

GUERRILLA ADVERTISING WEAPON FOR PROMOTIONAL PROBLEMS OF SELECTED SMES IN MANNAR (Poster Presentation)

Suganya,A¹ & Shivany,S²

ABSTRACT

SMEs sector is fast growing, which needs specific market development for market survival and success. Today's contemporary marketing environment essentials new strategies for SMEs development. Lack of applied oriented research blocks the new strategies for this sector. Nowadays SME's are facing several marketing related issues. In all over the world many SME's have applied Guerrilla marketing as the solution for their marketing problems. Guerilla advertising is one of the growing marketing techniques which are used by advertising industry that makes a use of unusual or unconventional means of promoting the product to the market. modern and preferable methods of business promotional activities are always welcomed by the customer to improve the marketing problems in any sector. This research paper has triple objectives, as reviewing the Guerrilla Promotional strategies discovered in the literatures, identifying Guerilla advertising strategies from the practical applications in organizations, especially in small entities, and explore the Guerilla advertising strategies for selected SMEs, which suffer from the promotional problems. Through the participatory research method, and the purposive sampling techniques, data were collected from four SMEs, rural development society members, Government officials and those who involve with SMEs in Mannar District. Discourse analysis was used to analyze the images which show Guerrilla advertising contents. There are six different weapons were identified from the literatures such as Ambient Marketing, Guerrilla sensation, Ambush marketing, viral Marketing, Guerilla mobile and lower budget guerilla advertising on those methods. Even though there is no framework or guidelines for Guerilla Advertising methods recognized, present study recognized many Guerilla adverteng practices form Small, Medium and large companies. Finally, Researchers explored some Guerrilla advertising ideas to improve business promotions based on the concepts such as Ambient Marketing, Guerrilla sensation, Ambush Marketing and Viral Marketing.

Keywords: *Ambient Marketing, Ambush Marketing, Guerilla advertising, Guerrilla sensation and Viral Marketing.*

1. INTRODUCTION

Developed as well as developing countries have recognized the importance of the development of Small and Medium Enterprises (SMEs), because they play a significant role in economic development. As in developing country in Sri Lanka many enterprises are small and medium scale Nowadays SME's are facing many problems (Kanaganamage, 2014). Small medium enterprise refers

¹Department of Marketing, University of Jaffna. sugansuganya21@gmail.com

²Department of Marketing, University of Jaffna. shanshivany@yahoo.com

to that, there are different terms used in different documents to identify this sector such as: small and medium industries or enterprises, rural enterprises, small and medium activities, cottage and small scale industry. Using the size of capital number of employees as the criteria, Enterprise development is almost universally promoted in developing countries, and is often justified on the grounds that the emergence of entrepreneurs is an important mechanism to generate economic growth (Kodithuwakku and Rosa, 2002 and Landes, 1998). The SMEs in northern Sri Lanka are facing with issues mainly in six areas. Such as marketing related issues, Financial issues, Human Resource related issues, Technology Management issues, Business rules & regulations related issues, Competition issues, Infrastructure issues (Kankanamge, 2014)

The Guerrilla marketing concept, an unconventional way of performing promotional activities on low budget.(Levinson, 2007). Guerrillamarketing communication has become more important than ever before because of the building strong relationships with customers. It is an unconventional marketing strategy that lead the firms stay successfully and it also consider as different types of “non-traditional marketing” strategy (Levinson, 2007).

There are reviews related to the benefits of Guerilla advertisements in the books and the practices which are more attractive and can be applicable to reach customers. It is considered as a weapon for small scale organizations with in a lower budget. Some studies considered the Guerilla advertising strategies for overcoming promotional problems of SMEs (Ali Mokhtarimughari,2010; Tam and Khuong , 2015). Past researchers considered this emerging phenomenon, and its uses and its influence on consumer behavioral changes (Sairaiqbal,2014; Sandra Jonsson , 2012) many research studies identified the issues related to SME sector in Sri Lanka, and specially in some rural areas (Kanaganamge, 2014;Priyanath,, &Premaratne (2015). Ther are some studies related to the application of Guerilla Marketing to the SME sector (ZekiYuksekbilgili, 2014), and it create brand awareness of SME’s Products were found byAliMokhtariMughari (2011), from his findings he mentioned that studies needed on this topic. It is clear there is a need for creative ideas for supporting SMEs, by solving their problems. They are struggle with financial problems, and lower budgets (Kankanamge,2014).Novelists mentioned that Guerilla advertisements are considered as innovative strategies for the firms which have lower financial budget for their promotional campaign. (Levinson, 2007). there are some SMEs struggle to promote their products with lower cost (Pilot study, 2017) Present study intended to fill the gap by exploring the advertising weapons for solving Promotional problems of selected SMEs in MannarDistrict. With the lower budget for promotional campaign how creative Guerilla Advertisements can be designed to solve the existing advertisement problems of SMEs, is the research question to answer to reach a defined scope for supporting local context people for their business successes.

