

# **Guerilla Marketing and Campaign Development for Rowline Ltd.**

Daniela Nacházelová

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Bakalářská práce  
2015



Univerzita Tomáše Bati ve Zlíně  
Fakulta multimediálních komunikací

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Univerzita Tomáše Bati ve Zlíně  
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## ZADÁNÍ BAKALÁŘSKÉ PRÁCE

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Zásady pro vypracování:

1. Zpracujte rešerši literárních zdrojů pojednávajících o guerrilla marketingu.
2. Stanovte si cíle, metody a výzkumnou otázku práce.
3. Realizujte kvalitativní šetření zaměřené na testování guerrilla kampaně.
4. Ze zjištěných dat vyvodte závěry a doporučení pro použití případné guerrilla kampaně v praxi.

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**BERGER, Jonah. Contagious: Why Things Catch On. 1st Simon. New York: Simon, c2013, viii, 244 p. ISBN 978-145-1686-593.**

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**FRIEDMAN, Thomas L. The World is Flat: A Brief History of the Twenty-first Century. 1st ed. New York: Farrar, Straus and Giroux, 2005, viii, 488 p. ISBN 03-742-9288-4.**

**LEVINSON, Jay Conrad, Jeannie LEVINSON a Amy LEVINSON. Guerrilla marketing: Easy and Inexpensive Strategies for Making Big Profits from Your Small Business. 4th ed., Completely updated and expanded ed. Boston: Houghton Mifflin, 2007, xii, 368 p. ISBN 06-187-8591-4.**

**LUCAS, Gavin. Guerrilla advertising 2: More Unconventional Brand Communication. London: Laurence King, 2011. ISBN 18-566-9747-9.**

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## **ABSTRAKT**

Bakalářská práce se zabývá teorií a praxí guerilla marketingu. V teorii se práce věnuje důležitým atributům guerilla kampaní, právním aspektům a všeobecným postupům, které by každá firma měla při vytváření kampaní uplatnit. Praktická část se zabývá rozdělením cílových skupin firmy Rowline s.r.o., specifikuje metodologie práce, stanovuje výzkumné otázky a analyzuje poznatky z kvalitativního šetření. V závěru se autorka zamýšlí nad získanými informacemi a vyvozuje z nich příslušné závěry.

Klíčová slova: guerilla marketing, atributy, originalita, kreativita, právní aspekty guerilla marketingu, marketingový plan, Rowline s.r.o., cílová skupina, focus group, spinální zranění, Paraple

## **ABSTRACT**

This bachelor thesis covers theory and practical analysis of guerilla marketing. Theory covers main principles for successful guerilla campaign process, law aspects of guerilla marketing and general principles that every company should follow. Practical part is covering target groups of Rowline Ltd., specifies methodology of work, defines marketing research methodology and specifies research questions that are analyzed. Conclusion covers all information gathered during the process and comes with redefined findings.

Keywords: guerilla marketing, attributes, originality, creativity, law aspects of guerilla marketing, marketing plan, Rowline Ltd., target group, focus group, spinal injury, Paraple

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## INTRODUCTION

Author of this bachelor thesis chose Guerilla Marketing and campaign development for Rowline Ltd. as her theme that she would like to discuss in her thesis. Guerrilla marketing is a well-known term used by all marketers around the world, which wasn't the case even ten years ago. With the wide spread of Internet, peer-to-peer communication and long-tail customer acquisition, guerrilla marketing has become more available to everyone who has a great, unconventional ideas and passion for the brand and the product.

Author of this bachelor thesis would like to cover the theory of the tactics used in guerrilla marketing, describe few well-executed case studies and use these findings for her own guerrilla marketing campaign in the future throughout testing of guerrilla marketing concept among her selected target group. The results based on the findings from focus group at Paraple Rehabilitation Centre for Spine Injuries will be used to finalize the concept for future guerrilla marketing campaign that will trigger the interest among this specific group of customers with minimal budget expenses on her company that the campaign will be developed for.

Author of this thesis will use books by Jay Conrad Levinson who is the guru of guerrilla marketing strategies around the world. Author will also use case studies in the book Contagious by Jonah Berger and Guerrilla Advertising 2: More Unconventional brand Communications by Gavin Lucas. Author will also use some information from the book The World is Flat by Thomas L. Friedman and Think Like a Freak by Stephen J. Dubner and Steven D. Levitt as an introduction into our current world in 21st century and Globalization 2.0 as a fundamental base into the changes in the world around us today.

Author will focus in the theoretical part of bachelor thesis on characteristics of guerrilla marketing, definition of this term, brief history and rules that should be used while applying guerrilla marketing strategies as well as explanation why some campaigns were successful.

The analytical part will work with data gathered during focus group meeting in Paraple Rehabilitation Centre for Spine Injuries. Data and information will be used to analyze and optimize her future guerrilla campaign that will be created from this session. Another key item to learn from this focus group will be a better understanding of this specific target group of customers. This will help to create a better relationship between them and the company.

Overall the whole processes of combining theory with actual analytical work will be beneficial to the author of this bachelor thesis because it will give her a chance to learn new marketing strategy. Also it will give her independent opinions about the product, which her company sells, and maybe some new campaign ideas. Author of this bachelor thesis will also understand the whole guerrilla campaign process, which no matter what - will be useful for the future of the company that this guerrilla campaign is built for.

## **I. THEORY**

## 1 GLOBALIZATION 2.0

### 1.1 While I was sleeping

Author of this bachelor thesis used title in the heading above from the first chapter in the book *The World is Flat* by Thomas L. Friedman to open the problematic of the world we are all living in. The 21<sup>st</sup> century is the quiet witness of radical changes that we are all experiencing more or less. Globalization 2.0 is term that Thomas L. Friedman is using in his book to explain that it doesn't really matter where we live now because all of us are connected to the Internet where we have an instant access to the same type of information and knowledge.

We are also using same devices, same tools and are influenced by same brands, idols etc. that is why the importance of the *Individuality* is beginning to rise again. Thomas L. Friedman wrote his book from the view of an American who can't believe that his nation is being overtaken by underdeveloped countries and he is trying to figure out why. (Friedman, 2007) Same thing is happening in advertising. The old rules are not true anymore. Do you remember David Ogilvy's book *Ogilvy On Advertising* from 1985 where David Ogilvy argued in his well-written marketing book that for example fun and emotions couldn't be used in advertising? Only valid information is what sells the product. And now? Just look around. Doritos is having customer driven ad challenge every year during Super Bowl; Blend Tec is shredding iPhone "while Susan Boyle's first appearance on Britain's Got Talent is one of the most viral videos ever. In just nine short days, the clip accumulated more than 100 million views. It's hard to watch this video and not be awed by her strength and heart. It's not only moving, it's awe-inspiring. And that emotion drove people to pass it on." (Berger, 2013, p.104)

### 1.2 New Ways of Telling Stories

While second half of 20<sup>th</sup> century was influenced by big advertising agencies such as Ogilvy & Mather, JWT, Young & Rubicam, and TBWA who were having big clients completely under their wings, the 21<sup>st</sup> century is different. Small businesses can now afford the same strategies and marketing campaigns like the big brands. Why is that? Globalization 2.0 allowed wider working force to have the same skills. While more and more people are having same skills the price for the working force is dropping down. It's not unusual to

have employees in Europe or in the US to create an idea and having cheap labor in India to execute the final presentation, website, video etc.

