

# **DRIVERS AND BARRIERS GURRILLA MARKETING USING META-SYNTHESIS METHOD**

**Mohammad nahid mohammadi**

*PhD candidate in Entrepreneurship, Department of Management, Chalous Branch, Islamic Azad University, Chalous, Iran*

**Mohammad javad taghipourian<sup>1</sup>**

*Assistant Professor of Business Management, Department of Management, Chalous Branch, Islamic Azad University, Chalous, Iran*

**Maryam rahmati**

*Assistant Professor of industrial Management, Department of Management, Chalous Branch, Islamic Azad University, Chalous, Iran*

**Davoud kiakojouri**

*Associate Professor of Public Administration, Department of Management, Chalous Branch, Islamic Azad University, Chalous, Iran*

## **Abstract:**

**The purpose of this study is to systematically study guerrilla marketing in the form of identifying key components, concepts and indicators of barriers and drivers using the meta-synthesis method. In this study, 100 valid scientific texts in Persian and English were discovered and extracted. After studying and extracting the key codes, finally these codes were aggregated and clustered with the help of Maxqda software and were arranged in the form of concepts and components. After clustering and aggregation of key indicators or extracted codes, finally for guerrilla marketing drivers, two components of internal factors including 7 concepts: culture, employee participation, marketer ability, combined strategies, psychology, education and information technology Extract and component of external factors including 7 concepts: marketing, cooperation with competitors, market learning, communication, geographical development, credibility and social media were also extracted. Also for guerrilla marketing barriers, two components of internal factors including 4 concepts: lack of creativity, time Limited, limited financial resources and the lack of a clear pattern and component of external factors including 6 concepts were identified: lack of influence, changing customer tastes, deconstruction, risks of guerrilla marketing, time consuming and unconventional advertising were identified.**

**Keywords:drivers, barriers, guerrilla marketing, meta-synthesis method**

## **1. Introduction**

Every company, regardless of industry, needs marketing. In recent years, the value of marketing is growing. For decades, the role of marketing has become more valuable with

---

<sup>1</sup> Corresponding Author Email: Mj.pourian@iauc.ac.ir ,Tel: +98-9112562789

steps, the most important step of which is extracting codes and clustering them in the form of concepts and components, we examine the barriers and drivers of guerrilla marketing.

## **2. Theoretical foundations and research background :**

The importance of guerrilla marketing research is growing day by day and it is being used by large companies (Soomroi, et al, 2021). In 1960, the leader of the Cuban revolution, Ernesto Che Guevara, described guerrilla tactics in his famous book *Guerrilla Warfare* as a method of warfare that ambushes attacks. Marketers applied this concept in the field of employment in the 1960s as a means to achieve large impacts on low costs (Baltes & Leibing, 2008). Especially in recent years, the popularity of the guerrilla concept has been steadily increasing, as the effectiveness of classical advertising is declining dramatically (Van den Putte, 2009) as classical advertising loses its power to attract consumer attention. They give. Because in this way to win the competition to attract attention, many marketers use more and more advertising activities to promote their products more aggressively. This effort, however, seems counter-productive, because the budget it requires higher publicity and, most importantly, reinforces unavoidable behavior and worn-out effects (Mburu, 2003 & Mogorosi). To find a way out of this vicious circle, marketers have to come up with alternative concepts to get consumers' attention. Guerrilla marketing is a term first coined by Jay Conrad Levinson in his 1982 book, *Guerrilla Marketing*; He sees marketing from a guerrilla perspective as an opportunity for marketers to help their current and future customers succeed in achieving their goal (Turan & Ching, 2010). Guerrilla marketing is an unusual way to measure and predict behavior, influence people, and test and quantify the quality and quality of business

development and its need for the market (Parilti & spahic, 2019). Companies and organizations can no longer use the old marketing methods to attract customers and sell their products. Old-fashioned methods are both time consuming and costly for companies and not very efficient. In addition, the forthcoming taste changes require new marketing methods in addition to the usual methods. Excessive use of traditional marketing techniques has caused many people in the community to be indifferent to them and even resent the onslaught of such advertisements. Therefore, companies, especially smaller companies, are looking for marketing techniques that are more original and attractive. Guerrilla marketing is a method of modern marketing that uses unusual and unconventional methods to attract more and more customers. The term guerrilla marketing was first coined in 1982 by J. Conrad Levinson. Used by a marketing expert. The term can be defined as "the use of unusual marketing tactics to show, attract attention, and achieve results with minimal resources" (Ashwin, 2006). It uses various techniques that minimize costs and is used for small and medium companies that have something to say. This type of marketing has its methods and rules. But it is not known as merely television advertising, which alone affects the viewers' consciousness, but is a combination of several marketing methods and techniques. This form of advertising appears in unforeseen places (Ekream Ceatin, 2012). But what is important in this area is the existence of obstacles and reinforcing factors. There have been many studies in the field of guerrilla marketing, but no study has been done to examine the reinforcing factors or drivers of guerrilla marketing and or barriers to guerrilla marketing. In this research, using the meta-combined method, which is one of the methods of reviewing past texts and includes seven

