

# THE UNOFFICIAL WEAPON OF MARKETING COMMUNICATION: GERILLA MARKETING

Esra ÖZKAN PİR<sup>1</sup>

## ABSTRACT

Emerging market conditions, consumer demands and expectations lead enterprises to carry out more effective activities. In today's world, traditional marketing has started to lose its effects and guerrilla marketing has emerged, which is both cost effective and impressive. Guerilla marketing is a sensational technique that prevents the client from imitating itself through the methods that are used, which impresses the customer with low cost and creative methods.

Guerrilla marketing; is the marketing philosophy that can affect the customer with interesting tactics that the creative methods cannot be imitated. Companies using this method that can get the place they want in the mind of their customers according to their competitors. In this way, it is possible to change customer's habits and make systematic works in order to buy their own brands.

In this study examining how guerrilla marketing strategies are used in integrated marketing communication; a detailed description of guerrilla marketing, emergence, and development, differences from traditional marketing, application areas, operation and communication techniques in guerrilla marketing are given in detail.

**Keywords:** Marketing, Marketing communication, Guerilla marketing.

## PAZARLAMA İLETİŞİMİNİN GAYRİRESMİ SİLAHI: GERİLLA PAZARLAMA

### ÖZET

Günümüz gelişen piyasa koşulları, artan tüketici talep ve beklentileri işletmeleri daha etkili ve öne çıkartacak faaliyetler yürütmeye yönlendirmiştir. Piyasalarda yaşanan değişim ve gelişimle birlikte geleneksel pazarlama teknikleri yeterli olamayıp etkilerini yitirmeye başlamış ve bu doğrultuda hem etkileyici hem de maliyet açısından etkin olan gerilla pazarlaması tekniği ortaya çıkmıştır. Gerilla pazarlama, müşteriye yenilikler sunarak kendini tekrar etmesini engelleyen, müşteriye düşük maliyetli ve yaratıcı yöntemlerle etkileyen sansasyonel bir tekniktir. Gerilla pazarlaması; yaratıcı yöntemlerin taklit edilemeyeceği ilginç taktiklerle müşteriye etkileyebilecek bir pazarlama felsefesidir. Bu yöntemi kullanan şirketler, gerilla pazarlama teknikleriyle rakiplerine göre piyasa da istedikleri yere daha kolay konumlanabilirler. Bu yöntemle, müşterilerinin alışkanlıklarını değiştirmek ve kendi markalarını satın almak için onları teşvik etmeye yönelik sistematik çalışmalar yapmak mümkündür.

Bu çalışmada, bütünleşik pazarlama iletişiminde gerilla pazarlama stratejilerinin nasıl kullanıldığı incelenmiş olup, gerilla pazarlamasının tanımı ve özellikleri, ortaya çıkışı ve gelişimi, gerilla pazarlamanın kullanım alanları, gerilla pazarlama süreci, gerilla pazarlamanın geleneksel pazarlamadan farklılıkları ve gerilla pazarlamada kullanılan iletişim teknikleri ayrıntılı olarak incelenmiş ve detaylandırılmıştır.

**Anahtar Kelimeler:** Pazarlama, Pazarlama İletişimi, Gerilla Pazarlama.

<sup>1</sup>Dr.Öğr.Üyesi, Erzincan Binali Yıldırım Üniversitesi, [epir@erzincan.edu.tr](mailto:epir@erzincan.edu.tr), ORCID: 0000-0002-1271-7397  
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## INTRODUCTION

With the transition from marketing to integrated marketing communication, the marketing mix elements were brought together with the most effective way after the changes in the marketing concept of the enterprises. Further, the implementation of a marketing strategy in accordance with customer expectations and desires has been a priority.

Therefore, enterprises acting with integrated marketing communication approach; in line with customer expectations, the products and services are designed to offer customers the desired time, place and manner, to make an appropriate pricing with other marketing mix elements that will satisfy the customers and to reveal the elements of promotion mix according to the determined marketing strategy. Businesses then turn to collaborate with other marketing efforts to make decisions about the marketing mix that could create customer value for the brand (Elden et al., 2005: 11).

