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INNOVATIVE MARKETING STRATEGIES IN ENTREPRENEURSHIP

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Abstract. The article analyses the innovative marketing strategies in entrepreneurship, focusing on guerrilla marketing and examining its tools and case studies. Guerrilla marketing is a strategy in which small businesses use creativity to compete with bigger companies. The main focus is on bold, modern ideas, and investing not money but time, energy, imagination, and information is encouraged. The author suggests an original guerrilla marketing model and reveals the peculiarities of guerrilla marketing approaches. The findings can help companies design innovative marketing strategies.

Keywords: innovative marketing; guerrilla marketing; entrepreneurship; guerrilla marketing tools

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1. Introduction

Innovative marketing embraces various strategies. In this paper, we will focus on guerrilla marketing, which is described as a way to use as little as possible of a budget to achieve the most significant possible result in terms of marketing. According to Levison (1994), partisans do not fight in everyday battles; they use simple but effective tactics not carried out by professional soldiers but simply by armed civilians. Guerrilla marketing style requires a lot of energy and, at the same time, imagination because the whole strategy is about how to surprise and shock the user and, at the same time, generate as much social attention as possible from the public.

2. Review of literature

2.1. Guerrilla marketing features

Bigat (2012) mentioned that guerrilla marketing draws strength from creativity and imagination, which is different from traditional advertising. The maximum circulation level can be achieved using innovative materials and methods at the lowest cost. Bigat (2012) stated that guerrilla marketing is a powerful tool to quickly increase a company's competitive advantage, especially for small and medium-sized businesses in today's fiercely competitive markets.

Nufer et al. (2013) stated that guerrilla marketing is an alternative, holistic marketing method. According to the authors, the term embraces atypical and non-dogmatic marketing activities aimed at maximum results and

possible impact with minimal investment. Nufer et al. (2013) mentioned that guerrilla marketing has evolved into a core strategy that includes the marketing mix, a central approach to marketing policy for the development of the market, which is consciously looking for new, unconventional, previously neglected, perhaps even frowned upon opportunities for deployment of tools.

Klepek et al. (2014) stated that guerrilla marketing tends to straddle the line between morality and ethics, with very little connection between 'ethical' and 'internet', 'viral', 'the web' or 'buzz' (which have been labelled as hot topics these days), while strategically unethical marketing actions can damage a company's or product's image while strengthening a competitor that is opposed to partisan goals.

Behal and Sareen (2014) stated that guerrilla marketing has become a strategy most often used for advertising. Moreover, the most popular ambient marketing methods are sensation, viral, buzz, and ambush. According to Behal and Sareen (2014), despite its many advantages, guerrilla marketing suffers from some negative things to consider before any guerrilla marketing campaign runs.

Damar-Ladkoo (2016) mentioned guerrilla marketing in specific terms, but all these definitions have some similar elements, which are: tactical approach, surprise effect, use of unconventional methods and ideas, and use of low budget; in addition, guerrilla marketing strategy surprises the customer and makes a lasting impression and guerrilla marketing campaign presents brands with a shocking, funny, unique, clever or creative image that gets people talking about it and is very similar to the military tactics from which it gets its name, operating on a small scale in terms of resources and relying more on tactical efforts, which here take on a more creative turn.

Khare (2017) mentioned that guerrilla marketing is an unconventional method, such as investing energy instead of money. Khare (2017) stated that guerrilla marketing is more about aligning marketers' creativity than marketing budgets.

Ahmed et al. (2020) analysed guerrilla marketing as an unconventional, low-cost marketing strategy dominated by high energy and imagination. It is an effective marketing strategy that excites consumers with surprises, sometimes with fun and excitement and leaves them with a memorable impact.

Wiryawan and Wardana (2020) state that guerrilla marketing involves surprise, humour, clarity of message, and creativity. According to Wiryawan and Wardana (2020), creativity is a dimension shaped by the novelty and relevance of each message sent, and the novelty and relevance are called the creativity variable. Lubyte (2020) mentioned that guerrilla marketing is based not on experience, judgment, or guesswork.

