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**Efektivní gerilový marketing
Co-Ca Cola Case Study**

MASTER'S THESIS

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Abstract

Thesis Title: "The Effectiveness of Guerrilla Marketing"

Guerrilla marketing is an innovative and unconventional form of marketing that became a popular tool in the marketing industry. It generates many advantages to companies in the field, such as cost reduction, global coverage, interactivity, added value and competitiveness. However, it requires good marketing channels to succeed.

This thesis focuses on marketing channels and the effects regarding guerrilla marketing, as well as analyzing these channels and effects in order to better understand guerrilla marketing. The research of Hutter and Hoffmann (2011) is used as the foundation for the theoretical study. The author attempts to find out efficient marketing channels and conduct a systematic qualitative research investigation and analysis on the research data to draw valid conclusions. The data for conducting the research are collected from different existing literature on the subject, such as books, journal articles, and websites. Through systematic review of the literature, the author is able to separate the relevant from the irrelevant research information.

The practical part exploring Coca-Cola is used as a basis for the analysis and discussion of the thesis. The effect of the Coca-Cola campaigns is the focus of the research. Data regarding the campaigns was mainly collected through the Coca-Cola company website. The research concluded that the success of these campaigns was based on the effective use of social media that conveyed messages to target consumers in the most effective way.

Key words: Coca-Cola campaign, channels, effects, effectiveness, guerrilla marketing.

Anotace

Název práce: „Efektivita partyzánského marketingu"

Guerrilla marketing je inovativní a nekonvenční forma marketingu, která se stala populárním nástrojem v marketingovém průmyslu. Společnostem v této oblasti přináší mnoho výhod, jako je snížení nákladů, globální pokrytí, interaktivita, přidaná hodnota a konkurenceschopnost. K úspěchu však vyžaduje dobré marketingové kanály.

Tato diplomová práce se zaměřuje na marketingové kanály a efekty týkající se partyzánského marketingu a také analýzu těchto kanálů a efektů za účelem lepšího porozumění guerillovému marketingu. Výzkum Huttera a Hoffmanna (2011) slouží jako základ teoretické studie. Autor se pokouší najít efektivní marketingové kanály a provádět systematické kvalitativní výzkumné šetření a analýzu výzkumných dat s cílem vyvodit platné závěry. Data pro provádění výzkumu jsou shromažďována z různé stávající literatury na toto téma, jako jsou knihy, články v časopisech a webové stránky. Autor je schopen systematickým přehledem literatury oddělit relevantní a nepodstatné informace z výzkumu.

Praktická část zkoumání Coca-Coly slouží jako základ pro analýzu a diskusi o práci. Hlavním cílem výzkumu je účinek kampaní Coca-Cola. Údaje týkající se kampaní byly shromažďovány především prostřednictvím webových stránek společnosti Coca-Cola. Výzkum dospěl k závěru, že úspěch těchto kampaní byl založen na efektivním využívání sociálních médií, které přenášely zprávy cíleně na spotřebitele tím nejefektivnějším způsobem.

Klíčová slova: Coca-Cola kampaň, kanály, efekty, účinnost, guerillový marketing.

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1. Introduction

With the rapid development of digital technology, new techniques are emerging in marketing. Marketers need to find new possible ways to attract the attention of customers in order to make them interested in the product. For that purpose, the power of marketing is crucial. It is powerful enough to attract the attention of consumers and encourage the building of relationships with the brand. Guerrilla marketing strategies have long been used only for startups and small businesses due to their unique, surprising, and low-cost marketing techniques generating maximum exposure for a brand. Large companies, such as Coca-Cola, IKEA and Volkswagen, have also begun applying these strategies and have created some memorable marketing campaigns. As larger companies often find it easier to implement guerrilla marketing due to their existing brand awareness, it seems to have become a marketing strategy suitable for large companies. Therefore, it is necessary to study how large companies implement guerrilla marketing to promote their products. In this thesis, the author will examine different guerrilla marketing channels and effects. The author will focus on finding the most efficient of marketing channels and evaluate the case study of the Coca-Cola campaigns.

The thesis will be divided into two parts. The first part of this article discusses the theoretical basis and description that includes a brief review of the development of marketing, the author explains the main effects of the guerrilla concept which are: surprise effect, a diffusion effect, and a low-cost effect.

The second part is a case study, which will introduce the history and image of Coca-Cola. In order to study the effectiveness of Coca-Cola guerrilla marketing campaigns, the author focuses on the "Happiness Machine" campaigns. The research starts with a clearly articulated research methodology. Then, the author will investigate different aspects of advertising campaigns. The effects of the Coca-Cola campaigns are the focus of the main part of the research. This research will be followed up with the drawing up of reliable and valid conclusions on the research topic.

2. Objective and Research Methodology

In this section, explanations of the methodological options that were taken when working with this thesis are presented. Firstly, explain the aim of the thesis. Secondly, reasoning for the choice of research method and research design are elaborated on. Finally, review the data collection.

2.1 Objective and Research Questions

The aim of this thesis is to explore the phenomenon, and effectiveness, of guerrilla marketing. The research undertaken is aimed to define effective marketing channels, whilst moreover, through analysis of guerrilla marketing campaigns undertaken by Coca-Cola, create the foundation for further research of the topic.

The research questions which propel the research of the effectiveness of guerrilla marketing in the Coca-Cola brand are:

• Research Question 1: Is guerrilla marketing effective?

• Research Question 2: What is the most efficient guerrilla marketing tool?

2.2 Research Methodology

Research method is a set of techniques utilized in creating, collecting, organizing, and analyzing research data to uncover new information or create better understanding of a topic. Determining the appropriate research method depends on validity and reliability.

Quantitative and qualitative are main research methods in social sciences methodologies. Quantitative research often uses data collection techniques and analysis procedures that generate or use numerical data. It is used to quantify attitudes, opinions, behaviors, and other defined variables, and generalize results from a larger population. Quantitative research aims to identify causal relationships, similarities, or differences between variables.

Qualitative research is primarily exploratory research. It is used to discover trends in opinions and motivations, and dive deeper into the problem. Qualitative data is defined as non-digital data, such as text, video, photos, or interviews. The goal of qualitative research is to gain in-depth understanding of phenomenon, rather than superficial descriptions of large populations (Omar & Diana & Gerhard, 2008).

In order to explore the phenomenon of guerrilla marketing in depth, a qualitative research method is used for this thesis. The research is a case study of Coca-Cola, used to analyze the effectiveness of guerrilla marketing and define the successful marketing channels.

2.3 Research Approaches

Research methods, irrespective of whether it is qualitative or quantitative methods, usually use inductive and deductive approaches. If theories on the research topic are limited, the inductive methods are more applicable. Inductive research approach involves collecting and analyzing patterns in a data set to reach conclusions and development of a theory. Deductive research approach involves formulation of hypotheses based on existing theories and testing the hypotheses during the research process. This approach is often used for research topics with many existing theories (Bradford, 2017).

This thesis uses a combination of deductive and inductive approach. Guerrilla marketing is a relatively new marketing strategy, consequently, academic research on this topic is limited. Therefore, through analysis of online articles, company documents and books, both a detailed and comprehensive guerrilla marketing efficient have been presented. Based on the limited theories available, a proposition about the effectiveness of guerrilla marketing is put forward, further evaluating the proposition based on the empirical data collected.

2.4 Data Collection

Collecting the type of data required is an important part of research work. Data sources are usually divided into primary and secondary. Primary data is collected directly by the researcher, rather than depending on data collected from previous research. The

secondary research data is directly opposite to the primary research data. It is collected from official and relevant databases, from various literature, and international publications (Michael, 2006).

The author collected secondary data and applied it throughout the entire thesis. The internal sources of secondary data are company records of Coca-Cola. The external sources include published books, academic journals, websites, marketing research institutions and commercial information agencies. Through the collection of secondary data, the author has access to a wide range of resources that were used as theoretical background.

3. Theoretical Background

Marketing is an effective tool to attract target consumers to purchase products and services. Nowadays, most companies spend the majority of their budget on advertising. As consumers are increasingly exposed to endless advertising campaigns, they can become tired of traditional marketing methods. To solve this problem, marketers have been looking for effective ways to attract customers. This trend has resulted in an increased level of creativity and innovativeness. Competition has also led to a reduction in marketing costs. In 1983, the business author Jay Conrad Levinson created a new innovative type of marketing.

Guerrilla marketing is an unconventional promotion system that relies on time, energy, imagination, and knowledge. It has become more popular with the emergence of social media, which allows for high levels of innovation. Guerrilla marketing is different from traditional marketing in that it has the unique characteristics of surprise, diffusion, and low cost. While guerrilla marketing has become more popular, it suffers from some obstacles, such as environment, culture, and law, which must be taken into account before any guerrilla marketing campaign is conducted. Guerrilla marketing campaigns can spread rapidly throughout the world. Negative sentiments about a company can be also spread. Ethical and legal boundaries must be preserved in guerilla marketing campaigns.