products that solve customer problems and attract their satisfaction in order to achieve goals such as: protecting the growth of the current market and being a leader in new markets (Norton, 2005) The term of guerrilla marketing is an example of the transfer of technical terms related to the military and war to the field of modern marketing. Marketing activity is defined as a struggle to capture the mind of the customer. Marketing as a war is confirmed by the description of various war scenarios (Gupta & Singh, 2017). I had many instances of these wars in the past. For example, the burger war between the two giants of the industry, namely McDonald and Burger King, the war between the famous company Coca-Cola and Pepsi are examples of war with words and images (Mirusi, 2008). Table 2 summarizes the background of previous research. In this section, although a lot of research has been done, but researchers have tried to list the research that is most relevant to the present study.

based on a small firm budget. In fact, guerrilla marketing is a kind of irregular marketing to get maximum results using minimal resources and involves initiatives, innovations, breaking the rules and looking for alternative solutions to traditional marketing methods (Levinson, 2009). It is important to pay attention and research on the issues that strengthen marketing(Wow,2021). The key to the success of guerrilla marketing is the art of paying attention (the purpose of marketing is to be fully informed) and to be constantly informed about all kinds of information, including newspapers, magazines, radio, television, competitors, customers, current events and current events. Baltes & Leibing, 2008). In the traditional definition; Strategic marketing is a comprehensive system of balancing profitable business activities, designed to plan, price, promote and distribute satisfying products and customer service in a competitive environment. This definition interacts with institutions that are seriously aligned with

**Table 1: Research background**

<b>Result</b>	<b>Research method</b>	<b>Researcher / year</b>	<b>Issue</b>	<b>Row</b>
Guerrilla marketing through innovative low-budget methods has improved the competitive advantage of small and medium-sized enterprises.	Descriptive - survey questionnaire	(Larbi, et al, 2018)	The role of guerrilla marketing in increasing competition from small and medium enterprises	1
The findings of this study show that guerrilla marketing has an effect on young Saudi women and their buying behaviors.	Descriptive - survey questionnaire	(Alrabeeah1 and Jaramillo, 2018)	The Impact of Guerrilla Marketing Campaign on Consumer Behavior of Young Women in Saudi Arabia	2
Small and medium-sized exporters in Turkey benefit from the	Interview and questionnaire	(Çalışkan,2012)	Emergence of guerrilla marketing practices in	3

establishment of guerrilla marketing methods in the export process.			small and medium-sized Turkish exporters	
Guerrilla marketing is less costly and more effective than traditional marketing, and it strengthens the relationship between the customer and the business.	Descriptive survey questionnaire	(Parilti & Spahic,2019)	The Impact of Guerrilla Marketing Measures on Consumer Goals and Comparison with Commercial Marketing Communications: An Action	4
In this study, participants were asked to design a guerrilla marketing campaign that achieves four main goals of guerrilla marketing: message, non-conflict, pleasure and value.	Interview - View	(Lee, et al, 2017)	Creating a Documentary Video as a Tool for Reflection and Evaluation: Getting Guerrilla Marketing Into Action	5
This study describes the evolution of the current understanding of guerrilla marketing as an attempt to attract a large number of relatively low-cost recipients using a surprise effect and a diffusion effect.	Review - Analytical	(Hutter and Hoffmann, 2011)	Guerrilla marketing: The nature of concepts and propositions for further research	6
The results showed that the better the level of knowledge, expectations and perceptions of customers in schools, the more services will be. In general, the research results show the positive effect of guerrilla marketing in the entrance exam schools in Tehran on increasing the sales of their services.	Descriptive-correlation Structural equation	( Sadeghian and Taghipour, 2018)	Investigating the Impact of Guerrilla Marketing Model on Improving Service Sales Performance in Tehran Schools	7