2.RESEARCH OBJECTIVE

1. To gain an in-depth knowledge of the whole concepts of Guerilla marketing.
2. To identify some real Guerrilla Advertisement applications at organizations all over the world and specially in the SME sector
3. To explore the real guerilla marketing applications for SME’s in Mannar district.

LITERATURE REVIEW

Small Medium Enterprise refers to that, Enterprise development is almost universally promoted in developing countries, and is often justified on the grounds that the emergence of entrepreneurs is an important mechanism to generate economic growth (Kodithuwakku and Rose, 2002 and Landes, 1998).

Guerrilla marketing comes from military-and warfare-related terminology. (Baltes&Leibing, 2008). Levinson (1984) introduced Guerrilla marketing, a Secret for making big profits from small business. Guerrilla marketing is an unconventional marketing strategy that lead firms stay successfully and it also consider as different types of "non-traditional marketing" strategy(Levinson,2007). According to Chen (2011), Guerrilla marketing was designed for small firms, it should be based on human psychology, profits, cooperate business with other firms to increase competitive advantages instead of struggles against the competitors.

Guerrilla has become a weapon in marketing, since there are no official classifications of Guerrilla weapons, the following division chosen by Ujwala (2012). Such as ambient marketing, Guerrilla sensation, ambush marketing, viral marketing, Ambient advertising includes placing advertising in places (locations) one would not normally choose for such advertising is to take an object and present it in a large or smaller scale. When we see something, it is either abnormally large or small, so we cannot come and take a closer look (Luxton& Drummond, 2000).

Sensation marketing is basically very similar to ambient marketing. The main difference being that as a general rule sensation marketing activities are one-time occurrences, and not repeatable. The aim is to surprise and fascinate the consumers and produce an "aha" or a "wow" effect. The terms "Guerrilla sensation" and "ambient stunt" represent unusual, spectacular special activities (Jurca, 2015). Ambush marketing is a marketing technique featuring products and events which are connect, but the sponsors don't cover the sponsorship expenses for such events (Sauer, 2002).

The dissemination of the message can take place offline by word of mouth communication (mouth to mouth propaganda, buzz marketing) or online, virtually "from mouse to mouse" (Förster and Kreuz, 2006; Langner, 2005). Regardless of the type of campaign, it causes people to share it, using viral marketing, word of mouth, as well as buzz methods and it causes a so-called 'boom' effect. One person sent it to another, then that person sent it to yet another, and on and on (Scott, 2011). Guerrilla marketing can be taken as a marketing communication (MC) that has a significant influence on all types of consumers. It is generally directed towards gaining their attention by different ways sends means such as direct marketing, PR and advertising (Miller, 1994).

Guerrilla advertising is an effective advertising, because consumers are constantly being exposed to advertising messages, they have developed a sophisticated filtering system that can pose a barrier to traditional advertising messages. The person who is responsible from the advertising activities of the company following a guerilla marketing strategy should possess the ability to realize the company's vision (Levinson, 1998). By using Guerrilla tactics, small companies are to achieve publicity easier than the big companies. This is because the small companies are closer to an individual buyer and

hence able to act faster. The main benefit Guerrilla advertising beholds for its campaigners is brand awareness. This is one of the reasons this type of campaign is ideal for small, not established brands. The Guerrilla marketing is in the first place meant for Small companies, New companies, and Celebrity endorsement (Silver and Austad, 2004).

According to Hutter and Hoffmann (2011) marketers can choose to place advertising in a place where they spend little money and they will beat the competition. Even if these big events required major investments, in the end, the costs will be relatively decreased for every person that has been reached.

