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AN IN-DEPTH EXAMINATION OF GUERRILLA MARKETING STRATEGIES IN THE SPORTS INDUSTRY

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Abstract: There is a trend towards a more active process in sports marketing due to increased competition brought about by technical developments and a rise in the diversity of sports products. Analysing every possibility to meet marketing objectives under the sports industry's technological and financial strengths gives an advantage over competitors. To draw attention, guerrilla marketers publish different sports-related messages in unexpected places where consumers do not expect to see them. This research was done to look at the guerrilla marketing strategies employed by the Türkiye sports industry and those used globally. A qualitative technique and case analysis methodology were employed in the research phase of this descriptive study after a literature evaluation. In the study, all companies in the sports sector in Turkey and throughout the world that use guerrilla marketing techniques were examined using purposeful sampling. Among the sources of the data are "Akademia, ResearchGate, Google Scholar, Science-Direct, and Pubmed, among others." The research covered 24 guerrilla marketing strategies used in the sports business and included databases, scientific publications, articles, and online/newspaper headlines in addition to the collection of these materials.

Anahtar Kelimeler: Gerilla Pazarlama, Spor, Spor Pazarlaması

SPOR ENDÜSTRİSİNDE GERİLLA PAZARLAMA STRATEJİLERİNİN DERİNLEMESİNE İNCELENMESİ

Öz: Teknolojik gelişmeler ve spor alanındaki ürün çeşitliliğinin artması sonucunda ortaya çıkan yüksek rekabet, spor pazarlamasında daha aktif bir yöntemle doğru bir eğilim ortaya çıkarmıştır. Rekabet avantajı elde etmek için, spor endüstrisinin finansal ve teknolojik güçleri doğrultusunda pazarlama hedeflerine ulaşma amacıyla her seçenek analiz edilmektedir. Bu araştırma tüketicilerin karşılaşmayı ummadıkları, beklenmedik alanlarda, sporla ilgili çeşitli tanıtım mesajları yayınlamaya çalışan gerilla pazarlama taktikleri üzerine yapılan Türkiye ve dünyada spor endüstrisinde kullanılan gerilla pazarlama yöntemlerini ele almak amacıyla gerçekleştirilmiştir. Tanımlayıcı nitelikte olan bu çalışmada öncelikle literatür taraması yapılmış, ardından araştırma bölümünde nitel yaklaşım ve vaka analizi metodolojisi kullanılmıştır. Araştırmada amaçlı örnekleme yöntemi kullanılmış, Türkiye'de ve dünyada spor sektöründe gerilla pazarlama taktikleri uygulayan tüm firmalar incelenmiştir. Veri kaynakları arasında "Akademia, ResearchGate, Google Scholar, Science-Direct ve Pubmed" yer almaktadır. Veri tabanlarına ek olarak, bilimsel kitaplar, makaleler ve internet/gazete manşetleri toplanmış ve çalışmada spor endüstrisinde gerilla pazarlama metodolojisini kullanan 24 pazarlama yöntemi özetlenmiştir.

Key Words: Guerilla Marketing, Sport, Sport Marketing.

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INTRODUCTION

Sports have grown in popularity because they impact the general public. Sports, where competition is fierce and people are excited, may frequently be utilized as an effective instrument in shaping cultures. Businesses that are aware of this influence are preparing sports-related marketing efforts. When we look at the marketing activities established by companies, we can see that by evaluating consumer behaviour in sports, we can see that by analyzing consumer behaviour in sports, items such as clothes, shoes and sports equipment, which are tangible things, as well as services, may be developed (physical activity, exercise, weight loss, etc.) Thus, by declaring their commercials to vast masses of sports fans through sports, firms contribute to the building of brand image and loyalty, as well as marketing operations (Ünal, 2013). In general, marketing is defined as the process of establishing strategies for organizations to decide which items or services will be of interest to their consumers and to build the sales, communication, and business administration of these things (Kotler, 2003). The loss of effectiveness and credibility of traditional mass media in a rapidly changing market structure, on the other hand, has led businesses to seek different ways to reach consumers, particularly as a result of market diversification and the development of new communication technologies, requiring more effective and economical new marketing tools (Tarakçı and Baş, 2019).

Guerilla Marketing is one of the most astonishing marketing methods employed by organizations in recent times to create this edge. Guerrilla Marketing appears to be a sort of marketing that involves originality and imagination (Özafşarlıoğlu, 2018). It is often based on attrition and perception activities employed by low-budget institutions and organizations. Companies may draw more attention by employing their creativity, make significant savings in marketing expenditures with minimal budgets, and have an influence on the construction of brand image and loyalty among the target audience thanks to this characteristic of the guerilla marketing approach. When the literature on this subject is examined, it is discovered that many studies have been conducted on the concept of guerrilla marketing, its history, and its application in businesses, but no research has been conducted using the case analysis research model, which examines examples of guerrilla marketing in sports. The purpose of this research is to give marketing managers recommendations by studying instances of sports firms employing guerrilla marketing and identifying the features of good campaigns, as well as to contribute to the literature on the subject of guerrilla marketing in sports.