Šontaitė-Petkevičienė (2021) mentioned that guerrilla marketing is different from traditional marketing in that it is creative and allows you to achieve maximum turnover by spending the least amount of money as it can benefit innovative strategies and advertising tactics; the imperative part is the surprise that distinguishes it from traditional marketing, where ads are displayed in an unusual place in a strange environment that captivates the attention of consumers.

Xavier and Jayan (2021) mentioned that guerrilla marketing aims to create a high level of exposure to customers about products so that happy customers can spread word of mouth about the product; it can reach many and help promote the product you are selling, it is usually an inexpensive way to promote a product or service. Xavier and Jayan (2021) pointed those manufacturers must spend their precious time, energy, imagination, and innovative minds to promote the product. Xavier and Jayan (2021) stated that guerrilla marketing can be used by new and small businesses to promote their product when faced with heavy competition from larger companies.

Morfoulaki et al. (2022) mentioned that guerrilla marketing is a technique that uses alternative ways of communicating with a target group. It uses the surprise effect to create opportunities to promote an idea or project. Morfoulaki et al. (2022) stated that its main features are low cost, low budget needs, ingenuity and creativity.

Azhar (2022) stated that guerrilla marketing is a marketing strategy that is widely used in the marketing mix, namely the aspect of advertising that attracts customers, so it requires innovative, effective, and efficient methods related to the cost factor; this is the goal of the guerrilla marketing concept to win the competition.

Barbosa et al. (2022) analysed guerrilla marketing as an advertising strategy in which the company uses surprise and unconventional interactions to promote a product or service. Barbosa et al. (2022) analysed that the term was coined by Jay Conrad Levinson in 1984, covering non-traditional marketing campaigns to overcome media saturation and achieve a high return on investment by dealing with a limited number of users in an affected, non-traditional, and an unexpected way that will drive target users spread the promotional message and finally draw the attention of a larger audience.

Khairusy et al. (2022) stated that guerrilla marketing is a type of advertising that focuses on low-budget, non-traditional marketing techniques that produce the best results to make a lasting impression on people by creating a shock effect.

Zarco and Herzallah (2023) analysed that guerrilla art seeks to raise awareness among individuals about broad issues without additional financial investment, while guerrilla marketing involves advertising and promoting individual products or services to increase sales and business income and pursue the common good through creativity displayed in public arenas prepared almost as a hobby at no cost to anyone.

Marasigan et al. (2023) stated that guerrilla marketing has not only succeeded in providing brands with unique and cool concepts but has also allowed artists to express their passion through guerrilla artist tactics. According to Marasigan et al. (2023), artists use the resources available to them in every possible way while giving them the artistic freedom to do their work. Marasigan et al. (2023) stated that another positive aspect of Guerrilla Marketing is its potential to multiply communications due to its creativity and uniqueness; it gives companies the freedom to conceptualise and convey the message they want in their advertising without compromising their budget.

Summarising the above ideas of scientists, it can be said that the peculiarities of guerrilla marketing are that guerrilla marketing draws strength from creativity and imagination in search of the new unconventional, including viral marketing, buzz marketing and ambush marketing, surprises the customer and leaves a lasting impression, delivers to brands shocking, funny, unique, clever or creative image, using unconventional methods, for example, investing energy instead of money, excites consumers with surprises, sometimes fun and excitement, leaves a memorable impact on them, includes surprise, humour, clarity and creativity of the message, the effect of surprise used to promote an idea, focused on low-budget, non-traditional marketing techniques, allowed artists to express their passion through guerrilla tactics.

2.1. Guerrilla marketing tools

Ay et al. (2010) mentioned that guerrilla marketing is a tool that allows the organisation to demoralise their competitors with small, periodic, and unexpected attacks; urgent action is required and uses creativity and imagination. According to Ay et al. (2010), through guerrilla marketing, companies seek to form a dynamic marketing management that is responsive to customer needs and can adapt to changes quickly. Today, the increasing variety of products and services and their similarity hurts business profits.

