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SOCIAL MEDIA GUERRILLA MARKETING

– CASE: TURKU KAMPUS UPGRADE

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The thesis serves two purposes; first, to discuss what is guerrilla marketing and how guerrilla marketing methods were utilized with the case project, and secondly, to critically review and give improvement suggestions to the guerrilla marketing campaign executed by the Turku Kampus Upgrade project through analyzing the data from their Facebook page and the traffic of their home page.

Guerrilla marketing is studied from various perspectives that are online-related – what are the characteristics (for example, cheap and surprising) and methods (for example, experiential marketing or word-of-mouth marketing). Each is explained and then given real-life examples to clarify the topic further.

Guerrilla marketing works because of three variables – the diffusion effect, the surprise effect and the low-cost effect. By interchanging these variables, seven different paths can be arranged, each of which can be used to achieve the desired result (maximum visibility with the lowest costs possible). Turku Kampus Upgrade project executed its campaign through the low-cost effect path.

Although the campaign cannot be classified as a failure, there is plenty of room for improvement. The major flaws within the campaign itself found out included: not having enough emphasis on the diffusion effect, the rate of engaging visitors being too low and almost completely lacking the surprise effect. In addition, external factors also played role in the case. The city's funding was nonexistent, schedule very tight and everything was given in the hands of a single person.

This was an empirical research in which all the quantitative data was gathered from Facebook and home page statistics through observing. Convenience sampling was used as I was only able to acquire the data from the last three months of the project. The results supported my assumption that the possibility of reaching a wider audience online existed, even with the limited capital. There were several spikes in the amount of visitors, shares and likes which often occurred after an offline event or a major announcement (for example, announcing of the finalists).

The commissioners did not give out a specific set of objectives for the campaign but it did poorly for my expectations when considering the ultimate goal - the amount of submissions to the contest. I was expecting to have at least 150-200 submissions in total as there was six months to get there. In reality the amount was closer to 50.

Addressing the difficulties mentioned above, the campaign has all the requirements to be more successful next time. Mainly: more funding and time, using a themed campaign, advertising the main incentive (prizes - 5000 euros in total) more aggressively, and attending more offline events.

Aleksi Korpela

SOSIAALISEN MEDIAN SISSIMARKKINOINTI
- TURKU KAMPUS UPGRADE

Opinnäytetyöllä on kaksi päämäärää: ensiksi, tutkia, mitä sissimarkkinointi on ja miten sitä käytettiin Turku Kampus Upgrade -projektissa, ja toiseksi, tarkastella kriittisesti kyseisen projektin markkinointikampanjaa sekä antaa parannusehdotuksia tulevaisuutta varten. Tutkiessa hyödyksi käytettyiin projektin kotisivujen trafiikkidataa sekä Facebook –sivujen dataa.

Sissimarkkinointia itsessään tarkastellaan eri perspektiiveistä, jotka kaikki liittyvät läheisesti Internetiin – mitä tunnusomaisia piirteitä (esimerkiksi halpuus ja yllättävyys) ja metodeja (esimerkiksi "empiirinen markkinointi" tai "kuulopuhemarkkinointi") sissimarkkinointiin liittyy. Jokainen aihe käydään läpi tarkoin ja lopuksi annetaan esimerkkejä oikeista tapauksista selkeyden vuoksi.

Sissimarkkinoinnin toiminta perustuu kolmeen eri muuttujaan: "diffusion effect", "surprise effect" ja "low-cost effect". Näitä muuttujia liikuttelemalla saadaan aikaiseksi seitsemän erilaista polkua, joista jokaista voidaan erikseen käyttää saavuttaakseen halutun lopputuloksen (tässä tapauksessa suurin mahdollinen näkyvyys pienimmillä mahdollisilla kuluilla). Turku Kampus Upgrade toteutti kampanjansa juuri "low-cost effect" –polkua seuraten.

Vaikka kampanja itsessään ei epäonnistunut, paljon jäi parannettavaa ensi kerralle. Suurimmat sisäiset ongelmat olivat: "diffusion effect" jätettiin liian vähälle huomiolle, kävijöitä ei saatu houkuteltua tarpeeksi toimintaan, ja tärkeä yllätysefekti jäi uupumaan lähes kokonaan. Myös ulkoiset tekijät vaikuttivat lopputulokseen: kaupungin myöntämä rahoitus oli hyvin vähäistä, aikataulu erittäin tiukka ja kaikki vastuu sekä työ annettiin yhden ihmisen hoidettavaksi.

Tutkimus on luonteeltaan empiirinen ja kaikki kvantitatiivinen data kerättiin Facebookin sekä kotisivujen kautta. Valitettavasti vain kolmen viimeisen kuukauden tiedot olivat käytettävissä. Analysointi vahvisti oletustani, että projektilla oli kaikki mahdollisuudet tavoittaa paljon suurempi yleisö kuin mitä nyt saatiin tavoitettua, jopa ilman suurempaa rahallista panostusta. Datasta myös löytyi selkeitä kävijäpiikkejä, jotka tapahtuivat lähes poikkeuksetta jonkin tapahtuman tai suuremman luokan ilmoituksen (esimerkiksi finalistien paljastus) jälkeen.

Vaikka kaupunki itsessään ei antanut selkeitä tavoitteita projektille, se ei yltänyt omiin tavoitteisiini. Olin kuvitellut kilpailun saavan ainakin 150-200 ehdotusta, vaikka luku oli todellisuudessa lähempänä 50. Parannettavaa löytyy monella saralla, esimerkiksi ideoita kilpailuun ei jätetty tarpeeksi omasta mielestäni tarpeeksi, sekä kampanjalla tavoitettu ihmismäärä oli liian pieni.

Jos löydettyjä epäkohtia parannellaan ensi kerraksi, projektilla on kaikki mahdollisuudet onnistua. Annetaan tekijöille enemmän aikaa sekä rahoitusta, yhtenäistetään markkinointikampanjan teemaa, markkinoidaan pääpalkintoa (5000 euroa) aggressiivisemmin, ja järjestetään sekä käydään enemmän erilaisissa tapahtumissa, joissa saadaan kontakteja ihmisiin.

ASIASANAT:

sissimarkkinointi, sosiaalisen median markkinointi, Turku Kampus Upgrade

CONTENT

LIST OF ABBREVIATIONS (OR) SYMBOLS

Abbreviation	Explanation of abbreviation
e.g.	for example
IMCCE	Integrated Marketing Communications Council Europe
CPM	cost per thousand impressions

1 INTRODUCTION

Companies today use and combine a wide scale of different techniques to enhance already existing ways of marketing. Guerrilla marketing method challenges the traditional view of an increment in expenditure correlating to the effectiveness of the campaign by relying mainly on creativity (surprise effect) and word-of-mouth (diffusion effect) to keep the costs low (Bourn, 2009). Although originally aimed at smaller firms, the method is now used by many multinational corporations also.

Taking an interest in marketing and advertising, I was excited when an acquaintance contacted me asking if I wanted to do my thesis on one of their projects. That project turned out to be Turku Kampus Upgrade. In short, people were asked to submit ideas aimed at improving the Kupittaa campus area and the best ideas were rewarded. A more detailed explanation of the project can be found in chapter four. My role was simply an observer and I did not actively interfere with the campaigning. It took me a while to understand the project itself and after closely monitoring the situation for a moment, it became evident that, unfortunately, there was no marketing plan whatsoever. Also, the commissioners never explicitly stated that the campaign should be executed using guerrilla tools; however, the funding was so limited that guerilla marketing methods had to be utilized (mostly word-of-mouth marketing).

We figured that the most helpful topic for me and the Kampus project would be to analyze their social media marketing. The research questions are following:

1. How did Turku Kampus Upgrade utilize guerrilla marketing methods on social media?
2. What could be improved next time in order to enhance the effectiveness of the campaign?

As the staff was not particularly satisfied with the amount of submissions and the awareness generated for the project, the main objective of this thesis is to critically analyze the marketing campaign and give suggestions on how to use guerrilla methods more efficiently next time.