The History of Guerrilla Marketing

The term "guerrilla" originally appeared in history during the Spanish struggle against French King Napoleon Bonaparte between 1807 and 1814. The term comes from the Spanish word "guerrilla," which means "gang battle," and it indicates "those who fight the strong have weapons." The term guerrilla refers to forces that fight against conventional armies, launch attacks in unexpected locations and times, and suffer considerable losses (Yörükoğlu, 2014). One of the most successful marketing strategies used today is guerilla marketing, which was first documented in the books by Jay Conrad Levinson in his 1984 book "Guerrilla Advertising." The phrase "guerrilla marketing" comes from the irregular art of warfare known as "guerilla warfare," which is associated with small-scale tactical tactics employed by armed citizens. These strategies frequently involve ambushes, sabotage, raids, and elements of surprise. In the marketing sector, guerrilla marketing employs strategies akin to those used in guerilla warfare (Yüksekbilgili, 2011).

Guerrilla marketing with its most common definition;

- Firms employ fresh and creative techniques in their product, price, distribution, and promotion strategies for innovation/event strategies, fascinating and shockingly intense advertising campaigns in creating direct contact with customers for guerrilla marketing (Urgancı, 2015).
- Businesses that use this technique, which is based on a marketing technique that uses unexpected ways that competitors cannot duplicate, and where it may influence clients with distinctive and fascinating ideas, can achieve a competitive advantage in the eyes of customers. In this sense, it contributes significantly to purchasing preferences by altering the customer's behaviours as if he had newly joined the industry (Durmuş, 2011).

The primary goal of the guerrilla marketing technique is to allow small firms to compete with major corporations. It is to achieve profitability by implementing remarkable, inventive, and often cost-free marketing methods that may provide far higher results with far lower expenses (Özer, 2016). Businesses that used to win marketing battles by superior efficiency or quality must now win these conflicts with superior creativity methods. No organization wins by being the most consistent; success comes solely from taking risks (Kotler, 2005).

Relationship Between Sports and Guerrilla Marketing

With the explosion of communication and technological tools that are evolving at an unstoppable rate, it can be claimed that sports, which can be characterized as a unique language with the potential to appeal to everyone, has become the most significant marketing weapon in the worldwide globe. Furthermore, sports provide a perfect customer segment with the feature of unifying individuals from various cultural and social positions for commercial organizations that aim to establish sports brand loyalty and image through sponsorship, advertising, and social responsibility activities. In this sense, sport, which has a large target audience and market share, incorporates the innovative concept and remarkable imagination of guerrilla marketing in a comparable form in its nature. As a result, this distinguishing feature of the sports sector, together with its dynamic structure, provides a solid foundation for the implementation of guerrilla marketing in the sports sector (Ünal, 2013).

Guerrilla marketing organizations do not utilize the logo, trademark, or names of the organizations with which they are affiliated. They only form associations by forging a strong connection between the relevant event and their firm. As a result, they gain from the event even if they are not an official sponsor. Guerrilla marketing, when well applied in a figure, is not illegal and hence becomes an activity with which legitimate sponsors struggle to compete (Farrelly et al., 2005).

MATERIALS AND PROCEDURES

The Research Model

This study is a descriptive study based on the general survey methodology. The study began with a literature review, followed by a qualitative approach and case analysis methodology in the research section. The qualitative approach of research seeks to identify, comprehend, and explain the target group. Instead of getting quantitative findings, the goal here is to be able to look at the events through the eyes of the target audience and grasp the investigated issue in the figure. Case analysis is an experimental (empirical) research approach that you should use when you wish to gather tangible, contextual, and in-depth knowledge about a certain issue. It entails gathering and documenting information on a circumstance or situation and delivering that information in the form of a presentation or report (Köklü, 1994). The purposeful sampling

strategy was utilized in the study's population and sample. The term "purposive sampling" refers to a sampling technique when the researcher "deliberately" chooses a particular region or location based on their research question, as opposed to random sampling. Using prior experience or theoretical knowledge, the researcher determines which cases or subjects are most appropriate for the research issue in this kind of study and incorporates them into the investigation (Uyan-Semerci & Erdoğan, 2021). You may also call it an expert or judgemental sample. It is a kind of non-probability sample. Thus, guerilla marketing techniques utilised in the sports business in Turkey and around the world make up the sample for this study.

Data Gathering and Analysis

The data for this research was collected between January 1, 2021 and April 2, 2022. Findings from the research were collected by searching scientific books, journals, internet/newspaper news and databases in the fields of "Academia, ResearchGate, Google Scholar, Science-Direct and Pubmed", and the data were analysed and interpreted using a case study approach.

This method of data collection was not randomly selected and was typically chosen to gain a logical understanding of a smaller population. This makes it possible to analyse by understanding the background of the population and selecting a sample that illustrates these variations.

FINDINGS

In this section, examples of organisations adopting guerrilla marketing methods in the sports sector in Turkiye and in the world are analysed. In this context, the cases with high brand value and recognition, the most reported and shared cases were included in the study, and a total of 24 sample cases in four categories were analysed and shown in Table 1.