It wasn't that long ago that 30sec TV ads and newspaper prints were the only channels that could reach future customers. Now? According to Media Dynamics e-bulletin: Media Matters, a typical adult has potential daily exposure to about 600-625 ads in any form. 272 of these exposures come from the major traditional media such as TV, radio, magazines and newspapers. (Media Dynamics, 2007) Which is fairly high number of marketing messages per day that is attacking customer's minds.

That is the reason why "Customers now play a crucial role in the distribution of brand message." (Lucas, 2011, p.10) and that is why the strategic thinking about customer's mind is shifting into smaller group segmentations, in-depth analysis, semantic studies and daily life observations that are helping marketing companies to seek the next break-through campaign that will win EFFIE. Which is why guerrilla marketing is playing bigger role in the whole marketing media mix and is being accepted by everybody these days.

## 2 WHAT IS GUERRILLA MARKETING

Guerilla marketing today can be also described as 100% marketing. What does it mean? That the times when company would do a huge campaign which would catch the attention of a lot of people who would at the end purchase the marketed product are history. With overwhelming amount of marketing messages around us 100% marketing is the only way to go.

Marketing these days has no beginning or end. It's a continuous process that can move in all directions including recycling itself. It can also be described as a process of small events where one event leads to another one and another one etc.

### 2.1 Definition of guerilla marketing

The best definition of guerilla marketing that author found when researching material for this bachelor thesis defines guerilla marketing as: "A marketing tactic in which a company uses surprise and/or unconventional interactions in order to promote a product or service. Guerilla marketing is different than traditional marketing in that it often relies on personal interaction and has a smaller budget, and it focuses on smaller groups of promoters that are responsible for getting the word out in a particular location rather than on wide-spread media campaigns." (Investopedia, 2015)

### 2.2 Short History of Guerilla Marketing

Jay Conrad Levinson first used the marketing term *guerilla marketing* in his book from 1984, *Guerilla Advertising*. This term was inspired by guerilla warfare, which is a form of irregular warfare. It relates to small tactic strategies used by armed civilians. Many of these tactics includes ambushes, sabotage, raids and elements of surprise. Like guerilla warfare, guerilla marketing uses the same sort of tactics in the marketing industry. Guerilla marketing is about surprise, impression, shock and sometimes also fun which creates a new bond between brand and customer.

Advertising in general is almost as old as the development of trade. We can trace the beginnings of advertising back to Ancient Egypt where Egyptians used papyrus to make sales messages and wall posters.

Traditional advertising methods has been developing it's format for centuries since then but the first break in advertising thinking came in 60's when the amounts of money spent

on advertising by big corporations were enormous which left the middle size and small size companies behind. At this moment the first shift in traditional advertising thinking happened because David (small company) tried to outsmart Goliath (corporation) and David surprisingly succeeded.

As we know today according to Malcolm Gladwell's book *David and Goliath* (2013), David was smaller, weaker but smarter and had to create an advantageous situation for himself where we could have at least a chance to fight Goliath. The 60's showed a similar scenario situation in the mass-cultural situation in the US. "Agencies struggled to make an impression on consumers and consumers were tired of being marketed to. It was time for change." (What Is Guerilla Marketing, 2015)

As mentioned above, Jay Conrad Levinson first used the term Guerilla Advertising in his book in 1984 because he could see the changes that were happening in the advertising industry. Levinson was formerly Senior Vice-President of JWT and Creative Director of Leo Burnett Advertising. His background was traditional, yet he was seeking for something new. That's why "Levinson suggests that campaigns need to be shocking, unique, outrageous and clever. It needs to create buzz. Small businesses started changing their ways of thinking and approached marketing in a brand new way." (What Is Guerilla Marketing, 2015)

### **2.3 Guerilla Marketing Today**

At this moment guerilla marketing is not unconventional anymore. What first seemed to be a radical approach had been rapidly adopted by traditional advertising agencies as well as traditional brands such as Microsoft and Coca-Cola. Everybody is trying to create buzz, word-of-mouth or viral content. The fight between small and big companies for attention keeps on going.

What really matters now is how truthful the brand is to its customers. Loyalty these days is more fragile than ever before. 80's brought us first loyalty schemes with air miles, then credit cards offered money back and now huge coalitions like Nectar in the UK are desperately screaming for attention. But what happened to the customer? The customer became more educated, more aware of brand or product benefits and loyalty is not cool anymore. What defines guerilla marketing at the beginning is still applicable, but it requires more work to surprise the customer or change his opinion in our favor.



### **3 DEVELOPING A GUERILLA MARKETING PLAN**

There is some advice that is good to follow when we are thinking about developing a good guerilla marketing campaign.

#### **3.1 Aspects of successful guerilla marketing campaign**

Aspects of success when developing a campaign are:

1. Be Original – create something totally new or in a new form
2. Be Creative – creativity is a huge part of good guerilla marketing
3. Be Quick – fast reactions to everyday world and what is going on are crucial for surprise which can boost an interest in the campaign
4. Target Well – knowing target group and their social aspects is the most important part of a great campaign

At this point is important to say that what it had been trendy in guerilla marketing even couple of years ago has become mainstream now. That's why it's necessary to be looking outside of the box when trying to come up with next great campaign.

What can help are examples from abroad, especially from USA or UK but at this moment we can also see the rise of South American market as far as creativity in advertising based on Cannes Lions awards that recently went to those markets for outstanding ideas.

#### **3.2 Goals of guerilla marketing**

Each campaign has to fulfill some objectives and should meet pre-set goals that agency, and customer are expecting before developing any kind of campaign. This is also true when we are discussing guerilla-marketing goals. The goals are the same:

1. Increase knowledge about brand or product
2. Be more visible, let them know that you company or product is here
3. Increase interest that will turn into sales
4. Support overall campaign (applicable for bigger companies)
5. Make profit from the campaign for the company

Profit is the main reason why marketing exists these days so that's why is important to remember why we are trying to create or develop anything in marketing. If the product or service has additional value to the customer that's even better, however once Maslow's

pyramid of needs is satisfied the rest of is a choice to purchase that the customer makes every day.

### **3.3 Usage of guerilla marketing**

Why author of this bachelor thesis became interested in guerilla marketing at first is because small sized company that Rowline Ltd. is can have a chance to make an impact in the business world without huge marketing budgets when competing for interest in the fitness industry.

There some key players worldwide that can afford elaborate catalogues, great exhibitions at Fitness shows and also paid online campaigns that are increasing traffic flow to their websites. Despite of that most of them doesn't know their customers very well and their products are lacking quality. But they are still able to take away interesting number of customers who if they would know about Concept2 would choose this brand.

That is why guerilla marketing seemed appealing for the size of the company and budget that would be spent if campaign would go on.

### **3.4 Ethics and Law in Guerilla Marketing**

Since guerilla marketing is trying to use different communication channels that traditional marketing is using it's necessary to mention ethical and law aspects of guerilla marketing. Traditional marketing communication uses well-established channels such as TV, OOH advertising and print that are well defined and also well established as far as law is concern. The limiting factor is only the budget. Other than that there are no law limits as far as marketing (that's not exactly true, because there are some limits when marketing to kids but for the contrast between traditional and guerilla marketing is enough to say that) on the other hand guerilla marketing is facing all kinds of issues.