The term "guerrilla" means "little war" in Spanish and originated from the peninsula war during the 19th century. It was used as an attack strategy based on the surprise element, and on the act of sabotage which was used by smaller forces against much larger military forces.

3.1 Marketing

In the developed economy, with fierce competition and low production costs, marketing is considered an essential business. There are various terms to define marketing. According to the marketing definition of Dr. Philip Kotler: *"Social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others"*. The author offers a similar definition: Marketing is a process, starting with finding the target audience, a well-known customer wants, and trying to meet them most effectively by creating product appeal and value. Finally, building long-term customer relationships based on customer satisfaction (Kotler & Armstrong 2012).

3.1.1 Development of Marketing

Marketing is a relatively young concept that emerged in the early 1900s. In the early 1930s, there was not much emphasis placed on marketing due to most companies mainly being concerned with how to achieve mass production at low costs. The development of marketing relies on a detailed analysis of the relationships and behaviors that existed between buyers and sellers. In particular, the research has recognized that adopting certain strategies and tactics could significantly benefit the seller and buyer relationship. In the early age of marketing (before the 1960s), most companies adopted strategies and tactics that sell more products and services, rather than considering the deeper wants of the consumer. Often this meant a company's focus was more concentrated on selling numbers, to the detriment of trying to establish long-term relationships with their customers. Starting in the 1960s, the markets throughout many different industries gave rise to fierce competition (O'Neill, 2021).

Companies began to realize that the development of marketing would become an essential part of business success. In the 21ˢᵗ century, with the popularization of the Internet and personal computers, companies began to more aggressively apply the marketing concept. Customer relationship management is about learning as much as possible of customer needs and doing everything possible to satisfy them. Customer relationship management

is a management strategy that helps companies build relationships with customers, thereby creating loyalty and customer retention (Sunny, 2018).

3.1.2 Marketing Concept

The marketing concept is based on satisfying customer wants and determining the needs of the target market, providing customers with more effectiveness and efficiency than competitors in order to improve the company's competitiveness and the ability to maximize profits. Marketing starts with knowledge of the target market, focus on customer needs, and how to meet them most effectively. Customer satisfaction and value are the paths to sales and profits, this is the "customer first approach." On the other hand, the implementation of marketing concepts means more than satisfying the stated desires and obvious needs of customers. Most of the time, customers do not know what they want. In this case, based on long-term knowledge of customer needs, and creating products and services that will meet existing and latent needs of consumers (Kotler & Armstrong 2012).

3.2 Marketing Mix

The marketing mix refers to the set of controllable tactical marketing tools that the company uses to promote its product or service in the market. The 4Ps concept was created by Jerome McCarthy, it is a framework that businesses use when planning strategies and campaigns to promote its products and services. The 4Ps elements are product, price, place, and promotion (See Figure 1). The marketing mix constitutes the company's tactical tools to establish a strong position in the target market. Below are the four elements which constitute the marketing mix.

• Product: In reference to the goods or services that the company provides to customers. Products should satisfy existing customer needs or offer something new that entices customers to buy. For example, in 1985. Nintendo launched their game-changing video game "Super Mario Bros." The game was full of hidden content to be accessed throughout the playing of the game. According to the statisa, as of 2019, 40.21 million units of "Super Mario Bros" had been sold. In 2011, the Guinness Book of World Records named "Super Mario Bros" the top highest selling video game (Huddleston, 2018).

• Price: In reference to the monetary cost customers incur in order to purchase a product. The price must be linked to the genuine value of the product, whilst simultaneously considering supply costs, discount rates and competitors' prices. On the other hand, it must also consider the customer's perceived value of the product. A good example of this is Uniqlo, a Japanese clothing manufacturer of global casual wear. What differentiates Uniqlo from other retailers in their field is that it creates high-quality products at a low cost. Uniqlo does not own its own factories, but it outsources its production to partner factories. The company has a team of skilled textile workers it sends partner factories around the world to perform quality control (Narita, 2015).

• Place: In reference to the location where the customer can discover, purchase and use the product. In some cases, it may involve the utilization of product placement on TV shows, movies, and sporting events in order to garner attention for the product. As an example, the original Air Jordan sneakers were produced by the sportswear company Nike exclusively for Michael Jordan in 1985. Michael Jordan was fined $5,000 by the NBA every time he wore the shoes during a basketball game because the shoe colors broke the league's uniform rules. Over an eighty- two game regular season, the fines amounted to a total of $410,000, which Nike paid in full due to the massive exposure Michael Jordan gave to their brand. 37 years later, Air Jordan sneakers are one of the company's biggest selling products (Ponsford, 2019).

• Promotion: In reference to advertising, public relations, and promotional activities that communicate the advantages of a product and persuade customers to make purchases. For example, in January 2010, the Coca-Cola vending machine was transformed into a happiness machine, distributing hugs, gifts, huge pizzas and extra free beverages. The campaign soon went viral with five million views on Youtube. This is something that not only these consumers will remember, but also something that all viewers watching the campaign will remember.

3.3 Marketing Communications Channels

Non-traditional marketing is any strategic marketing program, activity or tactic that uses unconventional techniques to attract a target audience. With marketing methods constantly changing, non-traditional channels will continue to evolve over time. Below are the communications channels of non-traditional marketing.

3.3.1 Event Marketing

Event marketing is a promotional strategy that companies use to promote their product or service with face-to-face or real-time engagement contact between companies and their customers at events such as concerts, cinemas and sporting events. Event marketing helps brands build a solid relationship with customers and promote their products. Effective event marketing provides an experience that attracts consumers at a particular time and place, while giving an experience which will be remembered after the event is over (Decker, 2021).

3.3.2 Guerrilla Marketing

Guerrilla marketing is a relatively new marketing strategy that uses unconventional and low-cost marketing techniques to generate maximum exposure for a brand or product. Guerrilla marketing focuses on catching the consumer by surprise, using multiple techniques to establish interaction between brand and customer, whilst simultaneously leaving a long-lasting impression of the brand or product. Guerrilla marketing is a type of communication which utilizes the power to connect consumers' emotions to a brand faster than any traditional marketing communication can, it often uses it for more "avant-garde" products, targeting younger consumers (Margolis & Garrigan, 2008).

3.3.3 Social Media Marketing

Social media marketing refers to the use of social media platforms to promote a company's products and services. Social media marketing provides a way for companies to interact with existing customers and find new customers while allowing marketers to promote company's culture, mission, and vision. Social media marketing allows consumers to get product details, discounts, entertainment content or brand stories quickly and conveniently through social media platforms, it helps engage followers and demonstrate brand personality.

3.3.4 Viral Marketing

Viral marketing is a business strategy that uses social networks to promote products. The basis of viral marketing is in the spread of information by word-of-mouth, but it also spreads through many different social media platforms. Viral marketing uses videos, images, and person-to-person methods to spread information about a product or service. Videos are created and then shared on YouTube, Facebook, Twitter, and other social media platforms. These videos spread quickly and extensively from one person to another, reaching millions of people in only minutes (Fraile, 2021).

3.3.5 Content Marketing

Content marketing is the brand's use of the carrier of content (magazine, radio, television, and internet) to carry out brand communication. The purpose of content marketing is to provide customers with something of value, while also cultivating potential customers. In digital marketing, content marketing can be presented in various mediums such as animation, text, video, sound, and is more attractive to target customers. The basic principle of content marketing is that it is focused on creating and distributing valuable content to attract the attention of the audience. While the audience enjoys content, they also receive the brand message (Sam, 2017).

3.3.6 Referral Marketing

Referral marketing is a word-of-mouth initiative designed by a company to encourage customers as advocates, passing on their positive experience of brand products and services to potential customers. Word-of-mouth and referral marketing are often confused. Word-of-mouth is the result of customers introducing their family, friends about the brand and persuading them to try, but this can be done without marketers. Referral marketing is initiated and directed by a company and participated by marketers, usually some form of incentive or reward is offered for customers to introduce other people. Referral marketing is relatively low cost and high benefit, which makes it a long-term marketing strategy (Mosley, 2021).

3.3.7 Affiliate Marketing

Affiliate marketing is a mix of advertising and referral-based marketing in which earnings are made by promoting other people's or company's products. Affiliates market the owner's goods or services in exchange for a percentage of profits. Social media has become a large platform for the application of affiliate marketing. Enterprise can partner with social media influencers on every platform from YouTube to Facebook to Instagram, and they will promote products for a business. A popular example is video unboxings and evaluations of a product. Unboxings are popular on websites such as YouTube where a popular channel is sent a new product. They then open the product or "unbox" it and showcase it in detail (Turban & King, 2003).

3.3.8 Email Marketing

One of the most effective forms of reaching out to a customer base is through email marketing. The content of the email is usually kept concise and easy to read, whilst implementing fonts of various eye-catching colors and sizes. Utilization of images and videos is a good method of attracting readers' curiosity. E-mail marketing is a great way to gain new customers or improve relationships with existing customers. Compared to investing in other forms of media, email marketing is very cheap (Elise, 2016).

