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„МАРКЕТИНГ“ – Скопје

Macedonian Marketing Association  
"MARKETING" – Skopje



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## **GUERILLA MARKETING – AN IMPORTANT TOOL FOR MANAGERS IN TOURIST SECTOR**

### **ABSTRACT**

Aim of this paper is to present the opportunities arising from the application of guerilla marketing for managers in the tourism sector. Examples of successful implementation in the hospitality and tourism sector are presented within the paper. Another objective is to present the idea that managers in tours sector, especially the one with limited marketing budget, should implement a creative, easy to implement and low cost strategies that could result in increased profit.

**Key words:** guerilla marketing, managers, hotels, tourist sector

### **INTRODUCTION**

In it's very basic, tourism is representing the stay of people outside of their residence of living, with the aim of vacation (rest), work, pleasure or other activities. Nowadays, it can be considered as a standalone phenomenon, a mass phenomenon and there is no country in the world that doesn't either sends or welcomes tourists.

Tourism by itself is enjoying significant development and growth. According to the statistical data of World Tourism Organization (UNWTO), in 1950 there were 25.5 million of tourists in the international tourism, spending approximately 2.1 billion of dollars. Latest data shows that the arrival of international tourists in 2014 has reached the number of 1.133 million, whereas the tourist consumption has reached 1.245 billion of dollars (US). The tourist industry is participating with 9% in the global gross domestic product, and every eleventh employed person works for the tourism industry<sup>113</sup>. It is a sector growing twice as faster as other sectors<sup>114</sup>.

The hotel industry i.e. the tourist accommodation is an important tool for the tourism industry. Hotels are facilities providing accommodation related services. Hotel guests are paying for the hospitality and usually their stay is of short-term nature. That is the primary service provided by the hospitality sector. Additional services are taking into account the food and

<sup>113</sup> UNWTO *Tourism highlights, 2014 Edition*. Madrid: World Tourism Organization. 2015

<sup>114</sup> Славейков, П., Найденов, К. *Икономика на туризма*. София: СУ „Климент Охридски“. 2009

beverage as well as other auxiliary services offered to the guests during their stay, services such as: laundry, phone services, exchange services, hairdresser, etc.

Hospitality origins can be traced back to ancient times, which is associated with travel as part of human nature and the need for people to stay overnight on these trips<sup>115</sup>. There have been numerous reasons as to why people were traveling in the past. For instance business (trade) related traveling, research related traveling, sports activities (Olympic Games), etc. Hospitality as a sector has been developing simultaneously with the development of society, scientific and technological progress, and the development of modern technology, thus following the modern flows and tendencies as well as trends. One example would be the implementation of central heating in rooms in 1846, other examples are: building an elevator in 1859, electric lights in 1881, phone in the room in 1907, radio in each room in 1927, air conditioning in each room in 1940, etc<sup>116</sup>. Most favorable period for the development of hospitality sector and closely related to the growth of tourist industry is coming after the Second World War.

Considering the classification of hotels, different authors provide different classification methods, but the general classification of hotels is performed in relation to their location, the season in which they offer their services, the types of clients they work with, etc.

In Republic of Macedonia, on the basis of the quality of services, accommodation capacities are divided as a basic accommodating facilities (hotel, motel, pension, etc.) and complementary accommodation capacities (campsites, bungalows, villas, etc.). There is also variability in the categorization of hotels in relation to the country and the conditions that should be fulfilled according to the legal requirements.

There is vast number of hotels around the world. Some of the hotels act as an independent (stand alone) service provider, while other hotels are part of some hotel chain. There could be a: thematic hotels, art hotels, castles transformed into hotels, ice hotels, hotels on unusual places, underwater hotels, space hotels, hotel capsules in

Japan, etc. All these are part of a continually changing market, and their primary objective is to increase their profit. While some of them are using the creativity, or innovations (ex. Citizen M hotels<sup>117</sup>), others are using the standard techniques for marketing and ads, others are even designed by well-known designers such as the Armani hotel in Dubai, designed by the Italian fashion designers Giorgio Armani.

Aim of this paper is to present successful examples of hotels using the method of guerrilla marketing, thus enabling them to develop an ad different from their competitors. They succeed in being noticed and talked about.

