Undercover Marketing
The method which lies beneath

Bachelor’s Thesis within EMM
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Abstract

Background

A coming of age of a generation named Generation Y, which holds negative views on commercial messages, has resulted in the need of special marketing methods which are known to be more alternative. Guerrilla Marketing, being such a method holds beneath it Undercover Marketing which is another method and has the potential of reaching this generation.

Purpose

Our purpose is firstly to define a theoretical placement of Undercover Marketing, secondly to define the theoretical views on ethics regarding the mentioned term and thirdly to see if there is a future, a will, and knowledge for its usage within the Swedish community of marketing practitioners.

Method

The research for this thesis is done in a qualitative method through a series of interviews with four advertising firms and one freelance art-director. The interviews were compared to each other and to the frame of reference during the analysis in order to create a more complete picture.

Results

In this thesis we have seen that there is a future in the use of Undercover Marketing as it can prove to be the only method able to reach Gen Y. However it must follow certain rules to succeed and companies must take certain factors into consideration prior to attempting a marketing campaign including this particular method.
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<td>IMC</td>
<td>Integrated Marketing Communication</td>
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<td>MC</td>
<td>Marketing Communication</td>
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<td>UCM</td>
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<td>Viral &amp; Buzz Marketing Association</td>
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<td>WoM</td>
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1 Welcome to hidden world of Undercover Marketing

In this chapter we will give the reader a short summary of the reasons behind our choice of subject and we will explain our purpose through our problem discussion. Welcome readers to the wonderful world of being tricked as a consumer as we introduce Undercover Marketing to you.

1.1 In search for gold

In today’s day and age we cannot leave our home without experiencing the influence that Marketing Communication (MC) has on our lives. By MC we are referring to a range of tools marketers make use of in order to attract the attention of the consumers. These tools are different means of promotion such as advertising (TV, radio, newspaper and billboard), direct marketing and PR to name a few (Miller, 1993).

These promotional tools, if combined, send out a much stronger message and improve the results for the companies employing advertising agencies. Marketing practitioners introduced the practice of combining different promotion means as Integrated Marketing Communication (IMC). This practice allows one company’s marketing campaign to be fully integrated and that the single message they are trying to send to the public will not be confused by other sections of the organization (Duncan, 2002).

Unfortunately even IMC does not reach certain consumer groups. According to Yin (2003), Griffin (2002) and Syrett and Lammiman (2003) these consumers are as they say “fed up” with the massive advertising attacks and known as the Generation – Y (Gen Y) or Millennials. Gen Y’s are defined as those born between 1977 and 1994 (Paul, 2001). The effect Gen Y has on marketing and advertising was a result of the strong focus members of this generation place on the importance of individuality.

The communities and networks they form have their own rules of loyalty while at the same time influencing their brand loyalty. The brand loyalty they might have had as children has faded through adulthood. This means that companies have to use special measures to earn their commitment by using techniques that were not necessary for their parents the “baby boomers” (Syrett & Lammiman, 2003). Companies have to take into consideration as well that Gen Y has a “prove it to me” mentality as it does not welcome commercial messages with open arms (Paul, 2001). This results in companies having to reform their techniques and increase the quality of their offering in order to avoid negative Word-of-Mouth (WoM) (Levinson, 1998).

WoM in layman’s terms is a form of gossip. It stands for when a friend tells a friend that tells a friend about the great new cell phone he/she had bought last weekend (Vranica, 2005). Marketers are aiming for WoM that is planned and executed by people in order to spread the buzz as stated by Chura (2004) and Fernando (2004), thus it becomes much more then gossip. According to Yin (2003) Gen Y is approachable through WoM which is considered an alternative way of promoting which leads us to alternative marketing and promotional approaches.
Guerrilla Marketing is considered to be a well known marketing approach that applies more alternative methods, thus it changes the ways in which traditional marketing media such as advertising, direct marketing, PR and others alike are executed (Levinson, 1998). One approach beneath Guerrilla Marketing is called Undercover Marketing (UCM), and is performed on a face-to-face basis. Since Gen Y’s are so hard to attract, marketers have employed hidden methods in order to gain their attention. UCM or Stealth Marketing is marketing that does not appear to be marketing. It is Sony Ericsson hiring fake tourists asking you to take a picture of them with their brand new Sony Ericsson camera phone allowing you to get a real good look at the product (Vranica, 2002). It is a woman on the street dropping her brand new lipstick in front of women that compose the target group of the lipstick brand. UCM’s only purpose is to make advertising/marketing not look like it (Moskowitz, 2003).

Since the coming of age of Gen Y, companies have begun to see potential for great profit within this group but are yet unfamiliar with ways in how to reach it. The existence of UCM is not as spread or as accepted throughout the world, therefore it is largely unknown how the public as well as the marketers/advertisers react when faced with these methods and how application of UCM would practically function. Since Gen Y is defined by age as mentioned earlier by Paul (2001) and not geographically, we look upon Sweden as a country with its own uprising Gen Y and look for a solution in UCM regarding the influence of this generation. Finding this solution can be as rewarding as it is for a miner finding gold.