3.3.9 Video marketing

Video marketing can be considered as a type of content marketing. With the introduction of Facebook Live and Instagram Stories, social videos have become some of the most popular means of communication compared to other forms of traditional advertising such as Native Ads and Cross Promos. Video marketing can be perceived as a low-cost alternative to TV commercials. Video marketing can serve as a medium with which to present new products and services in order to increase sales and profits. It is relatively easy to be successful through video marketing. Before commencement of the filming process, it is important to consider how to introduce the brand and product content in a way that may be attractive to consumers, such as celebrity endorsement, unboxing videos, or How-to videos (through which an explanation and demonstration is given on how a product operates or is to be used). Upon completion of the filming and editing process, all that is needed is to upload it to Facebook, YouTube, Twitter, Blog (Carmen, 2017).

3.4 Guerrilla Marketing

Guerrilla marketing was created by Jay Conrad Levinson in his book "Guerrilla Marketing". The word "guerrilla" originates from Spanish "guerra", its purpose is a tactical victory created by armies who did not have a large amount of resources. According to guerilla marketing definition of Jay Conrad Levinson: *"Guerrilla marketing is 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 author offers the definition: Guerrilla Marketing uses unconventional and low-cost marketing strategies to give the consumer by surprise and make a deep impression of the brand or product.

3.4.1 Concept of Guerrilla Marketing

Guerrilla marketing is different from traditional marketing, it is an unconventional promotion system that relies on time, energy, imagination, and knowledge. Guerrilla marketing campaigns are unexpected, unconventional, allowing user interaction in order to create a memorable experience, and consumers are targeted in public places (streets, concerts, public parks, festivals, beaches, and shopping centers). These campaigns aim to achieve the greatest possible impact with the smallest investment. The purpose of guerrilla marketing is to create a surprising, fascinating, and thought-provoking experience to generate emotional resonance. The ultimate goal of guerrilla marketing is to get people to remember products or services in a different way. According to the guerilla marketing conception of Jay Conrad Levinson: *"All kinds of innovative and eye-catching advertisements belong to the concept of guerrilla marketing"* (Levinson, 2007).

3.4.2 Types of Guerrilla Marketing

There are many types of Guerrilla Marketing that are used based on business segments and target customers. The author describes the four principal types according to the unconventional methods of guerrilla marketing (See Figure 2): the first type, buzz marketing, is a term used in viral marketing fields, it originally referred to oral communication; a second type, ambush marketing, is an event to compete for exposure against other advertisers, it is most common in sport; a third type, stealth marketing, responds to the current trend of de-commodification of communication. The fourth type, ambient marketing, is a way of affecting consumers on an emotional level by utilizing non-typical locations such as the high street and other public places. Below are the detailed types of guerrilla marketing.

• Buzz Marketing: It is a viral technique used to maximize the word-of-mouth potential of a brand or product. Based on consumers talking about the brand or product, buzz marketing increases sales and profits through the growth of online traffic. Social media is a main component of buzz marketing. Using social media platforms, companies can interact with customers, receive feedback, resolve problems, and promote the product and service. For example, "The Epic Split feat. Van Damme", Jean-Claude Van Damme performed his famous split between two reversing trucks. This live stunt aims to demonstrate the precision and directional stability of Volvo Dynamic Steering System. Posted on YouTube, this video was imitated by thousands of users, and generated more than 100 million views on YouTube (Lubica & Kamil, 2011).

• Ambush Marketing: It is a form of associative marketing, publicly associate a brand or product with a major event in order to gain attention from the event and without financial participation. Ambush marketers are typically not the official sponsors for the event but are the competitors to the official sponsor. Ambush marketing must consider legal risks (usually related to intellectual property laws), actions against ambush advertising are most common in sport, such as the World Cup, Olympic Games, and the Super Bowl ect. For example, in the 1996 Olympic Games, Nike lined the streets of the city of Atlanta with Olympic themed advertisements and created the famous picture at the Olympics: Michael Johnson with the gold Nike Shoes he raced in and his gold medals. No one even remembered that Reebok was the Games' official sponsor (Spruce, 2016).

• Stealth Marketing: It refers to the act of advertising that advertises products or services to people without their awareness of being targeted. The purpose of stealth marketing is not to generate immediate sales, but to create marvelous memorable experience to generate brand awareness. For example, Sony Ericsson used stealth marketing to promote its T68i (the first mobile phone with an integrated camera) in 2002. Sony Ericsson invited 60 actors to the United States and asked them to take a picture posing as a tourist. The actors asked people to take their photo and taught them how to operate the phone (Vranica, 2002).

• Ambient Marketing: It is a form of communication which uses elements of the environment to promote a brand or product. Ambient marketing is about placing advertisements in unusual places or on unusual items, its purpose is to surprise the consumer and convey the brands' message to the target audience. For example, Folgers is a brand of coffee produced in the United States. There is a print of a cup of Folgers coffee placed on top of manhole covers in New York City. The cup is accompanied by an appeal to the city "Hey, City That Never Sleeps. Wake up" (See Figure 3).

Source: (Tweet, 2014)

3.4.3 Effects of Guerilla Marketing

According to Hutter and Hoffmann, guerrilla marketing should generate three effects (See Figure 4). Different effects correspond to different types of guerrilla marketing, some types are primarily used to maximize the surprise effect, some types are specially designed to stimulate the diffusion effect and some types are mainly used to reduce advertising costs. Recognition that diffusion, surprise effect and low costs are the key determinants of guerrilla marketing is of importance. Below are the detailed three effects of guerrilla marketing and corresponding types of guerrilla marketing.
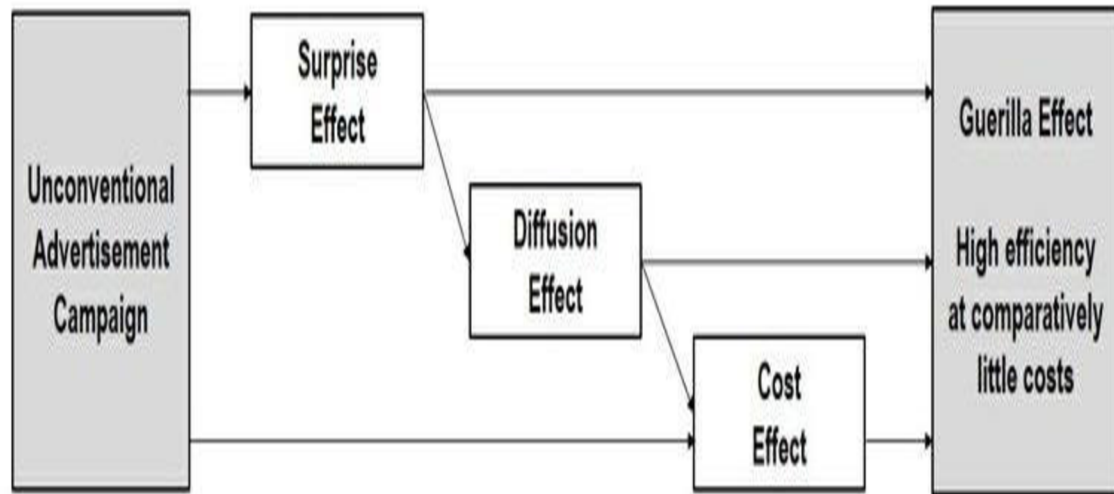
• Surprise effect: The purpose of guerrilla marketing is to create surprising, fascinating and thought-provoking activities to draw consumers attention to the advertising. The characteristics of guerrilla marketing are unexpectable and unconventional, marketers can use different methods to surprise consumers, such as absurdity, shock, fantastical, humor. A surprise advertising campaign will suspend consumer's previous behavior and focus their attention on this surprising campaign. In this case, consumers can hardly avoid receiving advertising messages, the Surprise effect helps attract the attention of consumers who hardly realize it is advertising. For example, Bounty is an American brand of paper towel known for delivering their promise of stronger, thicker, softer, and more absorbent paper towels. A huge melting popsicle melted on the streets of Los Angeles. Nearby, there was a bounty sign that read: "Makes small work of BIG spills." Bounty found a unique way to advertise its product (See Figure 5). This effect is commonly used by ambient marketing (Yu & Litman, 2020).

Figure 5: An ambient marketing campaign of Bounty

Source: (adsoftheworld.com, 2009)

• Diffusion effect: It refers to the diffusion of a message among a proportion of people. In traditional marketing, the proportion of recipients usually depends on the price of the advertisement. Guerrilla marketing provides a way of increasing the number of recipients at low costs. The diffusion effect is the emotional stimulus to consumers, which directs their attention to surprising brands and products, and induces them to be more likely to share their experience. An effective and creative guerrilla marketing strategy can motivate positive Word of Mouth. The spreading of a message between individuals is called Word of Mouth. Since the experiences of friends and other consumers are more credible than commercial advertisements, Word of Mouth messages are highly persuasive. For example, on "Moving Day" in Quebec, IKEA provides free moving boxes, which are hung flat on walls. The boxes are printed with moving tips, checklists, and great discounts for those who are looking to decorate their new home. The boxes are made of recyclable materials and can be taken back to the IKEA shop after moving day for proper recycling (See Figure 6). Buzz marketing has become more popular because of its effectiveness and low costs.