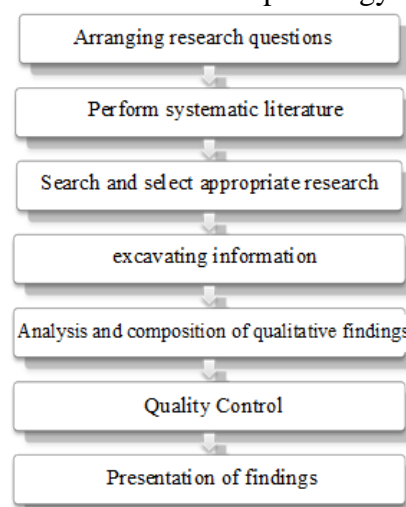
<p>The results showed that there is a significant relationship between guerrilla marketing and its components with attracting customers of the automotive industry and from the customers' point of view, among the components of guerrilla marketing, cultural tactics have the most and human tactics have the least impact on attracting automotive customers.</p>	<p>Descriptive survey questionnaire</p>	<p>Taghi ganji 2018</p>	<p>Investigating the relationship between guerrilla marketing and attracting customers in the automotive industry in Tehran</p>	<p>8</p>
<p>Guerrilla marketing components have a positive and significant effect on attracting customers of Parsian Insurance Company. Among the dimensions of guerrilla marketing, cultural tools have the highest rank and technological tools have the lowest rank. Also, the observed correlation between the components of guerrilla marketing (human, cultural, technological) is significant.</p>	<p>Descriptive-correlation Structural equation</p>	<p>Haj safi 2017</p>	<p>Investigating the Components of Guerrilla Marketing in the Insurance Industry and Its Impact on Customer Attraction Strategy (Case Study of Parsian Insurance Company in Tehran Province)</p>	<p>9</p>
<p>Guerrilla marketing, social responsibility, functional advantages of the brand and credibility have a direct, positive and significant effect on the loyalty of Iranian insurance customers in the three cities studied. Also, social responsibility has a</p>	<p>Descriptive survey questionnaire</p>	<p>Zareei et al 2016</p>	<p>Guerrilla marketing, social responsibility, functional advantages of the brand and credibility have a direct, positive and significant effect on the loyalty of Iranian insurance customers in the three cities studied. Also, social</p>	<p>10</p>

direct, positive and significant effect on guerrilla marketing and brand functional advantage, brand functional advantage on credibility, guerrilla marketing on credibility.			responsibility has a direct, positive and significant effect on guerrilla marketing and brand functional advantage, brand functional advantage on credibility, guerrilla marketing on credibility.	
Smart PLS 3 software was used to analyze the data. The results show that guerrilla marketing has a direct, positive and significant effect on consumer buying intentions; And word-of-mouth advertising has a significant effect on consumer purchasing intent.	Descriptive survey questionnaire	(Ghorbi and Ghasemi Namghi 2019)	Investigating the effect of guerrilla marketing on customer buying intention with the mediating role of electronic word of mouth advertising (Case study: customers of Ofogh Kourosch stores in Mashhad)	11

includes a collection of meta-analysis, meta-composition, meta-theory and meta-theory (Turan & Ching, 2010). Hypertext is a research that evaluates other researches. Hence it is called evaluation evaluations. So meta-combination is a kind of research on other research.

### 3. Research method

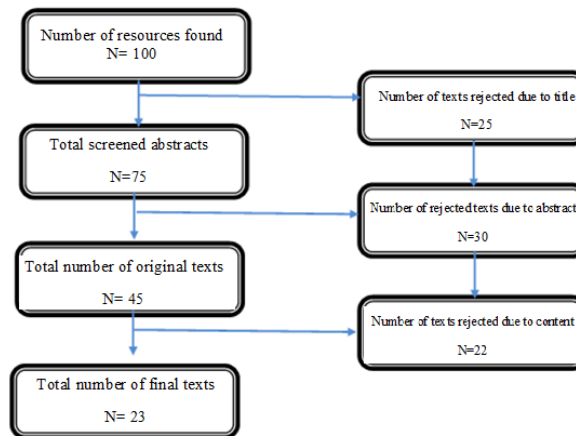
This research is one of the applied researches and the meta-combined method which is one of the meta-study methods has been used. Transcendental is one of the methods used to investigate, combine and pathology of previous studies. The meta-study



**Figure 1: The process of performing a hybrid (Sandelowski & Barros 2007)**

Excellent (50-40); Very good (40-31); Good (30-21); Medium (20-11); Weak (10-0). Based on the scores given to each research, it determined the amount of scores and included scores above 30 in the research [12] (Figure 3). Finally, 23 articles that met the mentioned criteria were selected and studied. After selecting the articles, the content of the texts is carefully studied and the basic indicators are extracted. Throughout the meta-composition, the researcher has continuously studied selected and finalized researches several times in order to obtain findings within the separate contents in which the main and initial studies have been performed. After careful study, the codes were obtained. To extract the research codes by in-depth study and summary and sentences and phrases given in the texts, the appropriate index was extracted based on each sentence or phrase so that it represents the whole phrase. To do this, the text was studied several times by the researcher and the final conclusion was reached. To extract the concepts by putting together related and similar indicators and classifying and clustering in the form of related concepts in a cluster were sorted on a regular basis. To extract the components of the research, we put together all the related and similar concepts that may be related to each other and put them in the form of final components. All the given components have been extracted according to the meaning and summary of the given concepts. The researcher has tried to arrange the concepts in such a way that the meaning of several concepts can be summarized in one component and all related concepts can be placed in one concept.

