

GUERRILLA MARKETING
A CASE STUDY ON WEDDNG SERVICE BUSINESSES

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The main purpose of this independent study is to examine guerrilla marketing concept and observe the responses of decision maker in the wedding service businesses toward the concept. First part of the study describe the basic theoretical framework of guerrilla marketing concept and the outlook on the tools, so called guerrilla weapons in which corresponded the traditional marketing concepts. Although phenomenal due to the extreme creativity and low budget oriented, the lack of information and data about the guerrilla marketing, including the tactics, effects, and ethics, still limits the practice and implementation of guerrilla marketing. The final part of the study includes the wedding service business case study which demonstrates the opinions of four key informants towards the concept of guerrilla marketing, as well as the potential of implementation. This part of research involves qualitative research data, particularly in-depth interview. Results reveals that although guerrilla marketing seem to be very interesting due to its creativity and low budget concept and, in fact, some had implemented it without realizing, yet it is still rejected on implementation by giving the reasons of the concerns acceptance sensitivity of the customers and the competitors. The rejection can be explained through the “garbage can model” decision making, in which an individual decides to act according to the limited information and situation. The behavior of such justification can be explained by the theory of rationalization of defense mechanism.

Keywords : guerrilla marketing, guerrilla weapons, wedding service business, traditional marketing, marketing mix, 4Ps

Graduate School

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I dedicate this piece of work to all these people mentioned above.

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Chapter 1

Introduction

1. Rationale

The truth is marketing is all around us and we are constantly bombarded by different kind of advertisements and messages. According to a Business Week article "The Vanishing Market" (Bianco, Anthony ; et al. 2004), in 1960s, advertisers could reach 80% of a mainstream target audience by channeling only three TV spots advertisements simultaneously. By 2002, it takes 127 TV spots in average to reach the same achievement, perhaps because figuring the right way to send the right message to the right person at the right time is a difficult work in the fast speed developing world of communication technology.

As time passed, people gets bored and staled of the same old message from the old tradition advertisement. An article on a Harvard Business Review (Lee, Bill. 2012) mentioned "Traditional Marketing - including advertising, public relations, branding and corporate communication- is dead. Many people in traditional marketing roles and organizations may not realize they're operating within a dead paradigm. But they are." Yet the article argues that although traditional marketing may be dead, but the new possibilities of peer influence-based, community-oriented marketing, hold much greater promise for creating sustained growth.

Consequently, there is a demand for more efficient, effective, and innovative marketing, in which are not over cost. The consumers block out marketing today in several different ways, therefore they must fund new channels, a good way to reach the end customer without being blocked is to target the segment, using target marketing to work properly. (Ali, Mohamad ; and Kumar, Ravi. 2012 : 148) For example, audience can switch the TV channels during the commercial breaks on TV and radio with a simple click on the remote and internet users can delete mass advertisements through junk mails. As a result, advertisers inevitably needs to find new and creative ways to reach the target and exposed the customers to the message in an innovative and unconventional way.

One of the many non-traditional approaches used as often as not ideally used by small businesses is known as guerrilla marketing. The term, also known as the non-

traditional marketing, derived from the phenomenal warfare tactics. One of the current and growing trends in business and marketing literature is the use of military terminology and concept to describe and illustrate how businesses and organization should manage and market products and services in today's extremely competitive marketplace. (Garsombke, T. W. 1987 : 135-136)

With that mentioned background, the term "guerrilla marketing" was used by the father of guerrilla marketing, Jay Conrad Levinson in the 1980s. He describes guerrilla marketing as an unconventional marketing method emphasizing rather on a very low budget by relying on time, energy and creativity instead of huge marketing campaign budgets. (Levinson, J. C. 2007 : 17-18, 63-64)

Due to the rapid growth of wedding market in Thailand, many wedding related enterprise would like to take the opportunity to gain the market share and value. In order to compete with the rivalries, the enterprise should create marketing objective and strategies toward their target customers. The specific non-traditional guerrilla marketing background and forms of usability will be explained in the secondary research of the Literature Review of this study. The author of this study will also conduct a case study on the responses and opinions of the wedding service enterprise marketers towards guerrilla marketing concept, with a final conclusion and recommendation consecutively.

2. Implications

As the readers will go through the research of guerrilla marketing in this research, it will be realized that for this modern day's competitive market environment, a business needs be focused on the customers rather than the competitors like it used to. Consumer needs to be carefully analyzed and taken seriously. Business must consider creative marketing strategies to produce a genuine advertisement in order to get attention and emotional connection with their customers, as if the brand is just another human being. Moreover, the phenomenal emergence of new technological mediums such as internet, social media, etc. must be taken into account in planning a marketing strategy. With the highly competitive world, there is an urgent need for businesses to rise above the market clutter and reach the target customers in a think-out-of-box attitude. This can be done in a traditional marketing way, but the advantage of creativity and innovation will help boosts the business to reach its desired goal. Therefore, there needs to be change to the existing marketing ways.

Guerrilla marketing could be the solution for marketers in the future ; it uses new possibilities of unconventional communications in places where your target audience is, instead of choosing a more traditional way of reaching the consumer. (Creative Guerrilla Marketing. n.d.) This paper sets out research questions examining the background history and the forms of usability of guerrilla marketing for marketers. The study supports the readers and marketers, specifically wedding service enterprises in Bangkok, Thailand, to change their traditional way of thinking on marketing strategies, but are they ready to change? The case study of this research will show the responses of the business towards guerrilla marketing concept.

3. Research Objectives

With the emergence of new media outlet, in which is an inevitable part of the world when the technology had taken most of function of the society, there emerges variety of new methods of marketing in today's world of demanding customers. According to Jay Conrad Levinson, although guerilla marketing has already existed for more than thirty years, it is a relatively new concept, which achieved its awareness in marketing branch during a recent decade. Today more and more companies start to use guerilla marketing weapons in order to struggle for the market domination hence it is becoming an important subject to research. (Creative Guerrilla Marketing. n.d.)

The goal of this study is to examine how guerilla marketing is structured in marketing world, and determine the responses of the enterprise owners. The author aims in achieving the objective by giving detailed history, background, and major characteristics of guerilla marketing using empirical researches and data. The literature review part will contain secondary research emphasizing on Guerilla marketing concept and forms. Furthermore, the study will consist of description of the research methodology and data collection in the last part of the study. The primary research part presents a case study which shows the responses of wedding service enterprises towards guerilla marketing approaches, supported by qualitative interviews and following analytical results and conclusions.

4. Research Questions

In order for this study to achieve the objectives mentioned above - for readers to gain a wider insight into guerrilla marketing - a number of research questions are

listed to illustrates the current available information. The research questions are designed to examine the topic, to explore background and the emergence of the concept, and the responses towards the concept from case study business organizations, in which for this study is the wedding service enterprise. The author believes combining secondary and primary research ensures that the scope of the topic will be examined thoroughly and the conclusion will be trustworthy and useful. The research objectives are designed as follows :

1. What is guerrilla marketing and how it was emerged in the marketing world?
2. What is guerrilla marketing in relation with traditional marketing?
3. What forms of guerrilla marketing already exist?
4. What are the benefits, limits and risks of guerrilla marketing for businesses?
5. What is the opinion of Thai wedding service businesses on guerrilla marketing and usefulness for their organization?
6. Is there a potential in guerrilla marketing implementation for wedding service businesses in Thailand?

The research objectives will be answered based on comprehensive secondary and primary research combination, which will finally, publishes conclusions and recommendation for guerrilla marketing.

Chapter 2

Literature Review

Marketing is a dynamic and fast changing discipline and demand many innovative techniques to be successful. In the present days, marketing has become a strategic weapon for advertisers to establish a position in the market and create awareness. A non-traditional marketing, also termed guerrilla marketing, has gained much of the industry popularity and received increasing attention the last few years.

In the Literature Review of this study, there are twelve parts that will be discussed. First part examines the overall warfare strategies that have been adapted in the professional marketing use. The second part enumerates how guerrilla warfare has been evolved into a guerrilla marketing in the modern world. The third part reviews the important philosophers of guerrilla marketing and the perspective towards the concept. The fourth part distinguishes the differences between traditional marketing and the non-traditional guerrilla marketing concepts. The fifth part explains some forms of guerrilla marketing strategies and tactics, or so called guerrilla marketing weapons, that are being used worldwide in the present days. The sixth part goes over the classic marketing mix, or the 4 P's. The seventh part illustrates a brief yet insightful existing research of how traditional marketing and non-traditional marketing could be integrated to produce the best outcome for the businesses. The eighth part explains about the Guerrilla Marketing for communication mix. The ninth part addresses the potential limits and risk of implementing guerrilla marketing. The tenth part adds on about decision making process and illustrates the models regarding how decision maker makes decision in implementing an effect marketing strategy. Then the tenth part gives empirical researches, in which are existing researches that are eleventh to the further researches of the same field. The twelfth part includes insights about wedding service business in current market situation in Thailand, specifically in Bangkok. Finally, the last part describes how in-depth interview is done and how it should be analyze as a qualitative research. The title of each part is presented as follows :

1. Marketing Warfare Strategies
2. From Guerrilla Warfare to Guerrilla Marketing
3. Philosophers of Guerrilla Marketing
4. Traditional Marketing Verses Non-Traditional Guerrilla Marketing
5. Categories of Guerrilla Marketing Weapons
6. Marketing Mix (4 P's)
7. Integration of Traditional and Guerrilla Marketing
8. Guerrilla Marketing for Communication Mix
9. Limits and Risks of Guerrilla Marketing
10. Decision Making Models
11. Psychological Defense Mechanism
12. Empirical Researches
13. Wedding Service Business
14. Qualitative Research : In-Depth Interview

1. Marketing Warfare Strategies

The battleground is the consumer's mind and companies that use warfare to fight with weapons such as advertising phrases, theme music, and illustrations, in which in this battleground the CEO of every company acts like a general. According to Ries and Trout's Marketing Warfare, four military strategies for marketing are examined. (Ries, A. ; and Trout, J. 1986)

The first strategy-defensive warfare - should be used only by market share leaders, blocking any strong competitive moves. The market share leader should defend against others, but should always attack itself by critically comparing its products and services with potential new product and services developed through research. By blocking any new threats, such as new products, new promotional effort, additional services ; the leader forces the competitor to use up valuable resources while solidifying its position as number one in the marketplace. The market share leader must always remember that the defensive position requires less energy and resources to maintain than the challenger's offensive move to overcome established product loyalty and positive corporate image.

The second strategy - offensive warfare - is most appropriate for the number two and three competitors. By this strategy the challenger must find the leader's

weakest point and attack with all the competitor's resources, concentrating on that weak point. This offensive strategy is not to attack the market share leader head-on, which would be a fruitless endeavor given the leader's defensive position, but to search for that area where the leader has not been maintaining its strength. This weak area can range from features of current products to the service the leader offers. The challenger improves the product by adding new features or concentrating on serving customers better.

The third strategy - flanking warfare - is the movement of a business into an uncontested area, establishing itself as leader and doing so with all speed and forcefulness. Flanking is defined as low prices, high prices that linked with high quality perception by the customers, new distribution channels, or whatever distinctive advantage the organization has or can develop. The strategy is the type of action for most companies. It is appropriate when a company cannot obtain absolute superiority against the leader. Examples of successful flanking strategies used by companies includes an alcohol beverage company Absolut that purposely price themselves about 50% higher than leading competitor Smirnoff, they flanked them on the nearly established premium vodka market. Softsoap used product innovation to flank hand-soap competitors, offering the first liquid soap in the market. Hanes flanked its competitors by selling pantyhose through an alternative distribution system, marketing its L'egg brand pantyhose in supermarket while competitors only sold in clothing stores. (Marketing School. n.d.)

The fourth strategy - guerrilla warfare - is most appropriate for smaller companies. Because these businesses usually lack the resources to go head-to-head with the market share leader, the small business general should find a niche to capture and defend. The key to this strategy is that the leader will not seek the small segment because it might not be profitable enough given the effort the market leader must mount to attack. Despite the emphasis on the corporate-level strategies and competition addressed by Ries, A ; Trout, J. ; and Levinson, J. C. believes the strategy is opting to focus on functional-level practices and concentrate on customers rather than competitors. He addressed that Guerrilla strategy used by small and medium-size business can reach and influence the potential customers by expounding the traditional concept of marketing, such as customer orientation, positioning, and strategic market planning. (Garsombke, T. W. 1987 : 136-137)

What is more interesting is that when we look around us today we see many guerrilla marketing campaigns, not only for small and medium size businesses, for larger corporations as well. This means that modern marketers look quite a bit further at the guerrilla marketing concept than the father of the concept, Levinson. Guerrilla marketing is no longer an exclusive domain for start-ups and small businesses and in practice we see that even multinational corporations seem to be a fan of this untraditional advertising.

As mentioned earlier, the use of the approaches was previously something that was associated with small businesses due to their limited budget ; they had to find new ways. Today, when the competition is complicated, the trend goes towards those large businesses to adopt the approach. Since the positive aspects are more visible and the need for finding new ways of reaching the customer has increased. (Belch, G. E. ; and Belch, M. A. 2004 : 431)

2. From Guerrilla Warfare to Guerrilla Marketing

Trace back to the term “guerrilla” (Spanish pronunciation : [ge'ri/la]) meaning “little war” in Spanish, where small group of combatants use mobility tactics to fight a larger and traditional army, the phenomenon of guerrilla marketing is a concept developed by Jay Levinson. According to the infamous media franchise “For Dummies” that published extensive serious instructional and reference books, the edition Guerrilla marketing for Dummies by Margolis, J. ; and Garrigan, P. (2008 : 16-17) gave an explanation the term guerrilla marketing as a shape shifting form of marketing that takes a brand’s messaging and presents it to the desired consumers in a way that is personally engaging and wholly unexpected.

The term *guerrilla* conjures imagery of bearded revolutionaries and makeshift armies. Guerrilla tactics, in terms of their militaristic roots, were created by armies who didn’t have the resources to reach their political and military goals through traditional methods. As a result, they had to look at the resources available and get creative with how they chose to approach and engage. As used in warfare, guerrilla strategies involve picking opportunities where the opponent will not expect to engage them in order to make their best assault and then blend back into the background. In many ways, these are the essential principles of guerrilla marketing. The tactics follow a similar basic plan of attack :

1. Identify the target (audience).
2. Strategize where they are and how to make the most effective impression.
3. Hit the target in a way that is completely unexpected and impactful.