Table 1. Summary of guerrilla marketing examples for different companies

Category	Firms	n	Promoted Product	Advertised Subject	Advertising Emphasis	Ad Place	Slogan	Target Audience
Sport Brands	Adidas	1	Shoes	Redirect to Newly Opened Store	Persuading to Go to the Newly Opened Store and Getting Him to Buy	Melbourne	-	Anyone Who Buys Sporting Goods
		2	Sports equipment	Redirect to Newly Opened Store	Persuading to Go to the Newly Opened Store	Kopenhag Pilestraede		Anyone Who Buys Sporting Goods
		3	Sports equipment	2014 FIFA World Cup Sponsorship	Quality	Turkey /Istanbul /Kadıköy	-	Middle Income Consumers
		4	Social responsibility	Adoption of Football	Acceptance of Football in Japan	Japonya	-	People of Japan
		5	Sports equipment	2006 FIFA World Cup Sponsorship	Quality and Win	Almanya	Definitely Go Big or Go Home	Everyone Watching the World Cup
	Nike	6	Social responsibility	Sitting on Benches and Not Walking on Escalators	Exercise	-	Get More Exercise	Anyone Who Buys Sporting Goods

		7	Shoes	Special Shoe Design for Michael Jordan	Being the Choice of Famous Names	-	-	Anyone Who Buys Sporting Goods
		8	Shoes	Onitsuka Collaboration with Nike	Producing the Same Shoes with Your Own Logo	-	-	Anyone Who Buys Sporting Goods
	Converse	9	Shoes	Shoes for Your Style	Shoes Reflecting the Style of the Young Audience	Street, Cafe	Converse Slim on the Streets	Consumers Aged 15-30
	Decathlon	10	Sports equipment	Sporting Goods Promotion	Anywhere and Anytime Sports Can Be Done	Street, AVM, Underground	-	Anyone Interested in Sports
Running Events of Sportswear Brands	Nike, Adidas, Puma, Asics, Colombia New Balance Salomon	11	Sports equipment	Increasing Brand Image and Awareness	Running Anywhere and Anytime	Avenue, Street, Park, Beach	-	Anyone Interested in Sports
Non-Profit Organisations	Ministry of Youth and Sports	12	Social responsibility	Swimming Pool and Athletics Track Flooring	Encouraging Sports	Public Transport Vehicles	-	People of Turkey
		13		Encouraging People to Take Action and Disabled Persons to Sports	Encouraging Physical Mobility	Metro, Shopping Mall and Parking Lot	-	
		14		Encouraging Individuals to Recycle	Environmental pollution	Avenue, Street, Park, Beach	-	
	Russian Olympic Committee	15	Social responsibility	A Free Ride Subway Ticket for Anyone Who Crouched 30 Times at Ticket Vending Machines	Russian People Adding Sports to Their Daily Life	Metro station	Crouch Up 30 Times	People of Russia
Other Institutions and Organisations Providing Sports Products Services	-	16	Sports Service	Elevator to Fitness Center	Direction to the Gym	Fitness center	-	Anyone Interested in Sports
	Oysho	17	Social responsibility	Healthy lifestyle	Oysho Yoga Tour	İstanbul Feriye Palace	-	Anyone Interested in Sports
	Hillside City Club	18	Sports Service	Cheetah, Crocodile and Eagle's Defense Movements	A New Sports Movement Inspired by Nature	İstanbul	Jungle Challenge	Anyone Interested in Sports
	LC Waikiki	19	Promotion and Social	Promotion of Sports Collection	Healthy Living and Exercise	İstanbul	Stay with	Anyone Interested in Sports

			Responsibility	and Supporting Sports			Sports Turkey	
	ESPN TV	20	Social responsibility	Football-Themed Images in the Urinals of the Toilets	Raising Attention to Prostate Cancer	Portugal	-	Anyone Interested in Sports
	-	21	Sports Service	Banners and Grip Areas with Dumbbell Videos	Physical Activity and Health	Public Transport Vehicles Streets	-	Anyone Interested in Sports
Other Institutions and Organisations Providing Sports Products Services	Lufthansa	22	Travel Sponsorship	Dressing Ball-Shaped Images to the Ends of Aircraft	Official Sponsorship	Airlines	-	Anyone Interested in Sports
	-	23	Sports Service	Ski Sports Themed Visual Dressings	Direction to Ski Center	-	-	Anyone Interested in Sports
	Ajax	24	Uniform	Conversion of Some Bus Stops in the City into Reserve Booths	Increasing Jersey Sales	Streets	Bench	Anyone Interested in Sports

In Table 1, 24 distinct examples were evaluated in four different groups, namely: Sports Brands, Running Events of Sports Wear Brands, Non-Profit Organizations, and Other Institutions and Organizations Providing Sports Products.