1.2 Even if we reach the gold, can we use it and how?

The growth of UCM, though looked upon as a solution for many companies regarding the problems with reaching cynical target-groups, still raises many questions. In this subchapter we will present these questions as a part of our problem discussion through a model of three pillars where each pillar represents a strong focus of the thesis.

Pillar 1

Being unfamiliar territory, investigating the source of UCM and what it requires for its functions can prove to be interesting (Taylor, 2003). What can be the main problem is to place UCM in a theoretical context by using the reason for its usage today (Gen Y). The biggest reason for the general ignorance is the lack of information on an academic level; hence it is interesting to see if it is possible to find ways to combine the existing research of today, in order to complete the picture. A question would then be how does UCM theoretically position itself in the midst of a MC map?

Pillar 2

Moving away from problems in general ignorance, we are faced with a set of issues that are derived directly from attempts to practically apply and use UCM. These problems are the previously mentioned ethical and moral views concerning UCM (Atkinson, 2004). Today there is a debate in the process between two marketing associations, Word-of-Mouth Marketing Association (WOMMA) and Viral&Buzz Mar-
keting Association (VBMA), in order to decide on ethical issues referring to marketing methods (VBMA, 2005). How do the theoretical views on the different ethical opinions regarding marketing and advertising methods, look upon the unconventional approach of UCM?

**Pillar 3**
The answers to the above pillars can all be provided on a theoretical basis but the interest lies in the practical applications of the method. One interesting question connected to Pillar 1 is: Are marketing practitioners in Sweden familiar with the mentioned position of the term and have they used some of its methods in their own work? Regarding Pillar 2 we can ask: Will the WOMMA and VBMA issues – once decided on – affect Swedish marketing? Marketing agencies in Sweden might not have the knowledge or the resources to work with UCM, while at the same time dealing with the moral and ethical aspects of it. An interesting question would be then if they would even want to work with this type of marketing tool?

![Figure 1-1 The Three Pillars]

1.3 **What is our aim with this thesis?**
The purpose of our thesis is hence divided into three aspects.

- Firstly it aims to – through theory – clarify the theoretical position of the concept of UCM.
- Secondly it aims to investigate how ethical and moral issues can affect UCM.
- Thirdly it aims to investigate how marketing practitioners relate to the concept of UCM, if they are willing and able to use it.

1.4 **Disposition**
- Welcome to the hidden world of Undercover Marketing – **Introduction**
  - In search for a pot of gold – **Background**
• Even if we reach the gold can we use it and how? – Problem discussion
• What is our aim with this thesis – Purpose
• Delimitations
• Definitions
- Choosing the digging tool - Methodology
- The road to the gold-dig – Frame of reference
- Field work! Digging for the gold – Empirical research
- The gold analysis – Analysis
- Is the gold worth the excavation? – Conclusion
- The miners’ discussion – Discussion

1.5 Delimitations
In section 3.3 and 3.5 the opinions of authors Kaikati and Kaikati (2004) regarding UCM are presented. In section 3.3 they define different methods which go beneath UCM. One of these is Viral Marketing (VM) and further we have explained why we have put VM as an own concept beneath Guerrilla Marketing. The other methods such as celebrity marketing, bait-and-tease marketing, and marketing in videogames and rap music we define as different types of product placement and therefore do not take these into consideration into our empirical research and the analysis of the same. In this thesis we limit ourselves to what Kaikati and Kaikati (2004) describe as brand pushers. This will be further addressed in our discussion, section 7.

1.6 Definitions
• Different authors have named Generation Y differently in their texts. Gen Y and Millennials are just two examples. Therefore to simplify things we will use Gen Y or the longer Generation Y throughout this thesis.
• Undercover Marketing is also known as Stealth Marketing and to avoid confusion we will use the first mentioned.
2 Choosing the digging tool

In this chapter you are presented with the qualitative method with a focus on interviews which are used in this thesis. The chosen qualitative method supports the approach used when gathering empirical data and the analyzing of both the mentioned data and the frame of reference.

2.1 Research Design

According to Bryman and Bell (2003) a thesis is based on an empirical study were one investigates the chosen subject and finally arrives to a conclusion. Before a person can start with the empirical study he/she needs to choose what type of research design and what type of research method they wish to use (Bryman & Bell, 2003). Research design can be described as the framework for the collection and the analysis of data. The choice of research design reflects as well on which priorities the researcher has in the research process. Examples of different research design are: case studies, longitudinal - and cross-sectional design. We have chosen to use the cross-sectional design when writing our thesis due to a shared belief that it was the most suitable design for us to work with in order to fulfill parts of our purpose, which focus on investigating if Undercover Marketing (UCM) can be applied in Sweden but also if the marketing agencies in Sweden are willing to work with this method. In a cross-sectional design a researcher collects data from more than one variable, often it is quite a few additional variables that are used in the process. Cross-sectional designs are often used when a researcher wishes to see if there is any variation between the chosen variables and this is the major reason choosing a cross-sectional design for our thesis. When working with a cross-sectional design the data is collected from the variables at one point in time. This in turn implies that all data is collected simultaneously (Bryman & Bell, 2003). In our thesis we have attempted to collect the total data required for the completion of this thesis during a pre-decided time period which was designated as the second half of the month of April 2005.

