companies. A guerrilla marketing strategy helps company to create “brand experience” that allows consumers to become a part of the campaigns, which as result will create brand awareness. As stated at the literature review, brand awareness is all about the perception of the customers that they have for the brand. It is important to state that brand awareness is one of the fundamental dimensions of the brand equity *(Aaker: 1991 pg 19-)*.
Therefore guerrilla marketing strategies create a positive or a negative perception at the customers, wherein it directly affects the brand equity (Levinson: 2011 pg 19-20). Depending on this, two research questions were stated:

6.1 RP1: Does Guerrilla Marketing, help companies to gain profits?

6.1 RP2: Does Guerrilla Marketing, help companies to create brand awareness?

6.1 RP3: “Guerrilla Marketing in Kosovo - “Why not very common?”

During this research paper marketing companies will be interviewed and observed if this marketing is used or it is common in Kosovo. What are some of the best guerrilla marketing campaigns ever generated and what was the success gained after this campaign; increased profits, number of new clients, created brand awareness etc.
4. METHODOLOGY

This chapter provides information related to the research techniques. The research methods used while doing the research for this study were provided to the reader.

4.1 Research Approach

There are two research methods one when you generate numerical data and non-numerical. Quantitative data means that data’s collected are numerical, while qualitative data is based on collecting data from interviews and are non-numerical.

4.1.1 Quantitative versus Qualitative

Qualitative data involves understandings of the complexity, detail, and context of the research subject. Quantitative data can be described numerically in terms of objects, variables, and values. (J. Hox & R. Boeije: 2005 pg 593) Qualitative research is based on understanding, interpreting social interactions, whereas quantitative research is based on testing hypotheses, look at cases and effect, and make predictions. Qualitative research method gathers data from open-ended responses, interviews, participant observations, field notes etc. Quantitative research method gathers data from using structured and validated data-collection instruments. What quantitative method collects are numbers and statistics, whereas qualitative method collects words, images etc. (Johnson, B., & Christensen, L: 2008 pg 34)

Summary: During this research qualitative questions were mainly used, since to gain information I had to go in person and interview the companies that used guerrilla marketing strategy. Semi structures and open ended questions were a part of my questionnaires, were the owners of the marketing agencies handed out the information on their last guerrilla marketing campaigns held.
4.1.2. Data Collection

When conducting a research paper data can be collected both from secondary and primary data. Secondary data are the data that originally were collected for a different purpose and reused for another research question. Research strategy includes the activity of searching for information and processing. It is important to evaluate the usefulness of secondary data, understand whether the secondary data suits the research purpose. The research strategy depends all from the research strategy; how easy it is to gain information for certain subjects, available and reliable resources.

Primary data is an original data collected for a specific research. (J. Hox & R. Boeije: 2005 pg 593). It is important to state that secondary data is more time efficient comparing to the primary data, because data collected is already processed and available on internet, libraries etc.

During this research secondary data was used when collecting general information on guerrilla marketing, its usage and examples around the world. Moreover, to gather data for conducting this research primary data was used.

The primary data collected was mainly from the visits at the marketing agencies. Through the interviews it was generated information on the latest guerrilla marketing campaigns, how successful they were etc. It is very important to state that there are not a lot of guerrilla campaigns carried out in Kosovo; therefore I tried to find as much examples as I can from the marketing agencies that already used this marketing strategy.

Before the interviews, emails were sent to the responsible persons in the marketing agencies. Interviews were held in person to person with the marketing manager or the person that is responsible for marketing campaign. Also, throughout the guerrilla campaigns carried out, one that was thought to be the most successful will be chosen and the detailed information on its success will be shown.
4.1.4 How the interviews were conducted

Before the interviews were conducted, I made a pre-research on the marketing agencies that used guerrilla marketing campaigns. This has helped and gave me a first good insight where later on I developed the interview guide. All the interviews were conducted in the marketing agencies offices, and while the interviews were carried out I used recorder in order to be sure that no important data was lost and in the same way saving time while not taking notes. *(Bucher & Fritz & Quarantelli: 1956 pg 359)*

4.1.5 The interview guide

The interviews took place in the marketing agencies. It was also necessary beside the marketing agencies to visit companies that did guerrilla campaigns, exploring how successful they were. During the interviews, I followed the questions that were meant to be asked, but always focusing that at the same time to have a discussion with the respondents. Semi structures and open ended questions were a part of my questionnaires, were the owners of the marketing agencies handed out the information on their last guerrilla marketing campaigns held. Also, it is important to emphasize that questions used were first tested and reviewed form my marketing supervisor.