Wanner (2011) stated that the most effective guerrilla marketing campaigns are simple and unified with a well-placed message. According to Wanner (2011), when creating a campaign that unexpectedly conveys a message, agencies need to understand the importance of trying to deliver on a narrow agenda. Wanner (2011) stated that It is essential to pay attention not only to how to get the most attention for the brand but also how to do it in a way that is considered tasteful and appropriate for the whole audience, not just the target audience.

Shakeel and Khan (2011) stated that six main types of secret marketing techniques can be used to gain a competitive advantage, i.e., viral marketing, brand pushers, celebrity marketing (endorsement), bait and switch

marketing, video game marketing, and pop and rap music marketing. According to Shakeel and Khan (2011), these marketing techniques are based on many disguises, and it is worth noting that these marketing techniques, some of which are more covert than others, are an alternative technique proper to conventional marketing methods. Bigat (2012) states that guerrilla tactics are rational and can turn their disadvantages into advantages.

Fong and Yazdanifard (2014) considered that viral marketing is also called electronic and word-of-mouth marketing. According to the authors, direct marketing is a technique by which an organisation persuades the user online to send this advertising material by email. Fong and Yazdanifard (2014) stated that viral marketing relies on transmitting information from person to person. If many people forward something to many friends, overall growth will be rapid.

Wendland (2016) mentioned that guerrilla marketing does this not to compete with other marketing strategies in the mix but rather to complement the original tools. Wendland (2016) stated that guerrilla marketing greatly influences the communication region and also finds its main field of application. According to Wendland (2016), guerrilla marketing and its tools can be adaptively integrated into classical conceptual marketing systems as part of operational marketing planning and execution.

Balwani et al. (2017) considered guerrilla marketing a species of marketing communication (MC) that affects consumer behaviour. According to Balwani et al. (2017), the main objective of guerrilla marketing is to attract customers' attention using various means and methods, such as personal relationships, direct marketing, and unique advertising.

Baláziová and Spálová (2020) stated that according to the principle of guerrilla warfare, which is suitable for small companies, the "small company" tag is turned into an advantage because a small company with great flexibility (unlike large corporations) can be easily removed from the company. Market or change their product lines and management goals.

Xavier and Jayan (2021) stated that guerrilla marketing can be used by new and small businesses to promote their product in the face of heavy competition from larger companies. Xavier and Jayan (2021) mentioned that this is the way it affects the subconscious because purchasing decisions are a quick reflex of the unconscious mind. According to Xavier and Jayan (2021), new ways are introduced daily to attract and retain new customers.

Dubauskas and Išoraitė (2022) suggested that guerrilla marketing tools must be practical and appeal to target consumers and include:

- a) Individual offer to buy;
- b) Use a business card as an advertising tool. Business cards can also have an advertising function;
- c) Personal email writing letters;
- d) Advertisements. There are many ad portals on the Internet where you can post your ads for free, so you must take advantage of them.

In summary, it can be said that guerrilla marketing tools allow the organisation to demoralise competitors with small, periodic, and unexpected attacks to gain a competitive advantage, i.e., viral marketing, brand pushers, celebrity marketing (endorsement), bait and switch marketing, video games, attract customer attention through various means and methods such as personal relationships, direct marketing, unique advertising, used by new and small businesses to promote their product in a large against the competition of large companies, must be practical and attractive to target consumers and include: individual purchase offer, use of business card as an advertising tool, online advertising.

2.3. Guerrilla marketing and entrepreneurship

Okwara et al. (2017) considered that guerrilla marketing is also an effective way for companies that do not provide a tangible service to promote their products through non-traditional channels as long as they have an effective strategy. However, unlike traditional media, guerrilla marketing cannot be measured by statistics, sales

and hits but by profit. According to Okwara et al. (2017), it is designed to reduce the clutter of traditional advertising, and there is no mystery about what is being advertised.

Larbi et al. (2018) stated that considering the non-traditional guerrilla style of marketing is different from conventional marketing methods to inclusion of the set of ideas is unusual and surprising to the public, it carries out targeted legal attacks against competitors to influence customers, which means that he focuses on traditional marketing goals are profit and growth, but using exclusive advertising methods, which made small and medium enterprises a critical tool in addressing development external environment to deal with competitors through strategies for this kind of marketing techniques.