Guerrilla marketing itself was not something I was familiar with which is why I had to do my groundwork thoroughly starting from nothing. Although the presence of guerrilla marketing in social media has been covered to some extent, many of the articles and

studies lacked all criticism towards guerrilla methods. I had to use my own experience to fill in the gaps, in this case specifically the negative sides. In order to get real-life examples and gather other missing information I used online sources I found the most reliable.

The thesis is divided into three main parts – literature review aims at giving the reader an understanding of guerrilla marketing as a whole while also cross-examining social media and guerrilla marketing; methodology explains the means used in my research; and the last part studies the Turku Kampus Upgrade project, explaining what was done and for what reason, analyzing the results of the campaign and suggesting how it could be improved next time.

2 LITERATURE REVIEW

Jay Conrad Levinson, the author of "Guerrilla Marketing" (1984), was the first to use the term in referring to "unconventional marketing tools used in cases when financial or other resources are limited or non-existent" (Hisrich & Ramadani, 2017, p. 75). This particular style of marketing, "small budget, large effect", was originally created in order to compete with larger companies' traditional marketing methods, most of which relied solely on the mainstream channels and mainly followed the same ideology – the more funds is poured into the campaign, the better the results will be. Guerrilla marketing has challenged this view as its focus is more in being innovative in finding new channels and clever, unexpected ways to advertise; interacting with the consumer directly in form of, for example, activating them on spot with games; and lastly, creating emotions in people whether shocking or amusing, in order to create marketing hype, make people talk and remember.

At first, due to the low costs aspect, the guerrilla method was aimed for the use of struggling small businesses - "…the soul and the spirit of guerrilla marketing – is small business: companies with big dreams but tiny budgets" (Levinson, 1984, p. 5). A good example of utilizing the guerrilla strategy in the past was the use of "buy me a drink" girls at night clubs. Certain beverage manufacturers would hire attractive girls to attend local night clubs and talk to men. Once the men offered to buy them a drink, the girls would ask for a specific new drink brand and go on praising it before vanishing, creating brand awareness and surprising the consumer (Rathour, 2014). Another much used example from the 1980's is Adidas which was very close to going bankrupt until a pair of sneakers were given to an up-and-coming hip hop group Run DMC. The group recorded a single called "My Adidas" that turned out to be very successful which practically saved the company and allowed it to become what it is today. (Drake & Wells, 2008, p. 126) Nowadays, this is very unlikely to work in that scale anymore due to endorsement deals and endless shout-outs to different brands by musicians. But back then it was surprising and new, some of the key points of guerrilla marketing – once something is done, the idea cannot be re-used since it would not affect the consumers anymore as a result of losing the surprise effect.

"Because guerrilla marketing tactics become ineffective once the method is well-known, marketers have to keep moving and changing, bobbing and weaving, avoiding detection

and blazing new trails. Their business depends on stealth and the element of surprise." (Delana, 2008)

Although initially created for small businesses, nothing stopped multinational corporations from adapting the method. Soon, large corporations took notice how well it worked and how inexpensive it was to run, and the method was quickly utilized. Companies known worldwide, such as The Coca-Cola Company, mainly used guerrilla marketing on a grassroots level as a part of a bigger marketing campaign to support it. (Blakeman, 2014, p. 44) Some concerns have been raised, however, whether this can be counted as guerrilla marketing at all due to almost unlimited funds and the fact that their brands and products are often already well established to the consumers. The risks are also higher with bigger companies, if the campaign turns out to be a fiasco it could end up costing the company a lot of money or even worse, their image. With small businesses utilizing guerrilla marketing, it does not pose that high of a risk as their brand or product is often a completely new one – making it hard to damage versus an already established brand. (Creative Guerrilla Marketing, 2016)

In 2010, Jay Levinson released an updated book called "Guerilla Social Media Marketing" in which the connection between different social media networks and guerrilla marketing is studied. According to the author, Internet and social media have proven to be perfect channels for guerrilla marketing – virtually free of charge, flexible, fast, always available, and the best part; easy to reach enormous masses. (Levinson, 2010) The subject is discussed further later in this chapter.

2.1 CHARACTERISTICS OF GUERRILLA MARKETING

Although exact definitions may vary, it could be agreed that specific characteristics can be found incorporated in each guerrilla campaign. To paraphrase a former Volvo Middle East marketing director, Alexander Reidl, there is a set of principles for guerrilla marketing which have to be fulfilled in order to have a genuine guerrilla marketing campaign. (Blakeman, 2014, p. 38)

Reading through the list below, Turku Kampus Upgrade project in their social media campaign incorporated at least three of the characteristics – drastic, humorous and cheap. Details of the project itself can be found in chapter four. More should have been done to evoke the surprise effect which a successful guerrilla campaign often requires.

The necessity of the surprise effect along with the diffusion and low-cost effect is explained later in this chapter.

2.1.1 COMPLETELY UNEXPECTED

The so-called "surprise effect" occurs when a consumer encounters an occurrence – often in this particular case the advertisement itself, whether disguised or not – when least expected. Something that seems out of place always attracts attention to itself. According to Hutter & Hoffmann (2011, p. 5) there are a few ways to surprise a consumer that advertisers can utilize, for example absurdity, humor, shocking messages and implementing advertisements in atypical locations applying atypical media and means of promotion. As something unexpected happens, people have a tendency to gain interest and raise their awareness towards it which is exactly what the guerrilla marketers are aiming for. However, the audience can also react negatively to the message which makes segmentation and proper target audience profiling key elements in a successful guerrilla campaign. (Inspiro Solutions, 2009)

2.1.2 DRASTIC

Drastic is not referring to extreme or radical in this case but rather having a strong, lasting and influential effect (Oxford Dictionary, 2016). If used properly, the element allows the campaign to gain leverage and reach the maximum amount of awareness with limited or no funding. As stated earlier, the idea of low costs is an indispensable part of guerrilla marketing. Levinson said that "…the soul and essence of guerrilla marketing which remain as always, achieving conventional goals, such as profits and joy, with unconventional methods, such as investing energy instead of money" (Levinson & Hicks, 2003, p. 292). A good example of drasticity comes from FedEx – not from any of their campaigns but their logo. When the company's name was shortened and a new logo was needed, the designers incorporated an arrow pointing to the right into the logo. A very simple thing, yet highly effective. The human cognitive system recognizes the arrow easily which then helps to catch the attention of a person. In addition, the arrow stays in the memory. Once it is noticed, it will not disappear from the brain. The utilization of guerrilla methods can be often found in the minor details, as in this example. (Macknik, et al., 2015)

2.1.3 HUMOROUS

Humor is a mean to differentiate the guerrilla campaign from others, as traditional marketing often tends to lean towards being more rigid, formal and informative. Humorous advertising is usually perceived as involving, disarming and more memorable by the audience (Tomlinson, 2014). For a guerrilla marketer, it is a rather easy and inexpensive way to reach the target audience. Simply put, people like to be entertained which is why humor works. Yet, there are plenty of obstacles in designing such a marketing campaign; first, too much humor will distract the consumer from the actual brand or product further impeding the effectiveness of the advertisement (Kantar Millward Brown, 2016), and secondly, wrong kind of humor can induce negative feelings towards the brand as what is perceived funny is not only regional and tied to culture but also to demographics. (Nielsen, 2015, pp. 13-16) Although Levinson (2001, p. 186) states that "humor…is often the enemy of effective advertising", it has been widely used in guerrilla marketing to catch the consumer's attention.

The Internet is full of instances that exhibit clever forms of incorporating humor into the advertisement. For example, MTV Switch, a "MTV Networks International's global climate change campaign" (MTV Switch, 2007) launched a harsh but humorous guerrilla campaign against climate change. It was placed in a river where two hands holding up a sign could be seen. The sign read "Global Warming. What's all the fuss about?" (Think Outside The Cliché, 2012) Although having only one advertisement in a single location, seen by a very limited audience, it caught the attention of the bypassers (due to being simple yet humorous, unique and unexpectedness) and was shared online and seen by a huge amount of people later on. The fascinating part in most cases is that the humor is related to evoking the surprise effect. This is why, in my opinion, comicality and absurdity go well hand-in-hand with guerrilla marketing but only to some the extent. Humor should not intervene or distract the consumer from the advertisement's original purpose – that is, ultimately, to persuade the consumer to make a purchase. (Strydom, 2007, p. 142)

2.1.4 ONE-SHOT GAME

"Speed and flexibility are the essence of guerrilla marketing" (Levinson, 1984, p. 19).