In this research, a four-question algorithm is used. What - what is cross-curricular study set to find? What are the indicators, concepts, and components of guerrilla marketing barriers and drivers? Who - What is the study population? In this realization, scientific texts in Persian and English are considered valid. When - What is the time frame for realization? In this research, between the years 2002 to 2019 and 2013 to 2019 solar. How is the study done? It should be noted that all quantitative and qualitative or mixed studies were reviewed and analyzed. In this research, Iran Dock (IRANDOC), University Jihad (SID) and CIVILICA internal sites were used and external sites Emerald insight, Scopus and Science Direct (Elsevier) were used. It should be noted that Google Chrome, Yahoo and Google Scholar search engines were used to weave the previous research. Search engines searched for keywords through reputable search engines and sites, and authentic texts were identified and downloaded. then examined the extracted texts on the basis of acceptance criteria or non-acceptance. These criteria include 10 questions, which are called "currency ratios" in the correction. 1- Research Objectives 2- Method Logic 3- Research Design 4- Sampling Method 5- Data Collection 6- Reflexivity (which includes the relationship between researcher and participants) 7- Ethical considerations 8- Accuracy of data analysis 9- Clear expression and Methods Findings 10- Research value. Based on Rubrick's 50-point CASP scale, the researcher proposes the following scoring system and removes any article with a good score below (less than 30);



**Figure 2: The process of selecting the final texts**

internal factors. The concept of culture (two indicators), employee participation (two indicators), marketer ability (five indicators), hybrid strategies (two indicators), psychology (four indicators), education (two indicators) and information technology (two indicators) extraction Were Also for the component of external factors including 7 concepts which include: marketing (two indicators), cooperation with competitors (two indicators), market learning (two indicators), communication (nine indicators), geographical development (two indicators) and social media (three Index).

**4. Findings**

At this stage, the content of the texts is carefully studied and the basic indicators are extracted. Throughout the meta-composition, the researcher has continuously studied selected and finalized researches several times in order to obtain findings within the separate contents in which the main and initial studies have been performed. Table 7 shows the indicators or codes extracted from the study of different texts separately. The results showed that guerrilla marketing has two main components of internal and external factors. 7 concepts were extracted for the component of

**Table 2: Guerrilla Marketing drivers**

Source	Index of	Concept level	Component level
Zarei et al(2015)	Guerrilla marketing can benefit from organizational culture , organizational culture has a great impact on this type of marketing	Culture	internal factors
Levinson, 2007	Using employees 'point of view for marketing activities , using employees' participation in marketing decisions	Employee participation	
Keller, 2008 Levinson, 1989 Chen, 2011	Proper guerrilla marketer skills are needed for marketing, managerial and marketing skills, marketer ability, subconscious mind, subconscious motivation and subconscious mind in	Marketer ability	



	guerrilla marketing. Proper marketer mental imagery improves guerrilla marketing entrepreneurial spirit.		
Mohammadi et al2017	Different strategies can improve guerrilla marketing Guerrilla marketing requires hybrid strategies	Combined strategies	
Aytekin &Nardali, 2010 Çalışkan, 2012 Levinson & Gibson ,2010	Psychology helps and strengthens guerrilla marketing. Guerrilla marketers use facts and human nature when designing. The basics of psychology and the rules of human behavior help guerrilla marketing. Using individual certainties in guerrilla marketing.	Psychology	
Levinson, 2007	Customer training can boost guerrilla marketing. Training marketers improves guerrilla marketing	Education	
Levinson & et al, 2008	Using information technology to empower guerrilla marketing, technology has greatly helped guerrilla marketing.	Information Technology	
Levinson & et al, 2008	Use other marketing tools to help guerrilla marketing Guerrilla marketing can use other marketing	Marketing	foreign causes
Levinson & et al, 2008	Cooperation with competing companies (cooperation with competitors), proper interaction with competitors to improve marketing activities	Collaborate with competitors	
Yoffie & Kwak, 2002	Strengthens attention and experience to the guerrilla marketing market. Market learning is a major factor in guerrilla marketing	Market learning	
Levinson, 2007 Parilti & spahic, 2019 Bordbar and Hassan Gholipour ,2014	Establishing optimal customer relationships, customer feedback, Use different channels to communicate with customers, Appropriate and useful	connections	