2.2 Research Method

A research method can be described as a technique to collect data (Bryman & Bell, 2003). There exists a bundle of different methods to choose from and these can mainly be divided in qualitative and quantitative methods. To simplify the specific terms one can say that a quantitative method transforms data into numbers and this in turn results in a statistical analysis. A qualitative method is more about the researcher’s interpretation of the data. A qualitative method is best suited when reaching a total perspective is the goal as well as the complete understanding of a specific situation (Holme & Solvang, 1986). The same thing applies when the researcher wishes to build theories and understand different social processes. To connect this to our thesis, where our aim was to investigate UCM as new phenomenon and at the same time determine if it is a suitable marketing tool for Sweden, we believe that a qualitative method gives the highest contribution to our thesis. King (2004) in Casell
and Symon (2004) states that qualitative research interviews are to prefer when it comes to examining subjects were different levels of meaning need to be explored and we believe that the phenomenon of UCM fits that description.

2.2.1 Personal interviews

Our research was conducted through interviews. One definition of a qualitative research interview is made by Kvale (1983) were he states that an interview has a purpose to gather descriptions of the life-world of the interviewee with respect to interpretation of the meaning of the described phenomena (Kvale, 1983 in Casell & Symon, 2004). In a qualitative method different types of interviews are used in order to collect data. These interviews go by multiple different names, though Bryman and Bell (2003) prefer to divide them into semi-structured interviews and unstructured interviews. When doing a semi-structured interview the researcher composes a type of an interview schedule. In the schedule general questions are included were the interviewer can vary the sequences of the questions and at the same time ask further questions as a respond to the given situation. Using unstructured interviews the researchers only have a list of topics that cover the subject and the questions will differ both in phrasing and sequencing between all interviews.

We have decided to perform semi-structured interviews with four advertising agencies and a one free-lance art director. The reason for choosing to do the semi-structured interviews is in order to gain more structure and control over the process of gathering empirical data. This has also made it easier to compare and analyze the results we have gathered from these interviews. The interviews were personal meetings were we – the authors of the thesis – visited the advertising agencies and conducted an interview with one or two representatives from each agency. The interviews took about sixty to ninety minutes depending on how interested the representative for the agency seemed to be but also depending on how much forehand knowledge he/she had on the topic. We asked the questions from the interview guide (see appendix 1 and 2) but the sequence of the questions has changed depending on how the situation went. It is also possible that we have added another question that was not included in the interview guide. Our interview guide was influenced by Kvale’s (1983) list of nine types of questions that an interview should contain (Kvale, 1996 in Bryman & Bell, 2003). These are introducing, follow-up, probing, specifying, direct, indirect, structuring, silence and interpreting questions. The interview questions contain subjects from both pillar one and two which define the theoretical position of UCM and the ethics and moral aspects of the phenomenon.

Bryman and Bell (2003) write that using a language that is comprehensible and relevant to the people who are interviewed might be more suitable. This could in turn minimize the risk for misunderstandings and create a situation where the respondents feel that they can express themselves in a good way. Considering this we have conducted the interviews in Swedish due to all of the firms being located in Sweden.

During these planned interviews a tape-recorder was used. One of the major reasons for this is that qualitative research is not only interested in what the respondent may say but also in the way in which he/she says it. Another reason is that the inter-
viewer has to apply full attention and listen very carefully to the respondent in order to follow up interesting points that might arise during the interview and ask further questions if that seems necessary. This could be neglected if the interviewer at the same time is required to focus on taking notes. A third aspect would also be that the use of a tape recorder allows several examinations on what the respondent says in the interview. A secondary analysis thus can be made by other researchers with the help of the previously gathered data. This could counter accusations concerning an analysis that might have been influenced by the researcher’s own values. The same data could also be reused in completely different type of research focusing on other angles (Bryman & Bell, 2003).

We had decided that one of us would ask the questions and listen to the respondents while the other author would take notes and apply more careful attention to the respondent’s way of replying. Through this method we have aimed for the positive advantages that comes with using a tape recorder, though our plan was to keep the written notes as a back-up, if something either had gone wrong or if additional data was needed to support a given oral statement, such as body language. We additionally have explained during the interview the background of some questions to the respondents. The explanations are thus not added to the question appendix.