4.1.6 Selection of the respondents

I selected two important respondents, first marketing agencies and companies that experienced guerrilla campaigns. When choosing marketing agencies, I targeted the ones that are most successful in Kosovo, wherein they are most known for creating any guerrilla campaigns. Furthermore, companies that actually used this marketing strategy for one or more times were interviewed. The reason why I choose to interview both of them was in order to get a more profound insight of the guerrilla marketing in Kosovo. I believe that the respondents gave me an in-depth view on the usage of the guerrilla marketing in Kosovo. They also created an objective picture on the effects that guerrilla marketing has on clients, reflecting this on companies success.
4.1.7 Data analyses

After the interviews were conducted, all the answers were written out. Data’s were analyzed in order to explain the purpose of this thesis; which is exploring the usage of guerrilla marketing in Kosovo, its ability to increase brand awareness and gain profits. In addition, after the data was studied it increased the knowledge on the phenomenon of guerrilla marketing in Kosovo.

Summary: The purpose of this thesis was to observe the effect of guerrilla marketing, therefore during this research it was used a qualitative research method to understand more the effect and to have a more detailed picture of the whole process of Guerrilla marketing in Kosovo.
5. RESULTS

This chapter will present the information found during the research. The first part will contain the information gathered from four marketing agencies that were interviewed. After the information from some companies that went guerrilla will be presented as well, while explaining why guerrilla marketing is not a very common marketing strategy in Kosovo.

5.1 Background information

During my research I have interviewed four marketing agencies in Kosovo, and some companies that went guerrilla by their own. First of all, companies that implemented Guerrilla campaigns were few. Some of them did very small marketing campaigns that actually looked like guerrilla (for e.g. footstep prints in Albi Mall, Coca-cola campaigns etc).

Marketing agencies were chosen after a research where I found the four most active ones in Kosovo market. The interviews in the marketing agencies were based on understanding how they percept Guerrilla, their campaigns if they had one and how they see the future of Guerrilla in Kosovo.

One of the marketing agencies does the marketing activities for the biggest companies in Kosovo, but yet they didn’t create any guerrilla campaign. They qualify guerrilla as a marketing strategy that is not yet very common in Kosovo and is not welcomed from the audience. Other from some marketing agencies, one of them has actually used guerrilla marketing for some Kosovo and Albanian companies. They state that guerrilla is not very common in Kosovo, but the guerrilla campaigns that they created were quite effective, especially in creating brand awareness.

It is also important to state that there are some companies and political parties that used guerrilla strategy. Those campaigns were mostly created to increase awareness rather than gain profits. Coca Cola is one of few companies that created guerrilla campaigns and that find it as a good way of interacting with people. With their last campaign, they both created brand awareness and increased sales. Additionally, during this research it was found out that Guerrilla is
known as a term and as a marketing strategy in Kosovo, but the companies are not ready to use it in a large mass.

5.2 Information gathered from the interviews

Below you can find the information gathered from the marketing agencies regarding to the usage of guerrilla marketing and its usage in Kosovo. As a result it is noticed that not a lot of marketing agencies applied guerrilla, hence there were a little amount of guerrilla examples in Kosovo. Furthermore, marketing agencies gave their opinions and explained why Guerrilla is not very common in Kosovo.