#### **3.4.1 Law Aspects**

The Law on Advertising according to Business Code defines advertising in general for Czech Republic and the rules are following:

1. Advertising has to be in accordance with the rules of business competition and morality.
2. Advertisements shall not be misleading.
3. Advertising can't be hidden.

4. Advertising shall not misuse the trust of consumers, lack of experience or knowledge.
5. Advertising must meet requirements for public speaking.
6. Advertising shall not be disseminated automated phone call system, fax and e-mail without the prior consent of the user who is the recipient of advertisement
7. Advertising shall not be disseminated if the addressee refuses to receive ads in advance.
8. Advertising specific products has to include the date of commencement or the date of expiry or till when the special offer is valid until. (Gadušová, 2010)

### **3.4.2 Civil, Commercial and Criminal Code**

When dealing with guerilla marketing we have to also consider Civil, Commercial and Criminal Code. For example when private property or other private goods are damaged there can be a fine on the agency or company who did the damage.

In general it's important to consider all the aspects that can be against the law and it is in the interest of the agency or company to check the worst-case scenarios with lawyers. Then it's good to establish the cost when dealing with justice and figure out if it's worth it to do the campaign or not.

### **3.4.3 Guerilla Cases & Law**

Author of this bachelor thesis discussed law aspects of guerilla campaigns with agencies that are on regular basis creating guerilla-marketing campaigns. They have specific paths how they are avoiding responsibilities or direct connection to them as the object that is responsible for the damage or law breakage.

Author also found direct citation from a Law Office in bachelor thesis written by Dominika Gadušová. One of their specialties are guerilla marketing activities and as lawyer Petr Kůta said from his regular practice that: Our legal practice is often livened up by requirements for the preparation of legal terms to concepts of advertising campaigns, which are often on the edge of the law. The content of these concepts are not only classic advertising activities, but include activities that are only impending on the edge of the law. But in many cases it goes just beyond the edge of the law, but can have very significant consequences. Guerilla marketing campaigns can be examples of this.

Guerilla marketing actions are primarily actions that can be damaging and the competitive nature of which are very unities, more or less impossible to identify the processor originator. For example I would like to state in general terms some specific concepts of guerilla actions, with which I faced in my practice.

For example once grocery supermarket put a bus onto a lot of competing grocery supermarket and offered their customers free bus ride to the competing grocery supermarket because this competing supermarket was offering better deals than the one customers originally went to.

Other example was when delivery truck blocked parking entry in front of a supermarket for a long period of time so that customers who wanted to shop there decided to turn around and went to shop in another supermarket that was near by. The result was obvious: lower number of customers. (Gadušová, 2010)

## 4 GUERILLA COMPANY ATTITUDES

As author of this bachelor thesis already learned during her marketing studies branding is one of the most important parts of company. Personal branding in guerilla marketing is even more important that's why author of this bachelor thesis is focusing on informal attributes of the company called attitudes.

“Branding has moved so far beyond its commercial origins that its impact is virtually immeasurable in social and cultural terms. It has spread into education, sport, fashion, travel, art, theatre, literature, the region, the nation and virtually anywhere else you can think of. Branding is increasingly employed by not-for-profit organizations and charities who compete in the emotional territory of people's hearts and minds with commercial brands for the money in consumer's pockets.” (Olins, 2005, p.14)

Branding in general can be described as a uniform wore by western civilization to show to which tribe certain group of people belongs or would like to belong. Successful brands becoming more and more visible: once being underdogs they slowly or rapidly became mainstream and if they are lucky they stay successful or they go under. Then new companies appear and the cycle begins again.

If company nowadays wants to stay around for a long time company attitude is necessary. According to Guerilla Marketing by Jay Conrad Levinson, company attitude “is probably the most important of those things. It shows in every day you are in business. You may have run the yellow ad two years ago but today, some people are going to see it and become aware of you for the very first time. They may call or visit you. Because they care so intensely about themselves, they are going to be very tuned in to your attitude toward them. Your company attitudes are going to be omnipresent and visible from the moment they hear about your company. These are the elements they will unconsciously factor into their relationship with you – or the lack of relationship.” (Levinson, 2007, p.323)

Levinson in his book then divided guerilla company attitudes into following chapters that the author of this bachelor thesis would like to describe and also discuss in the practical part.

1. Passion
2. Generosity
3. Speed

4. Neatness
5. Telephone Demeanor
6. Value
7. Easy to Do Business With
8. Flexibility

In general attitude influences an individual's choice for action and response to challenges, incentives and rewards. By understanding customer's and company's attitudes can help with the business and when well managed can also change attitudes. Jay Conrad Levinson argued following attitudes with some practical examples.

#### **4.1 Passion**

Passion is a powerful or compelling emotion or feeling such as love or hate. In marketing "it means being honestly excited about, not your product or service, but what it can do for your customers. This kind of enthusiasm is highly contagious and very desirable. It shows to your customers. But it starts with you, the owner of the company and then spreads to your staff, salespeople, and customers and then to their friends and associates." (Levinson, 2007, p. 324)

Passion for customers is one of the reasons why author of this bachelor thesis chose specific target group for this thesis because health benefits of the product for normal population are well known but emotional benefits for disabled customers are even greater.

Author of this bachelor thesis can truly say that working with spinal cord injured customers is very emotional yet fulfilling on both ends. Spine cord injured customers are very loyal and are willing to share their good experience with their peers, which in most of the cases goes beyond standard company-customer relationship.

#### **4.2 Generosity**

Generosity is a quality that is similar to unselfishness. Sometimes it mean giving money, food, clothes or just willingness to listen. In marketing generosity doesn't necessary means giving product for free or offering huge sales or discounts but for a small company generosity can also be an insider tip, different point of view or just help.

### 4.3 Speed

“Time, rather than being money, is life itself. And everyone knows it. That’s why, if your business does not focus on speed, you are in serious trouble. People do not like to wait. They want what they want when they want it. Usually, that means right now. Making them wait is showing a disrespect for their time, and time is something they cherish.” (Levinson, 2007, p. 325)

From her own experience author of this bachelor thesis has to have all Concept2 products in stock. Because when customer finally orders rowing or skiing machine last thing they want to hear is that there is no stock. Especially during Christmas season when demand is high and customers are ordering product in last possible minute they are pleasantly surprised that their Christmas present will be under their Christmas tree on time.

### 4.4 Neatness

Neatness simply means clean working environment, which can affect final customer’s opinion on the company. Neatness according to marketing research is one of the main reasons why McDonalds company is successful, because customers knows what they can expect when they visit one of the thousands franchises worldwide. Neatness, clean toilets and overall good feeling from nice environment bring millions and millions of customers back regularly.

### 4.5 Telephone Demeanor

Phone demeanor and etiquette is something that can help in the overall image of the company. Everybody hates talking to answering machine, pressing down on several number options before he/she can even talk to somebody about the product company offers.