4. METHODOLOGY

According to Saunders et al., (2009), there are three different ways to describe the research method. These are exploratory, descriptive and explanatory. The way the research question is asked determines what type of study it results in. Since the purpose is to explore the real guerrilla advertising applications for SME's. This research paper attempts to seek new insights into the subject of how Guerrilla marketing can be applied to SME's with the involvement of community members, SME's facilitators. According to Mark Saunders, (2007), the full set of cases from which a sample is taken called population. A common misconception about sampling in qualitative research is that number is unimportant in ensuring the adequacy of a sampling strategy. Yet, sample sizes may be too small to support claims of having achieved either informational redundancy or theoretical saturation, or too large to permit the deep, case-oriented analysis that is the raison of qualitative inquiry. Determining adequate sample size in qualitative research is ultimately a matter of judgment and experience evaluating the quality of the information collected again is the uses to which it will be put, the particular research method and purposeful sampling strategy employed, and the research product intended (John Wiley & Sons, 1995).

There are four SME's selected based on who faced promotional problem, such as Uthayam Palmyra handicrafts, Madumatha HandCrafts, Karisal cashew products, Ilamthilir Palmyraproduction, and the related community members who involve with the Small Medium Enterprises in Mannar District.

According to Fraenkel, Wallen, and Hyun (2012) defined sampling is a process of selecting individuals to participate in a research. For David (2005) and Mercado (2006), sampling essentially involves a system of selecting a population's representation from the general population depending on the objective of the study, availability, money, time and effort in gathering research data.

Purposive sampling (also known as judgment, selective or subjective sampling) is a form of sample often used when working with very small samples (Neuman, 2000). Purposive sampling is a non-probability sampling method and it occurs when "elements selected for the sample are chosen by the judgment of the researcher. Researchers often believe that they can obtain a representative sample by using a sound judgment, which will result in saving time and money". Patton (2002) emphasizes this point by contrasting the needed to select information-rich cases in purposive sampling with the need to be statistically representative in probability sampling. In case of this research according to the own judgments of researchers selected the SME's which have promotional problem in Mannar District.

DATA COLLECTION

Participatory action research (PAR) is an approach to research and learning that uses different methods to address issues or possibilities identified and defined by a community. It is ultimately about the improvement of practice and the creation of knowledge in social groups. It creates new ways of working, interacting, and knowing. Participatory research has gained increasing importance as a research strategy within qualitative social research (Bergold & Thomas, 2010). Participatory research can be regarded as a methodology that argues in favor of the possibility, the significance, and the usefulness of involving research partners in the knowledge-production process (Bergold, 2007).

The data used in this study is primary. Use of participatory action method, the collection of new data is important in order to get a deeper insight into the problem with the help of participant, and it is also in line with the research question. Therefore, participatory action method is suitable for this study. Researcher purposively selected four SME's in Mannar district, who needs promotional solutions. Participation of that group research suggests solution for their promotional problem. A Framework for Participatory Action Research (the 4 phases of developing a collaborative inquiry process) (Bergold & Thomas, 2010)

1. Forming a collaborative inquiry group, engaging a diverse group of community members: Developing the inquiry project, to form the research question, at the first stage researchers selected the community members, SMEs, related people for the discussion to make an in-depth discussion on the promotional related issues in the selected SMEs.
2. Creating the conditions for group learning; in the second stage researcher explained the tasks of this research to respondents in their perspectives, for that discussion respondents could be able to understand the concept Guerilla Advertisements and its applications.
3. Acting on the inquiry question, and Putting plans and designs into practice keeping, reflective records respecting ownership of group ideas questioning honestly Practicing dialogue and reflection. From the in-depth discussion with the respondents' researchers identified their promotional problems and the applications of Guerilla advertisements at the Selected SMEs
4. Making meaning (capturing and interpreting the group's experiences) Understanding the experience. Selecting a method for interpreting diverse experiences avoiding common assumptions and questioning dominant values checking validity by considering multiple perspectives and methods in this stage researcher suggested them to make use of Guerrilla marketing as a promotional weapon and to overcome the problems related to their business. Researches discussed with several organizations in order to implement Guerrilla marketing. Such organizations are, Road Development Authority: -for getting permission to painting pedestrian crossing. Rural Development Officer: -Selection of SME's, School - Introduction of Palmyra related product, Super market (Cargills, Shakthi)- to promote local products, Kachchri Mannar- get permission to do research and implementation of Guerrilla marketing, SME's: to find the promotional problem & suggest solutions for their problems.

Reliability and validity issues

To ensure the reliability Proportional reduction in loss method was used to assess the reliability of coding scheme. The proportional reduction in loss for the current study was 0.75, which is well above the 0.70 cut-off level recommended for exploratory research (Rust & Cooil, 1994).