Posting a video clip on social media platforms is the most common method of Buzz marketing (Paul, 2011).

• Low-Cost Effect: Guerrilla marketing was originally a concept aimed towards startups with a low budget. The low-cost effect refers to the placement and dissemination of advertising messages in an unconventional manner that avoids typical advertising costs, such as commercials shown on television or advertising on a billboard. Guerrilla campaigns are frequently implemented in a way which requires little to no costs, because the diffusion effect helps attract consumers that they voluntarily share advertising message (I don't understand this part!). For example, In Montreal, Apple used a billboard to promote the iPod nano, where the color of the iPod would drip down at the bottom. Home improvement chain Rona placed a banner below Apple's billboard so that it looked like the paint was falling into buckets. The text reads "Nous récupérons les restes de peinture" translated as, "we recycle leftover paint" (See Figure 7). Ambush marketing is the most effective guerrilla instrument, and its purpose is to minimize costs (Vanhoucke, 2014).

3.4.4 Differences Between Guerilla and Traditional Marketing

As traditional marketing channels, such as print, broadcast, and direct mail lose popularity, a unique and unconventional marketing strategy has drawn attention. Guerrilla marketing is different from traditional marketing in that it focuses on unconventional promotion systems more than the marketing mix. In order to explain guerrilla marketing more clearly, the author distinguishes traditional marketing from guerrilla marketing based on its characteristics (See Figure 8).

Table 1: Differences between guerilla and traditional marketing

Traditional Marketing	Guerrilla Marketing
Invest money to make it work	Invest time, energy, imagination, and knowledge instead.
Need marketing mix	Only need promotion
Geared toward big companies.	Geared toward small companies with low budget.
Measures store traffic, sales, stats, calls.	Measures only profit.
Marketing will end with the completion of the sales.	Keep in touch with customers and receive their feedback.
Approaches growth in a linear manner. Adds new customers one at a time.	Approaches growth geometrically with more sales to customers, large sales.
Is implemented in a way that obliterates competitors.	Is implemented in a way that cooperative.
Hope consumers to remember is that the company's logo or slogan.	Hope consumers to remember is an idea without language, an experience with surprise or an attitude to life.
Focus on taking, always thinking about what it could take from customer.	Focus on giving, always thinking about what can be brought to the customer, such as valuable information or interesting stories.
Calculate the sales at the end of the month.	Calculate the relationship establish at the end of the month.
Always aims advertising messages at the large group.	Always aims advertising messages at individuals or a very small group.
Marketing channels: radio, television, newspapers, magazines, direct mail, and Internet.	Marketing channels: outside, inside, streets, buildings, parks, any place that can make people feel surprised.

Source: (Author, 2021)

3.4.5 Characteristics of Guerrilla Marketing

Due to its complexity, it is difficult to define the term "guerrilla marketing." However, when identifying a marketing technique, it is necessary to look for certain features. The author lists some characteristics of guerrilla marketing. Below are characteristics of guerrilla marketing.

• Creative: It is very important for guerrilla marketing to show creativity because it encourages interest and elicits more attention. More creative advertising will attract people's attention faster than traditional forms of marketing campaigns. A creative advertising campaign will often attract customers to buy a product, and even if they do not buy the product, they will likely spread the advertisement to increase potential customers.

• Unconventional: Guerrilla marketing creates surprising or other emotional expressions, and innovative advertising ideas which focus on taking the consumer by surprise in order to leave a big impression of the product or brand. Traditional marketing strategies aim to attract specific audiences, while guerrilla marketing focuses on larger groups.

• Interactive: Allows user interaction which increases customers' engagement with the product or service, making people part of the ad itself, creating a memorable experience. This element creates a close relationship to the brand and the product being advertised.

• Memorable: Creating a memorable experience increases the possibility of customers sharing campaigns or products with their friends. Thus, via word of mouth, it can spread around the world like a virus. Unique ideas stay in people's minds for years to come.

• Inexpensive: Guerilla marketing can be inexpensive compared to most traditional forms of marketing which may require large investment. Guerrilla campaigns are implemented in a way which requires little to no costs, due to the diffusion effect helping attract consumers.

• Unexpected: Guerrilla marketing should be exciting, unique and fresh to consumers, it focuses their attention on surprising activities. Consumers can hardly avoid receiving advertising messages, which helps to expose the brand or product as soon as possible.

3.4.6 Advantages and Disadvantages

The author analyzes guerrilla marketing effects and channels in order to find out their advantages and disadvantages. Awareness of these advantages and disadvantages can enable marketers to better understand guerrilla marketing performance and effectively improve its strategies and channels.

• Advantages: Compared with what is considered to be traditional marketing, guerrilla marketing is a low budget and high investment return form of marketing. It does not rely on large budgets, but rather imagination, creative thinking, and knowledge are the key ingredients. Guerrilla marketing utilizes the social media effect of the Internet to enable marketing messages to spread globally like a virus effect. It allows user interaction, therefore creating a strong connection with customers. Guerrilla marketing campaigns can help a brand gain maximum exposure and generate brand awareness among the audience.

• Disadvantages: Guerilla Marketing campaigns are usually intended be carried out in public places. Therefore, campaigns are prone to unpredictability, and are consequently vulnerable to unexpected obstacles such as the environment, culture and local laws. Executing a guerilla marketing campaign can be a slow-moving process, due to the amount of time required to go through the research, analysis, and targeting. Also, devising initial ideas for a potential campaign is no easy task. It requires much time, energy, imagination, creative thinking, and existing knowledge. While guerrilla marketing campaigns can spread rapidly worldwide, negative sentiments about a company can be also similarly spread, and as a result, a negative impact may push people away from a brand.

4. Case Study

The case study of the Coca-Cola: "Happiness Machine" allows us to realize the different strengths, weaknesses, and effects of guerrilla marketing. In this section, the author introduces the history of the brand, followed up with analyses of the marketing mix of the company, as well as the opportunities and threats in the fierce competition, and finally, describes the campaigns process and analyzes the effectiveness of guerrilla campaigns.

The Coca-Cola Company was founded in 1892 and established its Headquarters in Atlanta. It specializes in nonalcoholic soft drink and beverage manufacturing. The Coca-Cola Company only produces syrup concentrates, and then sells syrup concentrates to various bottlers throughout the world who hold exclusive territories. Its flagship product Coca-Cola is sold in stores and vending machines in almost every country in the world. The mission of Coca-Cola: To refresh the world; To inspire moments of optimism and happiness; To create value and make a difference.

4.1 Coca-Cola History

- *Coca-Cola is created by John Pemberton in 1886.*

- *Asa Candler purchased the Coca-Cola recipe from American pharmacist John Pemberton in 1889.*

- *Asa Candler founded The Coca-Cola Company in 1892.*

- *In 1895, Coca-Cola was sold and consumed in every state in the United States.*

- *In 1904, Coca-Cola's first advertisement appeared in a national magazine. Annual sales of Coca-Cola hit the 1-million-gallon mark.*

- *In 1915, The Coca-Cola Company, the contour bottle prototype is designed by Alexander Samuelson. It then becomes the standard bottle.*

- *The Coca-Cola Company begins sponsoring its first radio program: "Vivian the Coca-Cola Girl" in 1927.*

- *In 1931, Coca-Cola created an advertisement that linked to Christmas, artist Haddon Sundblom creates Santa Claus pausing for a Coca-Cola.*

- *In 1942, The Sprite Boy was introduced in the advertisement, conveying the message that "Coca-Cola" and "Coke" are two terms that refer to the same product.*

- *In 1950, Coca-Cola becomes the first product to appear on the cover of Time magazine. The first television commercial for Coca-Cola was broadcast on Thanksgiving Day on a CBS half-hour special.*

- *In 1969, a new graphic appearance was introduced, featuring a red and white color scheme and logo.*

- *In 1971, the television commercial, "I'd Like to Buy the World a Coke" becomes an international hit and remains one of the most popular commercials for Coca-Cola.*

- *The Coca-Cola Company and Walt Disney Company signed a long-term cooperative relationship agreement in 1983.*

- *In 1993, the popular Coca-Cola polar bear was introduced into the commercial "Northern Lights".*

- *In 2008, Sponsorship of the Beijing 2008 Olympic Games connects with more than 500 million consumers in China.*

- *In 2011, The Coca-Cola Company celebrated the 125th anniversary of the Coca-Cola brand.*

- *In 2014, Coca-Cola introduced the "Share with Coke" campaign, for which Coke bottles began featuring labels customized with names (Shaw, 2018).*

4.2 Marketing Mix of Coca-Cola

The marketing mix is a combination of factors that influence the buying behavior of the customers. Coca-Cola Company is a prime example of successful marketing building up a brand worldwide. The author analyses the 4Ps of Coca-Cola Company and explains its marketing strategies. Below is the marketing mix of Coca-Cola.