- When the data obtained as a consequence of the case analysis is analyzed; Salomon, the Ministry of Youth and Sports, the Russian Olympic Committee, Oysho, Hillside City Club, LC Waikiki, ESPN TV, Lufthansa, and Ajax are just a few of the companies involved.
- Products such as shoes, sports equipment, social responsibility, sports service, sponsorship, and jerseys are promoted.
- Considering the subject of advertisement, directing to a newly opened store, sponsorship, directing/incentivizing sports, corporate cooperation, promotion of special shoes, sports equipment, increasing brand image and awareness, healthy living, promoting a newly discovered sports movement, and dressing/installation of product images,
- Considering the emphasis of advertising, it attempts to draw attention to the issues of going to the store and purchasing products, quality and winning, popularizing football among the people of the country, sponsorship, being preferred through famous names, brand and product promotion, healthy living, physical activity, and social issues.
- When it comes to advertising locations, it is done in the cities where the firms have stores, on streets, cafés, shopping malls, metro stops, parks, beaches, and public vehicles.
- When it comes to slogan discourses, messages with rational and creative social content were used in 7 out of 24 cases.
- When it comes to target audiences, it was discovered that, in addition to the cities of the countries where the event is held, there are middle-income consumers between the ages of 15-30 and anyone interested in sports who buys sports products.

Guerrilla Marketing Examples From Turkiye and Around The World

Adidas, one of the world's leading sports goods manufacturers, provides a wide range of sports equipment for sports clubs and consumers, including sports shoes, jerseys, and balls. It also creates specialized goods for a variety of national and international organizations and fulfils sponsorship agreements. In general, the current tagline is "Impossible Is Nothing," and in basketball, the slogan is "Believe In Five" (<https://cerenkahveci.wordpress.com/2015/04/15/adidasin-gerilla-pazarlama-stratejisi/>). By signing a deal with the Run DMC firm in 1970, Adidas became one of the first corporations to use guerilla marketing strategies, becoming the first brand to get the approval of celebrities of the time. The Adidas brand has been known to think outside the box all around the world with its outstanding pop-up shops, enigmatic gift ideas and contests, strong billboards, and many more unique (<https://www.carboncreative.net/guerrilla-advertising-new-era-brands/>).



Figure 1: Adidas Shoe Boxes

Source: Adidas Guerrilla Marketing Strategy (2015) <https://cerenkahveci.wordpress.com/2015/04/15/adidasin-gerilla-pazarlama-stratejisi/> (4th April 2022).

In this case, home-size Adidas shoe boxes are put on the city's biggest streets, including commercial districts, to promote Adidas' newly established store in Melbourne (Figure 1). The Adidas employee employed guerrilla marketing in the box, where just one shoe was handed to passers-by, and with the tags placed on the shoes, the message "the second pair of this shoe may be found at our freshly opened shop" was delivered (<https://cerenkahveci.wordpress.com/2015/04/15/adidasin-gerilla-pazarlama-stratejisi/>).



Figure 2: Blue Rubber Ducks

Source: Adidas and Guerrilla Marketing (2007). <https://theperfectmediagroup.com/adidas-guerrilla-marketing/> (4th April 2022).

Furthermore, Adidas has thrown miniature blue rubber ducks into the Enhave Plads fountain to lure tourists to visit their new store, which opened in Copenhagen's Pilestraed in August 2006, just in time for fashion week (Figure 2). "I swam too far- help me get home!" exclaimed some who gathered rubber ducks from the fountain. They saw that under the duck it reads "Recycling Award from Adidas Original Store." Giving free t-shirts to consumers who returned the blue

plastic duck to the business was an excellent example of guerilla marketing (<https://theperfectmediagroup.com/adidas-guerrilla-marketing/>).



Figure 3: Istanbul Bus Stops at the Promotion of the 2014 FIFA World Cup

Source: Adidas and Guerrilla Marketing (2007). <https://theperfectmediagroup.com/adidas-guerrilla-marketing/> (4th April 2022).

In another example of the Adidas brand (Figure 3), it was seen that in some parts of Istanbul, it carried out innovative and creative ambient works for the 2014 FIFA World Cup, and aimed to create a brand image and loyalty by transforming the bus stops into football castles and identifying the Football World Cup with the Adidas brand. (<https://theperfectmediagroup.com/adidas-guerrilla-marketing/>).



Figure 4: Live Tennis Match in the Apartment

Source: Live Football Match in the Apartment (2015). <https://www.carboncreative.net/guerrilla-advertising-new-era-brands/> (4th April 2022).

In Japan, a billboard imitating a football pitch was installed on top of a 12-story skyscraper, and a football match was staged using cranes. The marketing plan accomplished via this guerilla marketing approach is to ensure the popularity of the football branch in Japan (<https://www.carboncreative.net/guerrilla-advertising-new-era-brands/>). The brand may sell more things this way (Figure 4).



Figure 5: 2006 FIFA World Cup Billboard

Source: 2006 FIFA World Cup Billboard (2012). <http://corinaads.weebly.com/corinas-critiques/ad-5-adidas-oliver-kahn-arches-bridge/> (4th April 2022).

In another case, Adidas employed billboards in the 2006 FIFA World Cup campaign in which German goalie Oliver Kahn plunged into the traffic while recovering the soccer ball and the two players competing in the tournament passed each other on German roads where highway commercials are forbidden (Figure 5). Sports marketing circles described the scenario as "Adidas go large" about the term "go big or go home" in the advertising material (<http://corinaads.weebly.com/corinas-critiques/ad-5-adidas-oliver-kahn-arches-bridge/>).