Guerrilla marketing tactics are invigorating because they empower all businesses to be able to use what they have to work with to appeal to their consumers in a way that is unique to their brand. In the increasingly competitive and complex market environment, guerrilla marketing simplifies the complexities and explains how marketers can use marketing to generate profits. (Levinson, J. C. 2007 : 28-29)

3. The Philosophers of Guerrilla Marketing

Guerrilla marketing did not conquer the marketing world over night, there're people who contribute to the success factor that were involved. Anna Drüing and Katharina Fahrenholz had given a brief review of these people in their research. (Drüing, A. ; and Fahrenholz, K. 2008 : 4-6)

3.1 Jay Conrad Levinson (1933-2013)

During the 1980s, America was overflowed with 11 million new founded companies, and most of them were small-sized companies that needed a strategy to fight their bigger competitors despite their small budget. In order to distribute the idea of the Guerilla marketing strategy to all those small businesses, Jay Conrad Levinson defined the root idea in his book "Guerrilla Marketing" in 1983. He introduced new ideas of advertising and presenting a business with a small budget, fundamentally based the success of a marketing strategy on the use of non-traditional marketing strategies, such as new media channels, insistency, patience, etc. He believed that a long-lasting and genuine campaign will bring the competitive advantage against other existing businesses in the market place.

Levinson became known as the "Father of Guerilla Marketing" ever since. He'd authored and co-authored 58 books about guerrilla marketing which were published into 62 languages and sold over 20 million copies.

3.2 Al Ries and Jack Trout (unknown)

Three years after Levinson released his first edition of Guerrilla Marketing in 1983, the marketing experts Al Ries and Jack Trout elaborated the root idea of

Levinson whilst developed some opposed elements. Agreeing, Ries and Trout believed that the concept best suits small and medium-sized businesses.

In general small business owners should use their advantageous flexibility as a competitive advantage. Both Ries and Trout suggest that a small business should strive to use every available product and market niche as much as the resources is allowed and be ready have a sudden change their strategies and approaches in case that another strategy has more potentials of being more profitable. As a result, opposing to Levinson, Ries and Trout believed insistency and patience are not one of the essential elements in guerrilla marketing.

3.3 Philip Kotler (1931-Present)

The world's well-known marketing expert Philip Kotler had did not overlooked the phenomenon and analyzed the Guerilla tactics in his book in the 1990s. Kotler believes the strategy could increase the business profitability in the competitive environment, however, warns that it involves high risks, especially when the potential gain is high. Unlike the previous expert's perspective, Kotler believes that the main objective of Guerilla Marketing is to destabilize the competitor - or best to destroy the opponent with the assists of attrition warfare tactics.

4. Traditional Marketing Verses Non-Traditional Guerrilla Marketing

Going forward, it is obvious that guerrilla marketing is significantly different from the traditional marketing, also known as conventional marketing. Therefore, it is important for this study to closely review some of the key differences between both forms of marketing. (Levinson, J. C. 2007 : 16-25) enumerated several factors that differentiate guerrilla marketing from traditional marketing. First, traditional marketing relies on money and budgets to pass its message across to the audience through established channels of communication ; guerrilla marketers on the other hand invest imagination, time and implementation to get their points across through creative means. Secondly, traditional marketing tends to spread its message to mass demographics, while guerrilla marketing often strives to target individuals with its message - this individualistic focus has been further enhanced by the possibilities offered by technologies of internet. Last but not least, traditional marketing often engages in the 'me' marketing in which much of the communication focuses on the brand itself and its

supposed qualities ; guerrilla marketing however, often prefers the 'you' marketing by focusing on the target customer and creating a sense of having the benefits, involvement, and inclusiveness during the entire process of marketing.

Unlike traditional marketing, guerrilla marketing is often entirely coordinated and intentional - since every bit of the stunt, gimmick or tactic is carefully planned to have an immediate effect on the audience and potential customers. The illustration presents a table list of the distinguished factors that differentiates traditional marketing from the non-traditional guerrilla marketing distinguished by a research in guerrilla marketing. (Išoraite, M. 2010 : 382-289)

Table 1 Differences between Traditional Marketing and Guerrilla Marketing

Traditional marketing	Guerrilla marketing
Requires that you invest money in the marketing process.	Primary investment should be time, energy and imagination.
Geared to big business with large budget.	Geared to business owners with big dream, but a small bank account.
Measure of success is sales.	Primary measuring stick is profit.
Based upon experience and judgement.	Based upon perceived rules of human behaviour.
Suggests that you make your business larger and diversify.	Focuses on creating excellence instead of diversifying.
Encourages you to grow your business linearly by adding new customers.	Encourages you to grow your business geometrically. Aims for more transactions with existing members, larger transactions and referrals.
Ask that you look around for opportunities to obliterate the competition.	Asks that you scout opportunities to cooperate with other businesses, supporting each other in a mutual quest for profits.
Suggest that advertising, direct mail or website works by itself.	Suggesting that marketing combination work best, complementing each others.
Counts the sales receipts.	Concentrates on how many new relationships are created.
Doesn't rely upon technology as it is perceiving as having limited potential.	Embraces technology for simplicity and limitless potential.
Identifies a handful of ways, all at a cost, to promote the business.	Identifies numerous ways, many of them free, to boost profits.
Centred on talking.	Centred on giving: free gifts, information, consultations and samples.
Aim at large groups.	Aimed at individuals.
Often unintentional and formalized and typically embraces mass media.	Always intentional; details such as answering the phone are as important as an advertisement.

Source : Išoraite, M. (2010). **Guerrilla Marketing Strategy Realization Assumptions.** p. 385.

5. Categories of Guerrilla Marketing Weapons

Levinson claims all kinds of innovative and eye-catching advertisements belong to the concept of guerrilla marketing. Accordingly, guerrilla activities are described as being fancy, atypical, unusual, original, provoking, flexible, dynamic, innovative, and creative. (Hutter, K. ; and Hoffman, S. 2011 : 3) Over the years guerilla marketing has developed and created many forms of marketing instrument, or so called weapons. Done with simple tools those weapons should be spectacular and clever to catch the attention of a certain target group with dynamic way.

Much available secondary information on guerrilla marketing identifies various types of guerrilla marketing weapons used for business to accomplish the marketing objectives, Drüing, A. ; and Fahrenholz, K. suggested that the weapons of guerrilla marketing can be simplified and, therefore, classified into three categories : Out-Of-Home, New Media, and Low-Budget, as illustrates in figure 1 below.

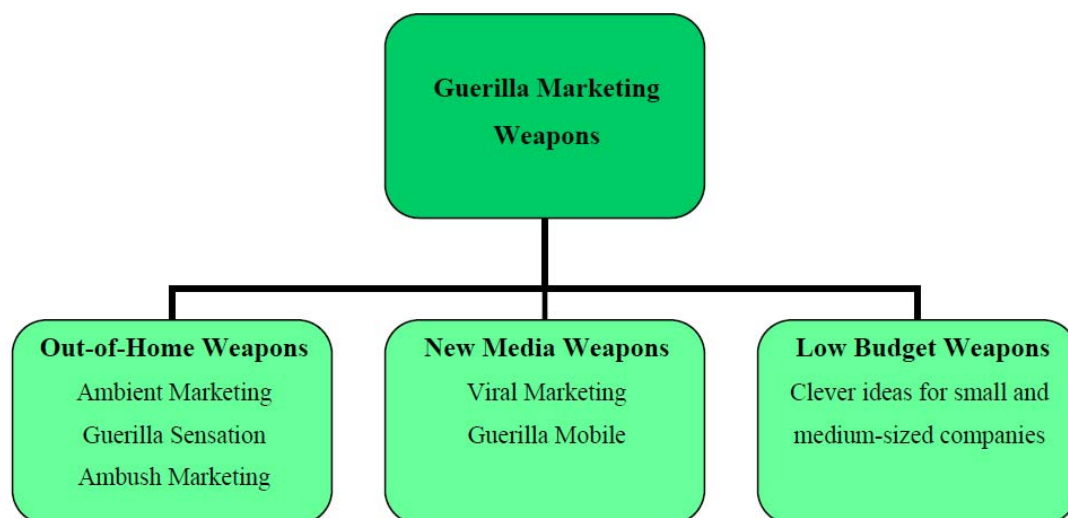


Figure 1 Main Categories of Guerrilla Marketing Weapons

Source : Drüing, A. ; and Fahrenholz, K. (2008). **Guerrilla Marketing : How and by Whom are The Evolved Success Factors of the Guerilla Marketing Philosophy from The 1980's Used Today and Do They Stand a Chance in the Business Future?.** p. 10.

The first category of guerrilla marketing weapons, Out-Of-Home, involves advising activities that are design for public space. The technique of this guerrilla does not strive to get the desired public attention but to create “media frenzy” in the process. As illustrates in Figure 1, this category includes Ambient marketing, Guerrilla Sensation, and Ambush Marketing.

5.1 Ambient Marketing

Ambient media is a collective term that aggregates all conventional advertising media. The marketing are placed and integrated in the directing environment of the customers repetitively, such as shampoo cream samples in fitness locker room, or postcards in book stores. The technique is that the consumers are taken by surprise with advertising where they don't anticipate it. The advertising message is channeled in a common public places or popular locations, such as baggage conveyers at the airport or glass mirrors in the pub's restrooms. In this case for customers, switching the channels is not an option.

5.2 Guerrilla Sensation

Guerrilla Sensation, also known as Sensation Marketing, is basically very similar to ambient marketing. The major difference is that sensation marketing is one-time occurrence, in other words, it is not repeatable. The goal is not create the “wow” effect to the customers. Guerrilla sensation involves a dynamic activity that involves participation of the people, such as flash mops or street shows. The activities are presented in a high-traffic location in order to generate great attraction from the customers. Nevertheless, the true marketing technique of this form of guerrilla marketing is to create multipliers by making use viral effect in order to disseminate the message through-out the public.

5.3 Ambush Marketing

Ambush marketing is the unconventional marketing strategy of companies that do not actually hold marketing rights to the location or the events, such as the airport or the sport events, but still use the marketing activities to establish association with the location or the event with the audience. The major consequences of this ambush marketing, sometimes other kinds of guerrilla marketing as well, is that they often find

themselves in a ethical and legal grey area. Since ambush marketing is technically ambushing the owner of the location, properties, or the events; the official sponsors that has exclusive legal rights to advertise; as well as the customers to some certain extent.

The second category is the New Media in which rely on modern mediums of communication, such social media and mobile phones. This technology ensures the marketers to reach across the all target consumers. Included in this category is Viral Marketing and Guerrilla Mobile. In Viral Marketing, marketers use social media as means to spread the message in a creative and interesting context, in hope that the message will spread by itself exponentially. On the other hand, Guerrilla mobile is an exploitation of using SMS and MMS to reach out to the mass consumers.

5.4 Viral Marketing

Viral Marketing strategy is similar to the conception of proliferation of pathogens in biological viruses. The main feature here is the multiplying dissemination of marketing messages. The consumers themselves become the major vehicles or tool of marketing whereby recommending the product or service to friends, and so on. It can be taken place offline, known as word-of-mouth; or online, known as word-of-mouse. (Greenstein, S. 1999 : 6-8)

5.5 Guerrilla Mobile

Guerrilla Mobile, as the name explains itself, deals with the transmission of messages via mobiles phones. The fact that, today, smart phones are advanced to the status that everybody needs to have a smart phone in every life situation, thus making the consumer approachable at any time. SMS, MMS, Bluetooth, and infrared are some of the many options of the mobile communication market for companies to grow. By sending a creative message, the goal is not only to advertise the message to the customers instantly, but ideally passed on to friends and acquaintances. However, marketers need to keep in mind the worthiness of the content for the target customers to pass on the message. Obviously, it has a close association with marketing.

The last category of guerrilla marketing is the Low-Budget, in which consists of witty and innovative ideas to compete in the market despite a limit budget. The key is to target specific niche market and intensely advertise the business inspite the competition with the existing opponents. The aim is to underscore special features,

thereby giving impression to the consumer's eyes. In this, this marketing, like viral marketing, are the main components that have to integrate with every other kinds of guerrilla marketing.

6. Marketing Mix (4 P's)

According to Principles of Marketing book composed by Philip, Kotler and Gary, Armstrong, marketing is described as “the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return.” (Kotler, P. ; and Armstrong, G. 2013 : 5) Marketing mix is one of the key concepts in the classic marketing theory, and might also be the set of key concept in the modern making theory. Marketing mix is defined as the “set of marketing tools that use to satisfy customer needs and build customer relationship.” (Kotler, P. 2002 : 5) The particular marketing variables under each P's are shown below here.

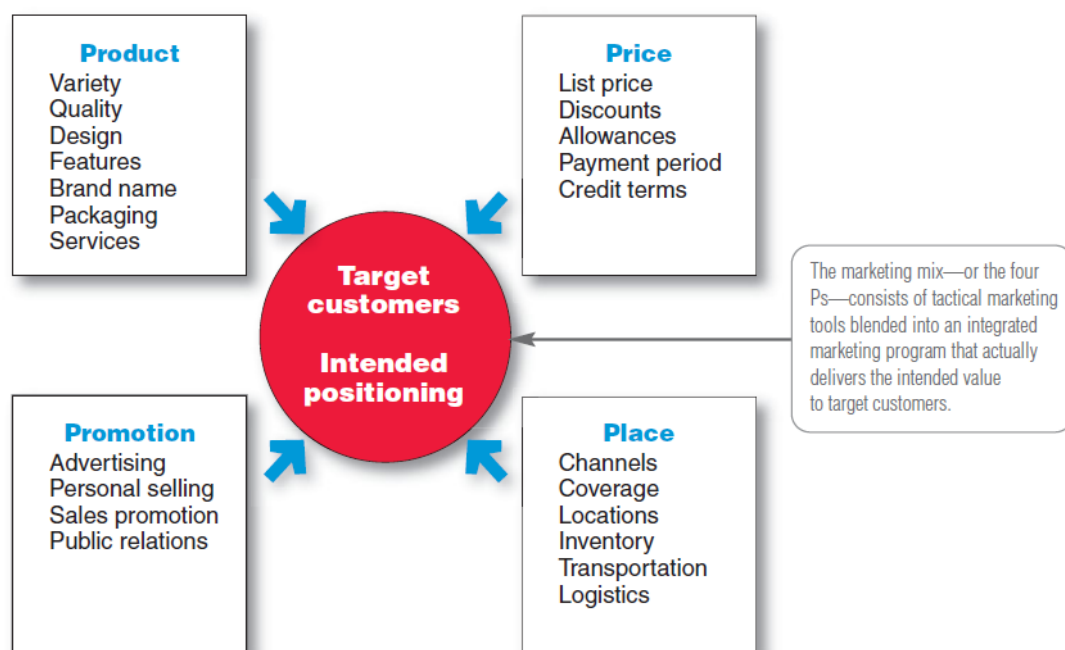


Figure 2 The 4 P's of Marketing Mix

Product means the goods-and-services combination that the company offers to the customers. Price is the amount of money customers pay to receive the product

or services. Place refers to the activities that make the product available to the target customers. Promotion means the activities that communicate the values of the product or services and imbue the target customers to buy it. An effective marketing program integrates each marketing mix element to achieve the market objective.