Onyango and Njeru (2018) mentioned that guerrilla marketing strategy also includes positioning, profitability, exclusive competencies, small market segments, adherence to the marketing concept, relationship marketing practice, and building a company reputation based on long-term mutual benefits for its customers. The study also noted that small companies must incorporate these ideas and become guerrilla marketers to compete in the markets where they dominate much more significant companies (gorillas).

Das et al. (2019) stated that to attract customers' attention, marketers have developed even more new tactics to get the most out of a small budget. Overall, the uniqueness of guerrilla marketing is that there's plenty of shock, outrage and clever techniques. This creates a significant impact and a memorable experience for users.

In their article, Yagboyaju and Chinedu (2021) mentioned that the guerrilla entrepreneur is a unique form of entrepreneurship with distinctive attributes and takes a positive enthusiast about success in his business adventures. According to Yagboyaju and Chinedu (2021), most guerrilla entrepreneurs think this business enterprise goal must be achieved, but not at the expense of a quality lifestyle businessman and his family. Business objectives are the key to the survival of any business enterprise, and so it is with guerrilla entrepreneurship. However, the guerrilla entrepreneur views his involvement in any business as a refreshing and exciting activity that should not cause stress. When it gets tense, then something is wrong with the business model.

Šontaitė-Petkevičienė (2021) stated that guerrilla marketing is a creative and low-budget marketing communication tool, a topic still understudied in the scientific literature. According to Šontaitė-Petkevičienė (2021), scientists say that this area needs more in-depth knowledge and tools to use guerrilla marketing creative and low-budget entrepreneurial marketing. This lack of theory begs the question not of whether the business of entrepreneurship should employ partisan marketing but how it should be used for their marketing communication to be creative and ensure a small budget.

Serazio (2021) analysed that based on guerrilla marketing theory, this article further documents how brand journalism evinces fundamental commercial self-effacement at its core – in mimicking journalistic style and substance – and thus portends a redefinition of advertising as a visible mass communication form.

Nufer (2021) mentioned that guerrilla marketing is achieving typical marketing objectives and unconventional methods, and basically, guerrilla marketing strives to be different and stand out. According to Nufer (2021), the goal is to achieve the most significant possible impact with a smaller budget (than usual in traditional marketing), which is why guerrilla marketing on the Internet is prevalent and suitable for the digital age.

Faddila and Sumarni (2023) noted that guerrilla marketing must first go through brand awareness to influence purchasing decisions; brand awareness can also affect buying mixed products. Therefore, efforts should be made to increase consumer awareness of mixed products so that guerrilla marketing can influence purchasing decisions.

Although guerrilla marketing received much attention from scientists, there is still a gap since a model of guerrilla marketing in entrepreneurship is not suggested, and the peculiarities of guerrilla marketing in entrepreneurship are not systematised. The author tackles these gaps.

The scientific issue is formulated by the research question: what are guerrilla marketing and entrepreneurship features? The research aims to present a novel model of guerrilla marketing and suggest a systemised approach to different strategies.

3. Research methodology and findings

As mentioned above, the author employed a review of literature and case studies to answer the posed research questions.

3.1. The guerrilla marketing model in entrepreneurship

The guerrilla marketing model in entrepreneurship (see Figure 1) involves promoting its products through non-traditional channels, being unusual and surprising to the public, conducting targeted legal attacks against competitors to influence customers, using relationship marketing practices, building a company reputation based on long-term mutual benefits for customers, applying new tactics, how to get the most out of a small budget, a refreshing and exciting activity that should not cause stress, creative and low budget marketing communication, a tool to achieve conventional marketing goals with unconventional methods, guerrilla marketing must first go through brand awareness to influence the purchase decision.