But over time, the classic marketing-oriented understanding has become insufficient to address the needs of enterprises. For this reason, the concept of modern marketing has emerged which divides consumers into special sub-groups, identifies target markets, understands customer satisfaction and sends integrated marketing messages to enable repurchase (Babacan and Onat, 2002: 11-19). The guerrilla marketing strategy is one of the customer-oriented modern marketing strategies adopted by the enterprises facing the economic and social problems of the era in order to overcome these problems and the competition. With this strategy, the companies are preferred by enterprises that are new in the market and whose budgets are not able to use traditional marketing channels, as they can get the chance if they do not reach more consumers with lower budgets.

Guerrilla marketing is an effective marketing method that uses non-traditional marketing methods instead of traditional methods used by small businesses. Today, many large enterprises, as well as small businesses, use guerrilla marketing efforts.

## I. DESCRIPTION AND CHARACTERISTICS OF GUERRILLA MARKETING

Guerrilla means a group of small unions against a large and regular army, combining the army with the weapons in hand (Kaya, 2009: 157). Guerrilla marketing is equivalent to the concept of guerrilla warfare in the techniques used and requires a guerilla spirit to succeed in the market. Guerilla techniques give the enterprises an advantage in terms of turning the opportunities in the market environment into a competitive advantage. Guerilla marketing can also be used as an effective weapon against large enterprises in small businesses; creates instant, catchy, striking and quick effects on customers (Çeltek and Bozdoğan, 2012: 4789).

Guerrilla marketing is often associated with stealth marketing or insidious tactics that are revealed without reporting people. Therefore, in most sources, the trap is expressed by marketing. However, according to Levinson, you certainly don't have to lie about guerrilla advertising (marketing), you don't have to be dishonest. Guerrilla marketing is not doing something that disturbs another community or people. Guerrilla marketing is the pursuit of traditional goals using unconventional means (Grundey, 2008).

The guerilla Marketing utilize different tactics as price discount strategies, product differentiation strategies, differentiation in-service strategies, differentiation in distribution strategies, innovation/activity strategies in direct contact with consumers, interesting, surprising, differentiating, intense advertising campaigns, innovation strategies in product, price, distribution and promotion (Urgancı, 2015: 31). In order for any marketing communication activity to be defined within guerrilla marketing, the activity must surprise the consumer, attract his attention, be interactive or provide an experience.

The guerrilla marketing; it is based on the principle of small and medium-sized enterprises to demoralize other competitors in the market and gain a place in the markets with small, periodic but surprising attacks (Kotler, 2003; 163). Guerilla marketing is a marketing technique that emerges with the use of creativity and imagination effectively. However, in order to implement an effective guerilla

marketing technique, these two elements need to be found in customers as well as in businesses. For this reason, marketers who use the guerrilla strategy technique have shown that marketing budgets can be saved at a great rate by using creativity and imagination elements in marketing communication. In the same way, guerrilla marketing enables customers to find appropriate and efficient solutions to enable them to realize what they want to achieve (Uysal, 2011: 69).

In order to be permanent in the demoralized market, the efforts to increase sales are carried out through intense advertising attacks in local areas and other legal actions (Boyd and Orville, 1990: 728).

Guerrilla marketing is based on the logic of “achieving the best result at the lowest cost”. While guerrilla marketing also holds an important place in the budget, the most important things are imagination and creativity. It is the essence of this work to meet with consumers, more precisely with the target group, in a way that they do not expect at a time, and in their minds (Arslan, 2009: 79).

Overall, guerrilla marketing is a kind of marketing technique that has high-impact with low-cost and this technique allows small companies or individuals to act as large companies. Guerrilla marketing tactics involve a marketing concept that requires extreme specialization, aims to make every effort to positively affect its customer and aims to provide service beyond the working hours to meet the expectations of customers and customer requirements (İşorait, 2010: 388).

