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## Article

# Guerrilla marketing trends for sustainable solutions: Evidence from SEM-based multivariate and conditional process approaches

Journal of Business Economics and Management (JBEM)

## Provided in Cooperation with:

Vilnius Gediminas Technical University

*Suggested Citation:* Ahmed, Rizwan Raheem; Qureshi, Jawaid Ahmed; Štreimikienė, Dalia; Vveinhardt, Jolita; Soomro, Riaz Hussain (2020) : Guerrilla marketing trends for sustainable solutions: Evidence from SEM-based multivariate and conditional process approaches, Journal of Business Economics and Management (JBEM), ISSN 2029-4433, Vilnius Gediminas Technical University, Vilnius, Vol. 21, Iss. 3, pp. 851-871,  
<https://doi.org/10.3846/jbem.2020.10730>

This Version is available at:

<https://hdl.handle.net/10419/317412>

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## GUERRILLA MARKETING TRENDS FOR SUSTAINABLE SOLUTIONS: EVIDENCE FROM SEM-BASED MULTIVARIATE AND CONDITIONAL PROCESS APPROACHES

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Received 21 February 2019; accepted 27 June 2019

**Abstract.** In today's competitive environment, the marketing is an imperative tool for the survival and sustainable growth of any business or product. The objective of the undertaken research is to investigate the guerrilla marketing techniques for small and medium enterprises (SMEs), and their impact on consumers' purchase decision. Researchers have also the aim to examine the impact of brand awareness and technology as mediating and moderating variables respectively in the guerrilla marketing process. A survey is undertaken by potential consumers through structured questionnaire via a quantitative method of inquiry. The data is analyzed mainly through; SEM-based structural modelling such as exploratory and confirmatory factors analysis, and conditional process analysis. The results unveil that guerrilla marketing techniques consisting of viral marketing, strange occurrences, street graphics, and memorable events have a positive and significant influence on the purchase decision. Findings of the undertaken research further demonstrated that brand awareness is a potent mediating variable that significantly enhances the influence of purchase decision, and technology played a vital role as a moderator that has a cogent impact between guerrilla marketing techniques and purchase decision of consumers. Thus, the empirical testing confirmed the importance of modified model of guerrilla marketing, which will be benefitted to both marketing practitioners and future researchers.

**Keywords:** guerrilla marketing techniques, technology, brand awareness, viral marketing, strange occurrences, street graphics, memorable events.

**JEL Classification:** C12, M3, M13.

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## Introduction

Nowadays, marketing has become an imperative tool for the growth and success of any product or business, the marketing has a significant impact on consumers' mind. Thus, marketers employ several strategies to introduce their services and products by using TVCs, newspaper ads, interactive digital media, and outdoor media etc. (Khare, 2017; Shakeel & Khan, 2011). For a commercial (or for-profit) business, the objective of these strategies is to attain a competitive gain, and increase the revenue of their products and services. But sometimes, these marketing strategies undergo utter failures and wastage of budgets or valuable resources. Thus, marketers always try out novel and effective strategies for marketing their products and services in order to achieve their objectives. Therefore, companies spend billions of dollars annually on the advertising and marketing campaigns to get the competitive advantages and attain the consumers' attention and better response toward their marketing campaigns (Keller et al., 2011). Consumers are bombarded with TVCs, digital media ads, and newspaper ads, it is estimated alone TVCs have a great impact on consumers in the context of Pakistani electronic media, and in an hour program, the TVCs have more than twenty minutes relay during that program. Similarly, social media and print media are the huge source of advertisement (Gupta & Singh, 2017; Qureshi et al., 2018). The objective of this huge spending is for marketing their brands in an elite fashion, but only big organizations can have enough money to introduce their brands in this way. On the contrary, small companies cannot afford the huge amount, thus, they choose small marketing strategies such as direct marketing and personal marketing etc. Levinson (1984) has introduced the unique concept of guerrilla marketing in his book "Guerrilla marketing". The Guerrilla marketing is non-conventional and inexpensive kind of marketing strategies in which high energy and imagination are dominant. The guerrilla marketing is a small but efficient kind of marketing strategies, which captivates the consumers through surprises, and fascination to fun sometimes and leaves the memorable impact on them (Adeniyi & Ige, 2013; Levinson, 2007). It aims to impact consumers on a personal level, and secondly people are exhausted by conventional form of advertising, which is now becoming boring with dearth of strong ideas, and less impactful especially due to media clutter and consumers soon forget their contents soon after visualizing them (Adeniyi & Ige, 2013).

The guerrilla marketing is a non-conventional, imaginative, street graphics, creative, surprise effects, and cost-effective marketing activity. According to Adeniyi and Ige (2013), and Ling, Piew, and Chai (2010), small companies embrace the guerrilla marketing strategies due to low resources, whereas, the large organizations opt this strategy to increase the brand awareness for their brands. The guerrilla marketing has no standard definition and model, however, Levinson (2007) has defined that non-conventional marketing procedures to gain attractive profits for the organization by means of cost-effective marketing activities that based on creativity, imagination, and time is known as the guerrilla marketing. The purpose of guerrilla marketing is not to compete with other competitors rather it creates a competitive advantage for small companies by earning profit through advertisements of low budget that is based on human imagination and psychology (Carter, 2003; Onurlubas, 2017). According to Krstić and Đurđević (2017), and Hutter and Hoffmann (2011), the guerrilla marketing has

far-reaching influence on consumers that is regarded as the diffusion effect, which decreases the cost of marketing to disseminate the marketing message of a brand to the consumers. Baltes and Leibing (2008) have demonstrated that companies can gain huge profits due to the diffusion effect in a short span of time; however, traditional marketing activities require a huge budget, time and efforts to gain profits. The big organizations use electronic and print media to attract the consumers, but due to the huge frequency of advertisement, as far as the cost and benefit analysis is concerned the ATL activities became less effective. Therefore, small and medium-size companies (SMEs) are using guerrilla-marketing strategies due to the low budget, and they cannot afford the traditional way of marketing channels. On the other hand, the non-traditional marketing techniques such as guerrilla marketing are cost effective and very creative and innovative to capture the consumers' attention through different guerrilla marketing techniques such as street graphics, strange occurrence, memorable vents, and viral marketing (Fattal, 2018; Dinh & Mai, 2016).