“People who call your business should be able to sense the smile in the voice of the person answering the phone. They should be treated graciously and made to feel important, for indeed they are. Callers should be made to believe that they are right – even if they are wrong.” (Levinson, 2007, p. 327)

### 4.6 Value

Value is often misinterpreted as a price of the final product. Company counts how much money it takes to produce something, than ads shipping and profit and that should be

value. But that would be too easy. Value is something in customer's mind that he/she is willing to pay for some product or value represents some standard or quality, which usually goes hand in hand with higher price.

Value in marketing is the difference between a prospective customer's evaluation of the benefits and costs of the product when compared with others side by side.

#### **4.6.1 Hundred-dollar cheese steak**

Author of this bachelor thesis chose Hundred-dollar cheese steak case study as a good example of value vs. benefits and costs. "The standard Philly cheese steak is available for four or five bucks at hundreds of sandwich shops, burger joints, and pizzerias throughout Philadelphia. It's not a difficult recipe. Chop some steak on a griddle, in a hoagie (hero) roll, and melt some Provolone cheese or Cheez Whiz on top. It's delicious regional fast food, but definitely not haute cuisine.

Wein thought he could get some buzz by raising the humble cheese steak to new culinary heights – and attaching a newsworthy price tag. So he started with a fresh, house-made brioche roll brushed with homemade mustard. He added thinly sliced Kobe beef, marbled to perfection. Then he included caramelized onions, chafed heirloom tomatoes, and triple-cream Taleggio cheese. All this was topped off with shaved hand-harvested black truffles and butter-poached Maine lobster tail. And just to make it even more outrageous, he served it with chilled split of Veuve Clicquot champagne.

The response was incredible.

People didn't just try the sandwich, they rushed to tell others. One person suggested that groups get it "as a starter... that way you all get the absurd story-telling rights." Another noted that the sandwich was "honestly indescribable. One does not throw all these fine ingredients together and get anything subpar. It was like eating gold." And given the sandwich's price, it was almost as expensive as eating gold, albeit far more delicious.

Wein didn't create just another cheese steak, he created a conversation piece." (Berger, 2013, p.2-3)

## **4.7 Easy to do Business With**

Easy to do business with sounds like an old cliché but it's a relevant theme. Author of this bachelor thesis cannot count how many times she wanted to purchase something on-line



but the website for example didn't provide super friendly environment or the information was chaotic. Recent experience was a purchase of season theatre pass for Divadlo ABC. The whole process took about forty minutes because the system wasn't set-up correctly and was adding passes into the online shopping cart. At the end the system wanted to sell her 8-season theatre passes instead of just one. It was a mess. That's why it's important once in a while to get dress into customer's shoes and try shopping process, as it would be for the first time.

#### **4.8 Flexibility**

Flexibility is an important aspect of any size company. Small companies have to outsmart big companies with flexibility while big companies are getting bigger because they improve their logistics especially. For example Google Glass partnered a few years ago with SAP Company to test and develop efficiency of warehouse employees and stock to eliminate any waste of time from the time of the order to the final dispatch of the product.

## 5 SELECTED CASE STUDIES

Successful examples of great guerilla campaigns are always good source of information as well as inspiration for future advertising campaigns. Author of this bachelor thesis used same techniques in the past while working at Ogilvy & Mather for different clients or while thinking about future campaigns for her small company. As a great source of inspiration author of this bachelor thesis used book *Guerilla Advertising 2* as a starting point for selected case studies. Being able to recognize uniqueness and great strategy behind any advertising campaign is one of the important keys for success. Author of this bachelor thesis selected few great guerilla campaigns that were similar with the theme and also with final realization.

There are not many guerilla wheelchair campaigns around the world at this time. What is not known at this moment is what will be the “trend” a few years from now, as disabled people are no longer closed in special medical centers, rather integrating into everyday society outside of the medical centers.

### 5.1 The Ableism Project

The Ableism Project was a website created by graduate student Kenzi Locks from Columbia University of Social Work in New York City in January 2013. Kenzi took class called Contemporary Social Issues: Isms Lab and this website were used as his portfolio for his university work.

He started with definition of ableism: “Ableism is a form of discrimination or prejudice against individuals with physical, mental, or developmental disabilities that is characterized by the belief that these individuals need to be fixed or cannot function as full members of society. As a result of these assumptions, individuals with disabilities are commonly viewed as being abnormal rather than as members of a distinct minority community. Because disability status has been viewed as a defect rather than a dimension of difference, disability has not been widely recognized as a multicultural concern by the general public as well as by counselor educators and practitioners.” (Locks, 2013)

His class ran from January 2013 till May 2013. He covered twice a week some disabled problem that he blogged about. One of the themes that he covered was handicapped parking from guerilla handicapped campaign shown below.

Author of this bachelor thesis could not find more data about this campaign but it is an important creative example of how to work with wheelchair symbol. “Interesting guerilla campaign that targets reluctant, good-functioning and abled drivers who keep parking on the wrong place, making it difficult for disabled people to use what’s rightfully theirs. The strong language is actually strengthening the message.” (Locks, 2013)



Illustration 1: The Ableism project

## 5.2 Handicap

Students of the Miami Ad School created campaign for United Nations Mine Service.

Text on the poster says: “Every year, 26.000 people are maimed or killed by landmines. There are still 80 million active landmines in 88 countries. Your contribution will enable us to clear active fields worldwide.”



Illustration 2: Handicap

### 5.3 Hellhole Case Study

In 2006, 47 people were reported dead and over 10.000 injured across China as a result of stolen manhole covers. Every day in average of 12 covers go missing from the city streets of Shanghai. 24.000 were reported stolen in Beijing alone in 2004. And for what? A single stolen manhole cover can be sold for no more than 10mb or 1.25 USD. Yet that one missing cover creates an unmarked “death trap” for the many people walking or riding on city streets every day. (Coloribus, 2007)

The solution was that 10 manholes around Beijing were marked with handicapped icons and roadblock cones were set up to attract attention. Written in bold Chinese characters was a statistic on the number of people injured every day year as a result of missing manhole covers and hotline number to call for reporting the crime. (Coloribus, 2007)



Illustration 3: HellHole

Result: According to the Beijing Municipal Administration Commission, the day after the launch more than 190 calls from concerned citizens in the morning alone. The reported manhole covers were replaced or recovered within 48 hours. Campaign was done by Ogilvy & Mather Beijing.

## 5.4 See potential, not disability!

The community "Al Noor Training Centre" which helps children to develop and achieve their potential, has relied on advertising agency Y&R Dubai to create an intelligent and smart urban guerrilla. "The message we want to spread is the awareness that people with disabilities can be productive in their work. The intervention of the guerrilla campaign in the UAE, is one of changing the stickers on classic road signs for people with disabilities, so as to transform the anonymous silhouette of a wheelchair into a musician, athlete, cook..." (Life for All, 2013) Next to the symbol appears "See potential, not disability" to help educate people about the world of disability and invite them to have fewer prejudices.



Illustration 3: See Potential, not Disability!

This case study was focusing on "recruiting" younger people to join Sportable RVA organization. Guerilla marketing campaign used social media, created special nights for boys and girls and rewarded special occasions. Special stickers were also created and placed onto buttons.