	communication helps guerrilla marketing. Guerrilla marketing communication is a good marketing method. Communication makes guerrilla marketing successful. Developing and strengthening communication can improve guerrilla marketing, mutual customer relationships, and Company, two-way relationship between employees and the company		
Levinson & et al, 2008	Geographical development of guerrilla propaganda, dispersion in marketing activities	Geographical development	
Larbi et al, 2018	The degree to which the company is committed to its promises, the credibility of the company, creates the impact of guerrilla marketing	Credit	
Alrabeeah and Jaramillo , 2018 zareei et al(2014)	Use social media to develop guerrilla marketing, use online for guerrilla advertising, Use a variety of media for guerrilla marketing	social media	

and no specific pattern ) two indicators ( and for external factors six concepts that include : no influence ) Two indicators , ( changing customer tastes ) four indicators , ( deconstruction ) two indicators , ( guerrilla marketing risks ) one indicator , ( time consuming ) two indicators ( and unconventional advertising ) four indicators ( were extracted

For the barriers of guerrilla marketing , after studying the texts and clustering and classifying the extracted indicators, we were finally able to extract two main components , including internal factors and external factors .Extracted concepts for internal factors Four concepts include : lack of creativity ) two indicators , ( limited time ) two indicators , ( limited financial resources ) two indicators (

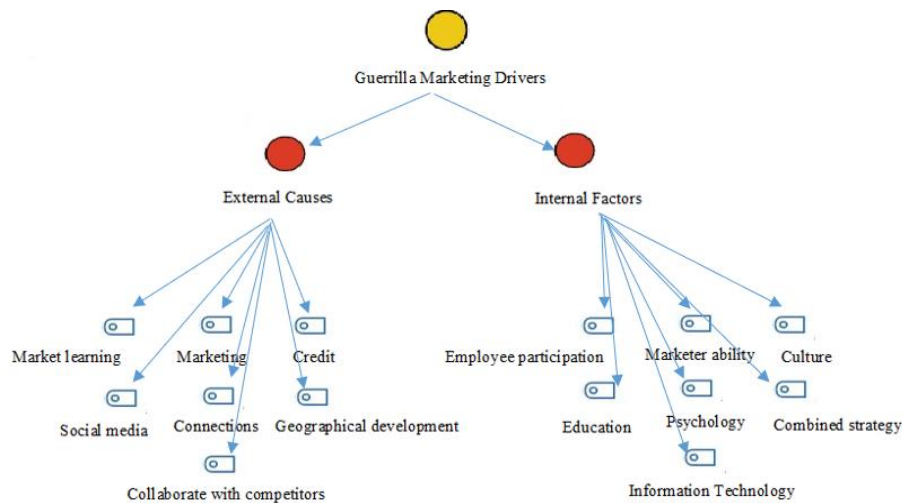
**Table 3: Guerrilla Marketing barriers**

Source	Indicators	Concept level	Component level
Alrabeeah and Jaramillo, 2018	Creativity is very difficult in guerrilla marketing, Creativity is a big obstacle	Lack of creativity	internal factors
Levinson, 2007 Larbi et al, 2018	Limited information on guerrilla marketing Guerrilla marketing decisions take a long time.	limited time	

Haji safi(2017) Levinson, 2007	Funding is important for advertising in guerrilla marketing Advertising funding has a huge impact on attracting customers to guerrilla marketing but is limited.	Limited financial resources	external causes
Shabaninezhad(2015) Levinson & et al, 2008	Lack of guerrilla marketing, There is no clear and definite structure of guerrilla marketing	Lack of a clear pattern	
Larbi et al, 2018	Guerrilla propaganda may not work among all people, guerrilla propaganda is difficult to penetrate among the people	No influence	
Levinson, 2007 Goulding, 2003 Bordbar and Hassan Gholipour (2014)	Great variety of people's tastes for shopping, rapidly changing customer tastes, changing consumer tastes, changing needs, wants, attitudes and consumer views	Changing customers' tastes	
bordbar and Hasangholipour (2014)	Moving on the red lines set by the government and society in some cases attacks the ideas of society.	Deconstruct	
Alrabeeah and Jaramillo, 2018	Guerrilla marketing can have many risks, such as accidents, customer misunderstandings, ethical issues.	Risks of Guerrilla Marketing	
Alrabeeah and Jaramillo, 2018	Guerrilla marketing takes a long time Attracting customers in guerrilla marketing activities is time consuming	Time consuming	
Fakhrian(2016) Alrabeeah and Jaramillo, 2018	The existence of cluttered and sometimes incomprehensible advertising, the customer's negative attitude towards unconventional advertising, Decreased awareness and recollection of guerrilla propaganda, Sometimes nervousness, confusion and fear for the audience in guerrilla propaganda.	Unconventional advertising	

information extracted components external factors including 7 concept : Marketing , Collaboration with competitors, market learning, communication ,geographic development, credibility and social media were extracted.