2.2.2 Literature references

Books, articles, speeches, documents and internet are all examples of literature references and Bryman (2001) refers to these sources of data as “documents”. He means that the term “documents” covers a very wide range of different kinds of sources. We have applied the use of literature references in the initial stage of the thesis and at the same time when composing the frame of reference. In the initial stage literature references were required in order to grasp the phenomenon of UCM and the surrounding theories. In turn, this helped answer parts of our purpose where the first two parts rely solely on literature references. Using this method we have built up a theoretical map and at the same time formed a picture of our thesis and designated the aspects which were later focused on.

Bryman (2001) talks about how a researcher can use and analyze documents in different ways and mentions three analyzing methods: qualitative content analysis, semiotics and hermeneutics. These analyzing methods are suitable when the researcher wishes to interpret documents. We have used the qualitative content analysis approach when analyzing and interpreting the literature references used in this thesis. Qualitative content analysis is about searching for underlying themes and in the process of the analysis lie movements which go back and forth between conceptualization, data collection, analysis and interpretation (Bryman, 2001).

2.2.3 Sample

This thesis contains interviews with four advertising agencies that are located in Stockholm, Gothenburg and Jönköping and one free-lance art-director focusing on advertising with a base in Stockholm. Our plan was to do three of our interviews in Stockholm, one in Gothenburg and one in Jönköping. The chosen respondents of
these interviews were selected due to their positions and the ability they had to represent the different agencies and they are further introduced in the presentation of our empirical data in section 4. The reason for choosing to have a geographical spread in our sample is because we believe it gave a more accurate and trustworthy picture of how the marketing situation looks like in Sweden. Our aim with this thesis was to investigate if UCM could be applied in Sweden and if the advertising agencies were interested in using the method. To be able to fulfill the purpose we needed to give a broader sight on the marketing situation in Sweden today and we have attempted to do that by conducting interviews in the two largest cities in Sweden and also one interview in Jönköping that will stand as a symbol for the smaller cities.

At the beginning of the thesis work there was an uncertainty regarding which data was necessary and which approach we should use in order to gather it. At the same time we felt that we needed more information in order to move on. During a session with our supervisor we were recommended to seek up an advertising agency which has helped us get an idea for a focus concerning the subject of UCM. Our supervisor also at the time put forward a name of an advertising agency in Jönköping which we contacted. The name of this particular agency was Frank. They proved to be very helpful in agreeing to be interviewed. Frank further recommended an agency in Gothenburg that they believed would make a good contribution to our thesis. This type of sample can be called a snowball sample. Snowball sampling means that you use existing contacts within the target population and also get new contacts from the existing ones (Brewerton & Millward, 2001). This means that the initial respondents are asked to provide further contacts to the researchers. Snowball sampling has been used to some extension in our research. The previously mentioned geographical spread in the same section was a result of the snowball sampling as we had asked that the recommendations be towards certain geographical areas, thus giving us a more equal spread within Sweden.

The process of transcribing interviews is very time consuming (Bryman & Bell, 2003). One hour of a tape recorded interview takes on average five to six hours to transcribe and if performed for the first time it will most likely take much longer. Transcribing the interviews in this thesis took on average between eight to ten hours per interview. Bryman and Bell (2003) therefore discuss the importance of being realistic in how many interviews a researcher has time to perform. This has been taken into serious consideration when we made the decision to conduct only five interviews. Since one part of the purpose of this thesis was to describe the phenomenon of UCM and the relating theories we concluded that there was not enough time to conduct more interviews and at the same time maintain the same quality. We believe that five interviews were enough to fulfill our purpose due to the somewhat different types of advertising agencies but also due to the geographical spread of the agencies that contributed to a broader sight on the subject.

2.2.4 Data Analysis

The process of analyzing collected data starts with transcribing the taped interviews. This implies that the written words are extracted from the spoken ones from the re-
corded tapes (Bryman 2001). When the interviews are transcribed the coding can begin. Coding interview transcripts usually starts with writing marginal notes on themes which develop further into codes. In this way different parts of the interview transcript are labeled with different names (Bryman 2001). Our coding was similar to the theory as we firstly divided the interviews in different themes representative of the five subjects our empirical data is divided into and later presented each comment as it was pronounced word-for-word in the same order it was spoken. Behind every spoken word, sentence, paragraph we had stated who was responsible for the said. When Coffey and Atkinson (1996) in Bryman (2001) talk about different levels of coding, they state that the first level is more basic and with a low degree of data analysis. The second level looks more at the content of what is said in the interview and concentrates more on themes and issues that concern the interviewer. At the third level the concentration moves towards a more analytical coding with broad analytical themes. We followed these steps when analyzing our qualitative interviews and in this way systemized the analyses of the data. In practice this means that we first transcribed all interviews and later coded the interviews according to the three steps which Coffey and Atkinson (1996) talk about. The result of this was that the interviews were easier to analyze, and that the conclusions which were drawn from the analysis were more accurate and credible since the coding of data was performed in a theoretical way.