As stated before with the surprise effect, the same principle applies here **-** once something is done it cannot be done again. The marketers as well as the consumers are both aware of it. Every campaign is unique and temporary, otherwise guerrilla marketing would not be different from other marketing methods. The temporality especially creates a "one-off feeling" for the consumer and ensures a higher recognition rate than a long-running traditional campaign. (Inspiro Solutions, 2009) Trying to come up with something exceptional and once-in-a-lifetime for promotional purposes is not an easy task. In 2010, Procter & Gamble set up a pop-up store in Manhattan for ten days. The store offered, for example, free samples and coupons for their products. (Blakeman, 2015, p. 160) The idea of a temporary store in the middle of New York City that exists solely to promote the brand is brilliant. Again, a large company with nearly unlimited capital was in charge of all this - but it nevertheless demonstrates the idea very well.

2.1.5 CHEAP

Cheapness is one of the major reasons firms and businesses have adapted guerrilla marketing methods. It is cheap yet effective. However, in order to be both, lots of innovation and creativity has to be put into the campaign. When most of the funding is off the table, the marketers need to rely on the abovementioned factors – the surprise effect, drasticity, humor et cetera. There are several ways to ensure cost-effectiveness when compared with traditional means of marketing. For example, guerrilla methods enable the marketers to avoid the traditional advertising spaces and setting, for example billboards or television, which cost a fortune. The placement of advertisement has to be carefully considered and they often portray the uniqueness of guerrilla marketing.

The point here is, if there are cheaper alternative marketing channels available, they are put in use. (Farouk, 2012, p. 113) An often-made mistake is to confuse "cheap" to "the cheapest option available". That is not the case. Cheap in guerrilla marketing refers to the cheapest possible alternative (when compared to traditional marketing) that has the possibility to reach equally wide audience, have the same impact and raise the same amount of awareness as the more expensive alternative. The expenses could be close to zero or a million – it all depends on the comparable. (Levinson, et al., 2008, p. 7) The Internet has proven to be a gold mine for guerrilla campaigns due to their huge audience reach and relatively low costs – however, the battle for consumer attention online is vicious. Most of the social media networks offer paid marketing space but a guerrilla

approach would be to find a cheaper alternative, for example, launching a totally unique social media campaign that would intrigue users to share the content further. That would cost nothing more than the time put into it and lots of creativity in planning.

2.1.6 GOODWILL AND CUSTOMER BENEFIT

The term goodwill was given its first legal definition in 1901 by Lord McNaughten. He stated that it is "…the benefit and disadvantage of the good name, reputation and connection of a business. It is the attractive force which brings in custom. It is the one good thing which distinguishes an old-established business from a new business at its first start." (Hawkey, 2002, p. 122) In other words, goodwill is what gives a business an advantage over its competitors. It is the most difficult characteristic to attain yet very crucial for not just brands marketing unconventionally but also for brands using traditional marketing channels. It is the reason the consumer chooses one similar product over another. As for guerrilla marketing, it is not often possible to gain this advantage by handing out free samples, for example, due to budget limitations. Luckily, customer benefit can arise from simple, intangible things. Boosting the consumer's self-image, making them laugh or feel good in any way are just some of the means a guerrilla marketer can use by creatively implementing them to the advertisements themselves. (Inspiro Solutions, 2009)

2.2 TYPES OF GUERRILLA MARKETING

Having gone through the characteristics that guerrilla marketing campaigns should incorporate, the following subchapter is dedicated to different types of guerrilla marketing tactics that can be chosen to be executed by themselves or by combining suitable parts of each one of them.

Guerrilla marketing has been divided into plenty of different subsections, only four of which are studied here due to their relevance to the thesis topic – each can be used not only offline but online also. The ones without clear online relevance were left out (e.g. tissue-packing advertising). Any of the mentioned four or all could be used for the Kampus Upgrade project - the marketing campaign studied in the thesis actually was a combination of viral marketing and word-of-mouth marketing. For further discussion on improvement suggestions, see subchapter 4.3.

2.2.1 VIRAL MARKETING

The Kampus Upgrade project as a whole was a viral marketing campaign. All the other parts were built over that framework. Viral marketing techniques aim at achieving desired marketing goals (brand awareness or sales increase, for example) by utilizing already-established social networks or other (online) technologies. If successful, a campaign can easily build hype as consumers share the content further, growing its influence exponentially. However, on a negative side, the campaign and its message cannot be stopped once released – if the message is, for example, taken wrongly or considered offensive by the audience, the marketers have no means to call it off and can only wait until it fades out (which could possibly take a long time). (Chaffey, et al., 2009, p. 559) Nowadays, it is not an easy task to create interest and differentiate from countless of other advertisements that are available online, thus requiring a very unique approach and creativity from the marketers.

Guerilla Online (2016) specified three different categories of viral marketing:

1. Branding efforts (rather than having focus on the sales)
2. Giveaways (free samples, for example)
3. Content publishers (expect consumers to share the content of value)

One has to take notice that all of the above can also be done through traditional means, not just exclusively through the Internet.

2.2.2 AMBUSH MARKETING

Ambush marketing refers to a tactic in which a brand or a company not officially related (usually sponsor-wise) to an event creates an illusion of being associated with the event, thus benefiting from the situation often to the detriment of the official sponsors (Nufer, 2013, p. 32). The subject is, understandably, very sensible. The technique rose from the 1986 Seoul Olympics when American Express was dissatisfied with the Committee's decision to choose Visa as the official sponsor for the Olympic Games (Payne, 2012, pp. 152-153). The American Express marketing team decided to run a marketing campaign that not only confused the audience but also triggered Visa. However, it was executed in such a manner that made legal implications impossible. These events led to tightened legislation on ambush marketing. (Stuart, 2012, p. 5) Legislation has not, nevertheless,

decreased the use of the technique. All major international events such as the Olympics, World Cups of football and ice hockey et cetera, attract "unofficial sponsors" to get their share of the huge visibility. The reason ambush marketing works so well – official sponsors need to create a marketing plan beforehand and often have to get an approval for everything (including spontaneous social media posts) which takes time while the companies behind ambush marketing have basically no restrictions and are very quick to react to happenings. (Wood, 2016)

In my opinion, the main reason why ambush marketing was not applicable with the case study is that in order for it have some kind of impact, an already-established brand needs to exist. It is not smart to promote a brand of which people are not yet aware, and this method does not function as an informative promotion – it only raises awareness.

2.2.3 EXPERIENTIAL MARKETING

According to IMCCE, Integrated Marketing Communications Council Europe, (2016) "…the term "experiential marketing" refers to actual customer experiences with the brand/product/service that drive sales and increase brand image and awareness. It is the difference between telling people about features of a product or service and letting them experience the benefits for themselves." Experiential marketing relies on connecting customers' positive emotions with brands and products which helps to create an advantage over competitors. Offline experiential marketing essentially focuses on finding creative methods to interact with the consumer as the idea is to activate them as much as possible in order to create emotional associations. Online, on the other hand, and more precisely on social media networks the possibility of communicating with the brands personally is in the core of experiential marketing. Whatever method is used, the point is to get the consumers to build individual affiliations with given brand. (Strauss & Frost, 2016, p. 184) On top of this, companies have created plenty of campaigns which purpose is to engage the consumer **–** the most obvious examples being questionnaires or contests where a staged photo with a given hashtag has to be uploaded in order to enter the contest and possibly win.

Turku Kampus Upgrade utilized experiential guerrilla marketing, not on the Internet, but mainly when organizing events. The goal of these events was to raise awareness of the project and engage the people. The stand had props that could be used for taking photos and then sharing them on social media with specific Kampus Upgrade-related hashtags.

It was proven to be a great method and work as promised – the details are discussed in subchapter 4.3.