7. Integration of Traditional and Guerrilla Marketing

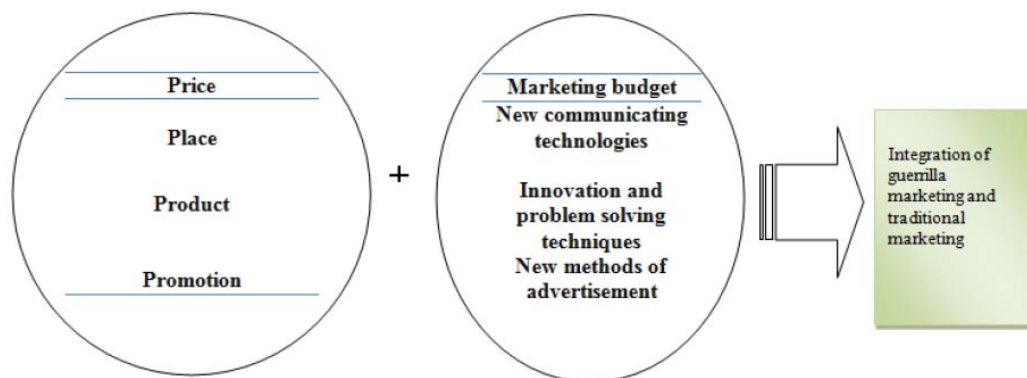


Figure 3 Integration of Guerrilla Marketing and Traditional Marketing

Source : Mokhtari, Ali. (2011). Analysis of Guerrilla and Traditional Marketing Integration in Improving the Productivity of Organizational Marketing in Enterprises in Iran : A Case Study of Kaveh Industrial Estate in Iran Industrial Engineer from Sharif University. **African Journal of Business Management**. p. 946.

The figure above illustrates the relationship between the integration of guerrilla and traditional marketing, in which, according to Mokhtari's research, has an effect on the improvement of productivity of organizational marketing. According to the results of the research, the sequences of priorities in productivity of organizational marketing were new communicating technologies, marketing budget, innovation and problem solving techniques and new methods of advertisement. These factors, when use appropriately with the traditional 4 P's marketing indicates a significant relationship between the integration of guerrilla marketing and the traditional marketing in the improvement of productivity of organizational marketing.

8. Guerrilla Marketing for Communication Mix

With guerrilla's nature characteristic of unconventional approach, it has the capability of enriching the entire marketing mix elements. Guerilla marketing functions as a bundle to the modification of the classical marketing mix to provide advantages over the competitors. The following shows examples of guerrilla marketing where the focus is on the traditional 4 P's.

8.1 Guerrilla Pricing

Guerrilla marketing strategies can also be in the form of pricing. However, although product pricing plays a big role within the purchase decision, not much is implementing of applying guerilla activities on pricing yet at the present. Guerrilla pricing describes untraditional and witty way to gain itself an advantage over the competition.

One example is an American manufacturer of disposable diapers, Drypers Corporation, where the selling point of the company was the cheap price of the product compares to the big competitors. As the product gained popularity, big companies, like Procter & Gamble, decided to gain its market back by issuing \$2-off coupons for their product purchases in attempts to destroy Drypers price advantage. Dryper came up with a genius idea, in which now considered a guerrilla marketing, by allowing any diaper's couples to purchase with any Dryper's product as well, thereby turned the big companies' coupon attacks against themselves. (Funding Universe. 1997)



Figure 4 UNICEF Selling Dirt Water for 1 Dollar

Another example is a campaign put on by UNICEF, selling a bottle of dirty water for 1 dollar. The campaign was to raised fund and also, a double goal, to raise awareness of children that lack access to clean water. The campaign successfully raised enough money to provide clean water to the target children. (Gurian, Gabrielle. 2011)

8.2 Guerrilla Distribution



Figure 5 Customers Lining up to Buy Harry Potter's Book

The distribution, using guerrilla marketing strategy, of a product can also be a special experience for the customer. A good distribution can boost sales tremendously. A good example is the selling of the hard copy of the best selling series of all time, Harry Potter book series by J. K. Rowling. Although in the age of digital books, her book managed to make the day of book stores and book delivery services, in which became the first runner up after the selling record of the Bible.

On the first day of publication, young and old readers, in costumes, were waiting to be the first to own the first batch of the published book. Many book stores offered to sell the books until mid night. Others, instead of queuing up in front of the book stores, were willing to pay extra for the home delivery at midnight. (Hypable. 2000?)

8.3 Guerrilla Product

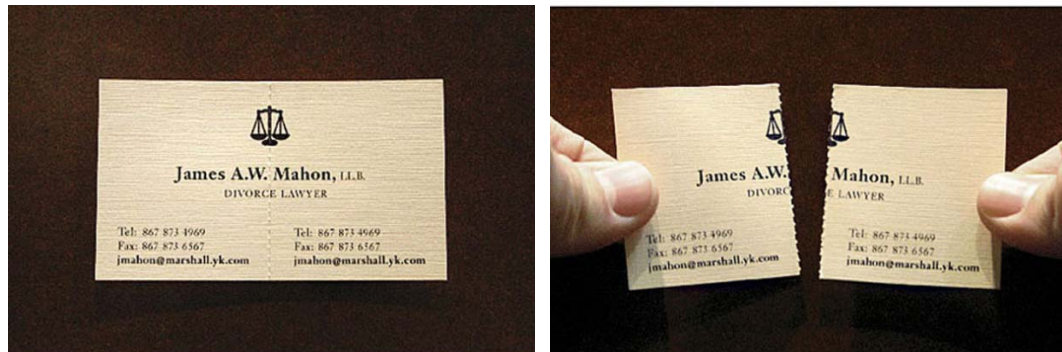


Figure 6 Creative Designed Business Card of a Lawyer

Product packaging or product form can be a channel for guerilla marketing. One example introduced a lawyer with his business card for his target customer shown in the figure on the right. The one card that could tear into two, for the couples wants to divorce is a great idea. This is not only cost effective in printing the card, but also showcases the intelligence of the card owner as well. (**Divorce Attorney's Business Card Is Not What It Seems.** 2013)

8.4 Guerrilla Promotion



Figure 7 Samsung's Guerrilla Marketing - Aliens Attending Soccer Matches

As often as not, Guerilla Marketing appears in the form of promotion. Notice that even though marketers tries to implement guerilla marketing to be different than the traditional marketing strategies, it needs to same traditional channels to bring the message across the target, such as public relations, advertising, sales promotion, or direct mail, etc. The truth is the possibilities of the integration of guerrilla marketing and traditional media do not have limits. However, the characteristic of guerrilla marketing still remain important : surprise/amaze effect and low cost. Below is an example of Samsung's latest guerrilla campaign. "Several promotional videos have appeared in the social networks for the last week or so, featuring mysterious crop circles and alien signs on iconic locations like the mountains near Rio de Janeiro, Times Square in New York, and several of the biggest stadiums in Europe. Moreover, various sources reported of eleven pale, mysterious, caped "aliens" attending different soccer matches during the Champions' League round last week. The mysterious figures caused some media confusion as nobody was aware what they were advertising, leaving room for a lot of speculations." (Peter, K. 2013) The campaign finally revealed the commercial advertisement promoting their products soon after.

9. Limits and Risks

Although there are successful applications of guerrilla marketing and related advertisements, some guerrilla activities are on the brink of legality. In particularly, ambush activities sometimes cross legal and ethical limits. Ambush marketing, ambient marketing, and ubiquitous advertising could lead customers to consider the commercials as an intrusion and offensive. By reviewing the literature, it should be already known that the objective of guerrilla marketing is to create provocative campaigns. However, marketers should realize that the campaign could be provocatively positive or negative. Thus, guerrilla marketing could cause unintended negative results.

Provocative marketing campaigns is the primary objective of guerrilla marketing and does raise attention of the customers, however, consumers might consider them as commercial intrusion that disturb the calmness of their natural environment. The results might be irritation, disappointment, anger, and fury. It is presumed that the increase attention of these negative effects could lead to a negative effect chain impact such as dislike, rejection, or resistance to the brand, in which ranged from feeling of annoyance to more emotive concern about trust and personal

intrusion. (Grant, I. 2007 : 241) Despite these presumptions, not much research has been done to cover the negative effects of guerrilla marketing and the consequences of it.

Also, ethical aspect should be taken into account when considering a guerrilla marketing. Especially those that embrace fear appeals irritate the target consumers or those that are distracting maybe be ethically problematic. (Ay, C. ; et al. 2010 : 280-284)

10. Decision Making Models

Decision making is one of the most important activities in which marketers engaged daily. The success of the company is critically linked to effectiveness of the decisions. Decision making is a process that majorly involves selection of choices. Historically, scientists have emphasized on two primary models of decision making : the rational model and the bounded rationality model.

10.1 The Rational Model

Administration decision making is often classified as rational. By this, decisions are made under certainty : the decision maker knows the alternatives, the decision criteria, and the certain outcomes ; and they have the ability to make the optimum selection and implement it. (Tower, M. 2009 : 15-16) According to the common rational model, the decision making process is broken down into 6 basic steps. (See Figure 7)

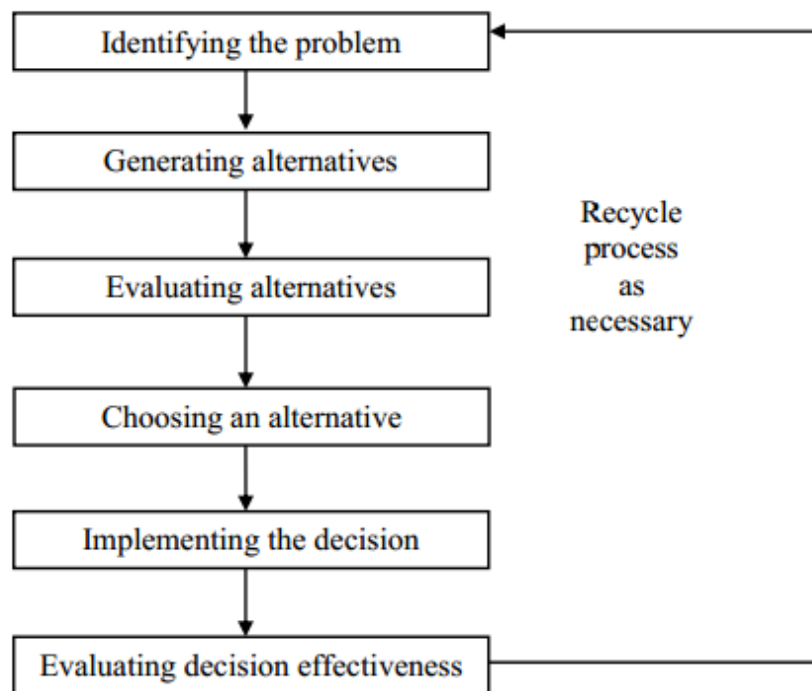


Figure 8 Decision Making Process

Source : Lunenburg, F. C. (2010). The Decision Making Process. **National Forum of Educational Administration and Supervision Journal**. p. 2.

According to the figure shown, after the problem is identified, alternative solutions to the problem are generated. Then these alternatives solutions are carefully evaluated, and the best alternative is chosen as the best solution for the implementation to solve the problem. The implemented alternative is then evaluated over time to assure its continued effectiveness. If difficulties or more problems arise in the process, recycling of the process will be implemented. (Lunenburg, F. C. 2010 : 2-7)

Thus, decision making is an iterative and logical sequences process of activities. That is, before alternative choices are generated, the problem must be identified, and so on.

10.2 The Bounded Rationality Model

The above discussed rational decision making model presumes the decision maker to be completely rational. The decision is expect to have perfect information, and know all the alternatives as well the consequences. However, Simon, H. A. (1972)

believes decision makers most often are not aware the existing of the problem. And even when they are, they cannot possibly search all the possible alternatives solutions for the problem simply due to the limitation of human natural capability. They are limited to time constraints and the ability to process information. (Simon, H. A. 1972 : 163-164) So the fact is, regardless of how logical the decision, these decision makers can only generate a partial list of alternative solutions based on their experience, intuition, advice from others, and even creative thoughts and imaginations.

10.2.1 Satisficing

Coined by Simon, H. A., one type of bounded rationality is the principle of satisficing. This type of decision making involves selecting the first alternative that satisfies minimal criteria of the acceptability without exploring all the possible options. This is the common approach taken by decision maker. "Most human decision making, whether individual or organizational, is concerned with the discovery and selection of satisfactory alternatives ; only in exceptional cases is it concerned with the discovery and selection of optimal alternatives." (Simon, H. A. 1997 : 295-297)

10.2.2 Heuristics

Decision makers may use a set of heuristics to guide their decision when making a satisficing decision. By definition, it is the rule of thumb, or in other words the common sense, that guides decision makers to find solution in a complex and uncertain situation. (Romanycia, M. J. H. ; and Pelletier, F. J. 1985 : 47-57) For example, a heuristic decision of investors is that if a stock drops more than 10% than its purchased price, it is the time to sell. We use heuristics in our everyday lives. It is the rule that helps decision makers to simplify complex decision-making situation, thus, helps make satisficing decision possible. Nevertheless, with this judgment together with intuition approach, it has a risk of oversimplifying complex problems, therefore, leads to bias into decision making.

10.2.3 Intuition

Another type of bounded rationality is intuition. Intuition is a quick apprehension of a decision making situation that is based on the learned experiences and the reinforcement that associates with these collected experiences commonly

devoid of conscious. For example, a driver hits a brake when the lights turn red without thinking about it. (Myers, D. 2002 : 15-17) Another example is a decision for an administrative staff in a company to buy an amount of item for inventory when it is running out is quite intuitive and is based on years of experience.

10.2.4 Incrementalizing

Another type of decision making involves making small changes, or increments, to the existing situation, or referred to as “muddling through”, coined by Lindblom, C. E. (1959 : 79-88) Lindblom had distinguished rational decision making and incrementalizing completely. On one hand, rational decision making involves determining the problem and objective, search for all possible alternative solutions, and finally selecting the optimal alternatives that optimizes the solution of the agreed objective. On the other hand, incrementalizing does not require an agreed objective, neither exhaustive searches for the possibilities, nor selection of the solution for the problem. Instead, it is incremental steps, or the “muddling through”, of collection of alternative course of actions of one another until the decision makers reached at an agreement on the alternative decision.