After the coding of the interviews, the separate respondents were divided and beneath every respondent was a summary of their opinions regarding the five subjects which are as follows: Generation Y, Guerrilla Marketing, Viral Marketing and Undercover Marketing, Word-of-Mouth and Ethics. The reason for this approach was to make it easier later in the analysis to draw comparisons between the respondents and to find similar supporting or opposing views in theory. The analysis is presented in the opposite way of the presentation of empirical data where the headings of our five subjects are presented first and below follows the analysis of the opinions of the different respondents. This design was used in order to make it easier for the reader and us the authors to see the similarities and the differences of opinions which answered our Pillar 3 and our third purpose. We have also used some obvious repetitions from the empirical part (section 4) in our analysis (section 5) to make it more understandable to readers unfamiliar with this field. This in turn formed a clear picture for our conclusion.

2.3 Validity and relevance

Validity and reliability are important criteria in establishing quality in quantitative research (Bryman & Bell, 2003). But among the qualitative researchers there are different views concerning the relevance of validity and reliability in qualitative research. The discussion amongst the researchers has to do with the fact that measurement is closely connected to the criteria. The questions which are discussed are: if qualitative research can be measured at all or if there are other criteria that are more suitable when evaluating the quality of qualitative research? This could be seen as an axis with realism at one end and anti-realism at the other end (Bryman & Bell, 2003).
The researchers that are at the realism-end use validity and reliability with no further adaptation but the researchers at the anti-realism-end argument for the need of other types of criteria when establishing quality in qualitative research. Bryman and Bell (2003) say that most of today’s qualitative researchers operate around the midpoint of the realism axis and Hammerslay is one example.

We have decided to follow the middle way of the realism axis and employ Hammerslay’s criteria when evaluating our research. Hammerslay (1998) believes that validity is an important criteria but he has somewhat reformulated the criteria. He states, that for achieving validity in an empirical research the research must be both plausible and credible. The question that is of concern is how plausible a research claim is connected to our existing knowledge. A claim in qualitative research should be supported by evidence in order to evaluate the claim as plausible or implausible. If the claims in a qualitative research can be evaluated as plausible without any evidence they can not be news for the general audience or in our case, future readers of this thesis.

In this thesis we defined the terminology in a theoretical setting. In doing this we required a variation of different opinions to support the theoretical map we have created. This is one aspect making our claim plausible. Due to that the term UCM is not widely known it required a great deal of research and thus can not be deemed plausible without evidence, making it news for the general audience. The plausible nature applies to our research condoned in the empirical section where the term was thoroughly investigated in order to find supporting facts for our claim regarding practical application thus making it also plausible.

The next thing is to asses the credibility of an empirical research. This concerns the decision if the researcher can make a judgment about the validity of the claim with a very low chance of error. The circumstances of the research should be considered according to this. In this stage we must use the knowledge we have on how the research was conducted, if the researchers own observations are involved in the research or if the answers of respondent could be reliable in order to strengthen the validity of the claim (Hammerslay, 1998).

As we have previously deemed our claim regarding the different aspects as plausible, we have defined our empirical part as only partly credible tough our mission was to make it completely credible. Our research was conducted in a systemized way in order to support our claim with relevant evidence. In order to reduce the chance of error we have sent the finished transcriptions of the interviews back to each respondent to provide them with a chance to correct misunderstandings that could have occurred during the transcribing process. However there could have been errors which affected the results of our research making it difficult to define it as completely credible. The critics of these are presented in our discussion which lies in section 7.

Another criterion for assessing quality in a qualitative research is the relevance of the research. Hammerslay divides the criteria into two parts of which the first part is the importance of the topic. This means that the research topic must relate to an issue of public importance. The second part is the contribution of the conclusion to existing...
knowledge of which the meaning is that the research should come up with something new that makes a contribution to our existing knowledge (Hammerslay, 1998).

We find that our topic UCM is an issue of public importance which we have shown in this thesis is the only way of reaching the growing Generation Y. UCM therefore might be the only solution to marketing regarding this generation. This research was based on a largely unknown aspect of marketing or a simply ignored one and therefore in our opinion becomes a contribution to the common existing knowledge regarding this particular field, hence we find this thesis relevant.
3 The road to the gold-dig

Below in our frame of reference we will establish a theoretical positioning for Undercover Marketing as well as the moral and ethical views on it by following our pillar model, firstly focusing on Pillar 1 and later Pillar 2.

3.1 Marketing Communication

Promotion is a part of the marketing mix also consisting of, position, product and place, otherwise known as the four Ps. Promotion contains methods for the marketer to communicate a message clearly to his/her customers and the tools it uses are: advertising, direct marketing, interactive/internet marketing, sales promotion, publicity, public relations and personal selling (Kotler, 2002; Belch & Belch, 2001). These communications tools are more carefully explained below.