For a marketing strategy to be guerrilla marketing:

- A simple and feasible marketing plan,
- Good timing,
- A correctly defined target market,
- An entrepreneur who is full of faith and energy,
- Properly selected and purpose-oriented marketing weapons,
- Basic characteristics such as imagination and patience are required (Arslan, 2009: 15).

Guerrilla marketing provides information on the ways in which prospective customers can influence decision-making. To understand how to influence and persuade someone, one must first understand how decisions are made. The guerrillas try to establish long-term relationships with their customers, not just to sell and continue. If a buyer does not think that he/she has received a valuable product or service, the guerrilla must find the source of the problem and solve the problem in order to prevent it from being repeated. Thus, loyal customers are created. Satisfied customers are easy to find but, loyal customers are very rare. The future of profitable marketing is in loyal customers and repetitive orders (Levinson and Hanley, 2006: 16-17).

## **II. EMERGENCE AND DEVELOPMENT OF GUERRILLA MARKETING**

Guerrilla is a kind of war term and it is used for a small and weak group who fight against regular army. As a term, the emergence of the guerrilla word dates back to 17th century. According to popular belief that guerrilla has been used for the first time in Spain-France war (1807-1814). As the use of tactics in marketing started with advertising campaigns inspired by the Vietnam wars in the USA in the 1960s (Kaya, 2009: 157).

The concept of guerrilla marketing was first introduced and presented by Jay Conrad Levinson, the founder and intellectual father of this marketing research in the early 1980s (Florzak, 2004:1-3). Levinson explains the emergence of his guerrilla marketing strategy as a group of students who want to establish their own businesses while they are teaching marketing at the University of California, Berkeley, and asks them to propose a book that teaches ways to start a business without Money. Promising to find resources for his students, Levinson cannot reach such a source even though he has scanned many libraries, and he writes a paper with the title ‘527 Ways to Make Marketing Without Money’ and give it to the students. In its own words, the foundations of guerrilla marketing are laid with this paper (Grundey, 2008: 387).

Although the guerrilla marketing concept emerged in the 1980s with the first guerrilla marketing book, there is evidence that guerrilla marketers existed before this date. In 1895 C.W. Post is a cereal food manufacturer produced the first coupons used in the US instead of money. The coupons worth a cent were distributed along with the Grape Nuts breakfast cereal. According to Levinson, this initiative is was literally a guerrilla marketing (Levinson and Lautenslager, 2010: 250). Guerrilla advertising included key tactics for small businesses in the early days. However, since the beginning of the 2000s, it has become a different dimension and has started to turn into an advertising tactic used by big companies (Uysal, 2011).

### III. USAGE AREAS OF GUERRILLA MARKETING

Guerrilla marketing is a marketing strategy that can be used by businesses in every sector. Both the companies that produce services and the companies that produce goods can use guerrilla marketing easily and effectively. Due to its ease of use and creative power, the advertising of difficult and intriguing goods or services can be transferred to the consumer with this strategy, thanks to a lucid intelligence (Gilderman, 2008: 18-21).

The use of intelligence in marketing is the essence of every guerrilla marketing campaign, rather than creating more costs and getting competitive when dealing with competition. Intelligent and effective use of marketing and advertising budgets in guerrilla approach to it a sustainable strategy for small brands to compete directly with large and global brands without huge budgets (Burtenshaw et al., 2014: 52). Guerrilla marketing uses strategic and tactical changes to gain an advantage and operates as a support unit (Nufer ve Bender, 2008: 7-8). One of the most important elements of guerrilla marketing is attractiveness and it has an important place in the use of these elements.: "Being remarkable is the essence of guerrilla marketing, but it is intended to make a difference without creating a plus cost" (Bati, 2012: 137).