2.2.4 WORD-OF-MOUTH MARKETING

Word-of-mouth marketing is a general term referring to interaction between people concerning their customer experience of a specific brand or a product (Vered, 2007, p. 8). The habit itself is ancient as people always tend to share their experiences with others. However, with the Internet the companies are able to monitor on-going discussions more closely – and react to them. Facebook pages and fan sites with forums are a great way to gather feedback from the target audience. (Stokes & Wilson, 2010, p. 376) Word-of-mouth marketing is sometimes called the most influential of marketing methods as the information passed on is often subjective, personal and asked for. Although very effective when positive, it can quickly turn against the brand if the consumers are not satisfied with the product. (i-Scoop, 2016) The Kampus Upgrade project relied on word-of-mouth marketing in a sense that the focus on Facebook was on generating likes and page followers through posting which then would have created more visibility through the existing followers and likes.

2.3 GUERRILLA MARKETING ON SOCIAL MEDIA

The following subchapter discusses how guerrilla marketing and social media networks work together. For the sake of this thesis and due to its relevance for the topic, social media is mostly used as a synonym for Facebook (although much of what is studied also applies to other social media networks as well, e.g. Instagram). This is due to the fact that I was specifically asked to focus on Facebook despite of the project also having an Instagram account.

The case study project – Turku Kampus Upgrade – was missing a specific "surprise effect" from its guerrilla campaign thus the only possible path to go was number six (see Figure 1 below). The campaign started off from a premise of low-costs and from there on the goal was to raise awareness for the project as much as possible in order to get submissions for the contest. The details are discussed on subchapter 4.1.

2.3.1 THE BASIC GUERRILLA EFFECT

Next, the figure below will be studied as it combines all the possible scenarios involved with guerrilla marketing into one. The term "basic guerrilla effect" and the theory behind it was formulated by Katharina Hutter and Stefan Hoffmann (2011, pp. 3-7) based on the researches they had conducted. In the following subsections, each of the seven paths will be explained and linked to social media through examples.
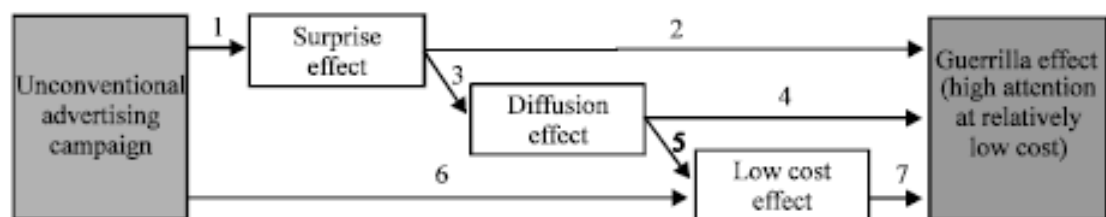

Figure 1: "The Basic Guerrilla Effect" (Hutter & Hoffman, 2011, p. 4)

2.3.2 SURPRISE EFFECT (PATH 1-3)

According to Mandler's (1982, pp. 3-33) schema congruity theory, "information perceived as schema congruent offers a comfortable feeling of familiarity and generates limited cognitive processing, whereas schema incongruent information generates surprise and triggers extensive cognitive processing in order to help individual make sense of the unusual situation." (Jurca & Plaias, 2012, p. 1) In the world of marketing, when a consumer encounters an advertisement where expected, the amount of attention and thought given towards it is rather low. However, if the advertisement is that of unconventional style and even better, set in an uncommon place, people tend to get a surprised feeling. This vital principle of guerrilla marketing relies on the fact that "stimuli that are in some way unusual are generally remembered better than stimuli that are not". (Waddill & McDaniel, 1998, pp. 108-120) Hence the surprise effect is not only a mean to increase consumer attention but also to differentiate from other marketing campaigns. Once the surprise effect is evoked, the consumer is more likely to turn their attention from the current happening to the source of the surprise – if the source of the surprise happens to be the advertisement, guerilla marketer's goal has been accomplished (paths 1-2).

Path number three is for people who actively attempt to dodge all possible messages from marketers. This group has to be aimed with, for example, ambient marketing techniques – "marketing or advertising wherever customers happen to be, as part of their immediate surroundings…" (Whalley, 2010, p. 107). In order to get them involved, marketers must disguise the advertisement and select an out-of-place environment.

The first two paths are relatively easy to execute online by using shocking imagery, for instance. The third one is problematic due to the fact that all major social media networks offer specific sections off of their web sites for marketing, making advertisements easy to recognize and ignore. Some progress has happened, though – for example, a Finnish tabloid "Ilta-Sanomat" offers a possibility to disguise the advertisement as a real article on their web site which is then located between legitimate news articles, thus complicating avoiding the advertisements while surfing through the site.

2.3.3 DIFFUSION EFFECT (PATH 4)

Traditionally, in order to reach a larger audience for their advertisements, the companies were expected to pour in more money to the marketing campaigns. Guerrilla marketing questions this presumption by discovering inexpensive means to reach as large audience as possible. The term diffusion refers to the act of consumers interacting with each other and spreading the word of said product or brand, both positive and negative. (Haereid & Indregard, 2015, p. 21) Diffusion costs literally nothing to the company once initially releasing the campaign or the product. Emotions play a major role in forwarding the message which is why the guerrilla campaign should actively and powerfully address people's emotions. Studies show that emotional advertisements mixed with emotionally aware consumers are the perfect combination for diffusion effect. (Brooks, 2016, p. 26)

Diffusion effect and its influence, although present in large scale before, reached all new heights after the introduction of social media networks. Surely all internet users are familiar with brands' Facebook pages having the option to rate products or give general feedback – the reviewing possibilities are everywhere. Furthermore, consumers' social networks on social media consist of, at best, over a thousand people directly and through them – indirectly – thousands and thousands more. Consequently, one status update could possibly reach a few thousand people at a single click depending on the amount of followers and their friends, of course. (Bakshy, 2013) This is a great opportunity for guerrilla marketers but also a threat. Consumers are eager to share their opinions

towards products, either good or bad, and very often these opinions are taken more seriously than advertisements due to familiarity factors, such as trust and personality (Petruzzellis & Winer, 2015, p. 81).

2.3.4 LOW COST EFFECT (PATH 5-7)

Provided that the diffusion effect triggers correctly, the eventual outcome is cost-efficiency since the spreading the message is on the media and the consumers themselves instead of the marketing campaign (path 5). Path six emphasizes the fact that most guerrilla campaigns are planned to be low at costs since beginning, thus not requiring any additional attempts at optimizing cost-efficiency. Ambush marketing, as explained in subchapter 2.2.2, is an example of the seventh path. Some try to maximize the visibility with very low costs, taking advantage of others - the so-called "free ride method". However, all of the above, if executed well and thoroughly, can lead to the same destination.

2.4 THE USE OF SOCIAL MEDIA

As explained above, guerrilla marketing aims at high attention with low costs. These two attributes happen to be often associated with social media – the audience is enormous yet easy and cheap to reach. By the end of 2016 Facebook had 1,71 billion monthly active users (Statista, 2016). As a marketer, this provides a market in a scale never seen before. For comparison, the world's most populated country, China, locates around 1,38 billion people (WorldOMeters, 2017). Lyfe Marketing noted that on average, the costs to reach 1,000 people today through traditional means of media (billboards, direct mail, television) is roughly around 22 USD. For its part, on social media the costs to reach the same amount of people is 7,19 USD. (Gotter, 2016) The costs for traditional media marketing have been steady for a long time whereas the costs for social media advertising have increased a lot in just a few years (Fou, 2014). However, the latter still boasts with an impressive 70 per cent cost advantageousness compared to traditional media.

According to a survey conducted by eMarketer (2016), spending on digital advertising surpassed spending on television advertising for the first time in the United States in 2016 with over 72 billion USD spent. Its popularity is expected to steadily increase in the

future years as the number one marketing channel. Not all of this is spent on social media networks as, for example, video streaming services take their share also; but a fairly good amount anyway.