1. Company 1 – Date 26 April, 2013

During this interview, the marketing manager answered the question on the guerrilla campaign as well as informed why guerrilla is not very common in Kosovo. As a marketing agency so far they didn’t create a guerrilla campaign, not because they don’t think that is a good way of advertising but because the clients are not yet very open to different, creative, innovative ways of advertising, like it is Guerrilla.

As a marketing agency they define guerrilla as something very creative and easy to implement. Furthermore, they think that it is a very good marketing strategy for small companies in Kosovo since 80% of them have a low marketing budget. The manager states that the problem is that the companies in Kosovo still think that paying for marketing activities is a loss of money rather than seeing it as an investment.

2. Company 2 – Date 3 May, 2013

This marketing agency didn’t create any guerrilla campaigns. Even though their clients are one of the biggest companies in Kosovo such as: Z mobile, Devolli Prince Coffee, Beer Peja, VITA Milk etc they didn’t somehow want to go guerrilla.

The marketing agency states that the audience is not very open to changes; they somehow like more the traditional marketing. Also for them guerrilla marketing presents a problem because they think that guerrilla doesn’t give valuable insights into their ROI.
3. Company 3 – Date 16 May 2013

As a marketing agency they actually did some guerrilla campaigns. An interesting one is about Z Mobile Company; when they launched as a telephone operator this marketing agency spread hundreds of prepaid cards around Pristine creating attention and making the audience believe that they are already hundreds of Z mobile users.

The creative director of this company, furthermore states that guerrilla marketing can be used more to create attention rather than profits for the company. As a marketing agency they have created guerrilla marketing campaigns for different companies, such as: Z mobile, AMC Albanian mobile company, Fryma e re political campaign etc.

4. Company 4 – Date 17 May 2013

While interviewing this marketing agency it was noticed that they are very familiar with the term of Guerrilla and the strategy. When the reason why it is not very common in Kosovo, they have stated that it is not yet a very common way of advertising, otherwise they state that Guerrilla is a great strategy to apply in Kosovo especially when we consider the big number of small and medium companies as well as the high percentage of the young audience.
6. CONCLUSION

This chapter gives the final conclusion and answers the three research propositions presented in the first chapter.

6.1 RP1: Does Guerrilla Marketing, help companies to gain profits?

To answer and explain the first research proposition I went through the international literature finding out rather guerrilla is an appropriate way to gain profits for the company, especially for the small ones. During the interviews companies were asked for their opinion on gaining profits with guerrilla marketing strategy, while discussing the success of some guerrilla campaigns created in Kosovo.

Based on the findings guerrilla is understood to be a marketing strategy that creates profits for the company with a small investment on money but at the same time requiring big imagination, time, and creativeness. Guerrilla is not described as a method; it is identified more as a mindset of willing to expand the client profile through innovative and creative way. At its earliest phases Guerrilla was known for creating great profits for small companies with small marketing budget. Nowadays, Guerrilla is used even from the big international companies. Furthermore, from the literature review as well as from different examples of Guerrilla marketing there is the evidence that this marketing strategy helps companies create great profits from campaign that doesn’t require a lot of money to invest. Moreover, guerrilla relies on innovation, hard work, and creativeness. (Levinson 2007: pg 5)

In Kosovo guerrilla is not a very common advertising strategy. There are some marketing agencies that didn’t do any guerrilla campaign and they state that the clients are the ones that don’t want to go Guerrilla. Also for them guerrilla marketing presents a problem because they state that guerrilla doesn’t give valuable insights into their ROI.

Furthermore, when interviewing the marketing agencies they approve the fact that guerrilla is a great marketing strategy, especially for small companies to gain profits with a limited
marketing budget, but they state that the companies in Kosovo prefer traditional ways of advertising instead of going Guerilla.

6.2 RP2: Does Guerrilla Marketing, help companies to create brand awareness?

To answer the second research proposition, first the international literature was reviewed and after the marketing agencies and companies were interviewed. During the interviews the opinion of the marketing agencies and companies were asked on the effectiveness of guerrilla marketing in creating brand awareness for the company.