• Price: Pepsi is a direct competitor of Coca-Cola in the beverage market. Coca-Cola has adopted competitive pricing to stay in line with Pepsi. If the price of Coca-Cola's products is noticeably higher in comparison to Pepsi, then the consumers might switch. Coca-Cola Company has also used a value pricing system, wherein prices are neither above the average customer's reach nor too low to be associated with a low-quality product. Prices may vary by countries or regions. For example, the price of a Coke (500ml) is 21.99 CZK in Czech Republic, whereas in China, the price of Coke equates to only 12 CZK per 500ml.

• Place: Coca-Cola has developed an extensive distribution network and has a presence in more than 200 countries. Coca-Cola franchise distributes its products to various outlets, it guarantees that anyone can easily buy its products. Coca-Cola uses vending machines, which are usually located in busy areas such as schools, office buildings, and subway stations or bus stops. The bright red design of the vending machine easily attracts consumers' attention. Coca-Cola products can also be found in many fast-food stores or restaurants, and Coca-Cola has also become an iconic product of McDonald's.

• Product: The Coca-Cola Company has a wide product line and offers different products in different countries and regions. It has more than 500 sparkling and still brands. Its flagship product Coca-Cola, as well as other products including Sprite, Fanta, Schweppes, Kinley, Cappy and Fuze Tea. Coca-Cola products are sold in different sizes and shapes. For example, Coke is sold in 200ml, 500ml, 1ltr, 1.5ltr and 2ltr measures in both glass and plastic bottles. According to Statista, Leading beverage companies worldwide sales figures in 2020, listed the Coca-Cola company's sales at $33 million (See Figure 8).

Figure 8: Leading beverage companies worldwide in 2020
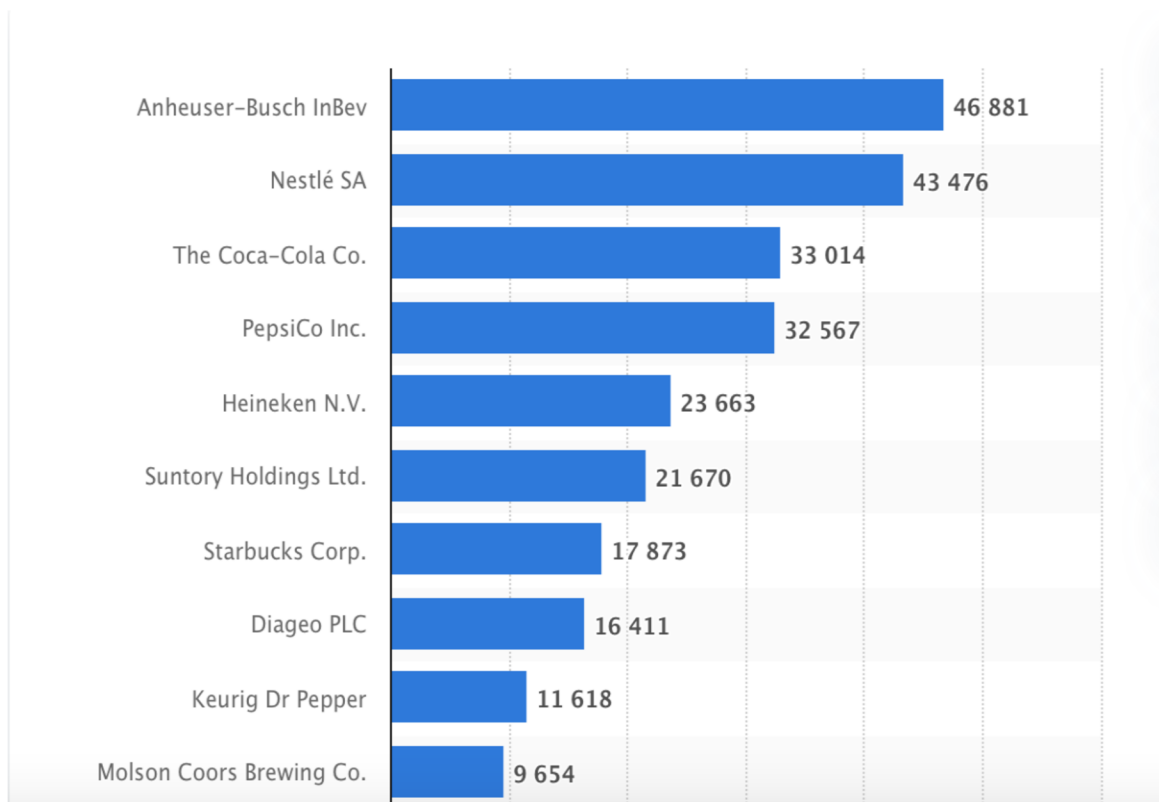
Source: (Statista, 2021)

• Promotion: The Coca-Cola Company uses various promotional strategies to take its message to the customers. Coca-Cola mainly relies on television advertising to attract consumers and uses different marketing campaigns to connect consumers on an emotional level. It uses different types of media in advertising, such as television, the Internet,

newspapers and social media. The most common promotion used by Coca-Cola is to hide a code under the bottle cap. If buyers get the correct code, they have a chance to win prizes worth hundreds to thousands of dollars. In China, Coca-Cola prints a bottle symbol under some bottle caps. Buyers have the chance to get a bottle of Coke for free. In Asia, red is considered as a happy color that brings good luck. Therefore, Coca-Cola has many opportunities for advertising and promotional campaigns during the Lunar New Year when the color red is most prevalent. (See Figure 9) Coca-Cola is a sponsor of the Olympic Games, American Idol, NBA, and FIFA World Cup (McEleny, 2019).

Figure 9: Differences between guerilla and traditional marketing

Source: (Statista, 2021)

4.3 SWOT Analysis of Coca-Cola

SWOT analysis is a strategic planning tool used to help a person or organization compare with competitors to measure its business and performance. The author in this section analyzes the strengths, weaknesses, opportunities, and threats of the Coca-Cola Company (See Figure 10). These conclusions help the reader in understanding the various factors contributing to the company maintaining its prominent position in soft drink marketing. In the Coca-Cola SWOT analysis, strengths and weaknesses are internal strategic factors, while opportunities and threats are external strategic factors. Below is the Coca Cola SWOT analysis.

Figure 10: SWOT analysis of Coca-Cola

4.3.1 Strengths

Strengths refer what is organization is excels at based on its strategies, market share, resources etc. These are the internal factors of the company.

• Brand Value: Coca-Cola is a popular brand with a heavy fan following worldwide. According to Statstic.com, regarding product brands with the most Facebook followers as of June 2020, Coca-Cola is one of the most recognizable brands worldwide. Trailing only Facebook and Samsung, Coca Cola Facebook followers are 106.96 million (See Figure 11). Coca-Cola's product quality and marketing campaigns helped build a distinct identity.

Figure 11: Product brands with the most Facebook fans as of June 2020
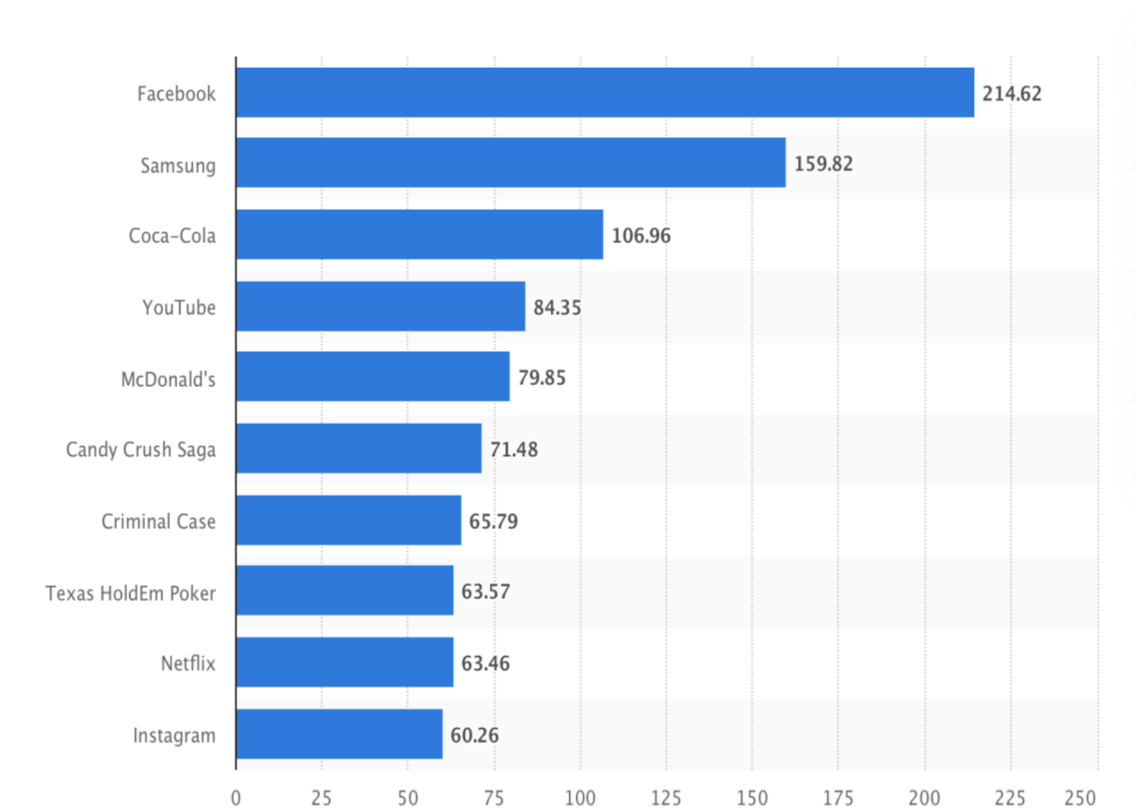
• Promotion: Coca Cola is famous for its marketing. Its advertising campaigns are always more novel and unique than any other brand. According to Statista, concerning Coca Cola advertising expenses through 2016-2019, Coca-Cola Company spent on average 4 billion on advertising campaigns each year, in order to attract demand, keep new customers and retain old customers (See Figure 12).