The most important thing for a guerrilla is to be remarkable. To be remarkable in guerrilla marketing, it is necessary to be creative first. If the brand that makes guerrilla marketing succeeds in implementing a creative and low-cost campaign, it will reach its original goal. In other words, guerrilla marketing has reached its goal with a different campaign and it adds value to the brand. Jay Conrad Levinson, who invented the term "guerrilla marketing," said: "Guerrilla marketing is a convergence of minds rather than a consonance of budgets". If the guerrilla conflict is different from the traditional conflict, guerrilla marketing is different from the traditional one. Instead of driving the marketing budget to the front of the infantry, the guerrilla marketers are aiming at the distance with marketing resources for maximum collision (Lucas, 2008: 17).

Guerrilla marketing is a strategy that can be used for all types and scales of business but is a much-needed marketing strategy by middle and especially small businesses. These needs can be seen especially in the light of the three basic principles for small enterprises (Levinson; 2000: 28):

1. Great company orientation towards contraction, decentralization the comfort of government regulations, achievable technology, the revolution of consciousness (revolution in people's perspectives), the interest of small businesses across the world,
2. A record number of failures due to the fact that small enterprises do not understand marketing,
3. Guerrilla marketing has proven to be useful for small businesses around the world, and the reason why it works is that it is easy to understand, easy to implement, and has a surprisingly low cost.

Small and medium-sized enterprises with limited financial resources implement their own communication policies to reach their buyers. Not the financial communication budgets of a company but the level of interest and excitement of the buyer is effective in communication. Guerrilla marketing can affect the overall marketing mix. However, it is generally considered as an innovative and spectacular way to communicate an advertising message and the uses of the message. In addition, the principle of surprise should be integrated into communication policies. In communication, guerrilla marketing may be included in the auxiliary elements of underline marketing. These include all means

of communication outside the classic advertising. The functions of traditional instruments in the communication mix are almost equivalent to the functions of guerrilla marketing tools. Most companies use guerrilla concepts as a basic strategy with traditional tools (Nufer and Bender, 2008: 11-12).

The guerrilla marketing approach, which started to attract the attention of the consumer with its striking examples in a short time, showed that marketing was not only made with media tools through different sales techniques, but it could be done everywhere and in every way thanks to creative ideas. This approach, which acts with the principle of facing potential customers in an unexpected way, is thought to be extremely remarkable and catchy, almost everywhere, such as street, public transportation, sidewalks and bus stations. (Çeltek and Bozdoğan, 2012: 4792).

#### **IV. GUERRILLA MARKETING PROCESS**

A marketing strategy should be based on a simple and feasible marketing plan, a good timing, a well-defined target market, a faithful and energetic entrepreneur, a well-chosen and purposeful marketing weapon, imagination and patience for being a guerilla marketing plan (Uyar, 1995: 5).

In order to create an effective process and have a succesfull outcome, guerilla marketing must be renewed by taking into account the reactions from the environment. Businesses adopting the guerilla marketing method should be prepared to respond specifically to the challenges of competing businesses and should update the guerilla marketing strategy for these responses and the needs of the enterprise. The company, which implements the guerrilla marketing technique, can actively use a different marketing strategy. The methods used by companies choosing guerilla marketing techniques include the following:

- Reduce the prices at the time when competing companies are introducing new products to the market or when they are new to the market.
- Prepare advertisements that will draw the attention of competitors to different directions.
- Sign up short-term strategic partnerships.
- Perform administrative and legal maneuvers through misleading advertisements, unfair competition claim, and patent infringements.

The questions of when and how attacks will be, are the key factors for guerilla marketing's success, only if it known by guerillas. Companies using guerilla marketing techniques have to be extremely fast in changing their strategy. Otherwise, they can not have an active and competitive place in a competitive environment (Yüksekbilgili, 2011: 52-53). What is important here is the realization of the attacks to be performed equally in all areas and the continuous review of the results (Ay and Ünal, 2002: 78-79).

Levinson and Rubin (1996) expressed the process to be followed by the enterprises in order to implement guerilla marketing techniques in five main stages:

- Creating a broad knowledge base

It is important for managers to have an idea without any knowledge about marketing efforts. Therefore, enterprises should establish a database based on detailed and accurate information about their internal and external environment at this stage of the process. This database should include detailed information about employees, customers, the market situation and competitors, and should guide the marketing efforts clearly.