There is no fixed and comprehensive model of guerrilla marketing is available so far, thus, the prime aim of the undertaken study is to examine the development and trends of guerrilla marketing through empirical shreds of evidence, and its impact on consumers' purchase decisions (Hutter & Hoffmann, 2011; Moor et al., 2010). A comprehensive model of guerrilla marketing was developed, which was derived and modified from the previous literature. The technology was assumed as a moderating variable, and the influence of technology in guerrilla marketing was examined. An important mediator i.e. brand awareness was defined and the mediating effect of brand awareness in the relationship of guerrilla marketing and purchase decision was examined. As per the authors' search, in the domain of guerrilla marketing very few published scholarly papers available in the domestic and the South Asian countries' context. Thus, the undertaken study derived a comprehensive model for the guerrilla marketing to fulfil this research gap. The undertaken study provides the basis and understanding of guerrilla marketing prospects to the marketers, and provides the best techniques to implement in their marketing plan for the brand awareness and purchase decision for their products and services. This research has also a unique theoretical contribution to provide a comprehensive model for the guerrilla marketing activities, and future studies can be carried out in different industrial sectors to evaluate the effectiveness of guerrilla marketing strategies across the globe (Ahmed et al., 2017; Hutter & Hoffmann, 2011; Moor et al., 2010).

The remainder of the undertaken study is categorized into different sections such as 1) contains previous literature and hypotheses formulation, 2) comprises of data and methodology, 3) deals with estimations and results, and 4) comprises of discussions and followed by conclusions.

## **1. Previous literature and hypotheses formulation**

The review of previous literature discusses the initiation of guerrilla marketing, and success factors of guerrilla marketing. The review also contains the practical experience of guerrilla marketing activities of several national and transnational organization, and how they benefited from these strategies. The major part of literature review comprises of different guer-

rilla marketing activities and their supporting literature. According to Hutter and Hoffmann (2011), and Moor et al. (2010), there is no comprehensive and fixed model for guerrilla marketing strategies is available so far, thus, keep in view of this research gap the undertaken study is carried out that proposes a comprehensive model to the marketing practitioners and future researchers.

The Guerrilla marketing is initiated from the word “Guerrilla warfare” because in guerrilla fighting a small company of armed fighters takes on a large army with the non-traditional military tactics and strategies (Alena, 2012; Edge, 2018). Guerrilla warfare is termed as a violent approach (Adeniyi & Ige, 2013), but the guerrilla-marketing terminology is coined in the battle of marketing scenario. According to Baltes and Leibing (2008), and Powrani and Kennedy (2018), it is “marketing warfare” to capture the consumer through marketing campaigns like battles amongst the companies. This guerrilla warfare is battled through colourful pictures and attractive themes. The famous rivals of this guerrilla warfare are McDonalds and Burger King, Nike and Adidas, Coca-Cola and Pepsi Co etc., since they not only battle each other on major fronts but identify any areas (or large customer to a superstore or a small town) where they can abruptly appear and assault each other to snatch their market share (Levinson, 2007). Now, the modern technology has extended this guerrilla marketing from graffiti, so-called viral marketing, strange occurrences, street graphics, and memorable events, which also involve word of mouth communication to the electronic word of mouth communication, online marketing, and social media marketing (Dinh & Mai, 2016; Krstić & Đurđević, 2017). It is very interesting that the traditional marketing emphasis on the product lifecycle such as conception, introduction, growth, maturity, and decline phases of a product, however, the guerrilla marketing focuses the business cycle of the product that concentrates on the overall business of a product, and guerrilla marketing techniques can be applied at any phase of a product lifecycle (Keller & Kotler, 2016). The most powerful weapon of guerrilla marketing is a competitive advantage, which distinguishes it from other competitors; the information power is another powerful weapon of guerrilla marketing. According to Gupta and Singh (2017), the philosophy of guerrilla marketing is to give more and more awareness to the consumers regarding the brand that perpetuate the consumers’ quantum and knowledge. The guerrilla marketing activities need comprehensive planning and phases before implementation, the foremost objective is to spread the organizational image and objective. The next step is to know the targeted market, its needs, and requirements, and how the brand can be beneficial to the consumers, the third step is to understand the consumers’ psychology, their expectations, and the ways to display their brands before the consumers. The next phase is to select the techniques of guerrilla marketing such as viral marketing, strange occurrences, street graphics, and memorable events (Levinson, 2007). The consumer message should be created in an effective way, which shows creativity, novelty, non-traditionalism, and imagination that must attract the consumers’ attention with the low-cost budget. The fifth and the last step is that guerrilla marketers have to evaluate their marketing campaigns and their results on regular basis and compare them with pre-set objectives to ensure that they bring positive results. Guerrilla marketing techniques are availed by SMEs (Levinson, 2007), and appear suitable for small and financially undermined companies (Kotler, 2004) and non-

profit organizations (Adeniyi & Ige, 2013). Kotler, Jain, and Maesincee (2001) argued that some other marketing techniques also fall in guerrilla marketing since they appear efficient or affordable cum creative techniques. They consist: writing articles in newspapers and magazines (about a brand or company), slogging or blog writing (to spread brand awareness or useful info to tips), forum participation (to convey positive word-of-mouth), and professional networking (to dazzle opinion leaders). McDonald's once applied guerrilla-marketing technique by painting zebra crossing with its packet of French fries, where fries were going out of the packet and were forming yellow lines on the zebra crossing (Edge, 2018; Sula & Banyar, 2015). According to Adeniyi and Ige (2013), and Fattal (2018), guerrilla marketing is not the short-term strategy; it needs a long-term strategy cum patience to observe fruitful results.