With its advertising history, it can be claimed that NIKE, which consistently pushes its bounds with its guerrilla marketing methods while being true to its brand identity, provides good instances of guerrilla marketing (<https://www.yeniisfikirleri.net/nike-pazarlama-stratejisi-hakkinda/>). NIKE is one of the significant businesses that employ guerilla marketing strategies extremely efficiently and creatively when it needs to reach wider audiences with a powerful message, thanks to its memorable and successful 'Just Do It' tagline (<https://www.yeniisfikirleri.net/en-yaratıcı-gerilla-pazarlama-ornekleri/>).



Figure 6: Exercise More

Source: The Most Creative Guerrilla Marketing Examples (2019). <https://www.yeniisfikirleri.net/en-yaratıcı-gerilla-pazarlama-ornekleri/> (4th April 2022).

When we analyze the commercials created by NIKE utilizing the guerrilla marketing method, we notice advertisements in which people remove the seats from park benches, close certain walking staircases, and install their own brand's emblem in these spots, to encourage people to exercise more. Even though this strategy does not appear to be pleasant or acceptable, it has been shown to have a long-term good influence on people. According to Figure 6, guerrilla marketing methods have a major influence on the target population since the brand communicates its message to the community by identifying it with itself (<https://www.yeniisfikirleri.net/en-yaratıcı-gerilla-pazarlama-ornekleri/>).



Figure 7: The year 1984 Michael Jordan Special Shoe Design

Source: Nike's Marketing Strategy Explained (2021). <https://www.yeniisfikirleri.net/nike-pazarlama-stratejisi-hakkinda/> (4th April 2022).

Nike, which has built its marketing methods through deals with prominent players, gained a reputation for itself in 1984 with the shoes it expressly produced for the iconic Michael Jordan, one of the National Basketball Association (NBA)'s most important athletes (Figure 7). These sneakers, one of Nike's sub-products, have become a brand, with Jordan shoes generating around \$3 billion in revenue every year (<https://www.yeniisfikirleri.net/nike-pazarlama-stratejisi-hakkinda/>).



Figure 8: Nike and Onitsuka Collaboration

Source: What You Need to Know About Nike's Marketing Strategy (2021). <https://www.yeniisfikirleri.net/nike-pazarlama-stratejisi-hakkinda/> (4th April 2022).

In 1971, Nike signed an arrangement with the shoemaker Onitsuka to develop The Cortez, the first sneaker with its own emblem. With this method, Nike reached an arrangement with a prominent firm at the time, ensuring that its brand was printed more frequently, and gained a position in the sector in such shoe models (Figure 8). Although the arrangement was eventually dissolved, Nike continued to manufacture this model of the shoe under its premises (<https://www.yeniisfikirleri.net/nike-pazarlama-stratejisi-hakkinda/>).



Figure 9: Converse Slim Streets App

Source: Converse Guerrilla Marketing Example (2016). http://www.nocomment.com.tr/project/converse-slim-_-gerilla-pazarlama/ (4th April 2022).

Converse, one of the most prominent shoe companies that has never gone out of style, is seen organizing guerilla marketing activities in the streets of six different towns in Turkey, as well as at colleges and cafés, with the tagline "Convers Slim on the Streets." Because of its structure and style, it is a brand liked by students and young audiences; it is noticed that it conducts its advertising promotion in places where the target audience is heavily inhabited. Posters and stickers with the tagline "If You Ask, If You're Looking, If You're on the Road, A New Converse Slim" were fastened to spots that would catch the eye of individuals going along the street, hence raising awareness among the target population (Figure 9). Furthermore, under various businesses, "Slim" was put in capital letters on the straw container provided with the beverage, and the brand name was placed next to the wording (<http://www.nocomment.com.tr/project/converse-slim-gerilla-pazarlama/>).



Figure 10: Decathlon Guerrilla Marketing Examples

Source: Decathlon Guerrilla Marketing (2016). <http://www.nocomment.com.tr/project/decathlon-gerilla-pazarlama-dogrudan-pazarlama/> (4th April 2022).

Decathlon, which established the first Forum Istanbul AVM store in Turkey, appears to have generated brand exposure through the sports idea as well as the construction of guerilla street and shopping mall activities. It is understood that they intend to increase brand awareness and sales by reaching consumers who prefer sports products in a novel way, through guerrilla promotions in the style of Flash Mob, carried out in Istanbul's central areas such as Beyolu and Bakırköy during peak hours, on the streets, in metro stations, and wagons (Figure 10). Decathlon is believed to send the required message to the target audience, who observe what is going on without knowing what is going on while offering the visitors thrilling and enjoyable moments (<http://www.nocomment.com.tr/project/decathlon-gerilla-pazarlama-dogrudan-pazarlama/>).