- Swot (strengths, weaknesses, opportunities, threats) analysis

Companies should pick most effective marketing method, after determining the positive and negative aspects of themselves thanks to swot analyses. During this analysis, the superiorities of the enterprise must be determined as different from its competitors and the competitive advantages of the enterprise should be taken into consideration while creating marketing strategies. Guerrilla marketers, who are the practitioners of guerrilla marketing in line with these data, should strive to gather the

information necessary to achieve strategic alignment between the opportunities outside the business and the business superiorities.

- Selection of the appropriate marketing weapon with the data obtained by swot analysis

After determining the superiority of the company in relation to it, the company should choose a marketing weapon that complies with these advantages. When choosing this appropriate weapon, the products or services of the company should be focused on the differences according to their competitors and the targets that will make the business more profitable by using the most powerful aspects of that business. In addition, in order to establish good coordination and a strong marketing mix in the business, employees should consult with them and get their opinions on the issue.

- Preparation of marketing calendar

In order to achieve successful planning according to the enterprises' implementing the guerrilla strategy in relation to marketing efforts, a market-oriented guerrilla marketing calendar should be created at first and this calendar should be as loyal as possible. While preparing this calendar, care should be taken to ensure that all marketing weapons are used simultaneously in a coordinated manner and that all counter-attacks from competitors can be prepared at any time.

- Proceed to attack

In this phase, while the guerrilla marketing calendar is applied, the responses from the competitors are dealt with. At this point, the results of the attacks should be continuously reviewed. In this way, it is possible to ensure the reactions to the opponents without delay (Levinson and Rubin, 1996: 75).

## **V. THE DIFFERENCES OF GUERRILLA MARKETING FROM TRADITIONAL MARKETING**

An increasing variety of products, as well as the fact that products and services are more and more similar to each other, adversely affect the profitability of enterprises. On the other hand, the economic uncertainty caused by continuous change has increased the importance of calculating the results of marketing activities which have a significant share in operating budgets. In this case, businesses have started to look for different, innovative, effective and less costly strategies in creating marketing activities. At this point, although the guerrilla marketing is similar in many respects to traditional marketing, it has differences from traditional marketing in terms of the ways to be followed and techniques to be used in achieving the objectives and offers significant advantages to its users (Nardali, 2009: 108).

Nowadays, many new companies that challenge big businesses adopt the guerrilla marketing approach that encompasses non-classical creative marketing strategies and tactics, which have been implemented with much lower expenditures than traditional conventional practices. These innovative businesses, which are much faster and more flexible than their competitors, are able to rewrite the competition by changing the rules of the competition against the old and large companies' marketing activities with high budgets and customary practices. Because, making a difference on guerrilla marketing, which is also one of the most important factor to take advantage on competitive area, provides not only besmirch rivals reputation but also allows to capture big portion of the market from competitors (Uysal, 2011: 68).

Guerrilla marketing has been leading the marketing sector for years. This is because it is very different from traditional marketing. The biggest difference between guerrilla marketing and traditional marketing is that the purpose of guerrilla marketing is profit. The traditional marketing; it gives more value to awards, brand awareness and approval than profit. Guerrilla marketing always supports change. The industry is changing rapidly and traditional marketing cannot reach this speed. In this case, the guerrilla marketing needs to be continuously improved in order to avoid this situation (Levinson and Hanley, 2006: 173-17).

One of the main differences in traditional marketing and guerilla marketing is the need to make an investment in traditional ways. Marketing can also be done if guided by guerrilla marketing, but this is not compulsory. If the marketing manager is willing to invest his time, energy and imagination, there is no need to spend a lot of money (Cuba and Levinson, 2006: 3).