### **1.1. Elements of Guerrilla marketing**

According to Onurlubas (2017), guerrilla advertising is a significant part of guerrilla marketing that comprises some elements, which makes guerrilla marketing very effective. According to Dinh and Mai (2016), these advertisements have clear messages, possessed creativity, surprises, novelty, and relevance. In Pakistan, a lot of companies place signboards for displaying the names of roads, nearby important places or speed control messages and place their corporate or brand names afterward (Ahmad et al., 2014; Onurlubas, 2017). The imperative part of guerrilla advertising is the surprise that differentiates it from traditional marketing in which ads are showcased at unusual places in a strange setting that captivating the consumers' attention. However, the creativity and novelty in guerrilla advertising are to bridge a new idea and concept to attract consumers. Relevance means a message needs to be pertinent with the real product delivered in the guerrilla advertising and conveys a clear sense for connecting the dots to understand the message. The father cum guru of guerrilla marketing, Levinson (1984), and Levinson and Rubin (1996) postulate that there exists handful number of marketing techniques in traditional marketing, whereas guerrilla marketing has a competitive edge over it, since it entails one hundred plus methods or so-called weapons with majority for free (i.e. very economical to absolutely free). Levinson (2007) differentiated between guerrilla marketing and traditional marketing. For instance, in traditional marketing, the primary investment is money/capital; this model is for large businesses, and success depends on sales. On the contrary, in guerrilla marketing the initial investment is imagination, effort, time, and creativity; this model emphasis on new and small businesses; and achievement depends on profits (Alena, 2012; Gupta & Singh, 2017).

### **1.2. Guerrilla marketing and purchase decisions**

According to Dinh and Mai (2016), and Gupta and Singh (2017), the prominent time-tested guerrilla techniques include viral marketing, strange occurrences, street graphics, and memorable events. These techniques eventually enhance brand awareness and lead to purchase decisions of consumers (Ahmad et al., 2014; Qureshi et al., 2018). The process of consumer behaviour exhibits that the consumers' decision-making process commences with an identification of a problem or need, searching for information for problem-solving, evaluating

the alternatives, selecting the best available option, making the decision to purchase the product, and its post evaluation (Powrani & Kennedy, 2018). Figure 1 exhibited the model that demonstrates the process of consumers' buying decision. The marketing mix enters into the consumers' black box (i.e. where they store events and images in memory) and affect their buying characteristics (including the problem or need for the product, usage situation, frequency, volume/quantity needed; the influence of buyers' demographics such as age, education, income, etc.; psychographics like preferences, attitude, and behaviour; geographic area such as tropical and the specific needs there; and media-graphics to understand their media watching behaviour, timing, and types of channels to medium). The buyers' characteristics lead to buying decisions, which then creates their response such as selection of products, selecting the brand, timing of purchase, and paying amount (Armstrong & Kotler, 2005). Figure 1 exhibits the consumers' buying decision process.

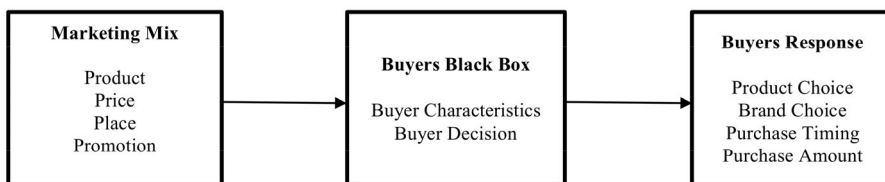


Figure 1. Consumers' buying decisions (source: Armstrong & Kotler, 2005)

### 1.3. Street graphics

Street graphics turn as a modern form of graffiti, which is about writing or painting some attractive & humorous pictures, and messages on the walls to grab the attention of consumers. The major aim of street graphics is to focus the certain consumers for conveying some persuasive message or information to them (Dinh & Mai, 2016; Krautsack, 2008; Levinson, 2007; Moor, 2003). The street graphics strategies were originated at the beginning of 4000 B.C. when the Egyptians traders market their products with colourful paintings on the walls (Levinson, 1984). Nowadays, spray painting and 3D images demonstrate the new trends on the skyscrapers, bridges, transit places and other prominent places. Street graphics have played a significant role during students' protests in France in 1968, and peoples' protest against their rulers in Iran in 1970 (Iqbal & Lohdi, 2015). According to Ahmed et al. (2017), and Edge (2018), the Coco-Cola was the first company that initiated street graphics in Pakistan through company painted refrigerators and wall paintings at public places. In street graphics, organizations paint the walls of huge buildings with different themes in order to create awareness of their brands. TCS Courier Company painted a giant water tank with its theme colour and corporate brand name adjacent to *Quaid-e-Azam* Airport, Karachi (Qureshi et al., 2018). Now, the trend of street graphics becomes very popular, and companies effectively use this guerrilla advertising by painting pedestrian bridges, flyovers, and walls of skyscrapers with attractive pictures and themes in order to market their brands (Iqbal & Lohdi, 2015). Hence, the following hypothesis is designed for empirical testing.

H1: Street graphics have a significant and positive influence on purchase decision.



#### 1.4. Strange occurrences

Strange occurrences refer to strange events taking place to attract customers (Levinson, 2007). Nestle Pakistan placed a huge cattle of coffee at the square of some connecting busy roads. Similarly, Shan Foods, a Pakistan-based global company did the same thing in the same way by placing a huge packet of its branded spices (Khare, 2017; Qureshi et al., 2018). It is also termed as Ambient Marketing in academic literature, where an outdoor advertising takes place. The techniques of ambient marketing comprise of wall paintings and strange outdoor advertising (Sula & Banyar, 2015). Sometimes it is like portraying a huge display of a brand or product at a social place (Ahmad et al., 2014). It is always not necessary that guerrilla marketing campaigns means “cheap little surprise”, as it can be inferred from the example of company-painted refrigerators or McDonalds using its coffee cup and kettle with electric poll (Ahmed et al., 2017). In Pakistan, various companies including domestic and intercontinental companies use strange occurrences. The cellular networks’ companies like Mobilink, Telenor, Zong, and Ufone along with their individual brands and money transfer brands like Telenor’s *Easy Paisa* (being a pioneer brand in the domestic matrix), Ufone’s *Time Pay*, and their rivals, cell phone companies like Q-Mobile, seeds, fertilizer to pesticides’ companies, fans’ manufacturing companies, Nelson paints, various restaurants to hotels, and so forth. Some companies paint their corporate to brand name even on hilly mountains, which appear visible to highway passengers (Carter, 2003; Gupta & Singh, 2017; Hutter & Hoffmann, 2011; Iqbal & Lohdi, 2015). In these examples, outdoor advertising is exercised on the pattern of street graphics, but it falls in ambient marketing technique of strange occurrences, since paintings are done in the outskirts and on the empty to partially collapsed shops, houses, and buildings, for which these companies had to pay no rental fee. Hence, the following hypothesis is designed for empirical testing.