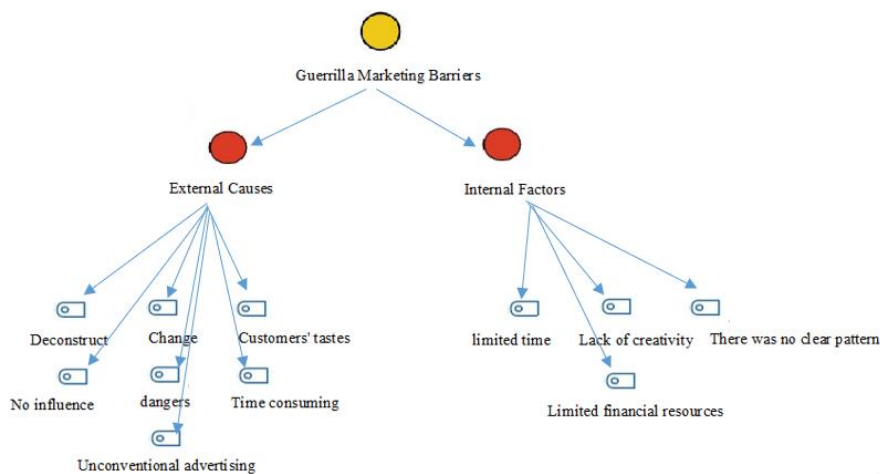
Finally, after extraction and clustering code, they were able to use the software Maxqda for drivers of guerrilla marketing two components of internal factors, including concept : culture, employee involvement, marketing ability, mixed strategies, psychology, education and technology in



**Figure 3: Guerrilla Marketing Drivers**

external factors including 6 concepts: lack of influence, changing customer tastes, deconstruction, guerrilla marketing risks, time. It is unusual to be on top of propaganda.

Also for guerrilla marketing barriers, there are two components of internal factors which include 4 concepts: lack of creativity, limited time, limited financial resources and lack of a clear pattern and component of



**Figure 4: Guerrilla Marketing Barriers**

services. Using guerrilla marketing tools, companies try to penetrate the private world of customers and create a unique and different experience for customers, which leads to customer attraction and loyalty. Guerrilla marketing is based on creativity and imagination, which is why most hybrid strategies are performed in a number of actions that are different from traditional advertising. This type of marketing, with innovative use of resources and methods, provides the least cost

**5. Result**

Today, traditional marketing methods are no longer used to advertise and attract customers because the growing growth of domestic and foreign companies and their close competition for more market share has created a very competitive environment. Marketing methods are very different today and to be successful in marketing, you have to make people change the type of product they consume or accept a new type of products and

component including 7 concepts: marketing, cooperation with competitors, Market learning, communication, geographic development, credibility and social media were extracted. Suggestions are made to better strengthen and reduce the factors of guerrilla marketing barriers according to the proposed model. It can be concluded that this model, by using meta-combination, tries to provide a proper structure and division of concepts; Which can be a basis for future research. The following is also suggested for future studies. Evaluation of the barriers and drivers of guerrilla marketing in small, medium and large companies is mostly done by quantitative research tools in the field of dimensions. Given that many indicators and concepts of guerrilla marketing are presented. It is suggested that future researchers use this questionnaire and structural equation model to evaluate this model. It is also suggested to future researchers to study the factors affecting guerrilla marketing and to analyze guerrilla marketing in various organizations and companies.

to companies. With the help of guerrilla marketing, companies can come up with many ideas. But in guerrilla marketing, there are driving factors that strengthen and help guerrilla marketing, and on the other hand, there are barriers who weaken guerrilla marketing. In this study, we extracted guerrilla marketing barriers and drivers using the hybrid method. The results showed that guerrilla marketing barriers included two components of internal and external factors. For internal factors included 4 concepts: lack of creativity, limited time, limited financial resources and lack of a clear pattern and component of external factors included 6 concepts: lack of influence, changing customer tastes, deconstruction, risks of guerrilla marketing, time consuming and unconventional advertising. For guerrilla marketing drivers, two components of internal factors including 7 concepts: culture, employee participation, marketer ability, combined strategies, psychology, education and information technology are extracted and external factors

**Supporter: this article was done with the financial support of the small industries and industrial town organization of Iran -Kurdistan province.**

Communication (ICOAC), Universitat Autònoma de Barcelona, [https://www.civilica.com/Paper-ICEMSS01-ICEMSS01\\_253.htm](https://www.civilica.com/Paper-ICEMSS01-ICEMSS01_253.htm).