While interviewing marketing agencies, it was found out that not all of them find guerrilla as an effective way of gaining profits. Whilst they think that guerrilla helps in creating brand awareness rather than gaining profits. Meanwhile, there are also hundreds of examples of international companies that are financially strong, but use the guerrilla to present their product/service in extra ways, particularly in creating brand awareness.

A marketing agency that actually created Guerrilla campaigns for Kosovo and Albanian companies’, defines guerrilla as a more effective way in creating brand awareness rather than profits for the company. Moreover in Kosovo a political party uses guerrilla as a strategy to reach their potential voters and that they become aware of the bad governance that is present in Kosovo.

As a result, during the research it was observed that not all the companies think that guerrilla is an appropriate way to gain profits, but definitely a good way to create brand awareness. Since Guerrilla is an unconventional way of advertising, it is important to state that Kosovo has the youngest population in Europe and they are excited and require new creative ways of advertising, therefore this point out that Guerrilla is accurate for a market like Kosovo.
6.3. RP2: “Guerrilla Marketing in Kosovo - “Why not very common?”

As it was stated in the literature review, Guerrilla marketing is a very effective marketing strategy, especially for companies with small marketing budget. With this research proposition I tried to find out how Guerrilla marketing stands and why it is not very common in Kosovo market.

During my interviews at the marketing agencies it was observed that they are very familiar with the term of Guerrilla marketing, some of them have even created guerrilla campaigns. While discussing the reasons why guerrilla is not very common in Kosovo, they have stated that the problem is both at the audience and at their clients. Furthermore, they have stated that not all the clients are ready to go Guerrilla; some of them are not familiar with it, some think that guerrilla is not effective enough, and some of them think that the audience is not open to new creative ways of advertising.

Meanwhile, when interviewing those marketing agencies, it was noticed that some of them don’t agree with the idea that the audience is not open to new creative ways of advertising. They state that the audience should not be underestimated especially when it is known that the Kosovo audience is Europe’s youngest and they are excited and ready to see creative marketing campaigns.

When the data collected from the interviews was analyzed, it was noticed that the companies don’t find guerrilla yet as an appropriate way of advertising. Some companies even go to 80% of the population that are not ready to see new creative ways of advertising. While some marketing agencies state this, the other ones totally disagree adding up that the future of Guerrilla marketing in Kosovo is bright.
7. RECOMMENDATION AND FUTURE WORKS

This chapter provides the reader with the recommendation for theory and future research. Also the limitations of this research were mentioned, expecting to overcome them in the future.

7.1 Implications for theory

The purpose of this research was to find out the effectiveness of guerrilla marketing strategy in creating brand awareness as well as gaining profits for the company. Meanwhile the reason why Guerrilla is not very common in Kosovo was analyzed.

While answering the first two research propositions, authors state that with guerrilla marketing strategy is possible to create brand awareness and gain profits with small investment of money, while adding up creativeness, time, and brain power. “The purpose of guerrilla is to increase your company’s sales with minimum expenses and a maximum of smarts” – (Levinson 2007: pg 5-8)

Creating brand awareness is essential for company’s success. During the literature review creating brand awareness is stated that it is not very easy, while we know that guerrilla can sometimes create negative awareness for our brand if it perceived in a different way from the audience. He furthermore states that marketers should be very careful when they create guerrilla marketing campaigns, since all of them affect directly the brand equity (Levinson: 2011 pg 19-20).

Regarding to answering the effectiveness of guerrilla both in gaining profits and creating brand awareness, information was available only in the international literature review, but not something specially written for Kosovo market. Therefore, the information provided for the Kosovo market of the usage of Guerrilla was provided from the interviews conducted at the marketing agencies and companies that applied Guerrilla.

While answering the third research question, there were some implications since guerrilla is not very common in Kosovo and there are not a lot of examples, therefore it was hard finding
information regarding this information. Except the interviews that were conducted there were no other literatures available on libraries written on Guerrilla and its usage in Kosovo.