The outside researcher experienced in qualitative methodology were asked to conduct an audit of our empirical processes to insure the dependability of the data. This outside researcher went through the data to assess whether the conclusions reached were plausible. These peer debriefing processes (Corley & Gioia 2004) provided with an opportunity to solicit critical questions about data collection and analysis procedures. These discussions also allowed to have our ideas scrutinized through other researchers' perspectives.

To protect validity, present study followed five unified procedures recommended for qualitative research (Silverman & Marvasti, 2008): (a) respondent validation, (b) refutability, (c) constant comparison, (d) comprehensive data treatment, and (e) deviant-case analysis. Respondent validation, also known as member checks (Creswell 2007), needs that researchers go back to the respondents to validate the findings that emerge from the data. To do so, researchers shared the findings with the study participants and asked them to offer their views on our interpretations of the data and the credibility of the findings. Refutability means that researchers seek to disprove the assumed relationship between phenomena. By having a two side perspectives from SMEs and the community members. Data collection was stopped when no further new findings emerged after reaching theoretical saturation (Strauss & Corbin 1998). Comprehensive data treatment means that the researchers examine the data thoroughly and comprehensively prior to drawing conclusions.

6. DATA ANALYSIS

Discourse is "a set of meanings, metaphors, representations, images, stories and statements which together produce a particular version of the world" (Berglund and Johnson, 2007). A discourse is a stretch of language that is typically longer than a single sentence. The texts used in discourse analysis may consist of formal written records such as news reports, company statements and reports, academic papers; transcripts of social interactions such as conversations, focus group discussions, and individual interviews, advertisements, magazines and novels (Elliot, 1996). Researchers analyzed the discourses in this research are images of Guerilla advertisements, transcripts of social interactions such as conversations, focus group discussions, and individual interviews. From the advertisements researchers identified the application of Guerrilla marketing concepts in each advertisement, and made decisions to focus on new practices, such as application of Guerrilla marketing in order to solve Promotional problems of SME's. They suggest, can be done through collecting data of four SME's particularly in Mannar District.

Case-1 Uthayam Palmyra handicrafts

Uthayam Palmyra Handicrafts, a small business situated in Padappadi, Thalaimannar, Mannar. Handicrafts can be defined simply as objects made by skill of the hand of creator as well as countries of evaluator tradition. Since its founding in 2003, Uthayam Palmyra Handicrafts has become the leading supplier in Palmyra related handicrafts product in Mannar. This business has 42 members; they access their business under Women Development Society. UNDP and other non-government organizations provided training to the women, with the help of "life lights agreement" they have to export their product to Denmark. Even though they have to face promotional problem in locally because lack of awareness towards these products in local consumers. They need to have different advertisement method compare to competitive products.

Case-2 MaduMatha Handycrafts

Madumatha Handycrafts center is craft based small business begin with a plentiful raw ingredient and creativity like sea shells crafting. It is operating under the Pallimunai East women development society. There are 15 members joined together to run this business. Entrepreneurs with ample access to good source of shells like a public beach, have the opportunity to start a business. After they have collected seashells in various shapes and colors, they need a good craft into profit. In 2002 they started the business with few members less than 5 but now they have fully trained fifteen members in their business. Industrial development department and several non-government organizations are trained those women effectively in order to do the craft work efficiently even though nowadays they have insufficient market coverage as well as lack of loyal consumers. They need to have a different promotional strategy.

Case-3 Karisal Cashew Products

The huge global demand for cashew nut has led to increased rates of cashew production all over the world. Since they started their business 2012, it is situated in Karisal, Mannar. There are seven members join together and start this business. They access their business under women development society. Karisal landscape is most suitable for cashew production; here weather condition and sand are most suitable for growing cashew tree. Small scale cashew nut processing can be initiated in Karisal location considering the availability of raw material. Women Development Society is donated building and machineries for cashew production. However, paying the extra cost for high quality maintenance and marketing of cashew nuts it will help to maintain their business reputation. They are suffering from promotional problems; they don't know how to promote their products.

Case-4 Ilamthalir Palmyra production

Ilamthalir Palmyra production this business situated in Tharavankottai, Mannar. They are producing odiyala product. Odiyala is the hard edible snack that makes from Palmyra tuber, generally it splits into two and dry until get hard.