2.4.1 ADVANTAGES

The apparent strengths social media offers include:

Fast-to-react and flexible platform for marketing which is a huge difference when compared to, say, billboard advertising – an advantage especially to small to medium-sized enterprises (Montagnese, 2011, p. 1);

Interactive and personal environment for business-to-customer dialogue, campaigns can easily be modified and customized depending on the feedback (de Vries, et al., 2012, pp. 83-91);

Reaching a large audience with relatively low costs (Chu & Snider, 2013, pp. 792-794) - as discussed earlier, CPM (cost per thousand impressions) is a lot cheaper compared to traditional media.

In addition to the aforementioned, some other clear positives have surfaced. Targeting the right group is extremely easy. Facebook offers a set of tools where the marketer can just choose to whom the advertisement will be shown, for instance by demographics, gender, country et cetera. (Trusov, et al., 2009, pp. 90-102) This is very simple compared to traditional media where the marketer can only trust that the majority of the audience fits into the target group. Furthermore, Facebook in particular offers a marketer a chance to find many niche markets not possible elsewhere. It is easy to find consumers that like products that are close to the one being marketed and target them, or even better find consumers that dislike competitors' products and start a customized campaign targeted at them. (Tuten, 2008, p. 14)

The possibility of sharing content is one of the key elements of social media and a vital part of social media guerrilla marketing due to the diffusion effect (also discussed earlier). Lastly, one of the less frequently mentioned strengths is the chance to actually follow up on the campaign – how many people have seen it, reacted to it, shared it and so on. This

is a great tool to measure how well the campaign has achieved goals set and reached consumers in general.

2.4.2 DISADVANTAGES

A study conducted by Canada Post (2015) considered the level of impact a traditional marketing mean (direct mail in this particular experiment) has versus digital marketing. The purpose was to discover whether a tangible object with the advertisement has some sort of advantage over intangible online advertisement. The conclusion was following:

1. "Direct mail requires 21% less cognitive effort to process than digital media…suggesting that it is both easier to understand and more memorable."
2. "Its [direct mail's] motivation response is 20% higher – even more so if it appeals to additional senses beyond touch."
3. "When considered in concert with its [direct mail's] higher motivation and lower cognitive load, this suggests it gets the message across faster."
4. "Direct mail surpasses the important motivation-to-cognitive load ratio threshold of 1."

Although social media guerrilla marketing campaigns, as discussed, have different characteristics than regular online marketing campaigns, the problems related to digital marketing as a whole bother both – guerrilla and regular. Fortunately, guerrilla marketer can address aforementioned obstacles. If the campaign is based on the surprise effect (rather than solely cost-efficiency or diffusion effect), it will most likely succeed in appealing to emotions. The advertisements need to be kept short, simple and "raw" so to say, yet imaginative. The fact that direct mail gets its message across faster is not really an issue as guerrilla marketing challenges people to think for themselves – marketers hope to grab a good amount of consumers' attention span (Egan, 2007, p. 27). The real problem is consumers not acting on their desires. Tangible advertisements seem to trigger the reaction more straightforwardly. Possible solutions could include introducing a small, supportive campaign offline or giving out free samples and prizes to activate consumers.

Within Facebook itself, if, for instance, the campaign fails at achieving any set goals and ends up rather annoying or aggravating consumers, the marketer is not able to ever fully take it off of the Internet and loss of reputation is guaranteed.

It is also time-consuming to run a social media guerrilla campaign. Planning is not the only stage to take some time – the person in charge of executing the campaign has to be sharp and ready at all times, in case something goes wrong.

As the case is with traditional media, social media today is filled with commercials. It is just as easy to get lost in the mix in both. Creativity and unexpected situations go a long way with guerrilla marketing.

3 METHODOLOGY

My research analyzes the data and statistics originating from two different sources:

1. Turku Kampus Upgrade home page (http://kampusupgrade.turkuamk.fi/)
2. Turku Kampus Upgrade Facebook site (https://www.facebook.com/kampusupgrade)

The numbers in the statistics provided information concerning both, the administrator and the user activity of the Facebook site, as well as visitor traffic of the home page. According to Bhawna & Gobind (2015, p. 49) "quantitative research is the systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques. The objective of quantitative research is to develop and employ…hypotheses pertaining to phenomena." Quantitative (also called empirical) research can be further divided into three main classifications that are: descriptive, experimental and causal research. Causal research, often also called explanatory research "…seeks to understand variables by discovering and measuring causal relations among them." (Vogt & Johnson, 2015) The causal research for my thesis is conducted solely by observing the empirical data that was given to me. The objective is to comment on the common amount of user activity and visitor traffic (was it high enough or too low); to identify the anomalies in the statistics and create hypotheses of the most possible causes behind them which can then be used to give improvement suggestions as well as critique for the marketing campaign in general.

Using observation as a mean to collect the data of course has its advantages and disadvantages. In this particular case, it can be stated that the data itself is completely reliable. It was gathered by computers rather than people, ruling out the possibility of human error. The participants (users and visitors) could not intentionally try to distort the results as they were not asked anything per se, making the data based mostly on numerical information unbiased. Other advantages for me personally were that the data was easy-to-read, simple and already formatted well. All of the mentioned factors contributed to the elimination of the time-consuming part of the observational method as I did not have to personally collect the data from different sources or people.

By observing numerical data only and comparing it to the events and other happenings that took place simultaneously, it is impossible to state whether I found the correct cause

and effect relationships. I could have misunderstood the causes or simply have no knowledge of all of the factors included in the process. I also assumed that only actions having exclusively something to do with the Turku Kampus Upgrade could have affected the data and furthermore the results, e.g. I did not consider if a part of the city was having a power outage which then decreased the visitor traffic on the home page.

There are two types of time frames: longitudinal and cross-sectional. My research is set into a cross-sectional time frame which covers "…data from units observed at the same time or in the same time period." (Biorn, 2013, p. 1) The time period in question lasted for three months in 2016, from the beginning of October until the end of December. By mid-October, I was granted administrator rights to the Kampus Upgrade Facebook site, allowing a closer, detailed look on how each post generated audience and how many times the site itself was visited. I also received monthly Google reports of the activity on the home page from October through December. Personally, I would have enjoyed to be able to view data covering the whole May-December period when the project was active and ongoing. Earlier months' reports were unfortunately unavailable as the first supervisor had not transferred them to her follower. For this reason even the current supervisor had no idea of the amount of visitor traffic between May and September and subsequently I could not analyze it at all.

Three months covers roughly only one-third of the whole campaign which casts the biggest doubt over the validity of my research results. The improvement suggestions necessitate generalization to some extent – in order to have a few strong points to present, there has to be some sort of "bigger picture" on mind on what worked with the campaign and what did not. Luckily in some cases, for example, speaking of the presence in offline events - a clear peak in visitors was noticeable every time and there were more than one or two events during those three months - the same effect happened every time the cause was repeated. However, excluding the events, all of the causes did not provide the same effect each time. The research data should have covered at least twice as much as it did in order to have more reliable results.

Other limitation was the exclusivity of the home page traffic data. Whereas the Facebook statistics included lots of different details, the traffic data only had two variables – time spent on the page and the amount of returning/new visitors. It would have been useful to have information on, for instance, which parts of the page the visitors actually spend their time on. A little more detailed reports would have opened more ways for analysis.

The analysis was structured in a chronological order due to it being the most rational way of formatting (reduced unnecessary complexity). It also helped me with the analyzing process as it was the least prone way to human error. Thinking about the reader, it is also very smooth and simple to understand.

Lastly, as a sampling technique, I used non-probability sampling – in particular convenience sampling method. It is used when "…population elements are selected for inclusion in the sample based on the ease of access…" (Kothari, 2004, p. 15) or when no other option is available. I had no control over the factors affecting the sample or its size as everyone visiting one of the studied web sites was automatically a participant.

4 CASE – TURKU KAMPUS UPGRADE

Turku Kampus Upgrade was a program commissioned by the RSGT (Ready, Set, Go, Turku) network, which operates for the city of Turku, in order to enhance the campus area. The whole campus consists of the Turku University campus and Kupittaa campus which equal to around two square kilometers and are used by over 20 000 students (Turun Yliopisto, 2016). The program first started in early May of 2016 as the web page was launched. The whole purpose of the web page was to get anyone involved with the campus area to submit ideas on how to improve whatever had appeared to have been done incorrectly or poorly in the past. The submissions were open to everyone, however, also allowing people not closely related to the matter to participate in the contest. The amount of submissions were not limited, meaning that the participants could enter as many ideas as wanted to. Altogether, only fifty original ideas were submitted which was not that close to my expectations (around 150-200 ideas).