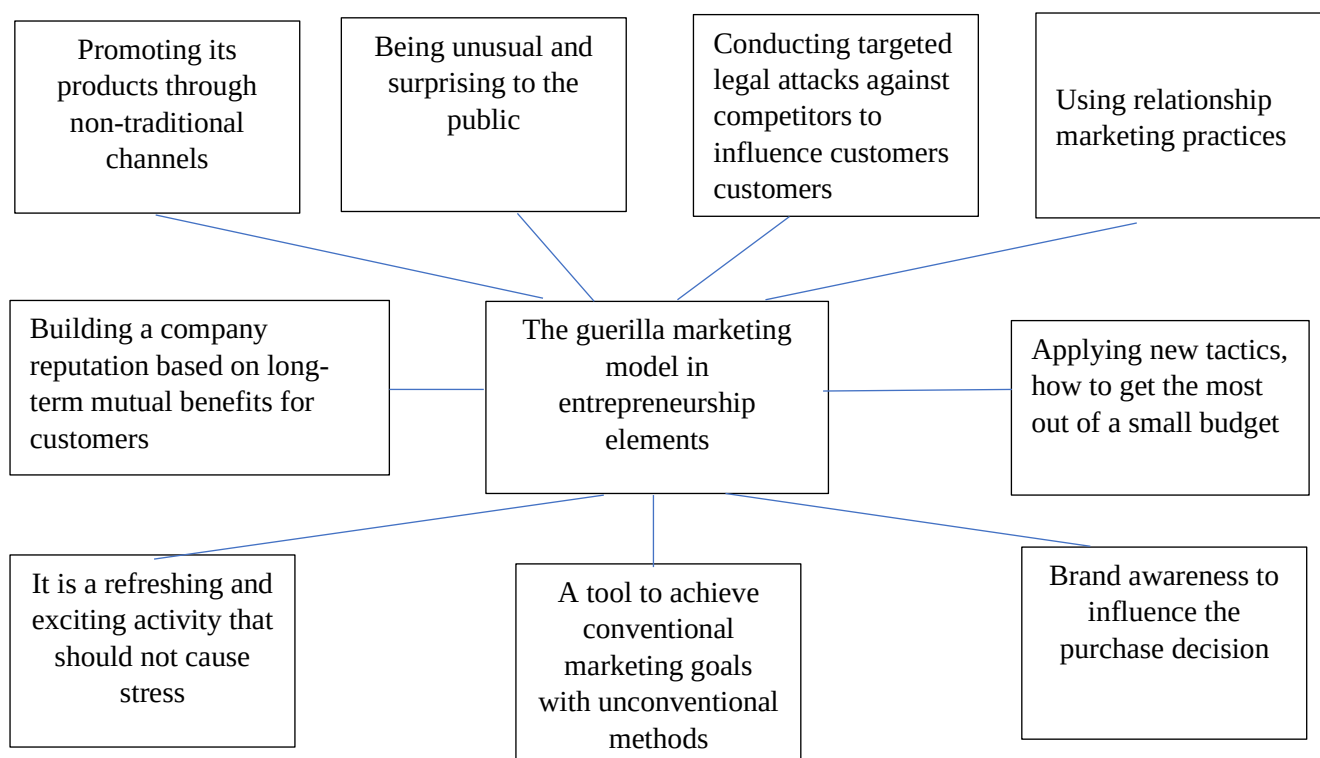


Figure 1. The guerrilla marketing model in entrepreneurship

3.2. Guerrilla marketing and entrepreneurship case study results

Red Bull gives you "wings" through guerrilla marketing

Red Bull is everywhere: extreme sports events, concerts, races, competitions. The beverage company focuses its marketing efforts more on events than on advertising the unique taste of taurine, which is one of the main ingredients of this drink. In the early 1980s, Dietrich Mateschitz, while visiting Thailand (he worked in sales for the German brand Blendax), heard about an "energy tonic" that kept people awake and alert. He collaborated

with a local small pharmacist, Chaleo Yoovidhya, to create a unique recipe. After three years of hard work, Red Bull was created. Nowadays, Red Bull has the largest share of the energy drink market worldwide. Red Bull's target audience is 16 and 30 years old, both male and female (though initially more prevalent among men); income: high; duties: from students to senior professionals; personality: ambitious.

Intended benefits of the drink: better performance and a sense of belonging.