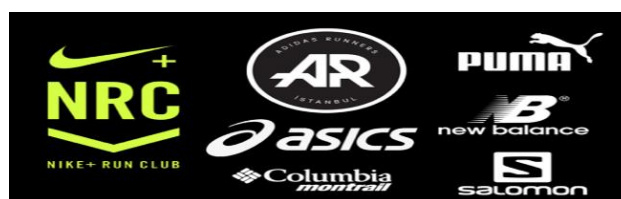


Figure 11: Running Events of Sports Wear Brands

Source: Contributions of Sports Wear Brands in Spreading Running Culture in Turkey (2019). <https://www.umityildirim.com/turkiyede-kosu-kulturunun-yayginlasmasinda-spor-giyim-markalarinin-katkilari/>

Sports goods manufacturers with running societies in Turkey, such as Nike, Adidas, Puma, Asics, Colombia, New Balance, and Salomon, arrange runs at specific periods (every week, month, year, etc.) by advertising their weekly location, time, and training plans via social media. The training is led by all-around experts such as qualified coaches and former national athletes (Figure 11). Their own trainers lead the races that take place on beaches, in parks, and other areas (<https://www.umityildirim.com/turkiyede-kosu-kulturunun-yayginlasmasinda-spor-giyim-markalarinin-katkilari/>). It arranges running activities with the mottos of enjoying life, being free, meeting more people, and making a difference in the lives of others. Medical teams and ambulances are also available at events where major sponsors are present. Furthermore, as part of their social obligation, they arrange running events to earn revenue and attract attention to several groups and charities (<https://www.umityildirim.com/turkiyede-kosu-kulturunun-yayginlasmasinda-spor-giyim-markalarinin-katkilari/>, <https://avmdergi.com/armour-gece-kosulari-basladi/>).



Figure 12: Public Transportation Vehicles with Swimming Pool and Athletic Track Floor Coverings
Source: Çimen, Z., Özbey, Ö. ve Doğan, D. (2021). Kâr Amacı Gütmeyen Kurumlarda Bir Pazarlama Aracı Olarak Gerilla Pazarlama: Gençlik ve Spor Faaliyetleri Örneği. Ulusal Spor Bilimleri Dergisi, 5(1), 13-25.



Figure 13: Encouraging Physical Mobility in Individuals
Source: Çimen, Z., Özbey, Ö. ve Doğan, D. (2021). Kâr Amacı Gütmeyen Kurumlarda Bir Pazarlama Aracı Olarak Gerilla Pazarlama: Gençlik ve Spor Faaliyetleri Örneği. Ulusal Spor Bilimleri Dergisi, 5(1), 13-25.



Figure 14: Encouraging Individuals to Recycle Through Sports

Source: Çimen, Z., Özbey, Ö. ve Doğan, D. (2021). Kâr Amacı Gütmeyen Kurumlarda Bir Pazarlama Aracı Olarak Gerilla Pazarlama: Gençlik ve Spor Faaliyetleri Örneği. Ulusal Spor Bilimleri Dergisi, 5(1), 13-25.

In Turkey, the National Youth and Sports Policy document was published in 2013 to increase measures to protect young people's health, and this document includes responsibilities such as developing and disseminating sports activities and increasing participation in sports in order to increase health awareness and physical mobility in young people through sports (<https://sgb.gsb.gov.tr/Public/Edit/images/SGB/012014/2019-2023-Stratejik-Plan.pdf>). To attain these objectives and broaden its field of impact, operations were carried out across Turkey in collaboration with the Ministry of Youth and Sports' central and provincial organizations, local governments, universities, and other non-profit stakeholder institutions and organizations. Guerrilla marketing efforts were carried out in many regions of the world to promote a sports culture, stimulate physical exercise, and increase awareness of environmental contamination, as seen in Figures 12, 13 and 14 (Çimen et al., 2021).



Figure 15: An Example of Guerrilla Marketing Used at Metro Stations by the Russian Olympic Committee

Source: Ünal, H. (2013). Gerilla Tarzı Pazarlama ve Spor. Ankara Üniversitesi Spor Bilimleri Fakültesi, 11(2):61-71.

In order for the sport to exist in the daily lives of the Russian people, the Russian Olympic Committee, which is preparing for the 2014 Winter Olympics, offers a free metro ticket for one journey if people bend over 30 times in the ticket vending machines shown in Figure 15 (Ünal, 2013).



Figure 16: Gym Elevator

Source: The Most Creative Guerrilla Marketing Examples (2019).

<https://www.yeniisfikirleri.net/en-yaratıcı-gerilla-pazarlama-ornekleri/> (4th April 2022).

Another guerilla marketing tactic is comparing a picture of a strong man opening the elevator door to a gym in the elevator heading to the fitness center (Figure 16) (<https://www.yeniisfikirleri.net/en-yaratıcı-gerilla-pazarlama-ornekleri/>).



Figure 17: Oysho Yoga Tour

Source: Sports Experiential Marketing Examples (2017).

<https://www.pazarlama30.com/spor-sektorunde-deneyimsel-pazarlama/> (4th April 2022).

As a sportswear brand, Oysho, a pajama and underwear company, also produces sports equipment. Oysho has reached over thirty thousand attendees through organizing events in cities such as Barcelona, Madrid, Milan, Shanghai, and Dubai. The Turkish portion of this organization was hosted in Istanbul's Feriye Palace (Figure 17). The event, in which dozens of participants meditated in the presence of a yoga instructor, has also become one of the greatest and most prominent health marketing efforts (<https://www.pazarlama30.com/spor-sektorunde-deneyimsel-pazarlama/>).