Advertising is considered to be any paid form of non-personal communication about an organization, product, service or idea (Varey, 2002). What we mean by paid is that the space and time occupied by an advertising message must be bought. By non-personal we mean that advertising involves mass media (TV, radio, magazines, newspapers etc.). These can transmit messages to large groups of individuals, often at the same time. Since it is non-personal there is no opportunity for immediate feedback from the recipient of the message, hence the sender must take careful consideration in how to form and develop the said message. Advertising is the most well known form of promotional communication due to its pervasiveness and is as well the most used tool in MC. It is an important tool since it can be a very cost-effective method for communicating with large groups and it can be used to create brand images and bonds between the consumer and the company/brand. In addition it is considered an important tool due to that advertising attracts the attention of the customers and thus generates sales (Belch & Belch, 2001).

Direct marketing occurs when companies communicate directly with customers in order to either generate a response or a transaction. It includes a variety of activities such as: database management, direct selling, telemarketing and direct-response ads through direct mail, the internet and various broadcast and print media. Direct-response advertising is one of the major tools of direct marketing. Here a customer is encouraged through an ad to purchase a product directly from the manufacturer. Today the growth of internet is further spurring the growth of direct marketing. Now consumers can conveniently shop online or through a catalogue or by the phone without leaving the home (Belch & Belch, 2001).

Interactive/Internet Marketing had emerged with the changes in technology advances. The back and forth flow of information where the users can participate and change the information they receive has been made possible by interactive media. The differences between interactive media and the previous traditional advertising is that in advertising two-way communication is impossible. Now through interactive marketing the consumers can make requests, ask questions, change information and shop, hence
the communication is two-way. Internet is the most powerful medium of interactive marketing. The World Wide Web is a component of the internet that brings forth endless opportunities. Companies with low MC budgets can now promote themselves through their own web-sites (Belch & Belch, 2001).

*Sales Promotion* is defined as marketing activities that provide the sales force, distributors or the consumer with extra value. Consumer-oriented sales promotion usually means coupons, samples, premiums, rebates, contests, sweepstakes and different point-of-purchase materials for the ultimate customer. These in turn are used to stimulate short-term sales. Trade-oriented sales promotion is on the other hand directed towards wholesalers, distributors and retailers. Sales promotion has with years increased in importance and this is due to the declining brand loyalty and increased consumer sensitivity to promotional deals (Belch & Belch, 2001; Varey, 2002).

*Publicity* is non-personal communication for which the company has bough the time and space for. This communication comes usually in forms of news-stories, editorials or announcements about an organization and its products and services. Since the company does not pay for this sort of MC then it attempts to influence the authors to write about a certain aspect in order to affect and increase awareness. The advantage of this form of MC is the credibility. The consumer gets another source, an objective opinion of the said company. The other benefit is that it is cost-free since they are not related in anyway to the source of the publicity and only sit on the beneficial end. The negative part is that since publicity is not controlled by the company if it is negative it can have deep and damaging effects (Belch & Belch, 2001; Varey, 2002).

*Public Relations* (PR) is similar to publicity in that the media carrying the message does so independently, though when companies intentionally try to affect the said publicity it becomes PR. PR has also larger objectives then publicity and these can be to establish and maintain a positive image of the company among its various publics. The activities of PR range from participation in community activities, fund-raising to sponsorship of special events. All this is done in order to strengthen the image of the company (Belch & Belch, 2001).

*Personal Selling* is a form of person-to-person communication where a seller persuades consumers to buy a certain product of service. Unlike advertising this involves personal contact where the seller can either see (face-to-face) or hear (telephone) the potential customer and thereby has the advantage of personalizing the message. This form of communication usually requires direct feedback. If the feedback should be negative for the seller the seller can modify his message to be more suitable for the consumer (Belch & Belch, 2001).

All of the mentioned methods work well individually though when combined together to send one single clear message they can be extremely successful and therefore the practice of Integrated Marketing Communication (IMC) has become a common aspect when applying different communication channels in order to reach the public.
3.2 Integrated Marketing Communication

The birth of IMC occurred as the view of MC begun to change. Previously, communication tools such as sales promotion, direct marketing and public relations were considered as auxiliary services. The companies treating these tools this way failed to recognize that all communications tools must be coordinated in order to communicate effectively and it wasn’t until 1980s that the need for IMC started to become more and more evident (Belch & Belch, 2001). Consumers have been exposed to great varieties of communication sources and as more arrive, they have difficulties distinguishing between these sources. Messages from TV, radio and magazines ads all mix into one in the mind of the consumer. If the messages from all these different sources support one another then the picture a consumer forms in his/her head becomes complete. Collision of the meaning of messages would thus confuse the receiver and leave him/her with an incomplete view of the company. Here the need for integration of these messages is evident and gives great support to the use of IMC as marketers see the benefits of having their target-groups well aware of what the company is attempting to tell them (Kotler, 2002).

One example of MC failure was a bank that in its advertisements claimed to be the “friendly bank” and this way attracted many customers. When the new customers arrived to the bank they were unfortunately met by not so friendly bank tellers at which point the bank lost many of its new acquired customers. What the bank failed to do is to integrate the core message which was “friendly bank” into all its communication. The bank should have trained its tellers to actually “be friendly” in order to maintain the integrity of the core message, thus integrating all MC channels (Duncan, 2002).