The ideas were asked to be put under one of the four themes or "challenges" (Turku Kampus Upgrade, 2016):

1. Connect and find
2. Inspire and enjoy
3. Create and learn
4. Surprise us

The contest ran from May until 11th of November after which the top five suggestions were picked. The finale was held on December 1st. A panel of six judges from different organizations, including people the campus area educational facilities and people working for the city of Turku, listened to the presentations of the top five and decided which one was the best based on three main criteria (Turku Kampus Upgrade, 2016):

1. Novelty value
2. Implementation and improvement possibilities
3. Responsibility and ecological aspect

All of the five received prizes, ranging from 2 000 to 500 euros. The winning idea was then introduced to an upper level of decision-makers (the judges themselves were not in positions to execute the ideas) within the board of the city of Turku to put in motion if agreed upon.

The marketing campaign was an outcome of two different persons working at separate time phases. The first manager started working with the project in May, however, due to other tasks she was unable to create a marketing plan or follow through with it. That caused a situation where the promotion was executed rather poorly and inactively. From late September until the end of the year, another supervisor was in charge. She also had plenty of other tasks and spend around an hour on average a day on the project. The marketing side of the project really started only after the change in the staff was made. I was introduced to the project mid-October after which I personally met with the supervisor plenty of times. I was granted administrator rights to their Facebook page which gave me an access to all the data. I, however, had no input in the marketing campaign itself and was merely observing. In addition to face-to-face meetings, I was also present at the Turku Kampus Upgrade workshop arranged for international students at Turku AMK.

4.1 ONLINE MARKETING

The city funded some parts of the project, such as the web page and prizes. However, due to very limited funding, marketing had to be done unfunded so traditional marketing methods could not be used. Thus, guerilla marketing through social media platforms and organizing events to activate possible participants stood up as the only viable methods. A single person within the Turku University of Applied Sciences management was assigned to handle all the matters related to the project, marketing and promotion included. The official Facebook page was first launched on May 19th, 2016. Soon after the initial launch, the page was put to use in campaigning to raise awareness for Kampus Upgrade. From the beginning, the focus was on using the diffusion effect - posting photos and positive messages to the page in order to generate likes that would spread the message further. Although infrequent at first (on average a post a week), the gaps between the posts decreased towards the end of the summer (on average four posts a week). It is also worth mentioning that as the ending came closer, the posts got more including towards the followers of the page in order to generate replies and create visibility; for example, "How would you spend an extra 2000 euros?". (Facebook, 2016) The tactic seemed to work to some extent. The aforementioned post reached 82 people, according to Facebook data, whereas the first posts reached only under 20 people. Though, as imaginable, plenty of factors have contributed to the increase along the way, such as the growing amount of the followers of the page. What seemed to be more

essential to create visibility was tagging within the post. A post dated to October 27th is about an event of which the Kampus Upgrade was a part of. Four different hashtags were used, including the project's very own "#kampusupgrade"; in addition, a cooperative called Osuuskunta Droppi was tagged. All of this resulted in reaching almost 500 people which was the largest single audience for a post during the whole campaign.

4.2 DATA ANALYSIS

All of the figures shown in the following subchapters are taken from the user activity reports provided by Facebook and Google. The upper figures compare the amount of unique visitors and sessions; the second ones the length of the sessions.

4.2.1 OCTOBER
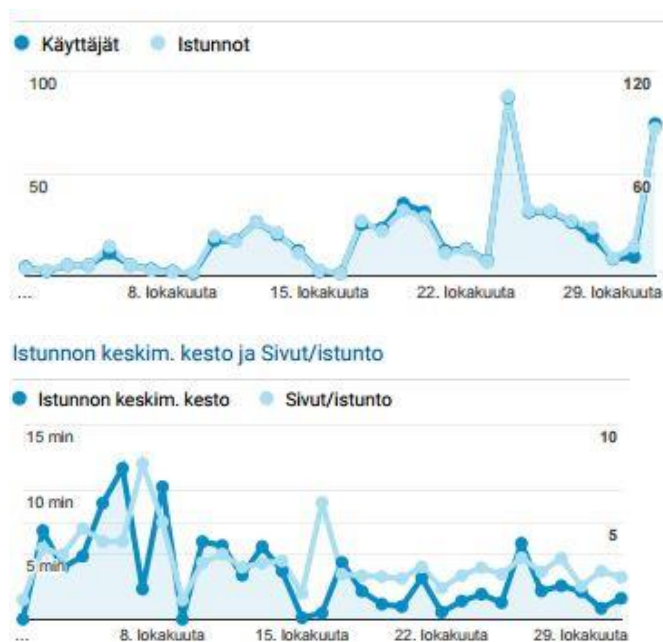
As stated, the figures above represent the amount of users visiting the home page and the time they spent browsing it, respectively, during 1.10.-31.10.2016. Interestingly, as the visitors grew in numbers, the time spent on the site decreased drastically – from over 10 minutes with around 10 visitors a day to only 2 minutes with close to 70 unique visitors a day. This could indicate that the first visitors were keener on learning about the project or alternatively could not find the information they were looking for, thus having to browse longer – whereas the latter visitors either quickly lost their interest of the site and closed

it or found whatever information needed in a matter of minutes. From my experience, 2 minutes is enough to submit an idea on the web site; however, the home page is also full of vital information of the project – if all of it was to be read, it would require close to ten minutes. There were no adjustments made to the page due to these numbers, possibly because of time limitations and the fact that no one had the rights to update the home page itself. The only rights that the marketing supervisor had were for social media platforms (Facebook and Instagram).

The site itself looks polished and straight-forward with all the essential information appropriately divided into subheads, making everything quickly available, which points towards the conclusion that the site is not stimulating enough to make the wider audience stay and learn about the project. Something ought to be added to engage the visitors to spend more time browsing the site and actually entering the competition. For instance, there is not nearly enough mentions of the fact that at least 5000 euros are handed out as prizes and a single person could win up to 2000 euros – money is always a great incentive.

There is also a clear, sudden jump around 25th of October from just a few visitors up to almost a hundred in a day. Looking at the data, the only possible cause is the event arranged in TYKS (Turku University Hospital) between October 24th and 26th. Turku Kampus Upgrade was represented there to recruit submitters and answer all possible questions related to the project. Also, Kampus Upgrade was at a networking event called "rekryIT 2016" that was held on October 27th. The spike clearly underlines the importance of grassroots level marketing, face-to-face interaction (experiential marketing) with people combined with digital marketing (viral marketing).

During October, Facebook activity consisted of 13 status updates with photos and two link shares. They mostly generated a good amount of activity and traffic to the site, the highest reaching 479 people and the lowest 17. The difference is quite wide, but on average a status update reached 107 Facebook users.

The status updates and posts focused mainly on promoting the events Turku Kampus Upgrade would be represented in (6 updates), the 2000 euro grand prize (3 updates) and a few visitor engagement attempts. Surprisingly, the posts about the prize incentive were not the ones gaining most attention. Posts that used hashtags or had other events or people tagged in them sparked a lot more engagement. This is possibly due to the

relatively low amount of likes on the Facebook page itself - other pages may have a lot more giving the Kampus Upgrade posts a visibility boost.