## 1. DEFINING THE GUERRILLA MARKETING CONCEPT

American Marketing Association is defining the term marketing as – a process for planning and fulfilment of the concept, pricing, promotion, and distribution of ideas, goods and services which offer the possibility for exchange aimed at satisfaction of individual or organizational objectives<sup>118</sup>.

It is a general misinterpretation that marketing is only about selling and advertising. Selling and advertising are just the tip of a marketing iceberg. Marketing is considered to be an art and science for identifying, retaining and developing profitable clients<sup>119</sup>.

Marketing is representing every contact that the company has with the outside worlds. This means abundant marketing possibilities, it does not necessary means investing a lot of money<sup>120</sup>.

A specific thing about the marketing in tourism sector is the creation of values, “packages” and promotion of experiences in a manner that will make the consumer to feel that he/she has to make the purchase from you, not from your competitors.

The term “guerrilla marketing” is pointed out for the first time by Jay Conrad Levinson. In his book he is explaining the basics about this type of marketing. He is presenting the

<sup>117</sup>

<http://www.youtube.com/watch?v=KnxwFOmIAeU&feature=related>

<sup>118</sup> Hsu, C., Powers, T. *Marketing hospitality*. New Jersey: John Wiley and Sons inc. 2002

<sup>119</sup> Котлер, Ф., Бовен, Ц., Макенс, Ц. *Маркетинг во хотелската индустрија и туризмот*. Скопје: Дата Понс. 2009

<sup>120</sup> Левинсон, К. *Герила маркетинг*. Скопје: Издавачки центар три. 2008

<sup>115</sup> Ташков, Н., Методијески, Д. *Хотелиерство*. Штип: УГД. 2012

<sup>116</sup> Bardi, J. *Hotel front office management*. New Jersey: John Wiley and Sons, Inc. 2007

guerilla marketing as nonconventional method based on the time management, imagination, and creativity, instead of eating up a huge marketing budget. This marketing is not anticipated for, and clients could be found on unusually places. Although this form of marketing is directed at small and medium enterprises with limited marketing budget, table 1 is presenting the fact large companies used this form of marketing as well.

**Table 1:** Examples of guerilla marketing used by different companies and institutions

o.	Company/ institution	Activity	Place of conducting guerilla marketing
	IKEA	Production of furniture and households products and construction	Frankfurt
	Sony Ericsson	Mobile phones	New York
	Corona	Beer production (brewery)	New York
	Philips	Electronic devices and home appliances	Sao Paol
	Swiss International Air Lines	Airline company	Berlin
	Australian Government	Tourist promotion	On website

**Source:** Prepared by the authors

One example of a company using the guerilla marketing is the furniture manufacturing company “IKEA”. Ikea in Frankfurt conducted guerilla marketing by equipping couple of bus stations throughout the city with furniture from their product line or they have painted the balconies of a building in a way that they will resemble a draw drawers<sup>121</sup>.

Another example about the use of guerilla marketing techniques is the “Sony Ericsson” company, which promoted the t68i cell phone. Since the phone had a camera as an accessory, the company hired fake tourists to go around New York and ask for people to take photo of them with their phenomenal mobile phone. Simultaneously they were explaining the sophistication of the device, while the accidental

walkers didn’t know that they were in the middle of a marketing campaign<sup>122</sup>.

A third example would be the Mexican brewer “Corona”, which is the most sold imported beer in USA. This company, for the purpose of encouraging people to celebrate the summer, has built a beach in the middle of Time square bringing 30 tons of beach sand, palms, beach equipment and played the sound of the ocean. At the same time people could have played volleyball or simply rest. This move was part of it summer promotion<sup>123</sup>.

Another example of company using the guerilla marketing is “Philips”, promoting its new shaving machine in the town of Sao Paolo. In the middle of the afternoon, during the rush hour, the company uses two people dressed up in suites running through the city center. One men is dressed up as a shaving machine and is chasing the other men dressed up in a hair alike costume<sup>124</sup>.

Next example is taking into consideration the airline company „Swiss International Air Lines“, which during a hot and sunny day rented five vehicles in red color, placed a snow alike design and wrote the price of a ticked to Switzerland. The vehicles were going around Berlin all day long a caught the attention of walkers<sup>125</sup>.