Figure 12: Coca-Cola Advertising expenses 2016-2019

Coca Cola Advertising expenses 2016-2019
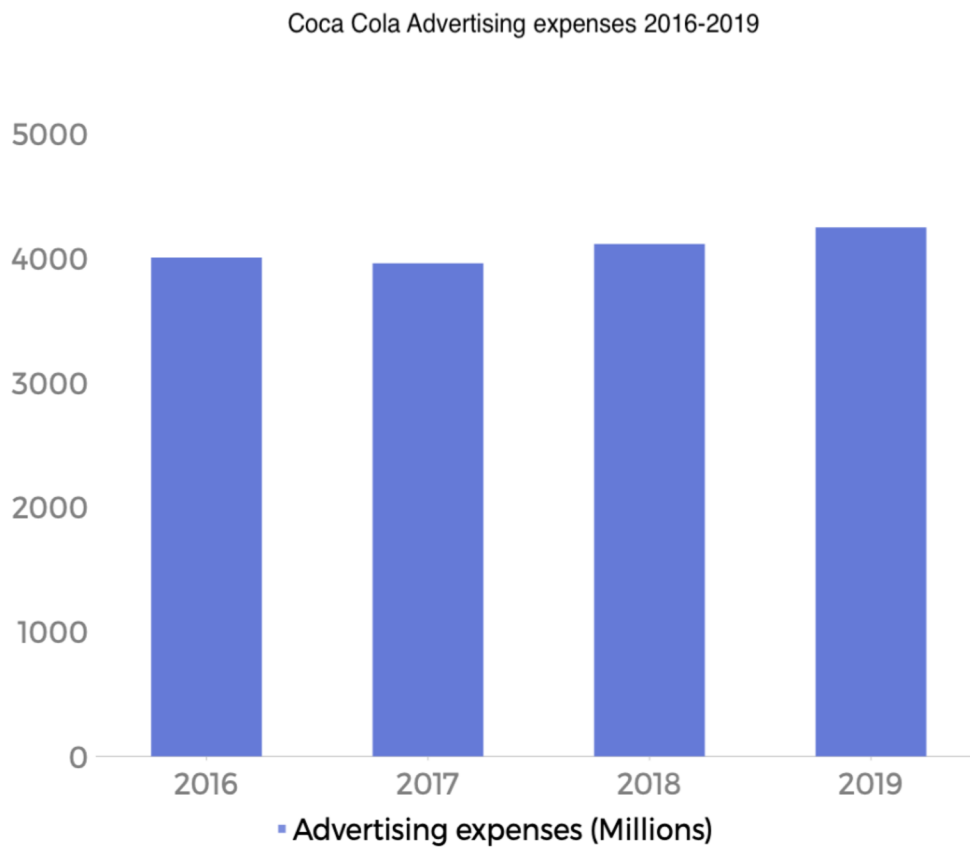
Source: (Statstic.com, 2021)

• Distribution Network: Coca cola, being present in more than 200 countries across the world, depends on its strong distribution network. According to Coca Cola, it has the biggest distribution system of nonalcoholic beverages in the world. Coca-Cola's distribution network consists of independent bottlers, distributors, wholesalers, retailers and the company-owned or controlled bottling distribution systems.

• Product Portfolio: Many people associate Coca-Cola Company with soft drink, but it is an all-around beverage company. The Coca-Cola Company owns many non-soft drink brands, including tea, mineral water, juice, dairy, and plant-based drink. In 2019, Coca-Cola acquired Costa Limited, which is a coffee chain originating in the United Kingdom and has proven that Coca-Cola is constantly expanding its product portfolio.

4.3.2 Weaknesses

The weakness of Coca-Cola indicates the shortcomings within the company which inhibits the organization from performing at its optimum level. In these areas, Coca-Cola needs to improve to remain competitive.

• Health Issue: Consumer demands are rapidly shifting towards the consumption of healthier drinks. Carbonated drinks contain high levels of sugar, which is the main cause of diabetes and obesity. Coca Cola Company is the biggest manufacturer of carbonated beverages, but it has not yet found a healthier solution.

• Lack of Innovation: When the "New Coke" was launched in 1985, it was a failure of epic, With the rapid development of information technology, Coca-Cola should not only focus on different flavors of beverages, but the combination of product and technology.

• Lack of Product Diversification: Though Coca-Cola is constantly expanding its product portfolio, it lacks diversification. Competitor Pepsi has branched away from the soft drinks model of revenue and diversified into the snacks segment with Lays Chips. The diversification of products would make Pepsi more competitive than Coca-Cola.

4.3.3 Opportunities

Opportunities refer to favorable external factors that give the company a competitive advantage. Coca-Cola can grab those opportunities and overcome the obstacles, increasing sales and market share.

• Diversification: Consumers have grown increasingly health-conscious, they are shifting towards the consumption of healthier products. The Coca-Cola Company could add more health-friendly snacks, chips, and other edible products to its portfolio in order to capture new markets and increase its marketing share, rather than only focusing on soft-drink related products.

• Social Media: Many Millennials have abandoned Coca-Cola products and switched to more popular beverages such as Red Bull, Monster and Gatorade. Coca-Cola could launch new marketing campaigns on social platforms aimed at young age groups.

• Partnership: Coca-Cola uses the resources of its partners to expand its marketing share and develop new markets more deeply. Partnering with other brands helps create more efficiency in distribution, promotion and manufacturing.

4.3.3 Threats

Threats refer to external factors that harm the company. Threats are those uncontrollable factors, which can cause a crisis for a brand.

• Competitive: Competition in the beverage market has grown heavily against Coca-Cola. Apart from its biggest rival Pepsi, the company is also facing higher competitive pressure from energy drink brands like Red Bull or Monster. In 2019, Coca-Cola acquired Costa Limited, and has proven that Coca-Cola is willing to expand into different beverage categories. However, Starbucks and Nestle have entered a partnership to grow sales and

expand market share. Coca-Cola Company is experiencing growth in operating expenses due to fierce competition.

• Covid-19 Pandemic: It has caused the decline of the global economy, and consumers may reduce spending to cope with the future decline in income. The pandemic has caused almost all industries to suffer. If coronavirus is not controlled in time, a global financial crisis could arise once more. Coca-Cola Company and its peers may encounter a fiscal deficit.

• Environmental Issue: The supply chain of Coca-Cola is based on dependence on natural environmental resources. Water is one of the most commonly used raw materials in the supply chain of Coca-Cola, but it is also a limited resource. Due to environmental pollution and climate change, water is becoming scarcer, leading to the Coca-Cola company incurring higher costs.

• Packaging Issues: Coca-Cola Company as one of the biggest manufacturers of soft drinks, it therefore has a responsibility to accept some liability for the growing problem of pollution. Its business relies on bottles and cans, and it has been using single-use plastic bottles. Starbucks is researching ways to make at least a partial switch to reusable containers, whilst Coca-Cola is sticking with its single-use containers, and it focuses on recycling. According to Break Free from Plastic 2019, Coca-Cola was found to be the most polluting brand in a global audit of plastic waste.

4.4 Analysis of Guerrilla Marketing Campaigns

Open Happiness is a global marketing campaign for The Coca-Cola Company that was launched worldwide in the first half of 2009 with the aim of increasing sales of carbonated beverages. The "Open Happiness" campaigns invite people from all over the world to drink a Coke to refresh themselves and continue to enjoy the happiness of life. Moreover, this campaign is one of the most successful campaigns in history due to its unique promotional strategies, such as the "Happiness Machine", "Happiness Truck" and "Hello Happiness" elements.