Since 2012 they started this business with 11 members and few capital investments high quality odival produced by IJamthair Palmyra production. Rabinacompany is major consumer of this business. They have to sold bulk production per annum. Now they have to expand their business as well as production facilities up to 35 labors. In 2007 UNDP providing equipment and machineries for enhance their business. IJamthair Palmyra production have quality product at the same time enough resources to produce their product even though they are suffering from Promotional problem.

7. FINDINGS

Guerrilla advertisements has been considered as a weapon for organizations, which have lower budget, even though There are lack of research on the theme Guerrilla advertising as a promotional weapon of SME's in order to solve their promotional problems. Because of this insufficiency, this research seeks to evaluate the applications of Guerrilla advertising for SMEs.

Guerrilla Advertising is a popular marketing technique which is used in product marketing and that makes the use of unusual of unconventional ways of providing the product to the marketplace. Guerrilla marketing was very popular among small businesses because of the small budget investments, which provided big results. In all over the world Using all out-of-home weapons will not only attract the attention of people who are passing by at a particular time and place. The concept of Guerrilla advertising campaign attempts to capture the interest and attention of prospective customers and hold their attention via unusual methods and unexpected means. Jay Conrad Levinson notes, "Guerrilla marketing is the harmony of wisdom rather than budgets" (Levinson, 2007). Present study identified many applications of Guerilla advertisements all over the world (see table 1).

There are various techniques involve in Guerrilla marketing. These marketing weapons are used in public locations. Using all out-of-home weapons will not only attract the attention of people who are passing by at a particular time and place, but these forms media will also increase the publicity levels for the company and make people talk about the product being promoted. The most successful out-of-home weapons, The Guerrilla campaign of McDonald's are using ambient marketing because of the unusual placement of the campaign (Luxton & Drummond, 2000). The unusual placement also creates the surprise effect that characterizes Guerrilla marketing (Hutter & Hoffmann, 2011). McDonald's Guerrilla advertising include using the common element on the streets (lamp posts traffic light etc.) to display their products, from coffee, French fries and chicken nuggets, to giant bags. The Coça Cola Guerrilla campaign is an example of ambient marketing, because of the unexpected placement of the campaign. Mini Cooper was promoting campaign has to communicate the right message to the target audience in order to be perceived as creative. Mini Morris used in Zurich, Switzerland, at a train station by placing the car next to a staircase that people used for existing the station, the impression was communicated that the Mini Morris has large amount of space and many people can travel in them. So it's a fact that companies of all sizes use this type of marketing to great effect. Lipton Guerrilla campaign was perceived as very creative, PETA is the largest animal rights organization in the world. PETA's meat is Murder campaign in New York City was presented using volunteers lying nearly naked in giant plastic- wrapped Meat trays, convert in fake blood. The main point of this complaint was that

animals are made of flesh, blood and bones, just like humans, and that they have feelings and emotions which means that people who eat meat, actually eat corpses. Another example is the 2010 world cup matches in South Africa, when Dutch girls were wearing short orange dresses made by Dutch beer company Bavaria. To analyze various techniques, involve in guerilla marketing and how they are applied to their business.

To explore the real guerilla advertising applications for SME's in Mannar district. Researchers collected the data on whether the SMEs using this phenomenon, researchers explained the meaning and the purposes of the Guerrilla advertising to them. Real applications of Guerrilla advertisements are placed to them and discussed with them to create new innovative ideas on Guerrilla advertising. Researchers found that there are some Guerrilla advertising related ideas used by the SMEs but they don't really know the concept even. Today they are enlightened to new ideas, to original ways of reaching the end customer and aware that marketing does not necessarily needs to be expensive advertisements in the media. Instead, a Guerrilla campaign creates free publicity in the media world. This research found Guerrilla advertising to be an exciting campaigning tool for their client. There are many Guerrilla advertising strategies suggested for SMEs in Mannar in order to solve their promotional problems. With the participation of the selected SMEs which have promotional problems, community members, Government officials, and other SME related institutions researchers develop some strategies on the concept of Ambient Marketing and Ambush Marketing for Guerrilla advertising (see Table 2). Researchers develop strategies and had agreement with the government organizations to implement the Guerrilla advertising to overcome the problems of selected SMEs in Mannar District. Identified strategies create awareness of SME's products. This may lead to solving promotional problem of SME's.