3. Haji Safi, A. (2017), A Study of Guerrilla Marketing Components in the Insurance Industry and Its Impact on Customer Attraction Strategy (Case Study of Parsian Insurance Company in Tehran Province), 2nd International Conference on Management Cohesion and Development Economics, Tehran, Osweh University, University of

## References

1. Bordbar, B., & Hassan, G. T. (2014), Ethics, the 11th keyword of guerrilla marketing in academic competitions, culture in Islamic University 13 / fourth year, fourth issue.
2. Taghi, G. S. (2015), A Study of the Relationship between Guerrilla Marketing and Automotive Industry Customer Attraction in Tehran, International Conference on Management Economics and Social Sciences, Spain, International Center of Academic

9. Mohammadi, M. N., Alvandi, A & Akbari A. (2017), Investigating the Impact of Guerrilla Marketing and Social Responsibilities of Arpa Noosh Production Company (Istak) on Customer Loyalty with Emphasis on Brand Performance Benefits and Reliability of Iranian Goods, First National Entrepreneurship Conference, Chalous , Mazandaran.
10. Norton, P.(2005) Step-by-step guide to designing and compiling a strategic marketing plan, translated by Hassan Nasiri Gheidari, first edition, commercial publication.
11. Alrabeeah, S. H., & Jaramillo, A.(2018), The impact of guerrilla marketing campaign on consumer behavior of the young women in Saudi Arabia. *Journal of American Science*,14(12):43-70. ISSN 1545-1003 (print); ISSN 2375-7264 (online). <http://www.jofamericanscience.org>. 5. doi:10.7537/marsjas141218.05.
12. Alrabeeah, S. H., & Jaramillo, A. (2018), The impact of guerrilla marketing campaign on consumer behavior of the young women in Saudi Arabia. *Journal of American Science*,14(12):43-70. ISSN 1545-1003 (print); ISSN 2375-7264 (online). <http://www.jofamericanscience.org>. 5. doi:10.7537/marsjas141218.05.
13. Ashwin,A.(2006).»Guerrilla marketing-old philosophy with future?. Saxion university Enschede
14. Ay, C. A. P., & Nardali, S.(2010). Guerrilla Marketing Communication Tools and Ethical Problems in Guerilla Advertising. *American Journal of Economics and Business Administration* , 2 (3), pp. 280-286.
15. Baltes G. Leibing I. (2008). Guerrilla marketing for information service, *New Library world*, Vol. 109, No. 2/1, PP. 55-46.
16. Çalışkan, G.,(2012), Incidence of Guerrilla Marketing Practices in Small and Medium Sized Turkish Exporters, European Tehran, [https://www.civilica.com/Paper-MEUCONF02-MEUCONF02\\_135.html](https://www.civilica.com/Paper-MEUCONF02-MEUCONF02_135.html) .
4. Zarei, A., Sharaf,V., Zangian, S. (2015 )Effect of Guerrilla Marketing and Social Responsibility insurance companies on customer loyalty, with emphasis on the functional benefits of the brand and the reliability, supplement to the *Bulletin of insurance*, Year 30 , 85-104.
5. Shabani N., Ismail, R. V. S & Fakhralsadat, T. (2015), Prioritizing Factors Affecting the Implementation of Partisan Marketing Trend Approach in Small and Medium Enterprises of Mazandaran Province, 2nd National Conference on Marketing Research, Tehran, Narkish Information Institute, [https://www.civilica.com/Paper-MKTRCONF02-MKTRCONF02\\_088.html](https://www.civilica.com/Paper-MKTRCONF02-MKTRCONF02_088.html)
6. Sadeghian, F. & Taghipour, M. (2016), Investigating the Impact of Guerrilla Marketing Model on Improving Service Sales Performance in Tehran Schools, 5th Conference on Economics and Applied Management with National Approach, Babolsar, Bu Ali Sina University of Hamadan - North Taroud Research Company - Sistan University And Baluchistan - Payame Noor University, Central Yazd - Iranian Researchers Network.
7. Fakhrian, A. A. (2016), The Impact of Guerrilla Marketing on Consumer Intent to Purchase with the Mediating Role of Customer Satisfaction and Loyalty (Case Study: Mobile Phone Consumers in Region 12), Master Thesis, Islamic Azad University, Safa Dasht Branch.
8. Ghorbi, S. S., Ghasemi, N. M. (1398), The effect of guerrilla marketing on customer buying intention with the mediating role of electronic word of mouth advertising (Case study: customers of Ofogh Kourosh stores in Mashhad), *Journal of Marketing Management*, No. 149.