Because of the impact that Gen Y has on both MC and IMC, traditional marketing media has proven to be less successful in reaching this group. As shown above, integrating different promotional channels as well as other marketing methods is vital for sending out a clear message. Due to Gen Y, alternative approaches such as Undercover Marketing must become included and become a part of IMC. The importance of this will be strengthened below in our following sections.

3.3 Undercover Marketing

In order to further deepen the reader into the subject we will start by giving a bit of deeper understanding of what Undercover Marketing (UCM) is. UCM is the hidden side of marketing and marketers wish to keep it that way due to that it does not function under any other circumstances (Taylor, 2003). This can also be one explanation to why there is a lack of knowledge within this field. Also magic of UCM is regarded as something that lies in the hidden parts and that overly analyzing it will destroy this magic (C. Peterson, personal communication, 2005-04-04).

Traditional advertising has become less and less creative and more and more filled with clutter. In its attempts at being pervasive, it ceases to be persuasive. When people today are faced with these “ad-attacks”, they put up their defenses and ignore the message. The birth of UCM occurred simply to evade the defenses of the people re-
ceiving the message. We have earlier mentioned that UCM is a new marketing tool. What might be new about it is that today it is gaining attention by the academic world and the press. Stretching back in time – reaching Shakespearian age of the theatre – English theatre companies paid a person to sit in the audience and shout “Bravo!” during the play (Taylor, 2003). This is how old UCM really is and today, the rise of Gen Y is making it appear again.

UCM as we have previously mentioned previoely depends of Word-of-Mouth (WoM) and instead of shouting out the marketing message to the future consumers, it whispers the message to a few individuals. The power lies in the fact that UCM presents a product or service with attractive “cool” features and relies on WoM for the spreading in order to make the customer feel as he/she just “stumbled” upon the product/service themselves. Hence chosen consumers turn into spontaneous carriers of the message (Kaikati & Kaikati, 2004).

The message can spread in three ways: physically (celebrities, opinion-leaders, trend-setters can be seen with the brand); verbally (the message is broadcasted in on-air and off-air conversations); virtually or virally (the message is transmitted through internet chat-rooms, newsgroups and web logs). Naturally these ways can also be combined with each other and the message can attempt spreading through physical, verbal and viral interaction (Kaikati & Kaikati, 2004). Later we will talk about Viral Marketing and here we will separate it from UCM which we will only categorize in verbal and physical methods to make the theoretical placement and the theoretical map easier to understand.

The growth of UCM according to Kaikati and Kaikati (2004) is determined by three factors: the growing criticism of the advertising industry in general; the growing difficulty for marketers to track down potential customers because the audience is more and more fragmented; technological threats. The first factor talks about how advertising is still using the old models in which the consumers move through a measurable mental process on the way to purchasing a product or service. These old models do not work any longer and therefore it makes way for alternative marketing methods. The second factor is that the number of TV-stations, radio stations and different publications have increased to that extent that it is hard to keep the attention of a consumer for a longer period of time without them “changing the channel”. Finally the third factor is the existence of personal television recorders (PVRs) and digital video recorders (DVRs). These devices allow the user to skip or eliminate the commercials. Some TV executives believe that this freedom of the viewer is even more threatening to the TV industry than Napster was to the music industry (Kaikati & Kaikati, 2004).

Kaikati and Kaikati (2004) define six ways of UCM. Viral Marketing (VM) is defined as one of these six ways. Due to that other authors have listed VM as an own approach as well as connected it to UCM as two approaches similar to one another though differing in the environment of execution, VM has been placed into an own category beneath Guerrilla Marketing in section 3.5. Here we will mention the five other ways of UCM briefly in order to provide a better understanding to the reader of the shapes UCM can take. These five ways of UCM are: Brand Pushers, Celebrity
Marketing, Bait-and-Tease Marketing, Marketing via Video Games and Marketing in Pop and Rap music.

*Brand pushers* are hired actors who approach people in real-life situations and personally slip them commercial messages in trendy bars, music stores and hot tourist spots by being approachable and attractive but not too attractive to raise suspicion (Kaikati & Kaikati, 2004).

*Celebrity marketing* is also considered a branch of UCM as celebrities are employed to drink certain drinks and wear certain clothes without it appearing conspicuous. The purpose of it is to inspire fans of that certain celebrity to acquire and consume the same products and services (Kaikati & Kaikati, 2004).

*Bait-and-tease marketing* can be best described with Mercedes-Benz in 2002 producing a false movie trailer with the actor Benicio Del Toro being chased around in a Mercedes. The trailer was shown in TV commercials and in cinemas with no connection to the car company. The viewers were encouraged to visit the site of the mock movie “Lucky Star” where they finally found out that the trailer was fictitious and that Mercedes was behind it (Kaikati & Kaikati, 2004).