8. CONCLUSION

Guerrilla marketing is an unconventional marketing strategy that lead the firms stay successfully and it also consider as different types of "non-traditional marketing" strategy (Levinson, 2007). The researchers identified that there was something unique about Guerrilla marketing. Consequently, came to the conclusion that Guerrilla marketing is not a model one can study in the textbook or a marketing method described as one practice; it is a state of mind, a way of thinking, a mindset for marketers and business people. The ones who use Guerrilla marketing have a more open mind then the ones not using it, the people that believe in the phenomenon of Guerrilla marketing is open to new and creative ideas. These kinds of promotions are solving promotional problems of SME's sector in Mannar district.

Through the participatory action research the participants were exposed their marketing problems and analyzes it and covey new Guerrilla strategy for them in order to see if the Guerrilla campaigns affected SME's to a greater extent. to summarize this study is that a Guerrilla marketing as an advertising weapon for solving promotional problems of Small Medium Enterprises in Mannar district, but the two concepts such as Ambient Marketing and Ambush marketing are the concepts more relevant to the context of the study.

There are so many Guerrilla advertisement strategies suggested for SME's in Mannar. suggested strategies to the Uthayam Palmyra handicraft are Wedding cake box design, designed school logo sponsorship, Student basket sponsorship, build show case in Mannartown, Mannar DS office all branches door design, boxes are sow in buses, Bus hanging bar made by Palmyra, hotel Night lamps, Pen holder those things made by Palmyra. suggested strategies for MadhuMatha handicrafts are using sea shells for decorating Wedding hall, and hotel industry, Restaurant table decoration, Build statue by using sea shells in tourist spot, design shields, Build name board tourist spot, Hotel Night lamp, Clock in Office, Design chair in Hotel, design shoes in front of shops, Beauty parlor mirror design, and those things made by seashells. suggested strategies for Ilamthahir Palmyra production for solving their advertising problems are build statues like odiyala shape, make supermarket pen holder as an Odiyala shape, build stone bench like an odiyala shape near the Bus stop. Cashew production suggested Guerrilla marketing strategy is Paint cashew shape pedestrian crossing in Mannar to Thalaimannar road.

Mannar district is a place, where the tourist mostly visits for entertainment. Designed strategies based on selected Guerrilla Marketing concepts such as Ambient Marketing, and Ambush Marketing, which are very much suited to solve the promotional problems of Selected SMEs. further researchers can explore many strategies related to other concepts in Guerrilla Marketing.





REFERENCES

- Ali Mokhtari Mughari (2011), Analysis of Brand Awareness and Guerrilla Marketing in Iranian SME, Iranian Journal of Management Studies (IJMS), Vol4, No1, March, 2011, Page No, 115-129.
- Baltes, G., & Leibing, I. (2008). Guerrilla marketing for information Services? *New Library World*, 109(1/2), 46-55.
- Bergold, J., & Thomas, S. (2012). Participatory research methods: A methodological approach in motion. *Historical Social Research/Historische Sozialforschung*, 191-222.
- Borenstein, M., Hedges, L. V., Higgins, J., & Rothstein, H. R. (2009). References (pp. 409-414). John Wiley & Sons, Ltd.
- Corley, K. G., & Gioia, D. A. (2004). Identity ambiguity and change in the wake of a corporate Spin-off. *Administrative Science Quarterly*, 29, 173-208.
- Chen, J. (2011). Explore guerrilla marketing potentials for trade show.
- Drees, N., & Jäckel, M. (2008). Guerilla-Marketing-Grundlagen, Instrumente und Beispiele. *Transfer, Werbeforschung und Praxis*, (2), 31-37.
- Elliot, R. (1996), "Discourse analysis: exploring action, function and conflict in social texts", *Marketing Intelligence & Planning*, Vol. 14 No. 6, pp. 65-8.
- Fraenkel, W., & Wallen, N. Hyun, (2012). How to design and evaluate research in education.
- Gustafsson, B., Kreiss, H. O., & Oliger, J. (1995). Time dependent problems and difference methods (Vol. 24). John Wiley & Sons.
- Hutter, K., & Hoffmann, S. (2011). Guerilla-Marketing- einenüchterne Betrachtungeiner vieldiskutierten Werbeform. *der market*, 50(2), 121-135.