Sportable RVA is an organization that creates opportunities for disabled athletes to engage in the abundance of sports opportunities. "We don't just provide adaptive sports and recreation opportunities in Sportable RVA – The reason Sportable exists is to transform the

lives of people with physical and visual disabilities through sport! We know that is a bold claim and some might wonder whether we can really achieve that mission. Our response – come meet our athletes, hear their stories, watch them when they are in their “zone.” We can guarantee they would agree that in some way a transformation has occurred. This visionary approach to our mission allows us to keep pushing forward and aiming high – just as we ask of each of our athletes!” (Sportable, 2015)

## **II. PRACTICAL PART**

## 6 WHY GUERILLA MARKETING CAMPAIGN?

Studies at FMK UTB brings amazing opportunities to develop, test and create campaigns for marketing students and learn practical part of marketing while studying theory during the classes over last three years. Author of this bachelor thesis had an amazing opportunity to learn new tricks that she is currently using for her company's marketing.

For example thesis that she developed last year focused on Smart Buy loyalty program among rowing clubs in Czech Republic. During the research and data analysis she realized from which area the main business comes from. It was surprising that even though Rowline Ltd. is a rowing company, main business comes from non-rowing market, especially homebuyers who are purchasing Concept2 products. The ratio of rowing vs. non-rowing business was 35% vs. 65%. This high percentage of business from non-rowing market brought attention that current marketing might not have been correct. Author of this bachelor thesis started to look deeper into it.

The marketing focus from rowing market switched into non-rowing market dramatically. There are already a few new projects in place that will be realized during 2015 fall season in preparation for pre Christmas sales season. Rowline Ltd. historically sells Concept2 machines into areas listed below:

1. Rowing market
2. Fitness and Wellness market
3. Schools
4. Hotels and Pensions
5. Government institutions
6. Crossfit
7. Individuals

### 6.1 Rowing Market

Rowers were the main target group who were purchasing Concept2 products. It helps them keep their fitness levels high over the winter season when weather is cold and it's impossible to row on the river or the lake. Rowing market adopted very quickly rowing machine as a tool and measuring device of fitness and brought sport of indoor rowing into a new level.



Clubs are trying to purchase at least one or two machines every year to grow their number of machines that can be used during winter months for training.

## **6.2 Fitness and Wellness Market**

General fitness was the next market that got inspired by rowers. People saw punishing workouts that rowers had to do and suddenly realized that this piece of equipment is a necessity in every fitness and wellness club, which is true till today. When dealing with new fitness studio owners these days it's pretty easy because they know the product and they know the quality of the product is very high for a long period time. That's why Rowline Ltd. doesn't spend any time trying to develop any marketing activities in this area.

Fitness market in Czech Republic is pretty well established and there are only a handful of projects per year that require some attention. This attention is made through big fitness equipment companies such as Panatta, Precor or Startrac who are offering Concept2 products as part of their portfolio and Rowline Ltd. is finalizing the order at the end from fitness equipment companies.

## **6.3 Schools**

Schools are a newer area of business that Rowline Ltd. is looking into. Inspiration for this market came from UK where they are successfully running School League project for more than seven years now. UK market got saturated with fitness studios well ahead of fitness market in Czech republic that's why dealers of Concept2 in the UK decided to create a new market: schools.

They created a School League program for middle and high schools that allowed students to participate in physical education in completely new form. Dealers from UK had in their hands study that supported their idea because kids in a 6 weeks survey loved indoor rowing and they also became more fit.

School League program became a huge success. It created a completely new market, which focused on kids that can later turn into fitness clubs regular visitors or individuals who will purchase machine later in their lives when they will establish their life as adults. The School League was also adopted by France and US with similar success.

Rowline Ltd. is at the beginning with this project that's why company partnered with Cortex Ltd. Cortex Ltd. is telephone-marketing company who will contact schools and will try to start a dialog that should lead into sales.

#### **6.4 Hotels and Pensions**

New area of business growth is hotels and pensions because they are trying to improve their services for their clients. This market will be approached by Cortex Ltd. to see if there is room for new sales.

#### **6.5 Government Institutions**

Institutions such as police forces, fire departments, rehabilitation centers are standard customers of Concept2 products for years. There are no significant changes either way in this sector because most of the money depends on government funding.

#### **6.6 Crossfit**

This sector will become more and more important as new sport Crossfit will become bigger in Central and Eastern Europe. US, UK and western part of Europe are already experiencing huge boom from this new market that only uses dumbbells, free weights and Concept2 machines in their gyms.

#### **6.7 Individuals**

When Rowline Ltd. started individuals were minority when purchasing Concept2 products. We can see shift in this trend in last few years when the income of middle class and upper class customers in Czech Republic is increasing. Also this market is becoming more and more interested in health and wellbeing in general that's why company is looking into more online activities how to increase direct sales into this area. New responsive design of website will come soon as well as target advertising in social media and through Google Adwords.

Following pages are discussing marketing research and findings of special target group that author of this bachelor thesis chose as her main focus of interest. Spine injury disabled customers are very small area of business of Rowline Ltd. at this moment, but with little investment and some good creative ideas it can become more significant part of the business.

## 7 THE MARKETING RESEARCH PROCESS

Effective marketing research according to Kotler's, and Keller's textbook called Marketing Management from 2012 (page 121) follows six steps, which can be described as:

1. Define the problem and research objectives
2. Develop the research plan
3. Collect the information
4. Analyze the information
5. Present the findings
6. Make the decision

Author of this bachelor thesis used the six steps mentioned above as a guide to her own marketing research process. Theory from Marketing Management book, which is the fundamental study material for all marketing professionals, was used as a background in the process of finding optimal research methodology and strategy.

### 7.1 Define the problem and research objectives

According to Kotler's and Keller's Marketing Management textbook it is important to correctly define the problem. "The problem should not be too narrow or too wide for the marketing researcher so that he/she can define correct questions to ask." (Kotler and Keller, 2012, p. 121) Which in the case of this bachelor thesis is: *Would people with spinal injuries be interested in Concept2 products?*

### 7.2 Develop the research plan

The second stage of marketing research is to develop the most efficient plan for gathering information that we need and what it will be the cost of it. Researcher can gather primary data or secondary data since it was gathered and used somewhere else. Author of this bachelor thesis used combination of both. Primary data was gathered from focus group and secondary data was gathered from specific Internet sites that specialize in spinal injuries and statistics in Czech Republic.

### 7.2.1 Focus group

As mentioned above primary source of information was focus group that took place on 15<sup>th</sup> of March 2015 in Paraple Centre for Spinal Injuries in Prague. “A focus group is a gathering of 6 to 10 people carefully selected by researchers based on certain demographic, psychographic, or other considerations and brought together to discuss various topics of interest and length. Participants are normally paid a small sum for attending. A professional research moderator provides questions and probes based on the marketing managers discussion guide or agenda. In focus groups, moderators try to discern consumers’ real motivations and why they say and do certain things. They typically record the sessions, and marketing managers often remain behind two-way mirrors in the next room. To allow for more in-depth discussion with participants, focus groups are trending smaller in size.” (Kotler and Keller, 2012, p. 124)

“Focus group research is a useful exploratory step, but researchers must avoid generalizing from focus group participants to the whole market, because the sample size is too small and the sample is not drawn randomly. Some marketers feel the research setting is too contrived and prefer to seek other means of collecting information that they believe are less artificial.” (Kotler and Keller, 2012, p. 124)

Author of this bachelor thesis didn’t use two-way mirrors in the next room. The session happened in a computer room at Paraple Centre where the group was sitting around in a circle. At the beginning questions were asked person to person in chronological order but pretty soon the conversation started to organically grow and respondents were coming randomly with their answers and opinions, which was nice to see.