4.2.2 NOVEMBER
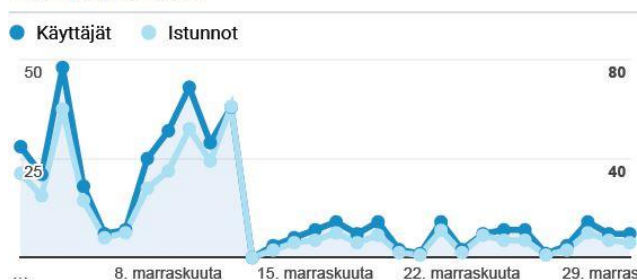
November started off with daily Facebook status updates to keep up the interest as the final date to submit ideas for the competition was approaching. Again, the Tomorrow Show event on November 3rd boosted the amount of visits to the home page, followed by a sharp decline until an international Kampus Upgrade workshop was held on the 9th. The duration of the visits as well as the number of visits went up due to the fact that the whole workshop (which lasted for four hours) was dedicated to this project alone. All of the participants were asked to formulate and submit ideas so they had to spend some time on the home site to gather information. Visits declined permanently after this for the rest of the month; however, the duration went up and down between zero and five minutes. November no longer offered any visits lasting between ten to fifteen minutes like October did. The submissions officially ended on November 11th which had an influence on the visits. Most likely people who submitted their ideas were responsible for the traffic after the 11th, probably checking out whether new information regarding the final event or winners had been published.

Most people reached with a single status update was on 14th of November, 320 people. The post was a commendation towards all participants. There were 19 status updates or other posts published in November which should be frequent enough. On average, this month, a single post on the Facebook page reached 170 people. That is a rather great improvement of over 60 people per post from October (107 people reached on average the month before). Some of these improvements can be attributed to the increased posting activity by the Kampus Upgrade page – the more posting and visitor engaging, the more awareness results. The theme of the posts shifted from pure promoting to more interactive and spreading positive emotion through short messages ("Have a nice weekend! =)"). The prizes were no longer mentioned and the focus seemed to be on reminding the audience to submit their ideas before time runs out. After the submissions deadline was passed, the remaining last days of November were used to post "hype updates" to generate interest for the upcoming final event.

4.2.3 DECEMBER
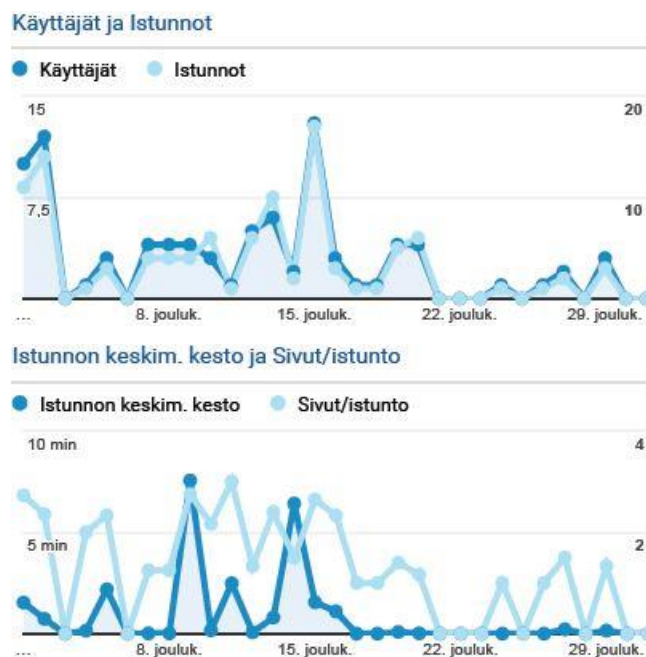
The finale was held on December 1st. Facebook status updates basically stopped after this, only three posts in December in total. Yet, on average, 311 people reached per post which is a lot compared to earlier months, however it is not directly comparable to October or November as there were no longer frequent posting to the page. Some

exceptions, though, December 15th witnessed a sudden peak for a reason I was unable to find out.

Within eight months the Facebook page managed to get 89 likes. Though the commissioner had no specific objectives or goals for the campaign and it was not a high priority, to me personally the amount of likes was a disappointment; in my opinion, with some adjusting on the campaign, the Facebook page could have easily reach around 200-300 likes. Although a small-scale project with limited man-hours, limited funding and nothing but guerrilla marketing as the strategy, the project had potential to create a bigger buzz, more visitor engagement and site traffic. More on these on the next chapter.

4.3 FEEDBACK AND IMPROVEMENT SUGGESTIONS

For the person in charge of marketing, given circumstances were far from ideal. The former supervisor had left the project just a few months prior to the finale, and there was no marketing plan (or any clear results from five months of promoting the project) left behind. There were only three months to go, basically no funding, and all had to be done simultaneously with other work tasks. All of the above have to be taken into consideration when reviewing the outcome.

Starting with the additional ground-level offline guerrilla marketing – there were four events where the Kampus Upgrade project was represented (rekryIT, Tomorrow Show, Nightclub Marilyn and visit at TYKS) plus a "tour" that included all the educational establishments of the Kupittaa campus area. As cited earlier, the hype generated from these events lead to the largest rises in the amount of visitors to both, the Facebook page and the home site, by far. The locations chosen were well selected as one could imagine that those were where the people affected by the project's decisions would reside. Had there been more time and personnel to use, more events could have been organized to, for instance, places outside the campus where students spend their free time (Hansa, cafés, movie theater) just because people tend to have more time for chatting and participating when at more relaxed environment than the school building. The student party event was a great idea and should be executed more – once a week, even, every Thursday at different nightclubs. The environment is perfect for discussing, getting submissions and other engaging activities; almost all of the customers are students to begin with, all in a happy mood and slightly intoxicated. Badges are always a great way to get students interested and there should be one available as a "prize" for

participating in the marketing campaign, for example taking a photo and sharing it with a specific hashtag (which is exactly what was done at the Marilyn event that evidently was successful).

Event organizing by itself is not a traditional guerrilla marketing method, however within the frames given (the low-cost angle and an addition to the online marketing campaign) it can be included as such. The father of the term guerrilla marketing, Jay Levinson, said that "…combining guerrilla marketing weapons online and offline will increase both your guerrilla marketing effectiveness and efficiency – and ideal combination that can't be beat" (Lautenslager & Levinson, 2014). The statement was proven to be entirely correct in practice also.

The whole marketing campaign was executed in guerrilla methods in the first place due to lack of funding. Still, it became clear that the low-cost effect alone was worth nothing without the diffusion effect. The basic guerrilla effect, introduced in chapter 3, claimed that the low-cost effect was the result of the diffusion effect – however, in the case study it was the other way round. Cost-effectiveness was the starting point and the spread of the campaign through word-of-mouth was the desired result. The largest reach for a single Facebook status update was 479 people which is very good for a small-scale project like Kampus Upgrade. Had each of the posts reached that many users, the amount of ideas submitted (which was the project's essential purpose) could have increased a lot. The total average on people reached per post, from October to December, was 196. It seems high, however;

1. As stated earlier, December is not outright comparable due to low amount of posting (taken into account since otherwise the statistics would only consist of two months)
2. The change in reach and visibility of the posts was too extreme to actually give a fair result for the average counted (jumping from almost 500 people down to ten or 20 within a day is not even nearly stable enough) as a handful of posts boosted the average drastically

The sudden increases were most likely combinations of timing, using the right hashtags, tagging other events or organizations (which have more followers than the Turku Kampus Facebook page) and pure luck. Timing not so much as when new status updates are posted (the Facebook statistics show that the majority of the page's followers are online almost constantly between 9.00-21.00) but rather when people have

free time to spare a few minutes to actually read the posts. Timing is also luck as (when the updates are not paid for or "boosted") Facebook's algorithms are high-end complexes and no outsider can actually say to whom and when the updates are shown.

Using the right hashtags has become vital for visibility in social media these days. It is an easy and quick way to enhance the ever-important diffusion effect. Many companies have created their own hashtags and so did Kampus Upgrade too – #kampusupgrade. When searching, the mentioned hashtag provided six hits; two of which were promotions from other Facebook pages and four originating from the Kampus Upgrade page itself. Six photos were also found. The quantity of hits is very low compared to the amount of posts, every single status update should have included at least the project's own unique hashtag. In addition, the more popular hashtags used, the wider the reach. For the project in question, I would have suggested using several generic hashtags in each of the updates, for example: #turku, #kupittaa, #campus, #turkuamk, #utu and so on. In best case scenario this could have doubled the visibility.

Tagging of other businesses, organizations or events proved to be a very successful method to reach people. It serves as an example of online ambush marketing since most of the targets of tagging have no official ties to the project (with a few exceptions), yet the updates were cleverly disguised as "thank you notes" to the targets. This way the target business or event was happy and the project gained much wider audience that it would had otherwise. The updates that reached the most people were these ambush updates in question.