H2: Strange Occurrences have a significant and positive influence on purchase decision.

#### 1.5. Memorable events

Memorable events are comprised of non-conventional and unrepeatable actions that give surprises to the passer-by and pedestrians. In memorable events, celebrities and performers are also hired to appear at public places and perform amongst the general public in order to market the brands. The objective for this public appearance of actors and performers is to grab the attention of the general public (Krautsack, 2008; Levinson, 2007; Moor, 2003). It also relates with a term Sensation/Sensory Marketing, which deals with the impact of advertising and branding activities on the senses of consumers (Ahmad et al., 2014; Hilton, 2015). Johnny Rockets International used to surprise its customers who visited their fast food restaurants in the USA and, they were surprised to see the dance of the restaurant staff after every half hour (Powrani & Kennedy, 2018; Qureshi et al., 2018). Cold Stone ice cream parlour imitated the same thing in Pakistan; World Wide Fund for Nature (WWF-Pakistan) sometimes organize marathon walk (Iqbal & Lohdi, 2015). Hence, the following hypothesis is designed for empirical testing.

H3: Memorable events have a significant and positive influence on purchase decision.



### 1.6. Viral marketing

Viral marketing is about undertaking various marketing campaigns and activities which receive a splendid response by consumers, which turns so dazzling that it goes viral or spreads through word-of-mouth communication, abruptly and briskly like wildfire (Kadyan & Aswal, 2014). With the advent of interactive digital media, it is easy to disseminate marketing messages to consumers through email marketing, mobile marketing, social media networks, and other means of interactive digital media channels. According to Gupta and Singh (2017), Hoyer and Brown (1990), and Hutter and Hoffmann (2011), the buzz marketing is another kind of viral marketing that create diffusion, called diffusion effect. In buzz marketing, the targeted receivers are convinced by a persuasive message or some anomalous activity from buzz agents, which affects feelings and emotions of consumers, and they share their thoughts through word-of-mouth to other customers (Fattal, 2018). Social media marketing appears a very robust marketing technique, which is also a part of viral or buzzes marketing, since the popular messages or posts, pictures, and videos go viral and get the attention of general public. Hence, the following hypothesis is designed for empirical testing. Hence, the following hypothesis is designed for empirical testing.

H4: Viral marketing has a significant and positive influence on purchase decision.

### 1.7. Brand awareness as a mediator

Brand awareness comprises two sub-factors: brand recognition and brand recall. Brand awareness appears a very challenging cum daunting task, especially for start-ups, micro, small, and enterprises. Even large-scale companies find it tough to create brand awareness and continually keep the brand alive in customers' minds. Brand awareness escalates the efficiency and effectiveness of various marketing campaigns and activities (Fattal, 2018; Keller et al., 2011). The higher the brand awareness, the higher is the likelihood of purchase decisions of consumers, as well as repeats purchase (Hoyer & Brown, 1990). Companies advertise their brands and apply numerous techniques to create brand recognition and brand recall. The findings uncovered that all these techniques (tested here as predicting variables) have positive and significant relationship with consumers' purchase decision, particularly brand awareness (the mediating variable), which is also depicted in the studies of Adeniyi and Ige (2013), and Ling et al. (2010), which ultimately affects consumers' purchase decisions (the outcome variable), as found in the empirical study of Ahmed et al. (2017). Many marketers apply Recency theory, which advocates that consumers recall those commercials that are recently exposed to them (Krstić & Đurđević, 2017). Guerrilla marketing assists in generating brand awareness (Adeniyi & Ige, 2013; Ahmed et al., 2017; Ling et al., 2010). Hence, the following hypotheses are designed for empirical testing.

H5A: Street graphics and consumers' purchase decision will be mediated by brand awareness.

H5B: Strange Occurrences and consumers' purchase decision will be mediated by brand awareness.

H5C: Memorable events and consumers' purchase decision will be mediated by brand awareness.

H5D: The viral marketing and consumers' purchase decision will be mediated by brand awareness.

### **1.8. Technology as a moderator**

A way of marketing communication has been transformed tremendously, because of the advancement in information and telecommunication technologies, and the introduction of the Internet has entirely changed the communication methods across the globe. The development in technology empowered consumers to sort out and process the large available services and products to be selected that were not possible earlier. But now the consumers are well aware and independent in their decisions. Initially, all the focus of advertising and promotion was on building the brand image and brand awareness via mass communication channels, which was not so effective for the companies to get the required results (Ahmed et al., 2017). Marketers must consider all the relevant factors like product lifecycle, the willingness of consumer and type of product (Blair, 2017). The Internet provides the opportunity to the customers to give feedback and on the contrary, producers have the opportunity to make new offers and 7-day services all day long (Aaker, 1996; Chitra & Sasikala, 2016). It is high time for the marketers to influence the consumers when they are online on a particular website most of the time. Hence, based on the above discussions, and previous literature it is much evidence, which the technology is a cogent moderating variable that enhances the impact of guerrilla marketing activities and purchase decision of consumers (Ahmed et al., 2017; Filipovic, 2015). Hence, the underneath hypotheses are formulated on the basis of previous literature:

H6A: Street graphics and consumers' purchase decision will be moderated by the technology.