### 7.2.2 Conducting Informative Focus Groups

“Focus groups allow marketers to observe how and why consumers accept or reject concepts, ideas, or any specific notion. The key to using focus group successfully is to *listen and observe*. Marketers should eliminate their own biases as much as possible. Although many useful insights can emerge from thoughtfully fun focus groups, questions can arise about their validity, especially in today’s complex marketing environment.” (Kotler and Keller, 2012, p. 124)

“Participants must feel as relaxed as possible and strongly motivated to be truthful. Physical surroundings can be crucial to achieving the right atmosphere. To allow more interactivity among focus group members, some researchers are incorporating pre-session homework assignments such as diaries, photography and videography.” (Kotler and Keller, 2012, p. 124)

Author of this bachelor thesis strategically chose Paraple Centre one week after respondents started their program, which played especially well during the session because respondents already knew each other and sometimes helped each other with examples or opinions.

“Proponents of traditional focus groups maintain that in-person focus groups allow marketers to be immersed in the research process, get a close-up look to people’s emotional and physical reactions, and ensure that sensitive materials are not leaked. Marketers can also make spontaneous adjustments to the flow of discussion and delve deeply into more complex topics, such as alternative creative concepts for a new ad campaign.” (Kotler and Keller, 2012, p. 124)

### **7.2.3 Research Instruments**

“Researchers have a choice of three main research instruments in collecting data: questionnaires, qualitative measures and technological devices.” (Kotler and Keller, 2012, p. 126)

Author of this bachelor thesis prepared a brief questionnaire as a script that helped her to guide focus group research.

### **7.2.4 Brief**

The theme of this bachelor thesis is guerilla marketing and testing of the potential future guerilla marketing campaign for Rowline Ltd. Author wanted to find out what kind of interest could be generated by specific target group and if the concept of guerilla marketing campaign was simple and understandable. If the campaign would seem understandable and effective than Rowline Ltd. would go ahead and would invest money into creating this campaign.

Author had been cooperating for a long time with Paraple Centre for Spinal Injuries so she knew that clients of the centre have access to Concept2 products that Rowline Ltd. is offering. Clients usually get introduced to the Concept2 machines at the beginning of their stay and then if they find them beneficial for their health they use them during their stay or they

buy them for home use. Clients can apply for different grants. Author also needs to know the variety of options that she can provide future customers.

Author also needs to know if clients thought that Concept2 machines are good rehabilitation tools that can increase their health and quality of their lives. This point is another good source of information for future customers because the community of spine-injured patients is so small that they often use word-of-mouth advices from their friends.

The respondent in this case is a person with spinal injury who accepts what happened to her/him and wants to improve the quality of their lives in a new situation that they find themselves in. Respondents were recruited through a contact person in Paraple Centre for Spinal Injuries and maximum goal of people attending focus group was 10 respondents.

### **7.2.5 Debrief**

Author of this bachelor thesis consulted brief, questionnaire and debrief ahead of time with Ing. Juříková who helped her to correct some of the questions and brief. After this meeting author chose qualitative method as the correct method to gather data and information from her target group due to a few reasons: target group is very small and specific (spine-injured people) plus questions that author wanted to ask were pretty sensitive and might not been well taken if asked with quantitative method. Personal and sensitive approach was necessary. Another option that author was considering was in-depth interview, which required more skills for that than the author has.

### **7.2.6 Questionnaire for focus group**

First part of questionnaire wanted to cover general questions. The reason for it was to get a feeling about respondents in the group, what was their age, social-demographical status, how was the situation in the family and also what was the overall mood in the group.

Questions:

- Introduction of author and respondents
- Who from the respondents was over/under 35 years of age?
- How many years since their spinal injuries?
- How many times did you attend Paraple Rehabilitation Course?
- Why are you coming back?

- What are your favorite activities?
- Why?
- Did you try rowing on the rowing machine?
- What did you/ didn't like about the activity?
- Is the data on the monitor motivational/de-motivational?
- Does this activity have health benefits for you?
- Which ones?
- Can you imagine having a rowing machine at home?
- Why?
- If yes, what are the limiting factors (price, space requirements)

Next block of questions were specific to the potential guerilla marketing campaign. Below is an illustration that showed respondents how potential guerilla campaign could work and what it might look like. Respondents could imagine that they would see something similar at a specific parking lot where there are plenty of handicapped parking spots and one of them would have a sprayed image over the handicapped sign with tagline "Why Row? Because You Can!"

Other option can be in public transportation vehicles (trams, buses, trains) where are plenty of handicapped signs inside and small sticker would be added to the handicapped sign that is already in the vehicles.



Illustration 5: Creative sample for focus group session

Questions:

- Can you understand the image?
- Are you interested in the message?
- Would you try to find more information about it?
- Do you know how to apply for grants from you town or non-profit foundations?
- Would your family support you in the purchase? (family members can also use the machine)
- Do you have any other creative ideas?
- Thank you for your time and opinions!



### **7.3 Collect the information**

The information was collected on March 15<sup>th</sup> 2015. Just to be sure that data would not get lost author used two video cameras and one audio device to record the session. Final results can be found in the next chapter called Focus Session.

### **7.4 Analyze the Information**

“The next-to-last step in the process is to extract findings by tabulating the data and developing summary measures. The researchers now compute averages and measures of dispersion for the major variables and apply some advanced statistical techniques and decision models in the hope of discovering additional findings. They may test different hypotheses and theories, applying sensitivity analysis to test assumptions and the strength of the conclusions.” (Kotler and Keller, 2012, p. 133)

The author of this bachelor thesis analyzed the gathered data and results are presented in the next chapter called Focus Session.

### **7.5 Present the Findings**

“As the last step, the researcher presents findings relevant to the major marketing decisions facing management. Researchers increasingly are being asked to play a more proactive, consulting role in translating data and information into insights and recommendations. They are also considering ways to present research findings in as understandable and compelling a fashion as possible.” (Kotler and Keller, 2012, p. 133)

Author of this bachelor thesis needed to present or consult findings in front of the partner of Rowline Ltd. But author still asked few marketing specialists about their opinions on the findings, that author made during the focus group session. Findings and final decision can be found in last chapter called Conclusion.

### **7.6 Make the Decision**

“Some organizations use marketing decision support systems to help their marketing managers make better decisions. MIT’s John Little defines a marketing decision support system (MDSS) as a coordinated collection of data, systems, tools, and techniques, with supporting software and hardware, by which an organization gathers and interprets relevant information from business and environment and turns it into a basis for marketing action.

Once a year, Marketing News lists hundreds of current marketing and sales software programs that assist in designing marketing research studies, segmenting markets, setting prices and advertising budgets, analyzing media, and planning sales force activity.” (Kotler and Keller, 2012, p. 134) Decision based on focus group session for this thesis can be found in the section Conclusion of this bachelor thesis.