7.2 Implication for the company

One should see the marketing as an investment, not as an expense. Furthermore, not just to decrease the marketing cost but also to reach out to the end customer, since today’s commercials and advertisements are easy to be avoided, hence the need to reach customers by new and different ways could be solved with the guerrilla marketing strategy.

7.3 Recommendation for future researchers

During this research I had the chance to understand how Guerrilla marketing is perceived in Kosovo market, and how much it is used. When interviewing the marketing agencies it was noticed that there is a very small amount of guerrilla campaigns created.

It is important to state that when one starts using guerrilla in a bigger mass then the audience will become familiar with it and marketing agencies will implement it more. Eventually in the future Guerrilla marketing will develop, and there will be a higher chance for the researchers to study and understand the effect of using this kind of marketing strategy. As it is known Kosovo stands with its youngest population in Europe, and this indicates that the Kosovo audience is quite ready to see new surprising campaigns, while companies especially the small ones can use it as an advantage.

The effect of guerrilla and how it is perceived in Kosovo would be very well understood if just one guerrilla campaign would be analyzed and from the findings see the advantages and disadvantages of using it, as well as understanding if it is effective and welcomed from the Kosovo audience.
8. REFERENCES

Aaker, D.A. (1991), *Managing Brand Equity: Capitalizing on the Value of a Brand Name*. The Free Press, New York.

Chen, Jie (2009), *Explore Guerrilla Marketing Potentials for Trade Shows*. Master Thesis. Professional paper, University of Nevada, Las Vegas.

Farquhar, P.H. (1989), *Managing Brand Equity*, Journal of Marketing Research, 1.

Fisk, Peter (2006), *Marketing Genius*. John Wiley & Sons Ltd

Griffin, C (2002), *Identity check*. Sporting Goods Business. San Francisco: Sep, Vol. 35.

Hox J. Joop & Boeije R. Hennie (2005), *Encyclopaedia of Social measurement, volume 1*. Elsevier Inc.

Johnson, B., & Christensen, L. (2008), *Educational research: Quantitative, qualitative, and mixed approaches*. Thousand Oaks, CA: Sage Publications.

Kamakura, Wagner & Rusell, Gary (1993), *Measuring Brand Value with Scanner Data*. International Journal of Research in Marketing.

Kashani, Kamran (2005), *Beyond traditional marketing: innovations in marketing practice*. John Willey & Sons Ltd, The Atrium, England.

Levinson, Jay Conrad & Hicks, Grant W. (2007) *Guerrilla Marketing for Financial Advisors*. Grant W. CIM.

Levinson, Jay Conrad & Levinson, Jeannie (2011), *Guerrilla marketing remix- The best of Guerrilla marketing*. Entrepreneur media Inc.

Levinson, Jay Conrad & W. Mc Laughlin, Michael (2005), *Guerrilla Marketing for Consultant*. John Wiley & Sons Inc.

Levinson, Jay Conrad (2001), *Guerrilla creativity make your messages irresistible with the powers of memes*. Houghton Mifflin Company, New York.

Levinson, Jay Conrad (2007), *Guerrilla marketing: easy and inexpensive ways for making big profits from your small business*. 4th Edition. Houghton Mifflin Company, New York.
M. Van Hamersveld & C. De Bont (2007), *Market Research Handbook*. John Wiley & Sons Ltd

Margolis, Jonathan & Garrigan, Patrick & Levinson, Jay Conrad (2008), *Guerrilla Marketing for Dummies*. Wiley Publishing Inc. Indianapolis, Indiana

Marilyn A. Stone and John Desmond, with a contribution by J.B. (Ian) McCall. (2006), *Fundamentals of Marketing*. Routledge Ltd.

Reis. Al & Trout. Jack (1976), *Positioning*, the McGraw-Hill Companies

Rue Bucher, Charles E. Fritz and E. L. Quarantelli (2010), *Tape Recorded Interviews in Social Research*. American Sociological Review

Sajoj P.B (2013), *Guerrilla Marketing: A theoretical review*. Indian Journal of marketing vol. 43.

Shankar, Avi (1999), Advertising’s imbroglio. *Journal of marketing communications*. No 5.