- Iqbal, S., & Lodhi, S. (2015). The Impacts of Guerrilla Marketing on Consumers' Buying Behavior: A Case of Beverage Industry of Karachi. *The International Journal of Business & Management*, 3(11), 120.
- Jurca, M. A., & Madlberger, M. (2015). Ambient advertising characteristics and schema incongruity as drivers of advertising effectiveness. *Journal of Marketing Communications*, 21(1), 48-64.
- Kankanamage, R. D. (2014). Problem faced by Small scale Enterprises in Srilanka.
- Kodithuwakku, S. S., & Rosa, P. (2002). The entrepreneurial process and economic success in a constrained environment. *Journal of Business Venturing*, 17(5), 431-465.
- Langner, S. (2005). Was ist Viral Marketing? In *Viral Marketing* (pp. 25-32). Gabler Verlag.
- Levinson, J. C. (1998). *Guerrilla marketing: Secrets for making big profits from your small business*. Houghton Mifflin Harcourt.
- Levinson, J. C. (2007). *Guerrilla Marketing: Easy and Inexpensive Strategies for Making Big Profits from Your Small Business*. Houghton Mifflin Harcourt.
- Luxton, S., & Drummond, L. (2000). What is this thing called 'Ambient Advertising'? In *Proceedings of ANZMAC* (pp. 734-738).
- Mercado, A. C., Carroll, L. J., Cassidy, J. D., & Côté, P. (2005). Passive coping is a risk factor for disabling neck or low back pain. *Pain*, 117(1), 51-57.
- Miller, D. A., & Rose, P. B. (1994). Integrated communications: A look at reality instead of the. *Public Relations Quarterly*, 39(1), 13.
- Mokhtari Mughari, A. (2011). Analysis of Brand Awareness and Guerrilla Marketing in Iranian SME. *Iranian Journal of Management Studies*, 4(4), 115-129.
- Pande, P. S., Neuman, R. P., & Cavanagh, R. R. (2000). *The six sigma way*. McGraw-Hill.
- Patton, M. Q. (2005). *Qualitative research*. John Wiley & Sons, Ltd.
- Rust, R. T., & Cooil, B. (1994). Reliability measures for qualitative data: Theory and implications. *JMR, Journal of Marketing Research*, 31(1), 1-14. Doi: 10.2307/3151942.
- Sauer, A. (2002). Ambush marketing: steals the show. *Brand Channel*, 27th May, available at: http://www.Brandchannel.com/features_effect.asp.
- Saunders, M. N. (2011). *Research methods for business students*, 5/e. Pearson Education India.
- Saunders, M. N., & Lewis, P. (2012). *Doing research in business & management: An essential guide to planning your project*. Pearson.
- Silverman, D., & Marvasti, A. (2008). *Doing qualitative research: a comprehensive guide*. Thousand Oaks, CA: Sage.
- Strauss A, Corbin J. (1990) *Basics of Qualitative Research: Grounded Theory Procedures and Techniques*. Sage,
- Scollon, R., Scollon, S. W., & Jones, R. H. (2011). *Intercultural communication: A discourse approach*. John Wiley & Sons.
- Scott, D. M. (2011). *The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly*.
- Wallen, N. E., & Hyun, H. H. (2012). *How to Design and Evaluate Research in Education*.
- Zeki Yuksekbilgili (2014), the use of Guerilla Marketing in SMEs, *International Journal of Advance Multidisciplinary Research and Review*, Volume 2, No2, Winter Page 2-7

Table -1: Identified Guerrilla Advertising applications

Guerrilla advertising application concept	Meaning	Examples
Ambient marketing	<p>Ambient advertising includes placing advertising in places (locations) one would not normally choose for such advertising, using unconventional methods (execution). A common trend in ambient advertising is to take an object and present it in a large or smaller scale. When we see something, it is either abnormally large or small, so we cannot come and take a closer look (Luxton & Drummond, 2000).</p>	<div data-bbox="1024 353 1219 495"> </div> <p data-bbox="1024 528 1317 584">Scotch Brite sponge -ambient marketing</p> <p data-bbox="1024 591 1365 647">Source: P. Wongki -La, <i>scotch Brite Bangkok, 2009.</i></p> <div data-bbox="1024 689 1209 808"> </div> <p data-bbox="1024 819 1398 931">Mini cooper - ambient marketing Source: P. Kiss, <i>Mini cooper providing to be very spacious in Zurich, Switzerland, 2012</i></p> <p data-bbox="1045 965 1349 992">McDonald's -ambient marketing</p> <div data-bbox="1024 999 1190 1111"> </div> <p data-bbox="1024 1122 1235 1205">Source: M. Oostheizen, <i>McDonald's: Pedestrian Crossing, 2010.</i></p> <p data-bbox="1045 1238 1349 1265">McDonald's - ambient marketing</p> <div data-bbox="1015 1272 1219 1391"> </div> <p data-bbox="1024 1395 1333 1478">Source: J. Shear, <i>Lo Shamrock Shake nel verde del Chicago River, 2011.</i></p>