## 8 FOCUS SESSION

Author of this bachelor thesis had a meeting with potential target group 15<sup>th</sup> of March 2015 late afternoon. The goal of this meeting was to have a focus group session where clients of Paraple Centre for Spinal Injuries were having an open discussion about issues that the author brought them to talk about as well as to learn about new topics, information and ideas that the focus session brought.

The focus group meeting was scheduled for group of clients who were at the centre for more than a week together. The clients didn't know each other before their arrival to the centre but within a week they became pretty close with each other.

At the beginning of the focus group author of this bachelor thesis introduced herself and explained the reasons why she was there and what she wanted to talk about. At the beginning the author asked basic questions such as age, family support, daily life routine and then she asked specific questions about products they were using and also familiarity with Concept2 products and which obstacles they had to face when they were trying to get some support from their town or region.

### 8.1 Beginning of focus group

The group met at the computer lab at Paraple Centre for Spinal Injuries thanks to Mgr. Jiří Pokuta, who is the Leading Sports Instructor at the centre and helped the author of bachelor thesis to organize this meeting.

As it was mentioned already after a brief introduction by the author of bachelor thesis clients were asked to introduce themselves. Focus group included following respondents:

David: 34 years of age, lives in Český Krumlov, spine injury for 13 years

Zdeněk: 42 years of age, lives in Litoměřice, spine injury for 19 years

Eva: above 50 years of age, lives in Havlíčkův Brod, spine injury for 4 years

Filip: 39, lives in Prague, spine injury for 5,5 years

Rost'a: 39 year of age, lives in Kolín (no information about the length of the injury)

Ivo: 51 years of age, lives in Pardubice, spine injury for 23 years

Lucie: 28 years of age, lives in Lipník nad Bečvou, spine injury for 5 years

The dynamics of the focus group were pleasantly nice from the beginning due to the fact that clients knew each other closely for more than a week already and had a chance to share their stories. Most of them were in a really good mood and they didn't have problems answering questions about their health or how long they had their spinal injury. All clients were part of Reconditioning Social Rehabilitation Program.

## **8.2 Reconditioning and Social Rehabilitation Program**

Reconditioning and Social Rehabilitation Program was a follow-up service for clients after an intensive social rehabilitation program. The program was provided either in residential form (which all clients in the focus group were part of) or in outpatient form.

Residential form had a following structure: 1-3 weeks of stay, which can happen up to 3 weeks per year total. Clients could use following services: social work, psychology, physiotherapy, occupational therapy and sports therapy. (Centrum Paraple, 2015)

Centrum Paraple offered in detail these following professional services:

1. Medical, nursing and assistance services
2. Physiotherapeutic services
3. Occupational therapist services
4. Services of a social worker
5. Psychological services
6. Sports therapist services

## **8.3 Daily life & health of respondents**

Respondents of Paraple Centre for Spinal Injuries were returning regularly to the centre for different reasons. David was returning because he “wanted to improve his PR's” (personal best times in the gym) while others preferred the social aspect of the residential form. At this moment author of this bachelor thesis needed to mention that all of the clients were unable to work. All of the clients had disability pension due to their spinal injuries. Some of them were trying to find some work but have not been successful. Their daily life was pretty similar to non-injured people with one important difference “everything takes them longer due to their injuries,” which then affected their daily lives. Eva mentioned that she was glad to do laundry and cooking for her family, which was a big accomplishment to her for example.

Eva also said: “When I am slicing the onion it’s a whole day challenge for me.” Others couldn’t even do this because their disability required assisted help that comes every day. Assisted help or social worker helps them to get dressed, prepares meals and helps them with hygiene.

The worst period of the year is winter for them especially when snow is on the roads because the clients feared leaving their apartments. Cold weather with the snow on the roads increased their fear that something could go wrong and they could get stuck somewhere without being able to be helped. That’s why they spent some period of their daily life with social media, especially Facebook where they could share everyday life challenges but mostly they were sharing their experience with bureaucracy, social help and other institutions that they have to deal with. Eva, who is above 50 years of age, was the only one in the group who didn’t use any social media but she has a contact phone book of all her friends who she regularly calls for help or an advice.

The author of the bachelor thesis didn’t ask clients from this focus group how they ended up with spinal injuries because she didn’t want them to feel uncomfortable plus this question wasn’t important for the goal of this focus group session. At the end of the day the injury changed clients lives significantly. Loss of previous friends was one of the hardest things that all of them had to overcome, which is why this Reconditioning and Social Rehabilitation Program at Centrum Paraple was very important for them.

All of the clients received disability pension because none of them were able to work. Some clients received extra money for assisted help due to the extent of their injuries. The issue that was discussed was that extra money for the assisted help was not adequate. Assisted help costs usually 90-100 CZK per hour and some clients has to plan when and how they will use assisted help. For some they have to choose meals over rehabilitation because their budget cannot cover both.

#### **8.4 Spinal injuries in Czech Republic**

Czech Spinal Society reports annually that there are approximately 200-300 new spinal injuries. The injuries of the spine happens in many different ways: during severe traffic accidents, accounting for 30% injuries, falling from high places or uncontrolled falls at work or at home accounting for 46% injuries and during sport activities especially diving

accounting for 19% injuries. Gunshots and stab wounds added up another 5% per year of total spinal injuries.

The highest risk group is age 20-29 years, followed by the age of 40-49, which was largely dominated by male population. The worst months of the year for spine injuries were July and August. (Strapková, 2007)

## 8.5 Patient care system

Patient care system for spinal injuries in Czech Republic was defined in the Guidance of the Ministry of Health from June 18<sup>th</sup>, 2002 where there were different phases of the disease and hospitalization processes defined:

1. Acute stage
2. Sub acute stage
3. Chronic stage
4. Re-socialization stage

Czech Republic has 12 trauma centers where patients with spinal injuries are hospitalized and provided treatment in the acute stage. Spinal units (SJ) exist in these towns: Liberec, Brno, Ostrava and Praha-Motol. (Strapková, 2007)

After the acute and sub acute stages the chronic stage takes place in special Rehabilitation Centers for Spinal Injuries. Czech Republic has three locations: Kladruby, Košumberk and Hrabyně. Patients have to adapt to a new life situation that takes time. Patients spend up to 6 months of their first year of spinal injury in these centers where they have to relearn most of their habits. (Strapková, 2007)

## 8.6 Years after the injury

After the first year since the injury most patients returns to their homes where they will spend most of their time. If they are willing to work on their situation they are trying to get to places like Paraple as often as they can. The problem is that Paraple Centre for Spinal Injuries is the only Centre like this in Czech Republic. The rest of the centers don't offer extended stays but rather daily services.

Some of the clients during our focus group mentioned that it would take them too much time and energy to travel even twice a week into this type of centre near them. Some of them would try that during summer months but nobody was willing to take the extra risk during winter months.

### 8.7 User experience of Concept2 products

Author of this bachelor thesis then continued with direct questions about Concept2 products, which Paraple Centre had in their gym. Paraple Centre had SkiErg skiing machine that offered double pulling motion. Clients could sit in their wheelchairs and pull down. This activity simulated cross-country skiing and for Paraple clients is often used as a compensation exercise.