Following the example of big companies, is it rational to expect that guerilla marketing could be used by State Tourism Agencies, the creators of tourism policy in a country? The answer to this question could be found in the campaign Australian government titled “The best job in the world”<sup>126</sup>. This campaign served the purpose of successful promotion of Great Barrier Reef islands through out the world. There were many candidates from different countries applying for the job position, the news about the job vacancy has been on the major television and newspaper mediums, and the

<sup>122</sup> Он-лайн неделник за деловни луѓе, „Вработување news“, Година 1, бр.11, 01.05.2009

<sup>123</sup> <http://www.youtube.com/watch?v=F9GtHc-cAY8>

<sup>124</sup>

<http://www.youtube.com/watch?v=im2WLSJ0LFw&feature=related>

<http://www.youtube.com/watch?v=PeZd12KVSMy&feature=related>

<sup>126</sup> Taskov, N., Metodijeski, D. *Партизански маркетинг - мощно орудие креативних лидерова*. International conference: Problems and Prospects of Economy Innovative Development. Uman: Ukraine. 11-14 Nov 2010

<sup>121</sup> <http://www.coolbusinessideas.com/archives/ikea-guerilla-marketing-stunt/>



pay for the job position has been 70 000 euros for a six months contract<sup>127</sup>.

According to Levinson, the heart and soul of guerilla marketing are small companies with low marketing budget and big dreams, recognizing the vast possibilities and the desire grasp the benefits. He also points out 20 differences between the conventional and guerilla marketing, and lists 200 weapons that could be used and combined by the guerilla marketers.

## 2. EXAMPLES OF GUERILLA MARKETING IN TOURIST SECTOR

Due to its complex organizational needs, various entities are included in the tourism, each with its own interests<sup>128</sup>. There are governmental and non-governmental institutions related to tourism on one hand, and on the other hand, entities from the private sector are also involved. There is heterogeneity in interested entities from the private sector consisted of large number of diverse entities. These entities are making suggestions regarding the offers for tourists and hospitality products and services, transportation, etc. All these entities represent an important part of the tourism organizational activities. For instance, accommodation facilities, food and beverage, party and spirits, sport and recreational facilities, retail facilities, craft shops, souvenir stores, handicrafts and local products, shopping centers. In addition, they also represent an integral part in terms of tourist agencies, tour operators organizing religious travels, as well as transportation enterprises.

**Table 2:** Examples of guerilla marketing in tourist sector

o.	Company	Activity	Place of conducting guerilla marketing
	Hotel Chamonix	Hospitality	Chamonix
	Villa Dihovo	Rural tourism	Dihovo
	Hotel Roger Smith	Hospitality	New York
	Hotel Continental	Hospitality	Skopje
	Hotel One King West	Hospitality	Toronto
	Hotel Inter Continental	Hospitality	Los Angeles
	Hotel Hilton / Tuborg	Hospitality / beer production	Sofia
	hotels.nl	Web site for reservation in hospitality	Amsterdam
	Hotel de glace	Hospitality	Quebec

**Source:** Prepared by the authors

Examples for companies in the tourism sector using guerilla marketing as part of their strategy are presented in table 2. The director of hotel Chamonix, a well know winter center in the French Alps, Gerard Petit, has the objective to increase the number of tourist during the summer of 1997, with a creative idea. Beginning on 5<sup>th</sup> of July to 23<sup>rd</sup> of August he have the possibility for the clients to set their own price in accordance to the services offered. Only the floor price of \$30 has been set as a guideline for a single person for full board<sup>129</sup>. Similar example can be found in the promotion of Villa Dihovo, located near the city of Bitola, with core activity in the rural tourism. This villa does not have any fixed price for accommodation of its guests, instead the guests are paying when checking out in accordance to their personal appraisal of the value and satisfaction from the services and accommodation<sup>130</sup>.

Another example is taking into account the hotel “Roger Smith”. This hotel has created a special offer for tourist that would like to stay in New York for free. The only condition was that they stay in a ground floor room and allow for pedestrians to see their activities. The first quests rewarded with the five day free accommodation in Roger Smith hotel on Manhattan have been a couple from London. They stayed in a ground

<sup>127</sup>

[http://www.youtube.com/watch?v=5Smi3TuY5Lg&feature=player\\_embedded](http://www.youtube.com/watch?v=5Smi3TuY5Lg&feature=player_embedded)

<sup>128</sup> Goeldner, C., Ritchie, B. *Tourism: principles, practices, philosophies*. New Jersey: John Wiley & Sons, Inc. 2009