The posting frequency on the page was rather regular. It is important to stay active and engage your followers as much as possible, yet people becoming numb to the posts, if seen too often and providing nothing new for them, is a problem. In order to prevent that numbing from happening, the surprise effect needs to be provoked. The biggest and strongest asset of the project was the fact that over 5000 euros were given out as prizes – it is a lot of money for a small-scale project with only a handful of participants (high chances of winning). In my opinion that is probably not "surprising" enough to create the whole Facebook marketing campaign around it, although it should be stressed as much as possible.

The marketing and promotion executed online seemed to be without a clear theme and plan at times. The status updates all shared a similar visual style (colors, background and font) but the content differed day to day. Had the content been more convergent and

single-theme oriented, it would have looked more like a planned marketing campaign and the results corresponding. Due to the time limits a full-scale and discreet campaign was not an option. I suggest that next time the project leaders ought to be prepared well in advance and invest in marketing. Guerrilla methods are effective and should be executed but with a specific plan on mind. The "what would you do with an extra 2000 euros?" theme was great but at least one another clear theme should have been there.

Looking at the traffic statistics for the home page:

In October – 685 sessions; 37,1% returning visitors and 62,9% new visitors
In November – 482 sessions; 45% returning visitors and 55% new visitors
In December – 106 sessions; 47,2% returning visitors and 52,8% new visitors

Clearly, the amount of brand new visitors declined over ten per cent within three months, increasing the returning visitors' amount. This no longer matters in December as the competition was already over, however it could be generalized that as the sessions decreased (-84% from October to December), the site attracted new, unique visitors less. It would have been interesting to see the data from May up through December to form a better view and give improvement suggestions but as stated earlier, these three months is all that was given. The presumption is, though, that spring and summer were not much of a success and the peak in visitors was achieved in September-October.

For this particular project, the amount of returning visitors, unlike usually, was actually not that big of a deal. It only took one visit to submit the idea and that was it – the home page offered no additional engaging (except that anyone could submit as many ideas as they wanted) and none was needed. Next time, the organizers ought to keep an eye on the home page traffic more closely. It is the only channel to submit ideas, meaning that when the visits decrease, the submissions decrease as well. As soon as they begin to decrease, Facebook marketing needs to get more aggressive. Requiring and relying on new users almost exclusively is very difficult which is why, in my opinion, there should be a new "theme" for social media marketing each month – keeping in mind that the cornerstone of guerrilla marketing is the effect of surprise. Themes referring to, for instance, what kind of promotion photos are uploaded to social media and what kind of events are organized; in terms of slogans, colors, et cetera. These different themes would also help to a problem I thought was happening this time around – too many similar posts were published on Facebook. Although repetition is considered necessary, the core message gets easily lost if much of the promotion is alike.

Lastly, followers and users in general were hesitant in sharing Kampus Upgrade's updates. Sharing is one of the most effective tools in social media to generate diffusion which makes it guerrilla marketer's best friend. There were only seven shares on all of the 53 posts from May through December which is very poor performance. More shares would have helped in reaching an audience many times larger. Today, the most used mean (and often most effective) to gain shares is to arrange a competition; in order to enter these competitions, user has to first share or alternatively share and comment to the post (Dodson, 2016, pp. 176-177). The Kampus Upgrade should capitalize on this; for example, a contest could be arranged with a restaurant that would sponsor the project and give out a free meal for the winner – referring to earlier comments made on this chapter, I think a good question to start with could be "What would you do with an extra 2000 euros?". In addition, sharing of the contest post would be required, as well as following the page itself in order to enter the contest. The most inspiring reply would be rewarded.

5 CONCLUSION

How did Turku Kampus Upgrade utilize guerrilla marketing methods on social media? (RQ 1)

The starting point of the whole marketing campaign was very limited funding and a tight schedule. Both factors contributed to the fact that the campaign naturally took a form of guerrilla marketing. As explained in chapter two, the campaign incorporated some of the main characteristics of guerrilla marketing – humorous, drastic and cheap. Humor was light and the focus was not on that specifically, however its presence was clear. Spreading positive messages and informing people of the grand prize were means to engage people and, ultimately, to get submissions to the contest itself. What was left out or implemented poorly were the three other – unique, surprising and customer benefit. Out of these three the only one that could have been used in addition in this particular case is "surprise". As studied in chapter three, the surprise effect is the single most effective tool to get the campaign going. My suggestion is that the incentive of the project, the 5000 euros as prizes, could have been used to create a surprise effect. It was actually attempted to some extent ("How would you spend an extra 2000 euros?") but it was not a powerful enough message to create the desired effect.

The thesis introduced four different methods (more exist, offline methods were excluded) of guerrilla marketing: viral, ambush, experiential and word-of-mouth. The whole premise of the campaign is that of a viral one as it uses exclusively already-established social networking sites for campaigning. The marketing relied heavily on word-of-mouth technique as it was expected that the followers and likes generated by the Facebook posts would go on generating more visibility for the project. It worked to some extent but the amount of followers and likes was too low in order to have an actual impact. In addition, experiential marketing was used offline to engage people – the presence at seminars and events was a success.

What could be improved next time in order to enhance the effectiveness of the campaign? (RQ 2)

Only three months' worth of data was available so I was not able to comprehensively study the campaign from its very beginning; however, breaking down those three months and analyzing all the data gathered, I was able to get a clear view on which methods actually worked for the campaign. First, the methods that were proven to work in this particular case were: additional experiential marketing offline which unmistakably boosted the amount of visitors in both, the Facebook page and the home page, a lot. Second, using suitable hashtags in posts - and the more they were used the wider the reach seemed to be. Third, a good posting frequency to Facebook kept the project on people's mind (yet if the posts were not actually announcing something and only thought of as "regular posts" by the viewers, the interest decreased).

All that aside, there are things that should be improved next time around.

1. Emphasize the diffusion effect for increased visibility

The campaign started off from the low-cost principle but underestimated the value of the diffusion effect. More time and focus should have been on spreading the message and reaching a wider audience. This could be done by, for example, using more hashtags and tagging option in general, trying to make regular posts to the Facebook page more appealing (there's a thin line between regular posting and spamming), using all possible means to get people to share the posts (contests, for example) and organizing or attending more events. As the goal of the campaign was to get as many submissions to the contest as possible, increasing the visibility of the project should add to that.

2. The element of surprise

The surprise effect, as explained in chapter three, is one of the most powerful tools in guerrilla marketing. That should be taken into consideration when planning the next marketing campaign. As it is, the only thing that could have been seen "surprising" was the fact that the prizes were big sums of money which could have been taken advantage of and used to spark a little surprise effect. However, for the next campaign, some sort of surprise element should be planned beforehand in order to kick the campaign going well.

3. A clear theme

The campaign did not have a clear, simple theme in terms of what was published (photos and texts). As there was a single objective (getting the submissions), the campaign should have had a single theme, too. The person in charge was changed in the middle of the campaign which disrupted the planning, that is understandable. Next time a marketing plan should be formulated before starting the project as it could help to avoid all the problems caused by the change in the staff. Themes could be a part of it. Nevertheless, there should have been a theme or at least a theme for each week. I suggested a week where on each day a post underlining the prize would be posted – for example, "2000 euros could buy you a public transport ticket for a whole year" or "2000 euros could pay your rent for six months".

4. External factors

These are the factors that are out of the hands of the marketing department but would nonetheless contribute to the success of the campaign. For example, a bigger budget from the city (would help with strategically placed Facebook ads or getting props for offline events) or getting a second person to help with the campaign itself (a lot for one person to handle in the midst of all the other work).

The objective of the thesis was to by critical reviewing point out the flaws of the campaign and give suggestions to improve it for the next time. In my opinion, despite the fact that the amount of data was limited and the project was not the most orthodox example of a guerrilla marketing campaign (rather a mix between guerrilla and traditional marketing; however it had enough characteristics to label it as such), I was able to see the high and low points and recognize the factors behind them and thus give solid improvement suggestions for the future.

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