## **VI. COMMUNICATION TOOLS USED IN GUERRILLA MARKETING**

### **A. ADVERTISING IN GUERRILLA MARKETING**

Today advertising has more important role than ever. Because, without advertising, there is no possibilities for companies to take part in competitive area. In particular, it is unlikely that many competitive companies will be able to promote themselves without advertising. Through advertising, businesses remind the target audience of their goods or services, transfer the information they want through advertising, create a certain image about their products and prepare the customer for sale or buying their products. (Tolungüç, 1999: 111). Traditional marketing approach must invest in advertising to succeed in marketing (Levinson and Hanley, 2006: 15).

The advertising is not just what we see on television, billboard, and magazines. Nowadays, the advancement of technology is a major factor in the formation of new options while increasing the courage of the advertising manufacturers to act out of the limitations of traditional advertising (Lucas, 2008: 15).

The meaning of the word guerrilla in the understanding of advertising; it means delivering the message to the target audience without giving the advertisement. In other words, it is a concept of advertising that does not aim at direct access to the target audience as in television, magazines, newspapers and different open-air channels (Tanrıverdi, 2011: 69-70).

On these days, there are two popular advertising methods on guerilla marketing. The first one is to make effective and creative advertisements, and another is to follow a four-step strategy for advertising or ideas to be effective. In this second trend, the four-step strategy emphasizes the reading and watching habits of people in the first stage, attracting customer's attention in the second stage and emphasizing the disadvantages of acquiring competing products in the third stage and the last step includes directing customer consultations freely or directing them to a location where they can access more information about the business by providing a visit of the website(Korkmaz, 2006: 7).

### **B. PERSONAL SALES IN GUERRILLA MARKETING**

Personal sales are the face-to-face marketing efforts carried out by a salesperson for the current or potential customers of the business. The aim is to direct the purchasing needs of customers to the products or services of the business represented. At this point, meetings with customers, meetings where products and services are introduced, the gifts that are given to the target audience to provide the necessary participation to these meetings and to increase the effectiveness of the promotional activities are important tools of the personal sales process (Kotler, 2003).

In order for the guerilla marketing technique to be fully implemented by businesses, the guerrillas that are salespeople, need to concentrate all their time and mind on the business activities of the enterprise. The guerilla marketing has an important place in terms of personal sales because the salespersons are the face of the enterprises that appear to the consumers. The entity may obtain the salespersons needed from within or outside the company. At this point, creating a guerilla tactic and strategy, also sustain these applications are the most important parts of the plan to be successfully for enterprises. Levinson mentioned in his study in 1992, three basic characteristics that a successful guerilla should have. These are; honesty, entrepreneurshi, and discipline (Uysal, 2011: 80-81).

### **C. PUBLIC RELATIONS IN GUERRILLA MARKETING**

Businesses are working in order to solve the common problems of the societies in which they operate. These studies constitute an important part of the public relations activities of the enterprises. However, it is not enough for businesses to carry out these activities alone, and they need to use creative and entrepreneurial ideas from the guerrilla marketers to achieve a successful and effective result (Durmuş, 2011: 26-27).

In the guerrilla marketing approach, public relations are realized through the implementation of long-term and loyal customers. In the context of the public relations process, some customers can be sponsored to keep the communication between the enterprise and the community strong, and some of the firm's earnings can be used for such supportive work. What is important here is to gain the sympathy of the people and to make a good impression by integrating with society (Memişoğlu, 2014: 41).

#### **D. INTERNET IN GUERRILLA MARKETING**

New developments in the internet and technology facilitate guerrilla marketing. However, while benefiting from new developments; it is important to evaluate their capacity, use, suitability and costs well. Managers can improve their efficiency by choosing the best tools (İleri ve Shamuratova, 2007: 15). Intelligence and common sense are necessary to make guerrilla marketing successful from the Internet. Guerrilla marketers do not have large budgets and unlimited resources.

Internet technologies, which are developing day by day, give enterprises the opportunity to recognize their customers one-to-one and to offer individualized products according to the customers' wishes. In the production of personalized goods and services, a product that is completely tailored to the customer and suitable to his wishes and desires is prepared (Savaş ve Bardakçı, 2006: 507-508).