10.2.5 The Garbage-can Model

As discussed earlier, pure rational decision usually is limited by time constraints and the ability to process information. Thus, applying rational decision making is particularly difficult and troublesome for decision makers. Therefore, opposing to the rational decision-making model, problems and solution cannot be translated easily into logical steps sequences.

Consequently, Micheal, D. Cohen ; James, G. Amrch ; and Johan, P. Olsen (1972 : 1-25) conceptualized this process of decision making as the “Garbage-can Model”. As decision makers generate problems and alternative solutions to the problems, they deposit them into a garbage can. The garbage can resembles a mixture of collection of solutions that ought to match the problems, in which often do not lead to decision that often do not follow a pure rational decision making.

11. Psychological Defense Mechanism

According to Sigmund Freud's psychoanalytic theory, a defense mechanism is developed by the ego that protects an individual's anxiety. It is a psychological tactic that safeguards the mind against the thoughts and feelings that are too complicated to process or cope with. While it is often thought of as a negative behavior, some of the defenses can be beneficial. In some cases, it allows individuals to protect themselves from potential unknown risks and problems, thus functioning normally. Problems usually arise when the defense mechanism is overused.

Several researchers have described a variety of defense mechanisms. Regardless, Anna Freud, Sigmund Freud's daughter, described a few different defense mechanisms, as follows :

11.1 Denial

One of the best known defense mechanisms, denial is used to describe the situations when an individual is unable to admit the reality and truth. A common sentence we hear a lot of times is "He is in denial." While it might save a person from anxiety or pain, it requires a huge amount of energy mentally. In some denial cases, an individual can simply reject the existence of the reality, in others, admitting that existence but minimizing its importance; or admitting the importance but denying his or her responsibility over it.

11.2 Repression

Another well-known defense mechanism is repression. In this mechanism, an individual tries to keep the information out of the conscious awareness. Another similar term is called suppression, in which an individual is forced to remove the unwanted information out of the awareness.

11.3 Displacement

Displacement involves taking out an individual's frustration and feelings on people or objects that are less threatening. These less threatening targets that are common are unfortunately commonly known as spouse, children, or pets.

11.4 Sublimation

Sublimation is a tactic that allows us to act out unacceptable impulses by converting these behaviors into a more acceptable form. Freud believed that sublimation is a sign of maturity that allows individuals to cope and function normally in socially acceptable ways.

11.5 Projection

Involving taking an individual's unacceptable qualities then ascribing them to other people, projection works work in an unconscious way, in which reduces anxiety.

11.6 Intellectualization

Intellectualization is a tactic works to reduce anxiety by thinking about it in a clinical way. It allows an individual to avoid thinking about the anxiety, stressful, emotional aspects then focus on only the intellectual component.

11.7 Rationalization

It is a mechanism that involves explaining anxieties in a rational or logical manner, avoiding the true reasons for the behavior. Rationalization prevents anxiety from an unexceptional or questioning behavior and situations by justify the things that are not sure of. Though rationalization makes a person more comfortable for a moment, it is not beneficial in a long term. In fact, it simply prevents an individual from seeing the real issues. Seeing a situation a head-on allows a person to adapt and change to prevent the situation from reoccurring, whereas rationalization might allow the issue to arise again and again.

11.8 Reaction Formation

Reaction formation reduces unacceptable behavior by taking up the opposite feeling, impulse or behavior. An example would be treating someone with excessive friendly manner when the truth is dislike in order to hide the true feeling. According to Freud, it is creating a defense in order to hide the true feeling by having in exact opposite manner. (Cherry, K. n.d.)

12. Empirical Research

12.1 Drüing, A. ; and Fahrenholz, K. (2008)

Drüing and Fahrenholz's research explored how guerilla marketing activities are perceived by the target market through a customer survey. Majority of the survey respondents stated that guerrilla advertisements do catch their attention and interest, whereas for the traditional marketing, they consciously avoid. The result of the study shows that guerilla marketing can find its way to reach the customer, at least in the first two steps of the AIDA Model. This phenomenal potential was confirmed by marketing experts in the course of an interview.

The research suggested that in the future, that the traditional marketing channels such as TV and magazine will take over characteristics of guerilla marketing in order to effectively reach the target customer. Smaller firms are making use of the cost-effective strategy of guerrilla marketing to get the spotlight on their brand, on the other hand, huge companies are beginning to use guerilla marketing as a complimentary marketing tool to present the brand in an innovative way. According to the research, "guerilla marketing will adapt with the customers, find ways to surprise them and interest them by putting the idea in the forefront, not the brand."

12.2 Alena, Kudryavtseva (2012)

After Alena conducted this research, it was discovered that the guerilla marketing approach is suitable for all sizes of businesses - not only for the small firms with little budgets, but for financially stable corporations as well. Guerrilla marketing concept is emphasizing cost efficiency as the main feature, thus marketers invest time, effort and creativity rather than money investment, having a goal to yield substantial returns. However, it is important for marketers to know the target customer base and create strategies accordingly, with cautious of the negative aspects of guerrilla marketing - not to provoke negative feelings and impression towards the products among the target customers.

The thesis includes case study which demonstrates the practical application of the concept and underlines effects on the organization's profitability. This part of the research involves qualitative data, such as interviews to help better understand the philosophy and idea behind the campaign.

12.3 Išoraite, M. (2010)

The research collected questionnaire responses gathered by the researcher from 59 carefully chosen marketing managers. The result reveals how marketing, internet usage, and creativity are important in the organizations. The primary research is designed to identify potential adaptation of guerrilla marketing, particularly online campaigns, into the marketing activities of the business organizations. Internet presence, a website in particular, was identified by the respondents as the most common channel of communication in the promotion activities. The respondents are interested in creative and innovative marketing communication can be made. The research respondents stated that guerrilla marketing would be interesting for their businesses despite the fact that the decision makers, mostly who are executives, will probably be skeptical about the positives outcomes of such untraditional marketing. All respondents agreed that it is necessary for internet marketing activities of their companies to be differentiated from the mass online advertisements. Not surprisingly, the research convinced the reader that professional marketers understands that the need of creative and innovate marketing and that internet medium is one of the most appropriate tool for that. Most importantly, the research gave conclusion that guerrilla marketers must understand that words alone ensure marketing success. The presentation of the words and context has to be as carefully executed as much as the words themselves. Guerrilla marketers should also understand that design is not the ultimate success factor- design is a basic competency that can be lead to success when the appropriate resources are selected and utilized.

12.4 Overbeek, Maaïke (2012)

The existing researches that are available usually contribute to the theory on guerrilla marketing in several ways, as well as extend the research field empirically, and other studies of guerrilla marketing have further examined the effect on consumers. To contribute new insights of guerrilla marketing, this study investigates guerrilla marketing from the perspective of the marketer by examining the factors that influence the usability of guerrilla marketing. An online survey was used as research tool in this quantitative research to obtain the data with 53 respondents participated in this research. Overbeek hypothesized four factors that potentially influence the usability of guerrilla marketing namely; company size, marketing budget, the innovativeness of the

marketing manager, and the willingness of a marketer to take risk. The results strikingly emerge from the data are that the smaller company size, the smaller marketing budget, the higher innovativeness, and the higher willingness to take risk of the marketing manager have a positive effects on the usability of guerrilla marketing.

13. Wedding Service Business

13.1 Wedding Services

Wedding ceremony has forever been a significant celebration for the human generation around the world. It is the once in a life time experience that celebrates the binding love between two people and beginning of new lives. For much of the human history, despite whatsoever that maybe the reason for marriage, leave alone the gender issues of the bride and grooms, wedding ceremony is still no doubt significant for every conservative and modern oriented society as a symbol of love and unity of two souls.

Normally, before this business was emerging, the bride and groom's relatives and friends took the role as an event organizer to take care of their wedding. But because mistakes often occurred due to unprofessionalism, wedding planner gain its position in the consumer's mind. Today wedding business has a high rate in competition, where numerous wedding services are showcase along the road. Like every other business, the player who has a large capital fund can gain advantage from using high and expensive technology to differentiate themselves from the competitors to propose to the customer. (Suvagondha, A. ; and Soparat, P. 2008 : 1-2, 46)

Duties and responsibility for the wedding service and planners depends on the extent of demands the customer needs, as well as the skills and experience the wedding planner has and is willing to offer. Wedding service and planner's duty extends as follows :

- Providing wedding dresses and accessories
- Arrange pre-wedding activities
- Conducting research related to the specific wedding
- Coming up with designs for the wedding
- Locating a site
- Making arrangements for décor, entertainment and food
- Arrange photographs and filming services
- Sending out invitations

- Coordinating and supervising on sites.

However, the major attribute that will influence customer's decision is usually the company's profession and experience, in which will be judged by the portfolio. (Henderson, C. n.d. : 9-10)

13.2 Wedding Industry in Thailand

Wedding ceremony is an essential part of marriage in Thailand. In general there are two marriage ways that can take place : first, Buddhist religious ceremony of traditional Thai marriage and, second, the Western influence ceremony, or known as the modern wedding ceremony. Some couples might prefer one way over the other ; others might include both kinds of ceremonies at different times and locations. However, regardless of ways and style, wedding ceremony in Thailand was held not only to respect to families of the bride and groom, but to be a gathering for social practice. The wedding doesn't only include only the family members of the two families of the couple, but involves a lot more people as guests and staffs. Thus, wedding ceremony become a priority to Thai people since it is considered the once in a life time event. In the past, the level of sophistication and luxury of the ceremony depends on the social status wealth of either or both bride and groom. In modern days, the sophistication of weddings became common to all Thai people as the Western's philosophy of social and economic equality had blurred the lines of social status and class of healthiness.

As the rapid growth of wedding market in Thailand, the ultimate consumer in this business which is the couple planning to marry are assumed to have long lists of needs for their wedding ceremony such as pre-wedding picture, invitation cards, romantic wedding places, etc. Since the sophistication of wedding ceremonies became common to all people despite status and wealth, it makes the value of business is more interest than previously. Also, the current consumer doesn't only involve domestically but also internationally since Thailand is the very tourism base country with numerous places for summer and natural wedding scenarios and honeymoons. Therefore, it is not just about expanding the target market base but also creating a new type of marketing to promote the business.

13.3 Wedding Market Structure

Wedding service businesses was formed long time ago, but it became well known in the last 5 years. Before the business was boomed, couples normally have relatives and friends taking roles as the organizers and other services to take care of their wedding. Today, the business has a high rate in competition, especially now that freelancers are booming and impacting the existing companies.

According to the Tourism Authority of Thailand (TAT), Thailand has been chosen as a favorite destination for wedding and honeymoons at the present. The marriage and honeymoon market is fast becoming more popular in Thailand than in Japan, Korea, Taiwan, China and India, because the cost is far less in Thailand. Also, there are many facilities in this market resulting in continued growth. The result has seen market growth of 10-15% per year. (Siripong. 2011)

13.4 Wedding Market trend

13.4.1 Personalized Weddings

Today's weddings are even more personal and detailed than they ever once were. Modern couples look for special touches that will make their wedding memorable and unique. More couples are moving away from standard, traditional weddings so they could stand out of the routine of the ordinary weddings. Wedding business offer all these little details to make weddings a truly personalized and a dream come true for their customers. The modern wedding couples usually have a vivid concept for their wedding in mind. The idea of the concept usually come reflection of their lifestyle and taste. (Suvagondha, A. ; and Soparat, P. 2008 : 6)

Nowadays, this service is more necessary than in the past due to the trend shift in lifestyle of Thai people that prioritize to their work more than any other things. Thus, wedding services becomes as a favorable choice for couple to use the service.

13.4.2 Cross Cultural and Interfaith Weddings

The world is increasingly multicultural. Thus, for wedding industry, this is translated into the likelihood of assisting clients with cross-cultural and interfaith weddings, especially in large economical cities like Bangkok. Research is the key to this trend of wedding since every culture are difference and finding similarities might be

exhausting. Therefore, wedding services companies can easily come into place since there needs lots of compromises in planning a cultural wedding, particularly when the two sides don't see eye-to-eye. As wedding service companies, it is almost impossible not to be involved in wedding with these aspects. (Imberman, M. ; and Erickson B. 2014 : 15)

13.4.3 Same-Sex Marriage

Wedding Business in forever changing as movement of social and legal acceptance of same-sex marriage is slowly dominating the globe. Wedding professionals are likely to encounter clients seeking services for their same-sex marriage more than ever before, whether it is first time legal ceremonies, second wedding affirming previous vows, new expression of commitment, or other forms of devotion and recognition. According to the Wedding Planner Magazine (2014), experts foresee certain expansion of this powerful and lucrative market. (Ely, M. 2014 : 18)

14. Qualitative Research : In-depth Interviews

14.1 Qualitative Research

Scientific researches, for a large part, use mainly two types of methods, namely positivism and hermeneutic. Positivism defines one's well defined knowledge as an ideal, while hermeneutic methods relates to different knowledge and individual interpretation. To simplify that statement, the positivism method is formal logics and facts in a research, and measured results from the statistic. To shed light on the positivism, it goes under the name quantitative approach. (Zohari, Tony. 2014)

Consequently, the hermeneutic method is about interpretation and the usage of feeling and understanding when performing interviews. It can be identified as a qualitative approach since this method gained its foundation from the hermeneutic method. Quintessentially, the author of this study tried to adapt these characteristics in the investigation of the guerrilla marketing in wedding service business through well planned and semi-structured interviews.

With understanding, the author of this study will interpret the marketing knowledge and perspectives of the interviewees from insights of their past experiences and believes, and in this analysis the author will use this interpretation to draw conclusion.

This kind of qualitative method has received some critiques. The risk is the misinterpretation of the information while collecting and analyzing the data. However, compare with a quantitative method, the result of qualitative is much richer and gives broader perspective when applied to the appropriate cases such as this study.

14.2 In-depth Interview

In-depth interview is considered a qualitative research technique that involves conducting detailed individual interviews with a small number of key informants to explore their perspectives on the particular subject. The interviews may include question regarding the key informant's experiences and perspective related to the research topic. In-depth interviews are useful when the researcher wants detailed information about the person's thought and ideas, or want to explore new issues. They are often used to refine questions for future surveys of a particular group. The advantage if interview is that they provide more detailed information than what would be available through other collection methods. However, there are few limitations including time intensive, not generalisable, and prone to misinterpretations. (Boyce, C. ; and Neale, P. 2006 : 3-4)

14.3 Process of Conducting In-Depth Interviews

The process for conducting in-depth interviews follows the same general process as other researches do : plan, develop instruments, collect data, analyze data, and disseminate results, as follows :

- 1) Plan : Identify what information is needed and from whom.
- 2) Develop Instruments : Develop interview protocol and construct interview guide/questions.
- 3) Train Data Collectors : Review interview instruments and practice.
- 4) Collect Data : Get consent, conduct interview, and summarize immediately following the interview.
- 5) Analyze Data : Transcribe and review data.
- 6) Disseminate Findings : Present the information and disseminate the information to the stakeholders.