H6B: Strange Occurrences and consumers' purchase decision will be moderated by the technology.

H6C: Memorable events and consumers' purchase decision will be moderated by the technology.

H6D: The viral marketing and consumers' purchase decision will be moderated by the technology.

### **1.9. Conceptual framework**

Since there is no particular model for guerrilla marketing suggested, the modified conceptual framework was developed based on the previous literature such as Carter (2003), Hoyer and Brown (1990), Hutter and Hoffmann (2011), and Levinson (1984) etc., which are exhibited in Figure 2. The predicting variables consist of viral marketing, strange occurrences, street graphics, and memorable events, whereas the mediating and moderating variables include brand awareness and technology respectively, and the outcome variable is purchase decision.

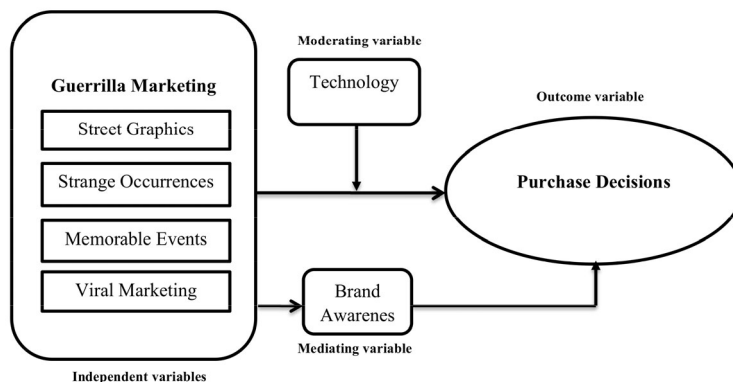


Figure 2. Conceptual framework of the study (source: adapted and modified from previous literature (Hoyer & Brown, 1990; Levinson, 1984; Hutter & Hoffmann, 2011; Carter, 2003))

## 2. Data and methodology

The research paradigm adopted here is quantitative in nature, which applies positivism philosophy with a deductive approach and survey design for collecting data through a close-ended cum structured questionnaire (Saunders, 2011). Purposive sampling technique of non-probability method is used; the sample size stands 584, which is taken as per the formula that there should be minimum 5–10 responses per item for calculating SEM. The modified scales of viral marketing were adopted from Hoyer and Brown (1990) scales of strange occurrences and memorable events were considered from Carter (2003), and Hutter and Hoffmann (2011). The scales of street graphics, and memorable events were adapted from Krautsack (2008), and Moor (2003). However, for the scales of mediating variable such as brand awareness, and scales of technology (moderating variable) were taken from Ahmed et al. (2017). The data was taken from main shopping malls of Karachi city (Millennium, Chase, Imtiaz & Dolmen malls), and students from SZABIST, Indus University, and the University of Karachi that were enrolled in post Graduate studies for marketing specialization. The respondents were more likely to buy the FMCGs and technology products. For data analysis, different tests were run like Cronbach's alpha, factor loadings, average variance extracted, composite reliabilities to gauge the validity and reliability of the scales. Descriptive statistics is employed to analyze the mean values, standard deviation, skewness, and kurtosis. Correlation analysis is used to check the relationship among variables, however, exploratory and confirmatory factors analysis, and structural equation modelling are employed to find the strength of relationship and the impact of all the variables on the outcome variable along with their significance. For mediation and moderation analysis the Hayes conditional process modelling was employed.

### 2.1. Profile of respondents

A sample of 584 respondents, was included, however, the questionnaire was floated to 600 respondents, thus the response rate is 97.33%, and according to Hair, Black, Babin, Anderson (2010) that is considered very good. Table 1 demonstrates the detailed demographic profile of respondents.

Table 1. Profile of respondents

Demographics		Frequency	Per cent
Gender	Male	316	54.1%
	Female	268	45.9%
Marital Status	Single	335	57.4%
	Married	231	39.6%
	Divorced	18	3.1%
Age (In Years)	18–30	207	35.4%
	31–40	105	18.0%
	41–50	70	12.0%
	51–60	106	18.2%
	More than 60	96	16.4%
Education	High School diploma	288	49.3%
	Graduation	181	31.0%
	Post Graduation	67	11.5%
	Professional degree	48	8.2%
Experience (In Years)	1–5	147	25.2%
	6–10	163	27.9%
	11–15	70	12.0%
	16–20	88	15.1%
	More than 20	116	19.9%
Income (In PKR 000)	10–30	94	16.1%
	31–50	255	43.7%
	51–70	126	21.6%
	71–90	71	12.2%
	More than 90	38	6.5%
Total – N		584	

### 3. Estimations and results

For the results and estimation, the descriptive analysis, exploratory and confirmatory factor analysis was employed to confirm the hypothesized measured and structured models. Moreover, the conditional process analysis was used in order to ascertain hypothesized mediation, moderation and direct association between the factors.

#### 3.1. Descriptive statistics

The confirmation of data normality is a paramount for SEM modelling, thus, descriptive analysis that consists on skewness, standard deviation, mean, and kurtosis was applied (Huang et al., 2004). For this purpose, all the values were converted into z-score, and then employed the descriptive analysis, which demonstrates that Kurtosis value ranges from

–3 to +3, however, the values of standard deviation and skewness lie between 1.5 to +1.5 (Table 2) that confirmed the normality of the sample data (Byrne, 2013).

Table 2. Descriptive analysis

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Street Graphics	3.79	1.081	–0.835	0.101	0.142	0.202
Strange Occurrences	3.94	1.095	–0.965	0.101	0.346	0.202
Memorable Events	3.90	0.965	–1.01	0.101	1.365	0.202
Viral Marketing	3.98	1.119	–0.993	0.101	0.293	0.202
Brand Awareness	3.86	1.045	–0.951	0.101	0.583	0.202
Purchase Intention	3.53	0.978	–0.505	0.101	–0.246	0.202
Technology	3.92	1.089	–0.962	0.101	0.395	0.202

### 3.2. Reliabilities and validities

Table 3 demonstrated that composite reliabilities and Cronbach's alpha for seven factors, which showed every factor has the value greater than 0.80 that well above the threshold value (>0.60) as suggested by Hair et al. (2010). Outcomes of Table 3 further demonstrated that all the items have factor loadings ranges between 0.70–0.90 that fulfils the criterion of discriminant validities of all the constructs (Ahmed et al., 2017). For all the individual constructs, the average variance explained falls greater than .60 that fulfils the convergent validities of considered items and factors (Fornell & Larcker, 1981; Kline, 2016).