Another Concept2 product is model E rowing machine with Adapt2Row platform that enabled clients to simulate rowing motion. Rowing motion is a good exercise usually for clients who are heavily using hand bikes because rowing motion offset their overused muscles in their upper bodies.



Illustration 6: Concept2 model E with Adapt2Row system

With reference to this specific group Lucie said: “It is too heavy for me so I can’t use it,” when talking about the rowing machine. It was clear that skiing machine was more used than rowing machine due to their type of the injuries. Couple of clients was so weak in their hands that they couldn’t use any Concept2 products.

Rost’a said: “The limiting factor for me are my triceps that doesn’t function well so that’s why I had to switch from rowing machine to skiing machine. I am also aware that the movement is not 100% correct.” Author of this bachelor thesis made a note of how to make the rowing machine less heavy hoping that more people will benefit from this information. David jumped into the conversation: “Rowing machine is fine!”

The Concept2 performance monitor (PM) was a great motivational tool for the clients and was the main reason why they were using Concept2 products. The PM showed accurately their results (watts, meters, pace) and this information became crucial in their motivation to get better.

Some of the clients can imagine having Concept2 products at home (goal of this bachelor thesis). Clients with spinal injuries can benefit from both exercises. SkiErg machine does not require a lot of space so for that reason it is a more preferable product. Rowing machine requires more space and with Adapt2Row combination is also more expensive.

Author of bachelor thesis also had a conversation with Paraple clients about financing options and forms of support that clients can use where Karel explained: “There are only four institutions in this country that you apply to. But they will not give you money every year so you have to look into regional institutions but they are limited with finances or they require some money from you as well which is tough for most of us.” Lucie agreed and added: “You need to have a sponsor then you are fine.”

First of their needs are wheelchair and vehicle adapted to their special driving needs. Wheelchair is typically provided immediately by insurance company and can cost up to 100.000 CZK. They can also apply for grant that will guarantee them up to 200.000 CZK support to be able to get adaptive friendly vehicle for their own personal transportation. After that experience with different institutions can vary respondent by respondent.

Lucie said: “It was terrible, nobody gave you anything.” Other clients have slightly better experience. Some of the towns partially pay them stay at Paraple Centre. Some of the institutions are also forcing clients to buy cheaper products, which clients know are not very



good. Overall the situation is difficult and clients feel uncomfortable when asking for help or financial support. “It’s weird the way they look at you!” group added.

One of their worst experiences is when they have to deal with bureaucracy. “The worst was to get things that we were suppose to get by the law and we were not getting them,” honestly said Rost’a. And this is the main reason why they are heavily using social media to share their bureaucratic experience with each other and help with advice. Internet is also their main source of information. They are seeking information from more experienced friends. Most of their support also depends on the worker they are dealing with. Sometimes social worker can be helpful and sometimes not.



Illustration 7: Creative sample for focus group session

## 8.8 Guerilla marketing campaign

Second part of focus group with Paraple clients was testing of future guerilla marketing campaign. Clients were given an illustration that could be used as a sticker over current handicapped signs that were used for example in public transportation, national institutions, toilets or even at parking lots in front of malls or movie theatres with handicapped access.

Clients looked at illustration and were asked a question if they would understand the message and if it would catch their attention. Most clients agreed that they would understand it and it would catch their attention simply because there aren't any companies that are focusing on them. Author of this bachelor thesis realized that skiing machine can be more applicable for guerilla marketing campaign but didn't prepare any creative concept of it simply because author was more familiar with rowing machine in this setting.

## 8.9 Interview with Mr. Pokuta

Author of the bachelor thesis also spent a few hours talking to the Leading Sports Instructor Mr. Pokuta who gave her useful insight into the life of people with spinal injuries. Mr. Pokuta summarized what clients already told the author of this thesis but from a different point of view. For most clients the stay at Paraple Centre was already a big enough expense that they can't afford anything beyond their stay at the centre for few weeks.

The situation for patients with spinal injuries seems to be improving but as he could experience every day without family support most people would not be able to function well. The system (government, social workers, foundations) provides spinal clients with basic services or tools but the rest is up to them.

Instead of trying to open more centers like Paraple across Czech Republic tendencies are only to focus on the first year of rehabilitation and close down centers like Paraple which are supporting active patients for the rest of their lives.

## CONCLUSION

Author of this bachelor thesis is glad that the theme she decided to cover was interesting. Everybody has some assumptions about brands, target groups, marketing strategies etc. It is true for the author of this thesis as well. Author for example assumed that there are enough institutions or foundations for patients with spinal injuries. Also that they can apply for grants for various reasons from many different institutions. The reality is completely different. Until focus group meeting author also did not realize that most spinal injured people couldn't work and live primarily from disability pension, which affects their lives significantly.

Guerilla marketing campaign seemed attractive at first. The area for handicapped parking or seating is pretty big and in prominent locations. That size of "free" advertising was pretty appealing that it also could raise attention from different target groups.

After focus group session with potential clients author of this bachelor thesis realized that guerilla campaign might be interesting and if well executed could raise some interest across marketing media, but in reality the affect on the sales might not be significant at all. There is also the legal aspect of potential guerilla marketing campaign since a great deal of disabled signage is actually government property.

Focus group session taught author of this thesis that there might be other ways to approach potential target group of customers with spinal injuries. One of them seems to be the usage of social media, especially Facebook. There are currently a few major pages that are trying to have conversations with spinal injuries clients. One of them is obviously Paraple Centre for Spinal Injuries that covers activities in their centre. Another one is magazine Vozíčkář that doesn't have a large community built up at this time but is growing. As author of this bachelor thesis learned from focus group spinal injured people are primarily socializing on Facebook as well as in private groups such as Život na vozíku etc.

Author of this bachelor thesis was also surprised that the guerilla campaign for rowing machine that was originally created would not have been as successful as she would have thought. Skiing machine raised more interest among the target group because this product is 40% cheaper and, doesn't require as much space. It appears to have more benefit for most clients with spinal cord injuries since in all people present there hands were affected as well.

Overall when author of this thesis counted pluses and minuses of the potential for guerilla marketing campaign the minuses won. A Facebook campaign seems to be higher than potential guerilla marketing campaign, which at the end of the day makes sense. A few stickers in the Prague subway system or on some parking spots might be a cool idea but as mentioned above it creates more issues than benefits. It also requires from the potential customer to see the guerilla campaign and then remembering while at home on the computer and searching for something similar. Why not skip this part and lead the potential client through Facebook directly to the final website? This seems to be a smarter choice. This would not have been discovered without this bachelor thesis. It taught the author that it is good to have ideas but it's even better to test the ideas and learn from findings that appeared along the way.

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## LIST OF SYMBOLS AND SHORTCUTS

PM	Performance Monitor
SJ	Spinal Unit (hospitals)
MDSS	Marketing decision Support System
OOH	Out of Home (media)

## LIST OF ILLUSTRATIONS

1. The Ableism Project Case Study
2. Handicap Case Study
3. Hellhole Case Study
4. See potential, not disability Case Study
5. Creative sample for focus group session
6. Concept2 model E with Adapt2Row system
7. Creative sample for focus group session



## **LIST OF ATTACHMENTS**

1. CD with audio record of focus group