14.4 Presenting In-Depth Interviews

In-depth interviews are flexible, thus, it can be presented in numbers of ways, in fact, and there is no specific format. However, like all other research evaluations, justification and methodology of the study should be provided, as well as any supporting information, such as the literature review and instrument of the study. In-depth interview may be conducted alone or be included in a larger research evaluation.

Nevertheless, in presenting the data, it is recommended for researchers to use qualitative descriptor rather than to quantify the information. Examples of qualitative descriptor include descriptions such as “several participants strongly felt that...,” or “most participants agreed that” However, researcher should use these qualifiers carefully as numbers and percentages sometimes convey the impression that the results are the actual population, thus, leads to misinterpretations. Lastly, data can be presented in tables, boxes, and tables to make it easier to understand. (Boyce, C. ; and Neale, P. 2006 : 7-9)

Chapter 3

Methodology

In the previous chapters, the focus of this research has been discussed elaborately with theoretical insights from various books and researches published over the last decade. This chapter identifies the methodology including intended research approach, research design and how literature study was taken. In this study, the author will apply qualitative method to fulfill the objectives of the research. The research will be conducted with the four well-known wedding service businesses in Bangkok, Thailand.

1. Research Approach

What differentiates a qualitative method from a quantitative method in a research is that the qualitative method the researcher receives a qualitative perception of the fundamental motives and reasons of the target respondents. On the other hand, in the quantitative method, the researcher generalizes data from a sample of the population.

Thus, to research the core of guerrilla marketing and the perspective of the marketers, the author argues that a qualitative approach was essential. Since the qualitative approach allows the researcher to interpret the interview, the situation, and how this is expressed through body language, sound and different personal styles. To convince the reason of using a qualitative method in this study, the author wishes for a more extensive research and investigation. The author believes a qualitative approach will assist the author to acknowledge the definition and a highly topical perspective of guerrilla marketing, as well as the potentials of guerrilla marketing implementations.

2. Literature Study

The major process of gathering data in this study divides into different parts ; the first one is to study through the existing literature such as articles, books, journals, dissertations, and thesis, the second one is the actual data gathering through semi-structured interviews. In order to find relevant secondary sources, the author did choose to internet as the major source. Because guerrilla marketing is a fairly new concept and none of the related book exists in university' library, thus, internet is the very

appropriate source to look for any related topic. Keyword used was basically guerrilla marketing, as well as innovative marketing, new marketing mix, examples of guerrilla marketing, etc. In order to cover the theoretical part of the study, the author used keywords that connected to the specific area as well as keywords found from other articles related.

3. Research Design

3.1 Research Instrument : Semi-Structured In Depth Interview Construction

The interview questions are categorized into categories according to the objective of this research, as follows below.

Table 2 Interview Question Construction

Main Subjects/Researcher Questions	Interviewer Questions
Requisite variety : How much the marketer acknowledges the importance of marketing?	Can you tell me a bit about yourself and your area of responsibility at your company?
	Please describe shortly how the business is doing at the moment- including your company and the industry as a whole.
	How important are marketing and promotion for your company?
	What communication channels does your company use to target the customers? (Specifying question : which marketing mix is concentrated?)
	How would you describe the style of marketing activities of your company?
	Whether or not does this differentiate your company from the competitors?

Table 2 Interview Question Construction (Continued)

Main Subjects/Researcher Questions	Interviewer Questions
Guerrilla Marketing : basic knowledge and realization of guerrilla marketing.	Do you know the term guerrilla marketing? Please give some examples that you've heard or seen.
	What is your opinion about guerrilla marketing? Please give some of your insights.
	Has your company ever used guerrilla marketing for marketing campaign or promotion activities?
	If not, would your company consider using guerrilla marketing in the future?
	If yes, how important would it be in marketing for your company?
Potentials : to what extend does the marketer willing to implement guerrilla marketing.	Would you like to have some unexpected and interesting marketing campaign that would interests new customer to the company?
	Do you think your boss, if you have any, would allow using some unexpected unique, drastic and funny advertising campaign to promote your company?
	If not, what are some challenges or obstacles of implementing it?
DEBRIEFING	Are there any more things you would like to say before we end the interview?
	May I contact you, if further questions should arise?
	Thank you for your cooperation.

3.2 Validity of the Semi-Structured In Depth Interview

These questions were used to investigate the responses of the marketers towards the concept of guerrilla marketing. It consisted of 20 items. The three-point rating scale (1= Item clearly related to the researcher objective, 0= Item is unclearly related to the research objective, -1 = Item is clearly not related to the research objective) was used for a post-study interview. The draft questionnaire was created with 20 items which will then be checked for their content validity by three experts in the related field based on the Item-Objective Congruence Index (IOC). The total of IOC in this interview question 0.75 which is considering valid. Please see the Appendix A.

3.3 Samples Selection

The author wants to explore the opinions of marketers from more than one point of view, therefore selected four marketers that are decision makers in the wedding service companies as key informants. In order to find the right person to interview, the author search for the list of companies through google.com search engine. The company website and profile were then reviewed. The criteria of the selection process includes (1) the high popularity of the company, in which indicates by the rank of the searched list in google.com since the more popular the company is, the higher rank it is on the search engine, (2) the scale of ability to have workloads of the company, indicates by the total amount of the customers per year, in which for this study the company ought to have at least 80 couples per year, and lastly (3) the company should have an office and a website that features the previous works done. Interview initiations and details were sent by walk-in and telephone calls. This is in short how the author of this study pick up the key informants, in consideration, the availability of the firm was part of the selection.

3.4 Interview Data Collection Process

The interviewer will send an official letter to the targeted key informants asking to make an appointment for the interview. After the target key informants responded and selected the interview date and time, the interviewer will send briefing information about guerrilla marketing in a multimedia format one day in advance, in order to prepare the key informants for the coming interview as well as give some time for a brain digestion about guerrilla marketing. On the day of the appointed interview, the

interviewer will introduce herself, give a 3 minutes briefing about the concept of guerrilla marketing and its examples, then discuss the situation of the interview (including purpose, confidentiality, recording, roughly 50 minutes and a short discussion afterwards) and ask if there are any questions before the starting of the interview.

3.5 Analyzing the Results

After the authors conducted all interviews, the taped interview will be written out detailed as if scripted. The written format of the interview will be coded into the qualitative research software. This time consuming way will give the authors a better overview of what the interviews included and to make sure that nothing was left out. The major function of the software will be use to find the word frequency or in other words, the repetition of some certain words that are said by the key informants. This could identify the common response and opinion of the key informants and illustrates specific insights for the researcher. Though, this process is time consuming but the author argues that it was needed to be done in order for the empirical chapter of this study to be well written. After done with writing all the interviews up, the author will have to categorize the key informants' answers into the planned categories for the questions. The interview results should answer the research question that specified in the earlier chapter of this study, as follows :

- 1) What is the opinion of Thai wedding service businesses on guerrilla marketing and usefulness for their organization?
- 2) Is there a potential in guerrilla marketing implementation for wedding service businesses in Thailand?

Chapter 4

Results

1. Data Analysis

After all necessary data from the interview was successfully recorded ; the author had analyzed the data and finalized it directly to answer the research questions :

1. What is the opinion of Thai wedding service businesses on guerrilla marketing and usefulness for their organization?

2. Is there a potential in guerrilla marketing implementation for wedding service businesses in Thailand?

The interview responses collected by the researcher from 4 selected professional wedding service business owners reveals how marketing is important in the organization and how guerrilla marketing is an interesting concept. The primary research is designed in order to identify potentials of adopting guerrilla marketing into the marketing activities of the business organizations.

1.1 General Data

Three out of four key informants are females as well as having bachelor degree in the field of communication and marketing. Only one of the key informants has a master's degree on psychology and is a part-time professor at a university. Significantly, all of the key informants are business owners of wedding service businesses, with various experiences from 2 years - 10 years.

1.2 Individual Key Informant's Response

1.2.1 Key Informant 1

The acknowledgment of the importance of marketing.

The key informant clearly stated the importance of marketing as a crucial factor in business performance. She said, "marketing is the tool to keep the company survive the competition". Most of the company's marketing strategy is through social media, having facebook fan page and webpage as the main tool. They are the main tool the company communicates with the customers. Some other kinds of marketing, such as celebrity endorsement, was also implement with careful and limitation to

sensitivity of the industry, according to the interviewee. “We didn’t do anything too unconventional because the industry is too sensitive,” said the key informant 1.

The knowledge and realization of guerrilla marketing.

Although not knowing the exact details of guerrilla marketing, the key informant is aware of the term and the strategy as a low budget campaign that needs creativity and energy. She described guerrilla marketing as “an unconventional kind of marketing- it is based on low budget but gives great impact”. The key informant, although realize the potentials positive impacts of guerrilla marketing, is significantly aware of the great negatives consequences if the implemented is unsuccessfully. “If you used it in a wrong way, then it's negative. So there are risks. If it's done correctly, then it's going to bring a great impact,” stated the key informant 1. The ethical issues of guerrilla marketing that could potentially ruin the image and branding of the company was also briefly discussed during the interview.

The extent of the marketer willing to implement guerrilla marketing.

Although very interested in implanting, the key informant admit she is not planning to do it any soon, because there is a stake of risk if the guerrilla marketing fails to create positive impact. “So if you ask if I am planning to do it soon, my answer would be no, at least not soon. But it is very interesting idea of marketing.”

1.2.2 Key Informant 2

The acknowledgment of the importance of marketing.

According to key informant 2, marketing is essential part of the business. Nevertheless, company’s marketing style is not very outrages due to the product and service of the company that isn’t mobile. “I can’t move the wedding place,” he said, “but advertise my business and give my customers the best service-delicious and healthy food, fresh flowers, good atmosphere, - to have the best day of their life in my place.” The company focuses on “mouth-to-mouth marketing strategy”, as the main tool of marketing.

The knowledge and realization of guerrilla marketing.

Having seen some guerrilla campaigns implemented by Red Bull and Ichitan companies, the key informant has a particular interest in guerrilla marketing; “personally, I quite like guerrilla marketing concept.” The interview explained he might have done guerrilla marketing without realizing it is one, such as promoting the company verbally during the traditional Thai wedding parade along the road, called “Kanmark”.

The extent of the marketer willing to implement guerrilla marketing.

Although the key informant insisted he will definitely find ways for more opportunities for guerrilla marketing to be implemented for his company, careful strategy needs to be considered, especially the sensitivity of the customers, especially Thais. He said “the thing is Thai people are very sensitive - and they might be offensive when using guerrilla marketing.” However, the key informant believes that “time will change the opinion of Thai people”.

1.2.3 Key Informant 3 : Wedding Filming Service

The acknowledgment of the importance of marketing.

The key informant admitted that, compare to few years ago, marketing is not as important as it is today. Especially when it comes to social media marketing- “...nowaday it is very important. Few years ago, it was different. Today, everybody uses social networks to promote themselves and their works, such as the pictures of the couples that they shot [on internet].” The company

Because of the trend that is changing towards social media, the company uses website and a facebook, and by those channel allowing the customers to look at the portfolios. Other than these basic online tools, the key informant said nothing had been done much for promotion strategies since the main focus is on the find quality of the product, in which she believed it is the main marketing strategy of the company.

The knowledge and realization of guerrilla marketing.

Aside from the term “guerrilla warfare”, the key informant is not familiar with the word guerrilla marketing. After briefing the concept and some example, the key informant shows an interests to the concept, saying “I want to do some marketing that

let people know us more... now that you are interviewing us, we are asking ourselves about our own marketing strategy and what should we do next.” Accordingly, the company needs an attractive and creative marketing strategy ; however it lacks initial research and the implementation strategy.

The extent of the marketer willing to implement guerrilla marketing.

Although seeing that guerrilla marketing could be an interesting way to attract more customers, the key informant still believes marketing activities are not everything for the company, it is their product that will always be most important. “If I have to give a percentage for it, I would say 50-60% of the importance of it to my company,” said the key informant. Conclusively, guerrilla could be an interesting marketing idea for the company ; however, it will not be the major focus since the concern is major towards to product itself.

1.2.4 Key Informant 4 : Wedding Decoration Service

The acknowledgment of the importance of marketing.

The key informant sees marketing as the most important aspect of running a business. The knowledge and realization of guerrilla marketing - “I think it is very important. If I have to score out of 5 stars, I'd give 5 stars for the importance of marketing.”, Like other key informants, currently the company is only using social media and website as a channel of marketing and communicating with the customers. She said, “... the internet is the main instrument to communicate [with customers]. It is cost-effective ; you don't need to pay for the location for office or pay for unnecessary staffs.” She believes it is important to offer the customers according to the changing trend of customer's needs.

The knowledge and realization of guerrilla marketing.

The key informant was not familiar with the term guerrilla marketing until receiving a briefing document before the interview. The key informant appears to be interested on the concept of guerrilla marketing, give the reason “we need to find something new to attract the customers”. Nevertheless, the key informant is aware of the potential negative aspects of guerrilla marketing, especially the ethical issues.

The extent of the marketer willing to implement guerrilla marketing.

According to the key informant 4, the idea of guerrilla marketing is, like other key informants, very interesting to the key informant especially considering the low-budget and creativity factor in which comes as the main factor of implementation. However, negative impact that might follow is too risky if implement without cautious and careful research. Technically the key informant shows interest but did not mentioned if implementation should be taken place for her company as of yet.

1.3 Overall Responses

The 4 key informative, all admit that marketing is important and even crucial for their business activities. Internet, a website presence in particular, is identified as the most common, in fact essential, channel of communication in promoting the business. By analyzing the data, all respondents are interested in creative and innovative marketing communication but yet aware of the ethical and etiquette issue if Asian culture.

Although all the of key informants said they are familiar with the term guerrilla marketing, only 1 out of 3 key informant mentioned about implementing guerrilla campaign in the business. All of the key informants believed guerrilla marketing would be interesting for their business, yet skeptical about the outcomes of such marketing. However, all clearly stated that their company focuses on customer's impression and satisfaction, therefore, it is essential to know the marketing trend that will attract more customers, and if guerrilla marketing will be the coming trend, there are potentials of acceptance among the key informants. Figure 9 represent a word cloud that represents which word, as well as the related words, is mentioned most during the qualitative in-depth interviews.

implementing guerrilla as of yet, due to the fear of unconventionalness that might create negative offense effect to the sensibility of the Thai culture as they are the major customers.