Table 3. Reliabilities and validities

Variables/Factors	Constructs	FL	CA	CR	AVE
Brand Awareness	BA1	0.902			
	BA2	0.868	0.830	0.872	0.695
	BA3	0.720			
Street Graphics	SG1	0.897			
	SG2	0.923	0.913	938	0.833
	SG3	0.918			
Strange Occurrences	SO1	0.712			
	SO2	0.925	0.839	0.880	0.712
	SO3	0.879			
Memorable Events	ME1	0.781			
	ME2	0.884	0.862	0.898	0.746
	ME3	0.920			
Viral Marketing	VM1	0.795			
	VM2	0.880	0.867	0.902	0.755
	VM3	0.926			

End of Table 3

Variables/Factors	Constructs	FL	CA	CR	AVE
Purchase Decisions	PD1	0.864			
	PD2	0.927	0.894	0.923	0.801
	PD3	0.892			
Technology	TEC1	0.788			
	TEC2	0.889	0.861	0.897	0.745
	TEC3	0.907			

Note: BA: Brand Awareness; SG: Street Graphics; SO: Strange Occurrences; ME: Memorable Events; VM: Viral Marketing; PD: Purchase Decisions; TEC: Technology.

### 3.3. Exploratory factor analysis – EFA

The EFA technique was applied to ascertain the fitness and reduction of sample data through validation process (Emory & Cooper, 1991). The rotated component matrix was extracted through Principal component analysis that also authenticated the validation of items and factors of sample data. The undertaken research consists on seven variables and 21 items in which purchase decision (PD), brand awareness (BA), technology (TEC), viral marketing (VM), strange occurrences (SO), street graphics (SG), and memorable events (ME) have three constructs each. Table 3 exhibited that the factor loading of each item is more than 0.50 that confirmed and validated all items and factors, which researchers have loaded for the undertaken study (Ahmed et al., 2017; Hair et al., 2010; Kaiser, 1974).

### 3.4. Kaiser Meyer Olkin (KMO) & Bartlett's techniques

The appropriateness and fitness of the sample data through KMO analysis and Bartlett's Sphericity test. Table 4 exhibited that KMO value is 0.873 that is equitably excellent, since the values ranging 0.70–0.79, which is considered to be good, and ranging from 0.80–0.99 is to be considered excellent (Kaiser, 1974). Table 4 also demonstrated the results of Bartlett's Sphericity test, which showed the probability is less than 0.50 i.e. 0.000 that indicated the correlation between items is cogent and adequate at 5% significance level.

Table 4. KMO and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.873
Bartlett's Test of Sphericity	Approx. Chi-Square	28 168.691
	Df	378
	Sig.	0.000

### 3.5. Total variance explained

The cumulative percentage of variance for thirteen factors demonstrated the dispersion of the variance of these potential factors; the total value of Eigen is greater than 1, which further established the amount of variance amongst prospective factors. The cumulative variance is

76.74% that is considered to be very good since the minimum threshold value is 50%. Hence, on the basis of total Eigenvalue and cumulative variance, it is concluded that data sample is to be considered reliable, and SEM-based multivariate approach can be employed.

### 3.6. Confirmatory factor analysis – CFA

According to Hair et al. (2010), the CFA is an appropriate and direct approach to check the measurement model, moreover, the CFA analysis examines whether data is fit a hypothesized measurement model. In considered measured model, researchers confirm the factors of guerrilla marketing such as viral marketing, strange occurrences, street graphics, and memorable events, brand awareness as mediating variable, technology as moderating variables, and purchase decision as dependent variable. The twenty-one items of all these seven factors was incorporated into the confirmatory factor analysis, and fixing the sample data between unobserved and observed (Ahmed et al., 2017; Byrne, 2013). The outcomes of Table 5 demonstrated the considered hypothesized measured model is adequate because the fit indices are within the threshold limits such as RMSEA: 0.032, GFI: 0.96, CFI: 0.97, NFI: 0.931, IFI: 0.961, PNFI: 0.679 and PCFI: 0.737.

### 3.7. Structural equation modelling – SEM

For the estimation of purchase decision, the structural equation modelling was employed. The viral marketing, strange occurrences, street graphics, and memorable events were incorporated as independent variables, brand awareness as mediating variable, technology as moderating variable, and purchase decision as dependent variable in considered structural model. The results of Table 5 exhibited the fit-indices that demonstrate that entire structured model is acceptable because the fit indices are within the threshold values such as RMSEA: 0.021, GFI: 0.97, CFI: 0.98, NFI: 0.912, IFI: 0.955, PNFI: 0.725 and PCFI: 0.728.

Table 5. Model fit indices

Fit Indices	RMSEA	GFI	CFI	NFI	IFI	PNFI	PCFI
Criteria	≤0.05	>0.95	≥0.95	>0.90	>0.95	>0.50	>0.50
Structural model	0.021	0.97	0.98	0.912	0.955	0.725	0.728
Measurement Model	0.032	0.96	0.97	0.931	0.961	0.679	0.737

PCFI: Parsimony-adjusted comparative Fit index, CFI: Comparative Fit index; GFI: Goodness of Fit index; NFI: Normed Fixed index; RMSEA: Root Mean Square Error of Approximation; PNFI: Parsimony-adjusted normed fixed index; IFI: Incremental fit index.