		<p>Coca-Cola- ambient marketing</p>  <p>Source: S. Seven, <i>coke roll out of happiness – Guerrilla marketing, 2013.</i></p>
<p>Sensation marketing</p>	<p>Sensation marketing is basically very similar to ambient marketing. The main difference being that as a general rule sensation marketing activities are one-time occurrences, and not repeatable. The aim is to surprise and fascinate the consumers and produce an “aha” or a “wow” effect. The terms “Guerrilla sensation” and “ambient stunt” represent unusual, spectacular special activities (Jäckel, 2007).</p>	<p>PETA-Guerilla sensation</p>  <p>Source: J. Mackey, <i>Human Meat Packages from PETA, 2010a.</i></p>  <p>PETA-Guerilla sensation</p> <p>Source: J. Mackey, <i>Human Meat Packages from PETA, 2010b.</i></p>
<p>Ambush marketing</p>	<p>Ambush marketing is a marketing technique featuring products and events which are connected, but the sponsors don't cover the sponsorship expenses for such events (Sauer, 2002).</p>	<p>VISA-ambush marketing</p>  <p>Source: http://21mktg.com/ Pringles -ambush marketing</p>
















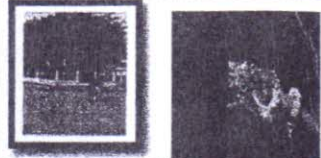
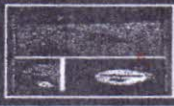
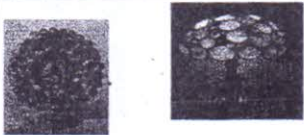






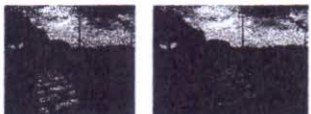
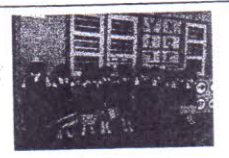
		 <p>source:http://magicinads.empowernetwork.com/</p>  <p>Visa Ambush marketing</p> <p>Sources: sportspromedia.com</p>  <p>Stella Artois-ambush marketing</p> <p>Source: D.Kaplan, <i>Ambush Marketing – Stella Artois</i>, 2011b. Bavaria-ambush marketing</p>  <p>Source: A.Boyers, <i>Another triumph for Fifa's chillingly rights protection team</i>, 2010</p>
viral marketing	The dissemination of the message can take place offline by word of mouth communication (mouth to mouth propaganda, buzz marketing) or online, virtually “from mouse to mouse” (Förster and Kreuz, 2006; Langner, 2005).	<p>Viral Marketing</p>  <p>Source: N.Karakatsanis, .contrex-Viral Marketing, <i>Contrexperience</i>, 2011</p> <p>Viral Marketing</p>  <p>Source: N.Karakatsanis, .contrex-Viral Marketing, <i>Contrexperience</i>, 2011.</p>

Table-2 Suggested Guerrilla advertisement strategies to the selected SMEs

concept	Description for promotional campaign	applications
Ambient marketing	Wedding cake box design	
Ambient marketing	Build Glass show case in Mannar town	
Ambient marketing	Mannar DS office all branches door design	
Ambient marketing	Night lamp in hotel	
Ambient marketing	Pen holder made by Palmyra leaves	
Ambient marketing	Palmyra boxes are sow in buses	
Ambient marketing	Bus hanging bar made by Palmyra	
Ambient marketing	Using Hotel tea pot	
Ambient marketing	Restaurant table decoration	

Ambient marketing	Build Statue in tourist spot	
Ambient marketing	Build name board tourist spot	
Ambient marketing	Hotel night lamp and Clock	
Ambient marketing	attractive cushion design at waiting Hall	
Ambient marketing	innovative champion cup design	
Ambient marketing	design for shoes	
Ambient marketing	beauty parlor mirror	
Ambient marketing	Build Statue like odiyal shape	
Ambush Marketing	build bench as Odiyal shape for focusing consumer perception	
Ambush Marketing	Paint cashew shape Pedestrian crossing in Mannar to Thalaimannar road	

Ambush Marketing	Student basket sponsorship for sports meet	
Ambush Marketing	School logo Sponsorship	
Ambush Marketing	Penholder for Hotel Stationaries	