26. Levinson, J. C. (2007). *Guerrilla Marketing*, 4th Edition: Easy and Inexpensive Strategies for Making Big Profits from Your Small Business, Houghton Mifflin Harcourt.
27. Levinson, J. C., Mitch, M., & Mary, E. S. (2008). *Guerrilla Marketing on the Internet: The Definitive Guide from the Father of Guerrilla Marketing*, Entrepreneur Press.
28. Mburu, P., & Mogorosi, M. (2003). Effects of advertising budget on bank sales in Botswana. *J. Applied Sci.*, 3: 189-196.
29. Parilti, N & Spahic, D. (2019), The impact of guerilla marketing practices on consumer attitude and comparison with traditional marketing communication: a practice, *Journal of Banking and Financial Research* V:6 ISSUE:1.
30. Sandelowski, M. B. J. (2007). *Handbook for synthesizing qualitative research*, Springer publishing company Inc.
31. Seungm, H (Mark) Lee, K, Douglas. H, Shahin, A. C., & Ksenia. S ., (2017): Creating a Video Documentary as a Tool for Reflection and Assessment: Capturing Guerilla Marketing in Action, *Marketing Education Review*, DOI: 10.1080/10528008.2017.1409079.
32. Soomro, Y. A., Baeshen, Y. Fozan, A., Kaimkhani, S. A., & Bhutto, M. Y. (2021), The Impact of Guerrilla Marketing on Brand Image: Evidence from Millennial Consumers in Pakistan, *Journal of Asian Finance, Economics and Business* Vol 8 No 4, 0917–0928
33. Turan, P., & Ching-Ter, C., (2010). Revised multi-choice goal programming for multi-period, multi-stage inventory controlled supply chain model with popup stores in Guerrilla marketing, *Original Research Article*, Volume 34, Issue 11.
34. Van den Putte, B., (2009). What matters most in advertising campaigns: The relative effect of media expenditure and *Journal of Economic and Political Studies*, 5 (1).
17. CHEN, S., (2010). *Strategic management of e- business*, John Wiley and Sons, New York, PP. 5-7.
18. Ekream, C. B. (2012). *Guerrilla advertisement and marketing*, published in *ELSEVIER*, pp 1022-1029
19. Goulding, C. (2003), *Issues in representing the postmodern consumer. Qualitative Market Research: An International Journal*, 6(3), pp. 152-159.
20. Gupta, H., & Singh, S. (2017). Sustainable practices through green guerrilla marketing—an innovative approach. *Journal on Innovation and Sustainability. RISUS* ISSN 2179-3565, 8(2), 61-78
21. Katharina, H., & Stefan, H. (2011). *Guerrilla Marketing: The Nature of the Concept and Propositions for Further Research*. *Asian Journal of Marketing*, 5: 39-54.
22. Keller, K. L. (2008). *Strategic Brand Management, Building, Measuring, and Managing Brand Equity*. 3rd Ed., New Jersey: Pearson Education International.
23. Larbi, B. M., Amel, B. A. Y. (2018) The role of guerilla marketing in increasing the competitive of small and medium industries, *Proceedings of 182nd The IIER International Conference, Cairo, Egypt, 12th-13th*.
24. Larbi B. M., Amel, B., & Asma, Y. (2018). The role of guerilla marketing in increasing the competitive of small and medium industries, *Proceedings of 182nd The IIER International Conference, Cairo, Egypt, 12th-13th*.
25. Levinson, J. C., & Shane, G. (2010). *Guerrilla Social Media Marketing: 100+ Weapons to Grow Your Online Influence Attract Customers, and Drive Profits*, Entrepreneurial Media Inc.

message content strategy. *Int. J. Advertising*, 28: 669-690.

35. WOO, E-J,. (2021), The Relationship between Green Marketing and Firm Reputation: Evidence from Content Analysis, *Journal of Asian Finance, Economics and Business*, Vol 8 No 4, 0455–0463

36. Yoffie, D. B,. & Mary, K,. (2002). "Judo Strategy Business", *Strategy Review*, 13 (1).