### 3.8. Hypothesized direct relationship

Researchers have employed standardized regression weights for interpreting a direct association between techniques of guerrilla marketing such as viral marketing, strange occurrences, street graphics, and memorable events, and dependent variable (Purchase decision). Outcomes of Table 6 exhibited that all four hypotheses (H1–H4) are supported ( $T > 2$  &  $p < 0.05$ ). Thus, it



is finally, concluded that street graphics, strange occurrences, viral marketing, and memorable events have a cogent and positive influence on dependent variable (Purchase decision). Outcomes of individual variables signified that the strange occurrences and street graphics have the highest impacts of 0.784, and 0.731 respectively. However, memorable events and viral marketing followed with the impacts of 0.669 and 0.433 respectively on the purchase decision.

Table 6. Hypothesized direct relationship

Hypothesis	Variables	Regression Paths	Standard. Regression weights ( $\beta$ )	SE	T	P	Decision
H1	Street Graphics	SG $\rightarrow$ PD	0.731	0.09	7.346	0.00	Supported
H2	Strange Occurrences	SO $\rightarrow$ PD	0.784	0.07	9.585	0.00	Supported
H3	Memorable Events	ME $\rightarrow$ PD	0.669	0.07	8.811	0.00	Supported
H4	Viral Marketing	VM $\rightarrow$ PD	0.433	0.08	4.753	0.00	Supported

### 3.9. Hypothesized relationship of mediation

The results of Table 7 demonstrated the mediating impact of brand awareness in an association of exogenous variables such as viral marketing, strange occurrences, street graphics, and memorable events, and endogenous variable i.e. purchase decision. The results of mediation have been extracted through normal theory and bootstrapping methods. Four hypotheses were formulated, such as H5A, H5B, H5C, and H5D, the results of bootstrapping method exhibited that the decision of all the hypotheses are supported (zero does not occur between BootLLCI & BootULCI). Hence, it is established that brand awareness has a significant Mediating effect amongst exogenous variables, and endogenous variable i.e. purchase decision. The outcomes of normal theory method have demonstrated similar results and concluded the same inference because  $z > \pm 1.96$ , and corresponding probabilities are less than 0.05 in all the cases. Hence, it is finally, concluded that the brand awareness is a significant mediator, which has a significant impact amongst all the exogenous variables, and endogenous variable i.e. purchase decision (Ahmed et al., 2017).

Table 7. Mediation analysis

Mediation		Bootstrapping Method				Normal Theory Method			
		Indirect Effect	Boot SE	Boot LLCI	Boot ULCI	Indirect Effect	SE	Z*	Prob.**
H5A:	SG $\rightarrow$ BA $\rightarrow$ PD	0.156	0.075	0.010	0.302	0.156	0.066	20.35	0.018
H5B:	SO $\rightarrow$ BA $\rightarrow$ PD	0.341	0.044	0.253	0.428	0.341	0.052	60.47	0.000
H5C:	ME $\rightarrow$ BA $\rightarrow$ PD	-0.156	0.057	-0.269	-0.043	-0.156	0.057	-2.71	0.006
H5D:	VM $\rightarrow$ BA $\rightarrow$ PD	0.107	0.061	0.014	0.228	0.107	0.053	20.00	0.044

\* denotes the values of  $Z > 1.96$  and  $Z < -1.96$ ; \*\* denotes  $p < 0.05$ .

### 3.10. Hypothesized relationship of moderation

The results of Table 8 have demonstrated the moderating effect of technology in the relationship of exogenous variables such as viral marketing, strange occurrences, street graphics, and memorable events, and endogenous variable i.e. purchase decision. Four hypotheses were formulated such as H6A, H6B, H6C, and H6D, and outcomes of Table 8 have demonstrated the supported statements ( $p < 0.05$ ). Thus, it is conclusively, established that the Technology brand awareness is a significant Mediator, which has a significant impact amongst all the exogenous variables such as viral marketing, strange occurrences, street graphics, and memorable events, and endogenous variable i.e. purchase decision. Table 8 exhibited the outcomes of hypotheses H6A–H6D.

Table 8. Moderating effect

Hypotheses	Moderator	Moderation	Effect	SE	T	P*	LLCI	ULCI
Moderating Effect of TEC b/w SG and PD								
H6A:	TEC	SG $\times$ TEC	-0.088	0.013	-6.50	0.000	-0.114	-0.061
Moderating Effect of TEC b/w SO and PD								
H6B:	TEC	SO $\times$ TEC	-0.098	0.015	-6.34	0.000	-0.128	-0.067
Moderating Effect of TEC b/w ME and PD								
H6C:	TEC	ME $\times$ TEC	-0.117	0.014	-7.89	0.000	-0.146	-0.087
Moderating Effect of TEC b/w VM and PD								
H6D:	TEC	VM $\times$ TEC	-0.111	0.014	-7.57	0.000	-0.140	-0.082

Note: ' $\times$ ' is known as the multiplicative sign; \* denotes rejection of the hypotheses at 0.05 level.

### 3.11. Visualization of conditional effect

The moderating effect of technology in an association of exogenous variables such viral marketing, strange occurrences, street graphics, and memorable events, and endogenous variable i.e. purchase decision is depicted the visualizing conditional effect in Figure 3. The 3D plots of demonstrate that the exogenous variables such as viral marketing, strange occurrences, street graphics, and memorable events experienced a cogent impact of moderation while researchers employed technology as a moderating variable. The outcomes of Figure 3 exhibited that effect of an endogenous variable i.e. purchase decision is changing with the different values of the moderator (technology), with the constant values of exogenous variables.