Wheeler, A. (2010), *Designing brand identity: an essential guide for the entire branding team 3rd edition*. John Wiley & Sons Inc.

Yankelovich, D., & Meer, D. (2006), *Rediscovering Market Segmentation*. Harvard Business School
9. APPENDIXES

9.1 Interviews

Dear Sir/Madam,

Thank you for agreeing to participate in my research study. The questionnaire is part of my bachelor thesis work and your corporation is essential in order to finish my research successfully. This interview is mainly based in the usage of Guerrilla Marketing in Kosovo, its most successful campaigns while discovering if guerrilla is a proper marketing strategy for Kosovo market especially for the small businesses.

The survey will take no longer than 20 minutes to complete and will be conducted in the marketing agencies and the companies that were chosen to be interviewed.

All responses such as company’s sensitive information will be treated highly confidential.

Thank you very much!

9.2 Interviews – questioners

The information presented below is gathered from the interviews conducted in the marketing agencies. The interviews was held in a qualitative method, beside the questions during the interviews I had discussions asking different questions. Some of the most important questions asked were:

1. How would you define Guerrilla marketing?
2. What separates guerrilla marketing from traditional marketing?
3. Can all types of companies use it? Small and Big?
4. What clients expect when they want to go guerrilla?
5. What results most clients want? Build awareness, sales increase, reach new clients
6. How can you measure the effect of a guerrilla marketing campaign?

7. How a company can know if the campaign was successful or not? Or had negative affects?

8. Which is your most successful guerrilla campaign?

9. How was your last guerrilla campaign?

10. How do you see the future of Guerrilla Marketing in Kosovo?

9.3 The information gathered from marketing agencies

1. PR- Solutions – 26 April, 2013

Interviewer Visar Vokri – Marketing Manager

During this interview, the marketing manager answered the question on the guerrilla campaign as well as informing why guerrilla is not very common in Kosovo. As a marketing agency so far they didn’t create a guerrilla campaign, not because they don’t think that is a good way of advertising but because the clients are not yet very open to different, creative, innovative ways of advertising, like it is Guerrilla.

As a marketing agency they define guerrilla as something very creative and easy to implement. Furthermore, they think that it is a very good marketing strategy for small companies in Kosovo since 80% of them have a low marketing budget. The manager states that the problem is that the companies in Kosovo still think that paying for marketing activities is a loss of money rather than seeing it as an investment.

2. Zero Positive – 3 May , 2013

Interviewer Albinot Rashica – Manager at the BTL (below the line) department
This marketing agency didn’t create any guerrilla campaigns. Even though their clients are one of the biggest companies in Kosovo such as: Z mobile, Devolli Prince Coffee, Beer Peja, VITA Qumesht etc they didn’t somehow wanted to go guerrilla.

The marketing agency states that the audience is not very open to changes; they somehow like more the traditional marketing. Also for them guerrilla marketing presents a problem because they think that guerrilla doesn’t give valuable insights into their ROI.

3. Karrota – Date 16 May 2013

Interviewer Fisnik Ismaili – Founder and Creative Director

As a marketing agency they actually did some guerrilla campaigns. An interesting one is about Z Mobile Company; when they launched as a telephone operator this marketing agency spread hundreds of prepaid cards around Pristine creating attention and making the audience believe that they are already hundreds of Z mobile users.

The creative director of this company, furthermore states that guerrilla marketing can be used more to create attention rather profits for the company. As a marketing agency they have created guerrilla marketing campaigns for different companies, such as: Z mobile, AMC Albanian mobile company, Fryma e re political campaign etc.

4. REPUBLICA- Date 17 May 2013

Interviewing this marketing company it was noticed that they are very familiar with the term of Guerrilla and the strategy. When the reason why it is not very common in Kosovo, they have stated that it is not yet a very common way of advertising, otherwise they state that Guerrilla is a great strategy to apply in Kosovo especially when we consider the big number of small and medium companies as well as the high percentage of the young audience.