Although the word tree illustration doesn't show the correspondence of this because all the key informants did not stated clearly that they will not perform it, bring up the quotes from all interviews might does make it clearer, as follows :

1.3.1 Key Informant 1

"Yes there are potentials. In fact, I want to do it too. But think we need to wait until my company's brand is stronger. Wait until we are strong enough to cope with the negative impact if the guerrilla marketing fails to create the desired results. Because, as I understood, guerrilla marketing suites best with small companies. I think it's because small companies have no, or little, stake when it comes to the negative impact to the company. As for my company, we have build out brand to the point where it is pretty well known now, so it is hard to rebuild it if anything happens, because there are lots of stakes involved."

"So if you ask if I am planning to do it soon, my answer would be no, at least not soon. But it is very interesting idea of marketing."

1.3.2 Key Informant 2

"Guerrilla marketing is a special concept... Regardless, everything depends on... how far are [customers] are willing to go from a traditional wedding to a guerrilla concept wedding as well."

"The thing is Thai people are very sensitive - and they might be offensive when using guerrilla marketing."

1.3.3 Key Informant 3

"I heard the word "guerrilla" when there was the city burned down few years ago. But for the word "guerrilla marketing", I don't have any idea about. Regardless, although guerrilla marketing is still new and maybe doesn't have a legit definition yet..."

"For guerrilla marketing itself, I believe it is just a marketing way to think out of the box."

"Personally, I don't believe advertising is everything for our business. It's not that important compare to the product."

1.3.4 Key Informant 4

"I usually what've experienced are the negative aspect of [guerrilla marketing], which is not creative, such as cutting the price off or giving fault information about the competitors."

"If the competitors use the same techniques as ours, then there's no point of doing it, maybe? But I will probably use the good ones that suites my company."



Figure 10 Word Tree Result

Conclusively, the primary research shows that professional community understands that the need of creative and innovative marketing activities is important,

however, realizing the benefits and potential risks as to be clearly defined before applying the guerrilla marketing successfully.

2. Conclusion

More than an emerging trend, guerrilla marketing is a creative marketing instrument is naturally integrated the modern technology communication medium, in which marketers needs to get the message to the customers. This research study consists of qualitative method of data collection due to the hard nature of measuring quantitatively of phenomenon of guerrilla marketing. It involves discovering insights of key informants from different fields of wedding services business towards guerrilla marketing and the perception of implementation abilities.

According to the review of the interview responses, as mentioned, all if the key informants decided to refused to implement guerrilla marketing as of yet. Referring to the literature review for decision making process, all could be concluded to be categorize in the “garbage-can model”, in which the decision is made with pure rational decision under a limitation of time constraints and information. As Micheal, D. Cohen ; James, G. Amrch ; and Johan, P. Olsen (1972 : 1-25) suggested, decision maker using garbage-can model generate problems and alternative solutions to the problems, they deposit them into a garbage can. The garbage can resembles a mixture of collection of solutions that ought to match the problems, in which often do not lead to decision that often do not follow a pure rational decision making. This could also be an explanation of some of the guerrilla marketing that were used by the key informants without realizing that they actually have done it. Guerrilla marketing was implemented due to the need of the situation, such as Kanmark parade strategy of one of the key informant.

The skepticism of the key informants towards implementing guerrilla marketing could be explained by the defense mechanism theory. Since guerrilla marketing is obviously very interesting, as agreed by all the key informants, however, ironically rejected to implement could be explained by, the author suggested the anxiety and skepticism, thus, the circumstance is rejection. Rationalization of the anxiety is one of the scientific explanations for this phenomenon. People using rationalization toward the anxiety justify the unknown situation or information that they are unsure of into reasons. The reasons that all the key informants rejected was the sensitivity of the customers and competitors ; concerning the acceptability of the customers of unconventional

marketing campaigns as well as the impact of it the competitors. Most tends to want to live in compromise with the competitors.

Nevertheless, rationalization that leads to rejection of guerrilla marketing implementation by the key informants can further be explain through the lack of valid definition of guerrilla marketing concept itself. According the theoretical review, guerrilla marketing is still indefinable, at least not in agreement to everyone, due to the vague meaning and aspects of it, such as low budget and creativity factor. It is still unclear for the actual marketer to consider it a rigid strategy and implement it in reality when there is full of risks, just for any kinds of marketing

Together with the theoretical review and the interview research, it is proven that guerrilla marketing does suites the modern world situation that has technology as a major communication tool, such a social media, because guerrilla marketing is most effective when integrated with it. With this in mind, guerrilla marketing seems to be profitable and impactfull ; however, risks of failures should be taken into consideration, just like any other type of marketing. Also, guerrilla marketing needs creativity and thinking-out-of-box mentality, in which is not an easy task according to the interviews with the key informants in this research. Sensitivity of the customers and the stakeholders also need to be taken into account when thinking about implementing, especially in Thailand as it has the sophistication of Asian culture.

Regardless, limitations of the knowledge and conclusive theory of what exactly guerrilla marketing should be and should include is needed, which might potentially affect attitude of accepting guerrilla marketing differently.

Conclusively, guerrilla marketing is a very interesting way to implement in this generation of technology. However, the word “interesting” is not significant enough to make decisions to implement guerilla marketing, since skepticisms of doubts and fear of failures are still in the minds of the wedding service business owners that were interviewed. In other words, regardless of how much guerrilla marketing seem suitable to the modern world, the skepticism of the customers and, especially, the marketer or the decision maker is a major factor whether it is to be implemented or not. The author expect that few years from now when the term and its strategy is legitimately define and when environment of the marketers and customers are ideally set, acceptance as well as implementation of guerrilla marketing might be mastered.

3. Recommendation for Further Studies

Although guerrilla marketing is more acknowledged now in marketing practices, there is still lack of accompanying researches. From both theoretical and empirical point of views, the author realizes that there are conflicts of perceptions about the concepts of guerrilla marketing : some believes it is just a medium of promotion, some believes it is just a synonym for ambush marketing, and others believes it is the ideal concept of modern marketing. The author agrees with the latter perspective, in which is elaborated in the Literature review, discussing about how guerrilla marketing can be integrated with the classic concept of marketing. In the process of writing this paper, the author found that no legit frameworks for guerrilla marketing had been fully developed yet due to the new nature of the concept and the difficulty of classifying the variety of creativity that had been implemented. To fill the void and clear the blurred lines, further research needs to develop legit models that the scope of guerrilla marketing and the different guerrilla instrument that does not overlaps with the existing instruments. Reliable and valid measures of guerrilla marketing are needed to achieve in order to contribute to effective guerrilla campaigns.

One of the drawbacks of this research is the different knowledge level of marketing in different companies, leading to different perceptions of the importance of marketing and the definition of guerrilla marketing, in which effect the attitude of accepting guerrilla marketing differently. Also, when asking the interview questions, key informants are usually mistaken guerrilla marketing as a promotional marketing strategy, in which ignores the product, price, and place that the research had brought up in the literature review. This might also distorted the attitude and the answers that the key informants gave. And due to the limited knowledge of guerrilla marketing of the key informants, as well as the lack of legit definition of the term itself, the key informants usually slides the term to as a plain marketing, in which sways the answer to an opinion towards the term marketing in general. Lastly, generalization of the key informant's opinion to the other wedding service business, or even other businesses related should be taken into account.

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APPENDICES

Appendix A.

Results of Item Objective Congruence (IOC) for Interview Question

Item Objective Congruence Index (IOC) for Interview Questions
Guerrilla Marketing : A Case Study on Wedding Services

Kindly request a favor from the experts to consider the quality of the assessment tool that the researcher created. These constructed interview question are categorized into certain main subjects, which are the research objective, that needs to be reviewed for its congruence. Your opinions given will be a valuable information to make improvements and developments for the research.

Please check \checkmark in the given blanks according to your opinion and give your opinion in the given space.

Thank you very much.

Sutirat Simapornchai
Executive Enterprise Management, Master's of Business Administration
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Part 1 General Information

Researcher Objectives/ Main Subjects	Interviewer Questions	Relation clarity of the item to the researcher objective (1 = clearly related, 0 = unclearly related, -1 = clearly not related)			
		1 st Expert's Opinion	2 nd Expert's Opinion	3 rd Expert's Opinion	Total
Requisite information : Personal Data	1. Gender () Male () Female () Other	1	1	0	0.7
	2. Years of work experience () 1-3 Years () 4-6 Years () 7-10 Years () Over 10 Years	1	1	1	1.0
	3. Education () Bachelor Degree () Master's Degree () Doctoral Degree () Other	1	1	0	0.7
	4. Position Level () Working Level () Manager Level () Director Level () Executive Level	1	0	1	0.7

Part 2 Interview Questions

Researcher Objectives/ Main Subjects	Interviewer Questions	Relation clarity of the item to the researcher objective (1 = clearly related, 0 = unclearly related, -1 = clearly not related)			
		1 st Expert's Opinion	2 nd Expert's Opinion	3 rd Expert's Opinion	Total
Requisite variety : How much the marketer acknowledges the importance of marketing?	5. Can you tell me a bit about yourself and your area of responsibility at your company?	0	1	1	0.7
	6. Please describe shortly how the business is doing at the moment- including your company and the industry as a whole.	0	1	1	0.7
	7. How important are marketing and promotion for your company?	1	1	0	0.7
	8. What communication channels does your company use to target the customers? (Specifying question : which marketing mix is concentrated?)	1	1	0	0.7
	9. How would you describe the style of marketing activities of your company?	1	1	0	0.7
	10. Whether or not does this differentiate your company from the competitors?	1	1	0	0.7

Part 2 Interview Questions (Continue)

Researcher Objectives/ Main Subjects	Interviewer Questions	Relation clarity of the item to the researcher objective (1 = clearly related, 0 = unclearly related, -1 = clearly not related)			
		1 st Expert's Opinion	2 nd Expert's Opinion	3 rd Expert's Opinion	Total
Guerrilla Marketing : basic knowledge and realization of guerrilla marketing.	11. Do you know the term guerrilla marketing? Please give some examples that you've heard or seen.	1	1	0	0.7
	12. What is your opinion about guerrilla marketing? Please give some of your insights.	1	1	1	1.0
	13. Has your company ever used guerrilla marketing for marketing campaign or promotion activities?	1	1	1	1.0
	14. If not, do you think your company would or should consider using guerrilla marketing in the future?	1	1	0	0.7
	15. If yes, how important would it be in marketing for your company?	1	1	0	0.7

Part 2 Interview Questions (Continue)

Researcher Objectives/ Main Subjects	Interviewer Questions	Relation clarity of the item to the researcher objective (1 = clearly related, 0 = unclearly related, -1 = clearly not related)			
		1 st Expert's Opinion	2 nd Expert's Opinion	3 rd Expert's Opinion	Total
Potentials : to what extend does the marketer willing to implement guerrilla marketing.	16. Would you like to have some interesting marketing campaign that would interests new customer to the company?	1	1	1	1.0
	17. Do you think your boss, if you have any, would allow using some unexpected, unique, and drastic advertising campaign to promote your company?	1	1	0	0.7
	18. If not, in your opinion, what are some challenges or obstacles of implementing it?	1	1	0	0.7

Part 3 Debriefing

Researcher Objectives/ Main Subjects	Interviewer Questions	Relation clarity of the item to the researcher objective (1 = clearly related, 0 = unclearly related, -1 = clearly not related)			
		1 st Expert's Opinion	2 nd Expert's Opinion	3 rd Expert's Opinion	Total
DEBRIEFING	19. Are there any more things you would like to say before we end the interview?	1	1	0	0.7
	20. May I contact you, if further questions should arise?	1	1	1	1.0
RESULT					0.745

Appendix B.
In-Depth Interview Question Construction

**In-Depth Interview Questions for
Guerrilla Marketing : A Case Study on Wedding Services Business**

Kindly request a favor from the interview to give answers and opinions to the questions that the researcher created. These constructed interview question are categorized into certain main subjects, in which your insights will be written out and analyze with a research software program. Your opinions given will be a valuable information to make improvements and developments for the research.

Please check ✓ in the given blanks according on the first page and answer verbally to the questions. You may use the given blanked space to take notes.

For this research, the company and your identity will be kept confidential. Your answers and opinions will only be used for the research only.

Thank you very much.

Sutirat Simapornchai
Executive Enterprise Management
Master's of Business Administration
Thai-Nichi Institute of Technology

Part 1 General Information

Instruction : Please check ✓ in the given blanks accordingly.

Researcher Objectives/ Main Subjects	Interviewer Questions	Comments
Requisite information : Personal Data	1. Gender () Male () Female () Other	
	2. Years of work experience () 1-3 Years () 4-6 Years () 7-10 Years () Over 10 Years	
	3. Education () Bachelor Degree () Master's Degree () Doctoral Degree () Other Field :	
	4. Position Level () Working Level () Manager Level () Director Level () Business Owner	

Part 2 Interview Questions

Instruction : Please check ✓ in the given blanks accordingly.

Researcher Objectives/ Main Subjects	Interviewer Questions	Comments
Requisite variety : How much the marketer acknowledges the importance of marketing?	5. Can you tell me a bit about yourself and your area of responsibility at your company?	
	6. Please describe shortly how the business is doing at the moment- including your company and the industry as a whole.	
	7. How important are marketing and promotion for your company? Please explain.	
	8. What communication tools and channels does you company use to target the customers? (Specifying question: which marketing mix is concentrated?)	
	9. How would you describe the marketing activities of your company?	
	10. How does this differentiate your company from the competitors?	

Part 2 Interview Questions (Continue)

Researcher Objectives/ Main Subjects	Interviewer Questions	Comments
Guerrilla Marketing : basic knowledge and realization of guerrilla marketing.	11. Are you familiar with the term guerrilla marketing? Please give some examples that you've heard or seen.	
	12. What is your opinion about guerrilla marketing? Please give some of your insights.	
	13. Has your company ever used guerrilla marketing for marketing campaign or promotion activities? Please describe.	
	14. If not, do you think your company would or should consider using guerrilla marketing in the future? Please give reasons.	
	15. If yes, how important would it be in marketing for your company? Please give reasons.	

Part 2 Interview Questions (Continue)

Researcher Objectives/ Main Subjects	Interviewer Questions	Comments
Potentials : to what extend does the marketer willing to implement guerrilla marketing.	16. Would you like to have some interesting marketing campaign that would interests new customer to the company? Please provide reasons.	
	17. Do you think your boss, if you have any, would allow using some unexpected, unique, and drastic advertising campaign to promote your company? Why do you think so, or why not?	
	18. If not, in your opinion, what are some challenges or obstacles of implementing it?	