Red Bull's soaring success, "Red Bull gives you wings", is more than just a catchy slogan; it is a testament to the brand's ability to inspire individuals to reach new heights. With visionary leadership, creative marketing and engaging content, Red Bull has transformed itself from a humble energy drink into a global lifestyle brand. The next time you enjoy a can of Red Bull, enjoy the knowledge that you are part of one of the most fabulous branding and marketing success stories of all time (Hiivala, n.d.)

UNICEF's Dirty Water Vending Machines

This guerrilla marketing campaign by the aid organisation UNICEF caused a stir. It asked, "What if those water bottles you're wasting money on are filled with dirty water?" It reminded the privileged masses that entire populations lack access to clean drinking water in too many parts of the world. More than 4,000 children die every day from diseases caused by the consumption of unsafe drinking water. Around the world, an estimated 780 million people lack access to clean water, but many people are unaware of the scale of this crisis. UNICEF wanted to change that. In 2009, they partnered with Latinx ad agency Casanova Pendrill/McCann to create a guerrilla marketing gimmick that garnered global media attention: Dirty Water vending machines. Vending machines in New York's Union Square offered eight water "flavours": cholera, malaria, typhoid, dysentery, dengue, hepatitis, salmonella, and yellow fever (all diseases affecting communities without clean drinking water). For a \$1 donation to UNICEF, New Yorkers received a nasty brown water bottle with unrecognisable particles and some essential facts about the water crisis. They were informed that their donation of \$1 could provide a child with clean drinking water for 40 days. (Guerrilla Marketing Example #2: UNICEF "Dirty Water" Campaign)

The Bubble Waffles

The bubble waffle is a registered and globally recognised waffle format. These waffles became popular in Hong Kong, so in some parts of the world, they are called Hong Kong waffles, and waffles with ice cream are called Hong Kong ice cream. Such waffles can be eaten alone, but they are usually more street food, not only in Lithuania. All over the world, they are supplemented with various additives: cream, ice cream, syrups, fruits, and sweets. The waffle itself, despite its traditional recipe, can be coloured by adding berries or jam, adding juice or adding matcha green tea powder. These waffles are unique because they are easy to roll and add toppings. Plus, they always look great in photos.

Case studies have shown that guerrilla marketing is a creative and unconventional approach to advertising and promotion that aims to capture the public's attention and imagination through surprise, innovation and audacity. Guerrilla marketing is a strategy that relies on unconventional, creative and often surprising techniques to promote a product, service or brand. It's named after guerrilla warfare, where small, resourceful groups use unconventional tactics to defeat more prominent, more powerful opponents. Red Bull gives you "wings" guerrilla marketing aimed at achieving maximum impact with minimum resources. UNICEF's Dirty Water Vending Machines and Ice Cream guerrilla advertising uses surprise and personal engagement to connect with their target audience. It's about finding unique ways to stand out in a crowded market.

Table 1. Results of the case studies analysis guerrilla marketing and entrepreneurship features

Peculiarities / Case study	<i>Red Bull gives you "wings"</i>	<i>UNICEF's Dirty Water Vending Machines</i>	<i>The Bubble Waffles</i>
Marketing campaign year	1996-2006	2009	2024
Target audience	Young people	Wider society	Wider society
Goal of the campaign	To develop and support the promoted idea	To encourage changes in behaviour	To encourage buying ice cream
Specific features	Strong emotional response	Strong emotional response	Publicity
Marketing theory	Sound action theory	Social cognitive theory	Theory of reasonable action

Above in Table 1, a systemised approach to different strategies is suggested.

Conclusions

A novel model integrating features of guerrilla marketing is suggested. This innovative strategy is based on time, creativity, ideas, energy and knowledge. Guerrilla marketing is a low-budget approach to marketing that relies on ingenuity, intelligence and surprise rather than traditional techniques. Case studies' analysis showed that different companies used differently designed marketing strategies, which allowed them to distinguish peculiarities.

The novelty of the article is that the article presents a model of guerrilla marketing in business based on scientific literature and analyses cases of guerrilla marketing. The systemisation of the peculiarities of case studies contributes to the understanding of innovative strategies and typologies. The results can be instrumental to small and large companies in designing their contemporary marketing strategies.

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