## 4. Discussions

The specific objective of this research is to investigate the emerging trends for the techniques of guerrilla marketing. Moreover, to ascertain the association (hypotheses: H1–H4) of guerrilla marketing techniques such as viral marketing, strange occurrences, street graphics, and memorable events, and customers' purchase decision. The findings uncovered that all these techniques have positive and significant relationship with consumers' purchase deci-

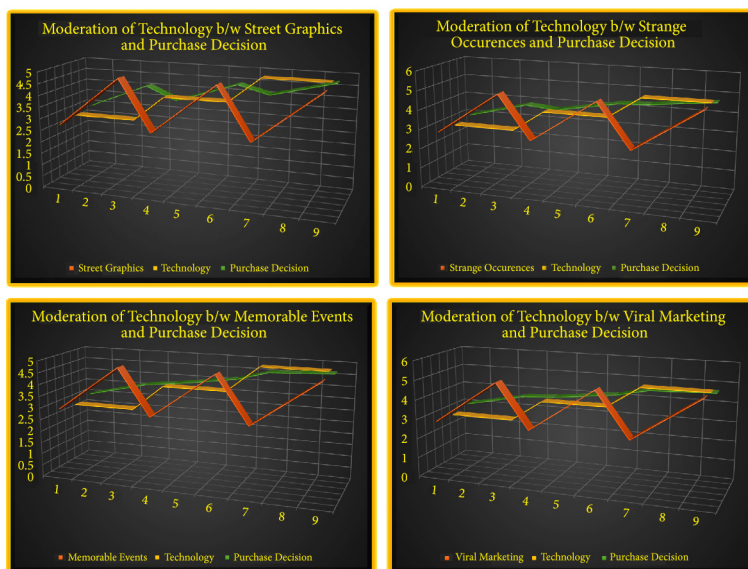


Figure 3. The visualizing conditional effect of moderator (Technology)

sion, which matches the studies of Ahmad et al. (2014), Fattal (2018), and Levinson (2007) particularly brand awareness (the mediating variable), which is also depicted in the studies of Adeniyi and Ige (2013), Ling et al. (2010), and Khare (2017), which ultimately affects consumers' purchase decisions. Strange occurrences and street graphics have the most significant relationship and impact on purchase decision of consumers. The results of mediating variable brand awareness exhibited (hypotheses: H5A–H5D) that it exerts a cogent impact in a relationship for the elements of guerrilla marketing, and purchase decision, which match to the findings of Ahmed et al. (2017), Dinh and Mai (2016), Hoyer and Brown (1990), and Onurlubaş (2017). Finally, it is concluded from the moderation analysis (hypotheses: H6A–H6D) that technology has a significant influence between guerrilla marketing techniques and purchase decision. The results appear consistency with inquiries by Ahmed et al. (2017), Blair (2017), Chitra and Sasikala (2016), and Gupta and Singh (2017). Several other studies which advocate and established the superiority for the techniques of guerrilla marketing. The basic elements of these techniques are, out of box thinking, unconventional marketing, surprise cum imagination factors, efficient/affordable, creating word-of-mouth communication, buzz, or viral effect (Adeniyi & Ige, 2013; Krstić & Đurđević, 2017; Levinson, 2007; Levinson & Rubin, 1996).

## Conclusions

The outcomes of the undertaken research concluded that the viral marketing, strange occurrences, street graphics, and memorable events have a significant and positive influence on purchase decision. The individual results signified that the strange occurrences and street graphics have the highest impacts. However, memorable events and viral marketing followed

with the impacts on the purchase decision. These techniques are getting popular domestically and offer magnificent opportunities for marketers. Large companies spend millions of rupees or dollars on advertising and other promotional vehicles, whereas smaller entities cannot afford it. Hence, they look for some suitable alternatives such as, guerrilla marketing techniques, which offer low budget and unconventional marketing tools with elements of creativity, imagination, and surprise in its techniques. Start-ups, micro, small and medium-size to even large-scale companies including intercontinental companies apply guerrilla marketing techniques, as they advertise their brands and develop public relations through Facebook pages, posts, blogs, and mobile messages to consumers. Even non-government organizations (NGOs) and government organizations also use social media to reach to masses. The outcomes of this research further concluded that brand awareness is a vital mediating factor in a relationship of guerrilla marketing activities such as viral marketing, strange occurrences, street graphics, and memorable events, and purchase decision of consumers. Finally, the technology is a significant moderator between guerrilla marketing activities and purchase decision of consumers while they make any buying decision for any product and services. Marketing managers and owners of start-ups, micro, small, and medium-size businesses can make decisions on the basis of findings of this probe. The guerrilla marketing strategists have to entertain on priority basis its crucial elements including clarity of the message, surprise, novelty and creativity, and relevance in its messages.

Several researchers were agreed upon that there is no comprehensive and fixed model to evaluate the guerrilla marketing strategies (Hutter & Hoffmann, 2011; Moor et al., 2010). Thus, the prime objective of the undertaken study was to provide the comprehensive model with solid base of variables for the evaluation of guerrilla marketing activities. Thus, the undertaken study will be a significant contribution in the existing literature pertaining to the usage and effectiveness of guerrilla marketing strategies in different sectors. The results of the undertaken study are more conclusive for the marketing practitioners, advertisers, and decision makers of different sectors of the economy. This study will be a basic guideline for their guerrilla marketing strategies, and advocates them how to formulate their strategies in a low budget in order to gain maximum advantages by using different components of guerrilla market. This study is more helpful to the SMEs where advertising budget is always remained a main constraint. They can also incorporate telecommunication and information technology while making guerrilla marketing strategies for maximum reach, instant feedback, and optimal output.

The undertaken study has several limitations such as it consists on the data, which were taken from Pakistani consumers, thus, the results cannot be generalizable to the other parts of the world. However, the studies from the South Asian countries perspective were considered, but in future the several countries will be selected to carry out the study. Researchers have incorporated only one mediating and one moderating variables, thus, future studies can take more variables for better results. The SEM-based modelling approach was applied that lacks the cause and effect analysis, thus, future studies can incorporate more robust models to examine the cause and effect amongst the variables.

## Disclosure statement

Authors do not mention any impeding personal, financial or professional conflict of interest.

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## APPENDIX

### Abbreviations used in the paper

TVCs – TV Commercials

ATL – Above the Line (advertising strategy)

3D – 3 Dimensional

TCS Courier – Tranzum Courier Service (Name of Courier Company)

Q-Mobile – Quality Mobile (Name of Mobile Company)

FMCGs – Fast Moving Consumers Goods