Part 3 Debriefing

Instruction : Please check ✓ in the given blanks accordingly.

Researcher Objectives/ Main Subjects	Interviewer Questions	Comments
DEBRIEFING	19. Are there any more samples you would like to share before we end the interview?	
	20. May I contact you, if further questions should arise?	

Appendix C.
Collected In-Depth Interviews from the Key Informants

**In-Depth Interview Questions for
Guerrilla Marketing : A Case Study on Wedding Services Business**

Kindly request a favor from the interview to give answers and opinions to the questions that the researcher created. These constructed interview question are categorized into certain main subjects, in which your insights will be written out and analyze with a research software program. Your opinions given will be a valuable information to make improvements and developments for the research.

Please check ✓ in the given blanks according on the first page and answer verbally to the questions. You may use the given blanked space to take notes.

For this research, the company and your identity will be kept confidential. Your answers and opinions will only be used for the research only.

Thank you very much.

Sutirat Simapornchai
Executive Enterprise Management
Master's of Business Administration
Thai-Nichi Institute of Technology

Venue

Instruction : Please check ✓ in the given blanks accordingly.

Researcher Objectives/ Main Subjects	Interviewer Questions	
Requisite information : Personal Data	1. Gender () Male (✓) Female () Other	Ruan Nine Thai 1077 Rama 9 Rd, Suanluang, Bangkok 10250 Website : www.weddingninethai.com Interview Appointment 02.00 PM, 11 July 2014 The Nine, Rama 9
	2. Years of work experience () 1-3 Years () 4-6 Years () 7-10 Years (✓) Over 10 Years	
	3. Education (✓) Bachelor Degree () Master's Degree () Doctoral Degree () Other	
	4. Position Level () Working Level () Manager Level () Director Level (✓) Business Owner	

Can you tell me about yourself and your area of responsibility at your company?

First, I have been promoted as CEO of the company since the beginning of this year. Actually the company is kind of a family business. So my brothers and I are in charge of the wedding business of the family. In fact, before we started a wedding service business, we had a Thai restaurant. However, one day a couple came to me and wanted to have a wedding ceremony in the restaurant. They insisted to have the wedding ceremony at the restaurant because of the luxurious Thai-style design of the restaurant building as well as atmosphere that fits having a ceremony. So I rented the place to them for their wedding. After that, I began to think about it - since I have a very beautiful Thai designed building and nice atmosphere, the customers might be happier if I provide them more than just food. So that was the beginning of the new business. In 2009, we changed the business from a Thai restaurant to a wedding venue one stop service. Since then, within 5 years, we have customers coming in about 80 couples per year from around the world, such as Norway, South Africa, Japan, and China. For our customers, about 30-40% is Thai couples. The rest are mostly half-international, which means Thai marrying foreigners such as Americans, and many more. Our target customers are foreigner customers. Because I graduated from Japan, my younger brother graduated from India and United Kingdom, and my older brother graduated from Australia. So we sort of have no problems with the communication with foreigners. The only one language that we have to hire an interpreter is Chinese language.

Please describe shortly how the business is doing at the moment including your company? Please explain.

It's going well actually. But if comparing the year income financially, it's hard to say we could make goal of sales increases per year like other businesses. Because people choose years to get married. For instance, last year was a Chinese Dragon year, a lot of people gets married because it is a lucky year. This year might consider a less lucky year, so the prospect customers might wait for years to get married in the specific years they want. So, since January of this year until today, we only had 30 couples getting married in our venue. As you can see, the sales went down from last year. However, the fixed cost of the business is ok. Because my family has a Japanese restaurant business that could compensate the loss. We have 6 branches of

Japanese restaurant. So we can even rotate the staff to work in both businesses since the business is not that different. So basically, I can control it the business pretty well.

For the wedding business, the trend of people getting married will not be down because, as you know, every ones need to get married. And those couples don't have many choices. So we, entrepreneur, have power of suppliers. And especially my business is emphasizing on Thai traditional style wedding, there are not too many business that does this. So the changes of trend will not affect us because we are focusing on niche that likes to get married in Thai-tradition way. Nevertheless, what matter is for us is the happiness of the customers, not the trend or anything like that.

How important are marketing and promotion for your company? Please explain.

I actually can't explain about "marketing" of the company. But I can say that the subset of marketing, such as advertising, servicing, etc. is the most important. But perhaps because I am not a professional marketer, I don't have many tools for my business. My business is sort of using a defensive strategy, where we don't directly get to the customers like other consumer product businesses. For me, I can't move my wedding place. But I can advertise my business and give my customers the best service-delicious and healthy food, fresh flowers, good atmosphere, - to have the best day of their life in my place.

What communication tools and channel does your company use to target customers?

Right now, we are focusing on mouth-to-mouth marketing strategy. For example, when a guest attends the wedding, we provide best service in hope that these guests will refer our place to other couples to wed here. In fact, we also have websites for the customers. We try to get closer to the foreigners such as Thai-with-Farang we boards and such. Nevertheless, the most important strategy that we are using quality service and price promotions, such as free-of-charge rehearsals, in order to impress the current customers in hope that they will create referrals to new customers.

How would you describe the marketing activities of your company?

I have to say we don't use any costly marketing activities because, in fact, there are only less than 30% in a year that is considered lucky days for weddings. And Thai people are concerned about that very much. For now, there can only be 1 wedding per day in my venue, so calculating the capacity with the numbers of lucky days would only give me 120 couples having weddings per year. Yes, and we have booths as well. Like, in 2010, we went to Beijing to promote our business. And that year, more than 20 couples were Chinese. They were looking for a place that could provide them the services that they wanted.

What differentiates your company from other competitors?

The first thing I can tell is - in Ramkamhang Road area, there are lots of wedding service and suppliers. My company is a one stop service business. We outsource many things with these suppliers. And because the service is full, foreigners like it. So we focus on the foreigner by providing Thai-style wedding ceremonies. We provide them things that they could not do - providing them the only once-in-a-life-time experience for those foreigners with Thai wife.

Are you familiar with the term guerrilla marketing? Please give some of your insights.

Yes, I have heard it before. Like Red Bull making street fighting in the department store. I would say it's very crazy but very effective. Like, people who see it are just wondering "Oh my Gosh, why are they fighting? Are they just fighting for Red Bull?" That creates an impression, and at least for the whole day, people can't forget about Red Bull. In Thailand, I have just met Ichitan's president, Mr. Tan. He drives his Porsche around the road and gave the people his DVD by himself. I even got one from him. That is guerrilla marketing to promote his product. After I got the DVD, I watched it and I knew more about him. I think this creates brand loyalty when people know about the story behind the product.

What's your opinion on Guerrilla Marketing?

Personally, I quite like guerrilla marketing concept. And I will definitely create find a way to have guerrilla marketing for my company. I might make a LED screen in front of the wedding venue to let the people see what's going on and that they is a wedding here.

Has your company ever used guerrilla marketing for marketing campaign or promotion activities? Please describe.

If it is going to be used for my business, maybe it would be nice. Actually we are kind of using guerrilla marketing in our business. Do you know the Thai proposal parade, the "Kamnak" parade? In most weddings, we let people start their parade on Rama 9 road all the way down to the actual venue. While the parade was going on, people along the side of the road or driving by the parade would ask "What is this?" "Where are you guys going?" and such questions. And people will answer them it's a Kamnak parade and we are heading to the Thai venue over the end of the road.

How important would it be in marketing for your company? Please give reasons.

Yes it going to be crucial for my company if we actually implement it seriously. Because it will affect the business in general.

Would you like to have some interesting marketing campaign that would interests new customer to the company? Please provide reasons.

Well, I might consider more activities to attract the people along the road at Kamnak parade. Perhaps, if possible, a firework would be nice to attract people from far away, especially from the troll way to airport to see. Using the Chinese noisy fire crackers might be one of the choices. But I might make my neighbors hate me. The thing is Thai people are very sensitive - and they might be offensive when using guerrilla marketing.

In your opinion, what are some challenges or obstacles of implementing it?

Time will change the opinion of Thai people. For now, like Mr. Tan using guerrilla marketing, he just say "its fine if you don't like me, you just missed out a free

iPhone.” But time will change people to accept guerrilla marketing more. And one day, when my wedding services implement it, we might be on news someday.

Are there any more samples you would like to share before we end the interview?

I believe guerrilla marketing would be nice for wedding service businesses. Wedding is the only one day in one life. People want to make it the most special day of their life. Guerrilla marketing is a special concept too. In fact, if I could implement guerrilla campaign during the wedding ceremony - such as people taking photos and videos, and spread to their friends through social networks. In other words, if we could combine the concept of guerrilla marketing to the actual wedding, it would create a huge show for the business. Regardless, everything depends on the couples and the couple's parents for how far are they willing to go from a traditional wedding to a guerrilla concept wedding as well. I think guerrilla marketing is most effect when they get to participate in the campaign, not just watching. If everybody dances, you have to dance too.

Film

Instruction : Please check ✓ in the given blanks accordingly.

Researcher Objectives/ Main Subjects	Interviewer Questions	
Requisite information : Personal Data	1. Gender () Male (✓) Female () Other	A Creative Wedding Films 1104/113 Noble Cube Pattanakarn Rd., Suanluang, Bangkok 10250 Website : www.weddingfilmsthailand.com 10.00 AM, 18 July 2014 A Creative Wedding Film's Office
	2. Years of work experience (✓) 1-3 Years () 4-6 Years () 7-10 Years () Over 10 Years	
	3. Education (✓) Bachelor Degree () Master's Degree () Doctoral Degree () Other	
	4. Position Level () Working Level () Manager Level () Director Level (✓) Business Owner	

Can you tell me about yourself and your area of responsibility at your company?

My name is Tika. I run a business for wedding film and photography. Our company's name is "A Creative Wedding Films." Starting from motion picture, we now added the photography business. Photography is fairly easier than motion pictures, in my opinion, because in filming you need a team right? But photography you can even do it alone. We've been running this business for 6 years now.

Please describe shortly how the business is doing at the moment including your company? Please explain.

In general, I would say, for this year it's quiet. In our business, we don't usually interfere with the political problems in the country. Our target customers are foreigners. We don't really target Thai customers. And I believe most foreigners don't care what happened politically in Thailand. However, I wonder why too the customers are less this year. But well, not having so many customers makes me happy because now I have more time for myself and think about what I am going to do next.

The thing is right now, there are many new generation - new companies that are doing the same business as us but cut the price off. It is the simplest strategy to get the jobs and create their profiles. Some companies even offer for the couples free services. However, not for us. So I can say it is the price dumping strategy by the new companies that is the issue at the moment for my company.

I've been discussing about it with my partner. And he was complaining why don't we get much booking this year, and blah blah. I told hold him, hey, come on, our company is the first of the searching list in Google. And my partner said we should do SEO. And I argued that how people find us is not the problem. People don't pick us because we are expensive. We only focus on quality. I understand that in this world, the market change. I can't tell how I feel for this now. maybe later on in this interview. However, I think before people needs options to purchase something but now, the option they need decreases and maybe 2 or 3 is enough for the customers to decide to purchase something. I have to change my strategy as well to fit with the modern market, because as I said earlier, the market changes everyday. It's important for us to keep up with the changes. Nevertheless, our company gives big emphasis on the quality of product. And sometimes we have to ignore those customers who don't

understand this fact as well. It is completely normal if we get less booking than last year. Because the customers change. And we have to do something to fit with the generation.

We don't have a lot of customers. The maximum would be 50 couples I heard other Thai production company with Thai customers normally have 21 couples per month. That means they work literally every day. They probably have a lot of people in their team. We are trying to build up our team as well.

The wedding industry is growing of course. For us, it's just a production film company, which is a part of the wedding service business. I am sure the market is increasing. It also depends on the market we focus on as well. Like my company, we focus on foreign customers and not Thai customers. The thing about foreign customer is that they don't cancel our booking as easily as Thais customers do. Thais usually have many reasons to cancel anything they planned. So that effect directly to the Thai production who works for the local customers. But for us, our foreign customers plan long ahead. For example, we just got a booking for 2015 and 2016. In a way, we are working for the same customer target with the tourism industry in Thailand. These people plan ahead to have vacations. Regardless, they change these days too. Maybe because there are increasingly more low cost airlines now and they can just book and come right away, I don't know. So everything changes, maybe we have to change our strategy too.

How important are marketing and promotion for your company? Please explain.

Yes, nowadays it is very important. Few years ago, it was different. Today, everybody uses social networks to promote themselves and their works, such as the pictures of the couples that they shot. However, for filming company like ours, it's little but harder to do because it takes longer time, almost a month, to edit the video compares to photographs. I saw some photography companies trying to use social media using viral marketing. For our company, we don't have an exact strategy.

What communication tools and channel does your company use to target customers?

We have our website and a Facebook, and by those channel we allow the customers to look at our portfolios and come to us. It has been 3 or 4 years that we thought about doing SEO, because we realized that customers find us through Google and YouTube. However, we eventually haven't done it. We just uploaded the videos in our website, and 4 years after that, amazingly we just got into the top rank of Google. We don't even have a twitter account. And a little bit of referrals. But not connections, because the nature of the business gives us only 1 time customer. For referrals, usually it's for other kinds of videos and photographs other than the wedding couples, such as family photos and so on.

How would you describe the marketing activities of your company?

Usually we don't consider what we do a marketing strategy because it is more of a common sense that we have to do it. If you have to consider one strategy that we are using, we would say it is the quality of our product. But in terms of advertisements and promotion, we are thinking about it but we haven't done so much about it. We didn't set any kinds of goals, like in 1 year we are going to have a 100 likes of the Facebook fanpage, or the increase of sales, or anything. Although I used to work in the marketing field, and I know that in order to build audience it takes 3-6 months. To some point, I know that it takes at least a year to get the result to reach the goal. But for our company, we just do what we can and laid back.

What differentiates your company from other competitors?

It depend how you see us in the ground of competition, either in Thailand or International. We actually set ourselves as an international wedding film maker in the international ground. However, for the Thai battle ground, our company works with foreigners and we speak English. Also, we would say it is our "style" as well. We know what our gear can do. However, the customers are not interested in that directly. Customers usually just care about the result of the production, but not the quality of the materials being used. So this is what I really want to tell the new generation people that this is what makes us different from others.

For the international battle ground, I believe it is our style that makes us different from other international companies. Those companies usually try to create dramatic videos with the romantic atmosphere with tears. But not us. We like something fun. When we watch it again, the video needs to give you a smile and a laugh, not tears. Well, it could be tear from happiness. For our international competitors, even the background music they used is very slow and sad. I think for those kinds of style, people will watch it only once or twice. On the other hand, when you do it with the fun mood with other relatives and friends included in the video, people will love to see it again and again.