Figure 18: Hillside City Club "Jungle Challenge" Event

Source: Experiential Marketing Examples from Sports Industry (2017).

<https://www.pazarlama30.com/spor-sektorunde-deneyimsel-pazarlama/> (4th April 2022).

Hillside City Club pioneered a new sports trend by utilizing the actions of cheetah, crocodile, and eagle during their natural defense in the workout dubbed "Jungle Challenge," which was

inspired by nature. According to the measurements taken, individuals may burn around 600 calories with twenty-five minutes of activity (Figure 18). Hillside claimed that she would develop this program in the future by adding more and diverse exercises that can be done by anybody, and with this workout style, Hillside hoped to raise both the interest of sports fans in exercise and the number of members (<https://www.pazarlama30.com/spor-sektorunde-deneyimsel-pazarlama/>).



Figure 19: "Stay in Sports" LC Waikiki

Source: Experiential Marketing Examples from the Sports Industry (2017)
<https://www.pazarlama30.com/spor-sektorunde-deneyimsel-pazarlama/> (4th April 2022).

LCW planned an event named "Stay with Sports Turkey" to market sports items and encourage people to participate in sports. In the presence of a life coach, participants were provided knowledge on healthy living while also having a pleasant and sporting experience by executing exercises accompanied by music with fitness trainers. As a result of the consumers' experiences, the corporation wanted to boost the purchase behavior of the product or service they provide (Figure 19). Both the collections and the product experience marketing to consumers were promoted through these often provided events (<https://www.pazarlama30.com/spor-sektorunde-deneyimsel-pazarlama/>).



Figure 20: An Example of Guerrilla Marketing Based on Football

Source: Ünal, H. (2013). Gerilla Tarzı Pazarlama ve Spor. Ankara Üniversitesi Spor Bilimleri Fakültesi, 11(2):61-71.

In Portugal, ESPN TV station deployed soccer-themed guerilla marketing methods in urinals in municipal restrooms to raise awareness of prostate cancer (Ünal, 2013). In this way, while

carrying out the social responsibility project connected to public health, it was hoped to enhance the rate of watching football by the general public in terms of brand knowledge and image (Figure 20).



Figure 21: Guerrilla Marketing in Public Transportation and on the Streets

Source: Ünal, H. (2013). Gerilla Tarzı Pazarlama ve Spor. Ankara Üniversitesi Spor Bilimleri Fakültesi, 11(2):61-71.

In the sphere of fitness, a company wanted to raise awareness of its own brand while bringing attention to the link between physical exercise and health by employing images of individuals doing pull-ups on city streets and dumbbell image grasp regions in public transit cars (Ünal, 2013). With this guerilla marketing commercial, the company not only attracted attention to a healthy and active lifestyle, but also executed measures to expand the number of its members by enhancing brand recognition and image (Figure 21).



Figure 22: Guerrilla Marketing aboard Airline Aircraft

Source: Ünal, H. (2013). Gerilla Tarzı Pazarlama ve Spor. Ankara Üniversitesi Spor Bilimleri Fakültesi, 11(2):61-71.

Lufthansa, one of the world's oldest and largest airlines, has painted ball-shaped artwork on the ends of several of its flights to call attention to the upcoming World Football Championship in Germany (Ünal, 2013). Because it is the championship's official airline, it wanted to promote ticket sales by attracting attention to the event and influencing the attitudes of international competitors (Figure 22).

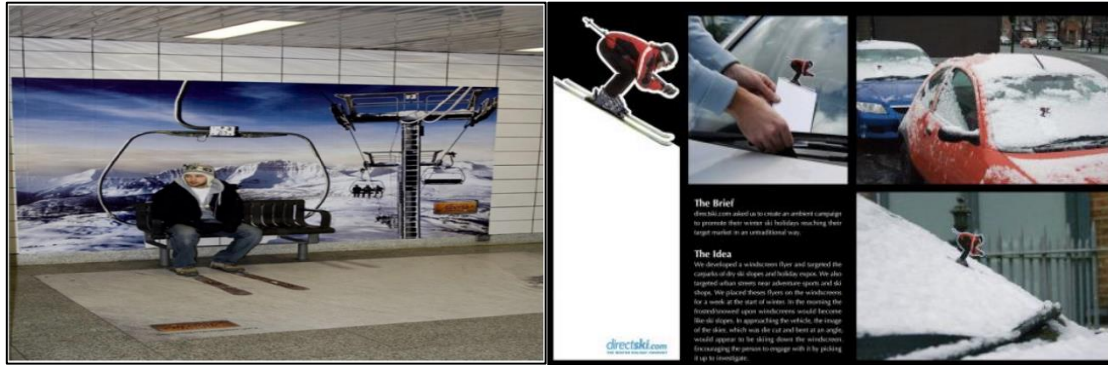


Figure 23: An Example of Guerrilla Marketing with a Ski Sport Theme

Source: Ünal, H. (2013). Gerilla Tarzı Pazarlama ve Spor. Ankara Üniversitesi Spor Bilimleri Fakültesi, 11(2):61-71.