According to Levinson, the foundation of online success is to know about marketing. Online marketing is used only as a weapon of guerrilla marketing by showing the opportunities that they offer for products or services. "*Guerrilla marketers use the internet to use the internet as a business website, in e-mails, in discussions on blogs, or in advertising to other sites.*" (Levinson, 2000: 27).

The internet allows a guerrilla marketing professional to:

- Visit a competitor's web page.
- Visit a customer's web page.
- Participate in or visit communication groups and information forums.
- Surf between sites for information.
- Explore databases.
- Buy competing products and services.
- Investigate and establish strategic partnerships.
- Communicate with customers, leads and employees at an unprecedented rate.
- Exchange research.
- Test market products, research, headlines and ads. (Levinson, Lautenslager; 2006: 85)

The use of the internet, especially for small and medium-sized enterprises, gives the market a chance to compete on the same scale with large enterprises. The internet enables goods and services to be marketed in the most efficient and financially appropriate manner both locally, nationally and internationally. Original web pages with particularly interesting and useful information can provide great benefits to small businesses (Schofield, 2009).

#### **CONCLUSION**



The uncertainty created by the continuous change with globalization makes it necessary for enterprises to produce more value and react faster to changes. Nowadays, a great number of enterprises are trying to continue their activities with a stereotyped marketing approach. The managers of such enterprises; the company is trying to create marketing plans and programs by scanning the marketing research reports that they have done in their own enterprises as well as the intermediary institutions. In terms of entrepreneurship, the product and brand managers of these enterprises do not have the creativity and passion of the guerrilla marketers. At this point, these managers should go out of their offices to live with their customers, add value to their customers' lives and seek new ways to create this value as quickly as possible (Nardalı, 2009: 107).

Now consumers are well aware of the media and how to use it. Control is in the hands of the consumer. Therefore, advertisers cannot advertise and put it in front of consumers as they wish. The consumers and the agencies have to reorganize both the rapidly changing media tools and the changing habits of the consumers by investigating options beyond television, press and banners (Lucas, 2008: 16).

The fact that the guerrilla marketing requires time more than money, requires energy, imagination and knowledge, and that in small enterprises, resources are more limited than large enterprises and so small enterprises are forced to use different marketing strategies. At this point, the guerrilla marketing appears as a marketing strategy for these enterprises (www.vsdergi.com).

In short, the changing requirements of the enterprises and the organizational markets, increasing competition, structural changes in markets, continuous progress in production and information technologies, and increasing diversification in consumers' tastes and habits, challenge enterprises and reduce the validity of traditional marketing strategies. The diversity in the market, and developing technology reveals new marketing approaches; large businesses and their classical marketing insights are questioned. With these inquiries, the enterprises need to put themselves in a process of change within the structure of both the competitors and the market. However, it is reasonable to maintain their position in this process of change and to make progress in the direction of the competitors and to develop their skills in this direction (Semiz, 2008: 4).

The guerrilla marketer must find the weakest point in the opponent's portfolio. It should develop a product and gain brand value for that product which can compete with that point and have a competitive advantage - quality, price, performance, etc. The guerrilla marketer should aim to do the best at a very well-set point. He must believe in himself and his cause, the product or service he presents should be a passion for him. Finally; the guerrilla marketer should ensure that his work is economically sustainable. It should affect the benefit of the product as well as the interestingness of the consumer activities (Aytemur, 2010: 48).

In addition, the great change in communication and information technologies in the world has brought a great improvement in consumer preferences and expectations. In this new period, consumers have become ambitious, more impatient and more meticulous in anytime and without condition. For this reason, it is very important for business management to have the ability to adapt easily to changing expectations in a flexible structure, to be able to make innovations and to make fast decisions. In the current economic structure, considering the difficulty of the competition conditions, businesses need alternative marketing methods to protect their markets and to open new markets. In this case, the guerrilla marketing is an important method that can be used by businesses to increase their competitive power in national and international markets by taking fast and strong steps in today's increasing competition conditions (Kaya, 2011: 32-33).

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