<sup>129</sup> Стамов, С., Алексиева, Й.. *Хотелиерство*. Пловдив: Кота. 2006

<sup>130</sup> [www.villadihovo.com](http://www.villadihovo.com)

floor room identical to the other room, with one difference, one of the walls has been a window. In accordance to the agreement, the window should have been opened during the period from 16: 30 to 19: 30, so that a pedestrians could observe them. This is an example where the hotel on one hand had very low level of costs to accommodate its guests, but on the other hand it made an advertisement for itself, and advertisement for which daily newspapers and medium have written or talked about all over the world. Another live attraction has also been the created with the boxer Tor Hamer has conducted its trainings live in the window of the hotel, preparing himself for the next fight<sup>131</sup>.

In the presidential suite 916 at the hotel “Continental” which is located in Skopje, as part of the event “Skopje summer” the show “Border” has been performed in the Small Drama Theater as well as the new theater in Ohrid. The same hotel was hosting the “Skopje Tatroo Fest” where 35 artists all over the world had their own show. The revenue from the festival has been donated to the home for children with special needs<sup>132</sup>.

The “One King West” hotel located in Toronto is yet another example for guerilla marketing. Hundreds of hotel employees dressed in dressing gown with hotel logo, went out on the neighboring streets giving away presents and free coffee to random walkers. This action has been combined with another guerilla marketing campaigns such as: organization of parties, billboards, radio and different free giveaway events in the neighborhood<sup>133</sup>.

Successful example for guerilla marketing is also the “Inter Continental” hotel located in the center of Los Angeles. During the summer, more precisely the entire month of June, the Hotel has presented the art work of the artist and stylist Kime Buzzeli, through a wide projected on the exterior of the hotel itself. The video was projected from sundown till midnight every night, along with projects about the internal appearance and service offered in hotel Inter-Continental. Since the facility is 17 floor high, the projection could have been seen all the way to Santa Monica<sup>134</sup>.

Similar activity has been performed by the “Hilton” hotel located in Sofia<sup>135</sup>. On the right

wing of the hotel, a commercials from the famous beer “Tuborg” have been projected. Due to the physical size of the hotel, the visual effect had made a strong impression. Next example, is the Dutch internet website “hotels.nl”, selecting unconventional technique for its commercials. This web site, has designed special west containing the site logo for sheep grazing near the roads. This is considered to be a creative way to make an impression with the transiting tourists and tourists that haven’t decided yet about their place of stay.<sup>136</sup>.

“Hotel de glace” in Quebec is another example for the implementation of guerilla marketing. The hotel has created an eco-friendly marketing campaign, as a result of the favorable climatic conditions. The hotel used a specially designed snowman place them in groups throughout the town, having the logo of the hotel on their belly. The campaign has had a positive feedback<sup>137</sup>.

From the aforementioned examples it could be concluded that the guerilla marketing has found its successful application by numerous companies in the hospitality and tourism sector all over the world.

## CONCLUSION

To ensure success, guerilla marketing should be developed with energy, enthusiasm and passion. As one can conclude from the various examples presented, you do not need big budget to create a successful marketing campaign. In most cases the most important issues are creativity and desire to work. It should be summarized that using guerilla marketing techniques for commercials and advertising could significantly help managers in the tourism and hospitality sector, faced with limited marketing budget. Noteworthy mentioning is that well know big size companies as well as public enterprises, are successful in using guerilla marketing techniques. The objective of this paper was to point out the benefits arising from using the guerilla marketing, through successful marketing campaigns. These examples could serve as a starting base for managers and their desire to promote their companies in the future. They could either modify the activities or the

<sup>131</sup> Архива на он лајн изданието на весникот Дневник

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<sup>133</sup> <http://www.youtube.com/watch?v=8tagH9hva3c>

<sup>134</sup> <http://www.youtube.com/watch?v=Ao4jlrSBnp0>

<sup>135</sup> <http://www.youtube.com/watch?v=K7b9BxHpEPo>

<sup>136</sup>

<http://www.nytimes.com/2006/04/24/world/europe/24sheep.html>

<sup>137</sup> <http://www.guerrillapromos.com/2010/02/quebecs-ice-hotel.html>

concept of the aforementioned examples or they could create an entirely new concept suitable for their needs. In addition, another objective of the paper is to stimulate further research in relation to the effects arising from guerilla marketing. His research should have the aim to boost further development of guerilla marketing application in tourist sector.

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