4.4.1 Happiness Machine

The first Coca-Cola Happiness Machine in the United States was launched in January 2010. A Coca-Cola vending machine provide a "doses" of happiness on the college of St. John's University in New York. A Coca-Cola vending machine was placed in the center of the student canteen, the students walked to the machine to buy a Coke and instead got a series of surprise. Two students were very happy, and they gave the machine a hug. First, the machine dispensed a seemingly never-ending supply of Cokes, quickly attracted the attention of students. Then a hand stretched out from the machine, offering a bouquet of flowers, a pair of sunglasses, a balloon dog, a pizza and finally an extra-long king size submarine sandwich emerged from the machine (See Figure 13).

Figure 13: The original Happiness Machine campaign

Source: (Coca-Cola, 2010)

The Happiness Machine campaign is a good example of buzz marketing. Coca-Cola has made good use of their Facebook, Twitter, and YouTube platform. The purpose for the company to maximize their social media output was to be able to connect with the consumers, specifically teenagers, directly. Coca-Cola did not force consumers to buy its products but provided them with free beverages and other gifts.

On January 12, 2010, a video of the "Happiness Machine" stunt, uploaded to YouTube, soon went viral with five million views. By April 2021, the video had been viewed over 11 million times. Compared with traditional Coca-Cola advertisements, the "Happiness Machine" had a much more meaningful impact on consumers. Vending machines are very widely used, and now they have been transformed into places where surprises and happiness can be created. In the video, there is surprise and happiness on the students' faces when they interact with the vending machine. The purpose of this promotion from Coca-Cola has been achieved.

4.4.4 Happiness Truck

Coca-Cola has taken multiple stabs at guerrilla marketing and has managed to successfully execute the Happiness Machine campaign. Inspired by the happiness machine success, Coca-Cola then launched a new campaign creating a Happiness Truck. A special Coke delivery truck took to the streets of Rio de Janeiro, spreading smiles and happiness to people. When customers approached the truck, they could press a large button on the back of the truck to get free Coke and other gifts such as footballs, surfboards and sunglasses (See Figure 14). The Campaign spread the message of happiness around the world, and the Happiness Truck gave people more reasons to believe in happiness and enjoy Christmas better for all Europeans. A Coca-Cola delivery truck was also converted into a happiness machine, which was driven through the streets of Armenia sending a message of Christmas greetings to the Armenian public. A Coca-Cola truck was transformed into a table in a small square in Naples. From this truck, Famous chef Simone Rugiati gave announcements urging people to eat together and create happiness through cooking food (Wilson, 2011).

Figure 14: The Happiness Truck campaign in Brazil

Happiness Truck is regarded as a sequel to the "Happiness Machine". This campaign based on provoking to people's emotions, it catches people by surprise, immerses them in the happiness and gives them with the opportunity to interact with the brand. A Coca-Cola delivery truck spreads the idea of happiness at any place and at any time. To reinforce the brand's relation to happiness, Coca-Cola provides gifts far beyond the value of their usual product, appear in front of consumers with a positive attitude.

Coca-Cola uses free Coke and other free gifts to connect with people and increase brand loyalty among consumers. The connection is driven by unexpected surprises and authentic emotion. Many people, especially millennials, felt that they could relate to the experiences of the person receiving the gift, because they could see some part of themselves in the people portrayed in the video, and this strengthened millennials' recognition of the Coca-Cola brand belief that creates a connection between individuals and happiness.

4.4.2 Dancing Vending Machine

Coca-Cola launched the first Dancing Vending Machine in South Korea's theater district. This machine uses Microsoft's Kinect technology to record the activities of customers. It has a built-in sensors and webcams recognize human interaction. A Coca-Cola dancing vending machine was placed in the theater, it challenges people to replicate the dance moves played by the Korean band. The better the participants dance, the more Cokes the machine dispenses (See Figure 15).

Figure 15: The Dancing Vending Machine campaign

Source: (qarve.com, 2012)

In South Korea, due to cultural and population factors, young consumers are accustomed to digital interaction and experiential marketing. Coca-Cola has an in-depth understanding of regional culture and taps into local characteristics. To produce a huge dancing vending machine that would deliver not only beverages, but also provide dance games in order to help young consumers relieve stress. Coca-Cola allows consumers to interact with the brand in surprising and thought-provoking ways. Social media has

played a huge role in spreading the awareness of this campaign because of its proliferation on platforms such as Facebook, Twitter, and YouTube.

4.4.3 Friendship Machine

The Coca-Cola Friendship Machine was born to celebrate Friendship Day in South America. Coca-Cola manufactured 3.5-meter-tall vending machines and placed them in Argentina, Costa Rica, Guatemala, Argentina, El Salvador, Panama and Honduras. These machines offered people two Coke bottles for the price of one. To take up the offer, customers were required to collaborate with friends or others, utilizing teamwork in order to reach a dispensing button placed high up on the machine (See Figure 16).

Figure 16: The Coca-Cola Friendship Machine campaign in Friendship Day

Source: (adsoftheworld.com, 2011)

Coca-Cola used special vending machines with thousands of consumers throughout eight Latin American countries to promote the celebration of Friends Day. For consumers to enjoy special two-for-one offers on Coca-Cola drinks, they had to cooperate with each other to insert the money into the machine slot. Coca-Cola created and deployed the

friendship vending machine in order to help people's friendships become closer, and thus, consumers celebrated Friendship Day in a memorable way. According to Coca Cola, eight hundred Coca-Cola beverages were sold throughout the nine hours of the campaign. This is a 1075% raise in comparison with the sales of ordinary vending machines.

4.4.5 Hello Happiness

Coca-Cola launched the "Hello Happiness" Phone Booth campaign in Dubai. The video opens with footage of a large group of laborers, before dawn, in a patch of dirt as they wait for a bus to shuttle them to work. The next scene takes place in a small room during mealtime, their elbows nearly touching, as they tell us of the love they have for their families, and their wish to hear their children's voices more often. However, these laborers make only six dollars per day, they have to pay up to nearly a dollar per minute to call home, so phone calls are rare. In order to give laborers more happiness, Coca-Cola installed five special phone booths in the Dubai labor area that accepted Coke bottle caps instead of coins for a free three-minute international phone call, helping them to contact their families more often (See Figure 17). Finally, the video shows these laborers in hard hats and reflective vests lining up to use the phone booths. A man smiles and tells us: "I have saved one more cap, so I can talk to my wife again tomorrow." (Vara, 2014)

Figure 17: The Phone Booth campaign in Dubai

Source: (YouTube.com, 2014)

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The campaign to build a good image for Coca-Cola by associating happiness and unexpected moments with the brand. According to Coca-Cola Continuous Consumer Tracker 2014, the online video has more than 3 million views, 14,000 tweets, 45,000 shares and 67,000 likes. In addition, it made over 820 million media impressions and 1.5 million dollars in public relationship value. The advertisement increased brand love by 13.55%. In this campaign, Coca-Cola accurately found and met its consumers' needs which was to keep in touch with family members through phone calls. Thousands of Asian laborers arrived in Dubai to work. They do this to support their families and provide better education for their children. In this market segment, Coca-Cola has established a more positive brand image for themselves and expanded its breadth of consumers to underdeveloped regions in the Coca-Cola market.

Unfortunately, the phone booths were used for about a month, so Coca-Cola took them down. This shows that the focus of strategy is where to sponsor or benefit the company. When the benefits disappear, the campaign can be terminated because it is no longer mutually beneficial. According to Coca-Cola, the five phone booths operated 10 hours a day from March 21 to April 21 and logged 134,484 minutes of calls. Coca-Cola successfully sent the message to consumers in a campaign, which was that Coke is gone, but happiness is forever, and enabled many to associate the idea of happiness with Coca-Cola.

4.2 Summary

Coca-Cola tries to associate themselves with happiness, such as the iconic advertisement "I'd Like to Buy the World a Coke," in which Coke gathered hundreds of teenagers of various races to the hills of Italy at the height of the Cold War to sing a song that could bring happiness to the world. This advertisement expresses that Coca-Cola is not just a good tasting beverage, but also creates a bond between all peoples (Renesi, 2018).

The principle of the Happiness Machine campaign is to unite the Coca-Cola brand with happiness, and thus, enable consumers to share happiness with others, using the brand as the vessel. The objective is to create a moment of happiness worth spreading, and harness

that moment that allows others to remember in that moment, and then share it with each other. However, it needs to create an effective way to build deeper connections with consumers. Teenagers are voracious consumers of social media; they are a hard-to-reach market segment because it is difficult for traditional marketing to share information with millennials. Tactically, Coca-Cola is determined to use social media as a marketing weapon to spread happiness and appeal to teenagers. Happiness is not unique to one country or culture, and Coca-Cola hopes to create happiness throughout different cultures or counties by offering surprise experiences. While the concept of the campaign was scripted, the people's reactions were authentic.