Apart from style, I believe it is the team that differentiates. We have a relatively small team, which gives us the advantage. Although there are some cons in having a small team as well. Also, knowing how to use the tools, especially the camera, is very important too. Some has the most advanced tools but doesn't know how to use the most out of it. Having the tools and knowing how to use is a different thing.

For the first 2 years that we started the business, we only focused on making films for foreign tourists in Thailand. However, after seeing some videos that were made by the American, Australian, Philipines, and some more, we thought why not we set ourselves in the international standard competing against these people. The top 5 wedding film maker is from the Philipines, Canada, America, and Russia.

Are your familiar with the term guerrilla marketing? Please give some of your insights.

I heard the word "guerrilla" when there was the city burned down few years ago. But for the word "guerrilla marketing", I don't have any idea about. Regardless, although guerrilla marketing is still new and maybe doesn't have a legit definition yet, some of what we do have creatively done might be considered guerrilla marketing.

What's your opinion on Guerrilla Marketing?

Sure, I think it would fit because, first thing you told me, is the low budget concept right? Combining that with creativity, I think I like it.

Has your company ever used guerrilla marketing for marketing campaign or promotion activities? Please describe.

I don't think we did anything like that before. Maybe because we were focusing on our product so much, and producing films requires so much energy and time. As we told you that our target customers are foreigners, so we don't really know how to advertise ourselves. We only know that if we want to do so, we have to spend a lot of money and hire media planners. We actually used to do that before, but our company's products, which are films, is kind of complicated. The media planner told us to just give them a budget and what kind of packages we have. But we don't actually have any packages. We tailored it according to our customers.

How important would it be in marketing for your company? Please give reasons.

Personally, I don't believe advertising is everything for our business. It's not that important compare to the product. If I have to give a percentage for it, I would say 50-60 % of the importance of it to my company. Also, if I refer it to the 4P's marketing elements. Then, focusing on the advertisement is not all of it. We need product and other things to that will complement a successful marketing strategy. For guerrilla marketing itself, I believe it is just a way to think out of the box.

Would you like to have some interesting marketing campaign that would interest new customer to the company? Please provide reasons.

However, I want to do some marketing that let people know us more, such as giving out aprons to old customers and such. We also have a conflict thought about lowering our price to have more customers, in order to hire more teams to work and train them to be professional. But doing that, we might loss the selling point of our company, which is the quality of work. Like I said, we don't really do marketing. We only focus on the product itself, and the future generation that are going to continue our product with the same or better quality. Perhaps, you might consider this guerrilla too. We don't have any specific marketing goals, such as the quarterly selling objective, or anything like that. We do things according to what we think is necessary and suites the company.

Now that you are interviewing us, we are asking ourselves about our own marketing strategy and what should we do next. We've always wanted to have a really good staff to work with us, since we've never before.

In your opinion, what are some challenges or obstacles of implementing it?

I used to asked my professor that is it possible for one to be sure that investing an amount of budget for marketing is going to be successful. He said there's no way anyone can be sure. So, investing money has risk. Besides, product is one of the marketing strategies. So maintaining the quality of the product, for us, will comes first before any other things.

Are there any more samples you would like to share before we end the interview?

-

Decoration

Instruction : Please check ✓ in the given blanks accordingly.

Researcher Objectives/ Main Subjects	Interviewer Questions	
Requisite information : Personal Data	1. Gender <input checked="" type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other	More Than Design 108/132 M. 1 T. Panomsarakarm, Panom Sarakarm, Chacheongsaw 24120 Website : www.weddinginlove.com/morethandesign 17.00 PM, 17 July 2014 More Than Design's Office
	2. Years of work experience <input type="checkbox"/> 1-3 Years <input checked="" type="checkbox"/> 4-6 Years <input type="checkbox"/> 7-10 Years <input type="checkbox"/> Over 10 Years	
	3. Education <input checked="" type="checkbox"/> Bachelor Degree <input type="checkbox"/> Master's Degree <input type="checkbox"/> Doctoral Degree <input type="checkbox"/> Other	
	4. Position Level <input type="checkbox"/> Working Level <input type="checkbox"/> Manager Level <input type="checkbox"/> Director Level <input checked="" type="checkbox"/> Business Owner	

Can you tell me about yourself and your area of responsibility at your company?

Majorly we do wedding decorations ; decorating the halls where the wedding is located. We do designing ; designing and arranging flowers and other decoration installments. Some people even call us wedding arranger.

Please describe shortly how the business is doing at the moment including your company? Please explain.

It's much better than I expected. I didn't thought that showcasing the works I've previously done with make this much customers. I don't have an exact shop or office, it's the virtual shop that we use to show case our works and communicate with our customers. There are lots of competitors. But the market is very huge, especially the previous 5 years the market had grown significantly. There are more customers. Before, people likes to handle their own weddings, these day people hire companies to create weddings for them.

How important are marketing and promotion for your company? Please explain.

I think it is very important. If I have to score out of 5 stars, I'd give 5 stars for the importance of marketing. Because I don't use the traditional tools ; I use website and Facebook fan page to showcase my work. This build trust for the customers and allow them to believe that we are not a hoax. Also, this way, our customers acknowledges our promotion campaigns. Using the internet is the main instrument to communicate. It is cost-effective ; you don't need to pay for the location for office or pay for unnecessary staffs.

What communication tools and channel does your company use to target customers?

We use internet as a medium to communicate, allow the customers to pick the designs and make purchase. Basically I do the marketing by having a Facebook fan page and website. These days, customers think differently. Before everyone needs to see a legit store and meet with the owner face to face, now there's no need. I don't even actually meet face to face with many customers.

How would you describe the marketing activities of your company?

First, we started with cutting the price to 50% off. Then after we are started to be known more, we have seasonal price promotions. Depending on the season of the wedding, for example if it's rainy season, less couples gets married during that time. Also, we find partnerships. We make cooperation with wedding services and other related business to share the customers. They usually refer us to their customers.

What differentiates your company from other competitors?

My major specialty is arranging artificial flowers and plants for weddings. Usually, for artificial flowers and plants, other companies will design it in advance and rent the whole thing to the wedding. But my work is more detailed, in which we design it and arrange it at the location newly for every weddings. There are many designs, I did it myself. Because we didn't have to pay for the unnecessary office and staffs, we can spend the budget only on the quality of work. Thus, at the same price, compare to other companies, we are better off in the quality and price. We also have consistent price promotion as well, in order to attract new customers. We also go to some wedding fair to promote our company, once a year.

Are you familiar with the term guerrilla marketing? Please give some of your insights.

Yes, I've heard it since you emailed me the information about your research. I also did some more research on that. So basically, guerrilla marketing is a marketing strategy that uses low budgets but creates profit. There's no exact tactics, the technique use is above the normal marketing techniques that others use. It's hard for the competitors to predict what they are doing.

What's your opinion on Guerrilla Marketing?

I usually what've experienced are the negative aspect of it, which is not creative, such as cutting the price off or giving fault information about the competitors. But in the positive aspect, like I said that I've done some research, it uses low budget but gives high and big results. It's also flexible according to the types of environment. I think it's very genius of it, like, how do did you thought of that?

Has your company ever used guerrilla marketing for marketing campaign or promotion activities? Please describe.

Actually I've done it once. I didn't know it was a strategy or anything. That time, I had too many customers and I could issue the quotation on time for all of the customers. So I just kind of complain in my company's Facebook fan page that there are lots of works, if you can't wait, then please go on and hire someone else. And on that Thursday, twice the new customers called me up to ask for my service. Perhaps what I complained sounds like I'm very good at what I am doing, like a professional. So people started to call me. I just realized now it's a marketing technique.

How important would it be in marketing for your company? Please give reasons.

Yes, I think all marketing is crucial. Before, I didn't see the importance of it because my whole family is governmental officials and have their stable salaries. Now that I am doing my own business, I realize it's very important. It's important to find information about the current trend of the customer's needs, what kind of promotional packages, how much should we charge, what kinds of offers are there, and what are the weakness of our company, and such, in order to improve our service and grow the company.

Would you like to have some interesting marketing campaign that would interests new customer to the company? Please provide reasons.

Yes it is interesting for my company to have interesting marketing campaigns. Because, with the price promotion alone, the customers gets bored of it. We need to find something new to attract the customers. And for this, we don't need that much budget, and the results are very good.

In your opinion, what are some challenges or obstacles of implementing it?

If the competitors use the same techniques as ours, then there's no point of doing it, maybe? But I will probably use the good ones that suites my company.

Are there any more samples you would like to share before we end the interview?

Thank you very much for bring this up to me. It makes me think about many things since I started to research about as well as when we talked about it. Hopefully, we'll get to talk more next time. I wish you success on your studies and be a good marketer.

Photography

Instruction : Please check ✓ in the given blanks accordingly.

Researcher Objectives/ Main Subjects	Interviewer Questions	
Requisite information : Personal Data	1. Gender () Male (✓) Female () Other	Fahever Photography Website : www.faheverphotography.com 04.00 PM, 19 July 2014 Dusit Thani Hotel, Suanluang
	2. Years of work experience (✓) 1-3 Years () 4-6 Years () 7-10 Years () Over 10 Years	
	3. Education () Bachelor Degree (✓) Master's Degree () Doctoral Degree () Other	
	4. Position Level () Working Level () Manager Level () Director Level (✓) Business Owner	

Can you tell me about yourself and your area of responsibility at your company?

My company mainly does photography business. And sometimes we do wedding planning as well in some cases. I am the founder of the company, and my husband is the co-founder.

Please describe shortly how the business is doing at the moment including your company? Please explain.

It's OK at the moment. We've been doing it for two years. And the business is doing well. Continuously. More people are getting married. The marketing is growing very fast. And there are new faces of new businesses everyday to join this market share in this industry. My target markets are Thai couples, the age around 25-30 years old mostly in Bangkok.

How important are marketing and promotion for your company? Please explain.

I think in terms of the product and the style of work, it is inevitably important for every company to maintain their quality. It is a have to, or a common sense. So I would say marketing is every important for my company. Since product and its quality is a no brainer common-sense, marketing is the tools to keep the company survive the competition.

What communication tools and channel does your company use to target customers?

Mostly we get customers through social media, like Facebook, Instagrams, and public websites such as weddingsquare.com. Also, I have my own website. And as a wedding photography business, we have old customers that sometimes refer us to other kinds of photography such as family pictures, graduation, and such. People usually think after the wedding, that's it for the business. That's not the case. There are works that comes through referrals too. So I would say it's 80% from wedding and 20% from other jobs regarding the income.

How would you describe the marketing activities of your company?

Mostly we get customers through social media, like Facebook, Instagrams, and public websites such as weddingsquare.com. Also, I have my own website. And as a wedding photography business, we have old customers that sometimes refer us to other kinds of photography such as family pictures, graduation, and such. People usually think after the wedding, that's it for the business. That's not the case. There are works that comes through referrals too. So I would say it's 80% from wedding and 20% from other jobs regarding the income.

What differentiates your company from other competitors?

I think it's our style that makes us different, as well as our working style too. We always do our best when it comes to work. And we always smile when we work, especially our photographer. And the customers quite like that. The quality is usually depending on the rates of price. For our company's range, we are guarantee by the Photographer Association in Thailand. When we started our business, we had wide ranges of customers. But now, we've narrowed our focus down to the working class group. Working with this class of customers is more comfortable because we can have a direct communication with them, but not with the higher classes customers, in which rarely communicates but if so, through planners and agencies. The higher class customers usually hire wedding planners, in which they would outsource the photography companies. We usually work with couples that plan their own weddings and have limited budget. But occasionally we provide our service to celebrities too. This might consider a kind of marketing strategy, because it brings us credibility to the customers.

Are you familiar with the term guerrilla marketing? Please give some of your insights.

Yes, I think. Through Google. In this industry, they always talk about marketing. The quality of work is necessary to maintain, but marketing is also very important. As I said, there are new faces that join this industry every day. So keeping my market share is very challenging.

What's your opinion on Guerrilla Marketing?

I think it is an unconventional kind of marketing - it is based on low budget but gives great impact. Some examples I assumed are those viral, right? I remembered there was this clip of cheerleaders that slapped the junior student. People shared the videos and give a lot of comments and critics, making it viral. Eventually turning out to be an advertisement. I think there are 2 ways. There is positive and negative in everything. If you used it in a wrong way, then it's negative. So there are risks. If it's done correctly, then it's going to bring an great impact.

Has your company ever used guerrilla marketing for marketing campaign or promotion activities? Please describe.

Depend if you consider it guerrilla marketing or not. We used to share in our website of the examples of problem other companies did to their customers. And guarantee that we will not do that to them. The problems include the companies not sending the photos for a year, or giving the picture quality that's not of the negotiation. Other than that, we didn't do anything too unconventional because this industry is pretty sensitive. Although there are always new faces in this industry, but people that have been in this business for long time needs to respect each other. There, to do something wild, like guerrilla marketing, is pretty risky. I think this is why people in this industry don't really do it. Because, as soon we lose the respect of others, then it's difficult to gain it back or build it again. Although, we are all competing against each other, on some occasion, we have to work together and share customers too. That's why I think it's risky to do guerrilla marketing.

How important would it be in marketing for your company? Please give reasons.

Yes, I think all marketing is crucial. Before, I didn't see the importance of it because my whole family is governmental officials and have their stable salaries. Now that I am doing my own business, I realize it's very important. It's important to find information about the current trend of the customer's needs, what kind of promotional packages, how much should we charge, what kinds of offers are there, and what are the weakness of our company, and such, in order to improve our service and grow the company.

Would you like to have some interesting marketing campaign that would interest new customer to the company? Please provide reasons.

Yes there are potentials for guerrilla marketing. In fact, I want to do it too. But think we need to wait until my company's brand is stronger. Wait until we are strong enough to cope with the negative impact if the guerrilla marketing fails to create the desired results. Because, as I understood, guerrilla marketing suites best with small companies. I think it's because small companies have no, or little, stake when it comes to the negative impact to the company. As for my company, we have build out brand to the point where it is pretty well known now, so it is hard to rebuild it if anything happens, because there are lots of stakes involved.

So if you ask if I am planning to do it soon, my answer would be no, at least not soon. But it is very interesting idea of marketing.

In your opinion, what are some challenges or obstacles of implementing it?

Like I mentioned, it's all the risks. It's the major issue for every companies whether what they do is save or not. That's why big brands don't do it because they would rather pay a lot and get the results, than on cheap stuff that might bring them failure.

Are there any more samples you would like to share before we end the interview?

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