Figure 23 depicts a reasonable and creative commercial with the topic of skiing created by a company engaged in winter tourism operations. He put a skiing person emblem on the vehicle window, including a notice promoting ski excursions, and put the company's aesthetic motifs on the subway seats. This advertising is a successful example of guerilla marketing in the sports industry (Ünal, 2013). The corporation sought to boost the number of participants and profitability by attracting the attention of residents residing in its nation with a ski sport related marketing.



Figure 24: Example of Guerrilla Style Marketing Application Named “Backup Cabin”

Source: Ünal, H. (2013). Gerilla Tarzı Pazarlama ve Spor. Ankara Üniversitesi Spor Bilimleri Fakültesi, 11(2):61-71.

In the sponsorship agreement between Ajax, the Dutch world-famous football club, and Adidas, the famous sports manufacturer brand, a guerrilla marketing application called “Backup Club”, which includes club jerseys and the logo of the sponsor brand, was carried out at bus stops located in certain parts of the city (Ünal, 2013). With this advertising partnership, both Ajax Sports Club and Adidas company increased their brand image and awareness, and aimed to increase the number of jersey sales and profitability (Figure 24).

DISCUSSION AND SUMMARY

As the number of individuals who attend, follow, and watch sports organizations organized in national and international arenas grows, so do the expenses of sponsorship agreements to be signed in this sector. In this scenario, it is evident that major or small-scale enterprises that are prohibited from sponsorship agreements turn to guerilla marketing tactics in order to participate in these significant and huge organizations and so boost their brand recognition and image. Many of these tactics include ambushes, sabotage, raids and elements of surprise. Similar to

guerrilla warfare, guerrilla marketing uses the same kind of tactics in the marketing industry (Yüksekbilgili, 2011).

As the number of individuals who attend, follow, and watch sports organizations organized in national and international arenas grows, so do the expenses of sponsorship agreements to be signed in this sector. In this scenario, it is evident that major or small-scale enterprises that are prohibited from sponsorship agreements turn to guerrilla marketing tactics in order to participate in these significant and huge organizations and so boost their brand recognition and image. Organizations that design guerrilla marketing techniques are known to use working groups comprised of attorneys to perform comprehensive studies on how they might operate without exceeding the legal restrictions.

Guerrilla marketing practices are now viewed as a serious threat/opportunity in a variety of other large-scale organizations, including the Olympic Games, World Football Cup, Formula 1 races, World Rugby Cup, and Wimbledon Tennis Tournament, emphasizing the importance of guerrilla marketing in sports. The International Olympic Committee (IOC) in particular intends to be aggressive in the battle against guerrilla marketing. However, while the committee's guerrilla marketing strategies over the years have led it to draw various lessons and implement some guerrilla marketing measures based on these lessons, it cannot be said that the companies have sufficiently prevented the interesting and surprisingly rational and creative guerrilla practices.

When the findings from a total of 24 different case studies in four different categories, namely, the strategies used for guerrilla marketing in sports in our country and around the world, Sports Brands, Sports Wear Brands' Running Events, Non-Profit Institutions, and Other Institutions and Organizations Offering Sports Products;

- It has been observed that enterprises with a little or big presence in the sports sector strive to expand their product and service marketing, as well as brand image and awareness, in the face of stiff competition. Today, however, this situation has not only affected the target audiences with brand awareness and product / service marketing, but it has also been observed that companies that are unable to find a place in important organizations due to expensive and private sponsorships are struggling with guerrilla marketing strategies by making sense of themselves with the organization.
- In addition to social responsibility programs, businesses primarily focus on influencing the purchase and preference behaviors of their target audiences by building a perception of their products and services.
- Guerrilla marketing strategies of companies with short and effective slogans about social messages, sponsorship, new store opening or product, service promotion, in their cities or cities where they have stores, in streets, cafes, shopping malls, metro stations, parks, beaches, and public vehicles.
- It has been noted that in the cities where the organization or business is located, middle-income, middle-income, 15-30-year-old customers and those interested in sports are identified as the target demographic and their guerrilla marketing methods are used in this regard.

When the analyzed guerrilla marketing examples are considered in aggregate, the guerrilla marketing approach is viewed as a sensible and innovative marketing method. Low-cost guerrilla marketing strategies diminish the impact of official sponsors' marketing efforts while successfully diverting customer attention to the trapping firm. As a result, in brand wars, the guerrilla marketing approach develops as a significant competitive strategy for organizations that adhere to the attitude of "any manner is permitted to add a bit more power." However, whether guerrilla marketing is honest and ethical is a major topic. It is always a risk that organizations that use this strategy may be associated with bad stereotypes such as "swindlers

who do not follow ethical guidelines, promotes in unethical methods, or bypass the law." It should also be noted that when corporations utilizing trap marketing truly wish to support a company, their efforts may be hampered by previous marketing practices.

Those who plan to undertake future research on guerilla marketing efforts can perform a quantitative study. They can be compared to cross-cultural studies. They can perform fewer case studies and more extensive research. They may obtain objective information on efficacy and cost by contacting firms that use guerilla marketing initiatives. They can also urge the researcher to investigate the link between guerrilla marketing and guerrilla advertising, which must be marketed once the approach is used by a profit-making institution.

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