This case study can help further learning in guerrilla marketing. With the rapid development of digital technology, the value of the digital market is also increasing. Every organization has been investing more in social media in order to seek new markets. In this case, for consumers to receive the brand's message and to generate brand memories from the message, it is important for brands to connect with the consumers. The connection is established by the happiness brought by the surprise and allows for shared experiences between friends. "Happiness Machine" campaigns achieved the connection between individuals and happiness.

5. Results and Recommendations

The author in this section presents the results and recommendations that have been given throughout the development of the thesis. The goal is to provide quality conclusions and information that will help to increase the reader's understanding of the topic.

5.1 Results

According to all the data provided within the case study analysis, the author's answers to the research question 1 is guerrilla marketing is effective, as evidenced by the campaigns of Coca-Cola. Buzz marketing and its diffusion effect are the most beneficial and cost-effective methods. The author's answers to the research question 2 is especially due to the rapid development of digital technology, social media has shown to be a very effective marketing strategy. Furthermore, the surprise effect has shown to be very important as well. The "Hello Happiness" campaign showed that an interesting or touching story can help to create a surprising, fascinating, and thought-provoking campaign. Surprise effect helps attract the attention of consumers who may not realize it is advertising. The "Friendship Machine" campaign showed that creativity can be more useful than money alone. With the investment of time and energy any company can execute a fantastic guerrilla marketing campaign with a low budget. The core of guerrilla marketing is brand engagement and to connection with the consumers. The connection allows consumers to receive a brand's message.

Due to the theoretical knowledge available on guerrilla marketing being limited, the credibility and reliability of the result presented may be weakened. Every guerrilla marketing campaign aims to create a surprising and thought-provoking way to generate emotional resonance, thus its predictive value is low. The case study was chosen based on certain characteristics that complied with fundamental elements of guerrilla marketing. Unfortunately, the reluctance of Coca-Cola to share more detailed information about the campaign creates an obstruction in the evaluation process. The author's research primarily involves the creative process of each campaign and focuses less on the analysis of data results, which further lowers its predictive value.

5.2 Recommendations

The author evaluated what has worked well in the past in comparison to the various ideas that have not had as much success. The purpose is to provide the reader with adequate information with which to be educated in guerrilla marketing.

5.2.1 Be the original

Successful guerrilla marketing techniques must be unconventional and original. Replication might be a shortcut without spending time and energy to gain praise and reputation. However, copycats can destroy business ethics and interpersonal relationships. Consumers can see who the original designer is. Do not be a copycat.

5.2.2 Audience Interaction

The best way to gain the attention of the audience and keep them involved in the campaign. Although this is commonly in the form of social media, physical and street guerilla marketing campaigns spark engagement in unexpected ways. Whether the consumer receives free gifts from a vending machine or takes photos with a huge popsicle melted on the streets, consumers are far more likely to remember the brand if the campaign allows interaction.

5.2.3 Use Graffiti

Illegal graffiti is common in the city, but the application of artistic graffiti can transform an area which seemed run-down into an artistic hub. People tend to see and appreciate quality graffiti and wall art. Utilizing this knowledge, graffiti art can be used as a method of creatively marketing products and services. Many people will be attracted to the graffiti art, causing the brand to leave a lasting impression. This is a good guerrilla marketing technique which enables the reduction of advertising budgets. This being true, it is vitally

important to receive permission from the authorities before carrying out this kind of marketing action (Marrs, 2020).

5.2.4 Free Stuff

Free gifts or giveaways are the easiest way to deliver a product to potential customers. There are a variety of promotional items and gifts such as tote bags, mugs, umbrellas, hand sanitizer to attract consumers' attention to the brand. Receiving free products makes people more likely to share the product or show it to other people. This helps the brand gain attention and build relationships and inspire loyalty with existing customers.

5.2.5 Flash Mobs

A flash mob refers to a large group of people performing a specific action or task at a predetermined location and time. Flash mob marketing is an effective way to increase brand awareness and influence consumers' buying behavior. In addition, flash mob marketing is very social media friendly, it is easy for viewers to share the videos with their friends, which helps build brand loyalty. Successful flash mob advertising needs to be well choreographed with detailed planning (Yu, 2020).

5.2.6 Green Guerrilla Marketing

As the earth's resources are declining, green development and sustainability have become major issues. With the need for sustainability, green marketing has emerged as an alternative. Green guerrilla marketing refers to various ways of successfully marketing products or services while acting ethically and in a socially responsible manner towards sustainable development (See Figure 18). It revolves around being aware of the 3Ps (that is, people, profits, and planet). Now, as consumers are becoming more aware of the importance of the global environment, more people are showing an interest in sustainable products and services. Green guerrilla marketing can still attract customers' attention with a low budget of advertising investment. When attaching a sustainability label to

marketing campaigns, it is necessary to act ethically and responsibly towards the consumers' actual needs and preferences. The purpose of green guerrilla marketing is to gain the attention of the consumers without compromising on ethics and sustainability (Gupta & Singh, 2017).

Figure 18:A green guerrilla marketing campaign of Nike

Source: (finchandbeak.com, 2011)

6. Conclusion

Through this research, the effectiveness of guerrilla marketing and how Coca-Cola can utilize this strategy in the promotion of their products has been explored. The author has thoroughly studied the theory of guerrilla marketing to gain a deeper understanding of the phenomenon. Through analysis of theoretical literature, online articles, company documents and videos, both a detailed and holistic view of guerrilla marketing have been presented. Finally, due to the evidence of the efficacy of guerrilla marketing being limited, the thesis outlines a conceptual framework and proposition for further research from both a consumer behavior perspective as well as a managerial perspective.

The theoretical background of this thesis examines different guerrilla marketing channels and effects, especially those strategies and channels that quickly attract consumers' attention. Guerrilla marketing is a relatively new marketing strategy that uses unconventional marketing techniques to create a memorable experience. Although these techniques are now being applied more often than ever before by marketers, the theoretical knowledge of this concept is still limited. Therefore, this study describes the current understanding of guerrilla marketing as an attempt in gaining the attention of consumers at relatively low costs by means of creating a surprise effect and a diffusion effect. The study highlights how different instruments of guerrilla marketing (ambient, buzz and ambush marketing), try to evoke these effects. Guerrilla marketing is different from traditional marketing in that it focuses on unconventional promotion systems more than the marketing mix.

According to the case study of Coca-Cola, the most effective system is utilizing the surprise effect and diffusion effect, especially with the aid of social media. "Happiness Machine" campaigns created a moment of happiness worth spreading and the creation of that moment allows consumers to share happiness with others. These campaigns can communicate with millennials who spend a large proportion of time on the Internet and presents it to them in an unexpected way. The result of the analysis shows that these campaign successes can be attributed to Coca-Cola Company's ability in understanding the changes in society and their use of new techniques to deliver the brand's message

The proposition in this thesis should be studied in more detail to improve the effectiveness of guerrilla marketing. For further research, it will be necessary to better understand guerrilla marketing campaigns while monitoring their process from the very beginning, rather than in retrospect. Due to Coca-Cola's brand awareness, it has the means to successfully implement guerrilla marketing. Previous marketing campaigns of smaller businesses can be analyzed, and successful ideas borrowed from. As previously mentioned, theoretical knowledge available on guerrilla marketing is quite limited, but as the characteristics of products broaden in scope, the specific type of products guerrilla marketing is better suited to advertise can be studied in further detail. Therefore, there are many areas that can be taken into account, such as how to implement guerrilla marketing strategies in different cultural backgrounds to supplement existing theories and gain a better understanding of guerrilla marketing. In addition to the elements explored in this thesis, what other factors makes a marketing campaign interesting? The answer to this question may provide additional inspiration for guerrilla marketers. Finally, the author made an interesting finding during the research phase of this case study: The majority of cases are targeted towards young audiences. A wider variety of campaigns must be studied in order for us to truly understand whether there are specific factors that make campaigns unconventional. Based on this, perhaps it can be possible to develop a more detailed set of guidelines for the design of unconventional campaigns.

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Declaration

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I hereby declare that I wrote this thesis on the topic "Efektivní gerilový marketing: Co-Ca Cola Case Study" on my own under the supervision of Prof. Ing. Hana Mohelská. I have used only the sources the bibliography section and I have cited all the literature, according to the legislation and the internal regulations of Hradec Králové University.

In Hradec Králové,

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Studijní obor: Informační management

Název diplomové práce: **Efektivní gerilový marketing**

Název diplomové práce AJ: The Effective of Guerrilla Marketing

Cíl, metody, literatura, předpoklady:

1. Introduction
2. Objectives and Research Methodology
3. Theoretical Background
4. Case Study
5. Results and Recommendations
6. Conclusion
7. Bibliography

The aim of this thesis is to explore the phenomenon, and effectiveness, of guerrilla marketing. The research undertaken is aimed to define effective marketing channels, whilst moreover, through analysis of guerrilla marketing campaigns undertaken by Coca-Cola, create the foundation for further research of the topic.

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