*Marketing in video games* makes the brand much more intense since the user is a part of the entertainment by interacting with the game. Unlike watching TV, video games are played numerous times by millions of active gamers. This can be compared to different car companies putting their brand on cars in racing games (Kaikati & Kaikati, 2004).

*Marketing in pop and rap music* is a method where different companies buy brand name placement in rap and pop songs. One of the more famous examples is Janis Joplin with her song “Mercedes-Benz” (Kaikati & Kaikati, 2004).

Moving away from the different methods and the benefits of those we must mention that UCM has also negative sides. For example UCM does not have as much control over the messages and their meaning as traditional marketing does. A company might not want to have their brand associated with something bad in a rap song just as they perhaps do not know how an association with a violent video game will affect the users. UCM might be a less expensive method but it carries more risk with it. The greatest risk for a backlash is that the customer is not simply surprised by the method but feels betrayed and tricked which can bring upon some ethical issues (Kaikati & Kaikati, 2004). These issues will be considered in section 3.8. Also, UCM is not suited for all products and while it is quite inappropriate for things like oil, gas, chemicals, railroads, insurance and utilities; it can work well for high-interest products because of their technical complexity, physical intimacy and status-enhancing capabilities. In spite of all this UCM is considered a method for the future and a method that will grow more and more but it will never replace traditional marketing only become a part of the whole IMC as mentioned in section 3.2 (Kaikati & Kaikati, 2004).

As we attempt to place UCM in a theoretical context we have to consider the different methods applied by Guerrilla Marketing, which in turn is considered to be an area where all alternative methods usually are placed under. The methods of Guer-
rilla Marketing support those of UCM and though the authors researching Guerrilla Marketing do not use the exact term “UCM”, they describe methods that fall under this approach. The connection will be clearer as we proceed to the next chapter and define the different methods and meanings of Guerrilla Marketing.

3.4 Guerrilla Marketing

When realizing that conventional marketing is not the best approach, companies turn to alternative marketing methods placed usually beneath the single strong name of Guerrilla Marketing (Gobé, 2001). One definition of Guerrilla is:

“An aggressive, highly targeted and sometimes subversive, street-level promotional campaign intended to create unexpected and memorable encounters between a product and its consumers” (mohawkpaper, 2005).

The growth of Guerrilla Marketing can be defined through the DMG executive vice president of consumer event, Dick Engebretson, who still purchases ads in TV, newspapers and magazines, though believes that the increasing cost of traditional marketing media is leading to a more stable hold of guerrilla marketing. Due to this, it is believed that Guerrilla Marketing is going to be a standard approach in the future (Tufel, 2004). Today the people are demanding the ability to escape from marketing and advertising when they do not want it around and according to Ives (2004), therefore Guerrilla Marketing and Undercover Marketing (UCM) can prove to be an approach fit to deal with this matter.

3.4.1 How Guerrilla marketing can be used and its UCM connection

Levinson (1998) and Chacon, (2002) suggest that Guerrilla Marketing is a good approach for small upcoming enterprises since it is almost cost-free. This means that while large companies have the financial capabilities of advertising during the company’s entire life, small enterprises might only have that capability during the start-up of the business. That is why many relay solely on guerrilla weapons which result in the spread of Word-of-Mouth (WoM) (Moerke, 2004). They are the ones that can also succeed the best at the mentioned attempt since they have the ability to get up close and personal with the customers. This opinion has changed during the passing years and now the marketing approach is in the process of being employed by larger players who are recognizing the possibilities it brings (Todd, 2004).

Guerrilla marketing differs from traditional marketing in many ways. Below we have listed a few features that describe Guerrilla marketing specialty according to Levinson (1998):

- Guerrilla marketing bases its efforts on the reality that anyone can bring the sales up. The primary measuring tool for guerrillas is profits.
- Guerrilla marketing is based on the laws of human behavior and uses psychology as a tool to make the sale.
- Guerrilla marketing creates a focus by first creating a standard of excellence.
- Guerrilla marketing aims for more transactions by using customer follow-ups and outrageously good service.

- Guerrilla Marketing does not focus on a single marketing weapon but uses combinations of multiple ones.

- Guerrillas focus on how many relationships they have made each month.

- Guerrillas embrace new technology as an important marketing tool.

- Most of guerrilla weapons are cost-free.

- Guerrilla Marketing removes the mysterious nature of marketing and exposes it for what it really is by putting the marketer in control.

**The UCM connection**

Heineken USA thought it would be very cost-effective to place opinion leaders to walk around bars, meet a customer and invite him/her to a drink that strangely enough is a Heineken (Todd, 2004).

Above we have mentioned that most of guerrilla weapons are cost-free and further down we have connected this to an example of UCM application where a company has saved money on finding a new interesting method in how to affect consumers.

**Guerrilla marketing combines approaches**

Other important features are that a guerrilla must use the right weapon on the right target and that is why it is important to know your targets as well as one can. If a guerrilla is to be able to avoid mistakes in that area he/she must look for new problems to solve each day and seize all opportunities (Todd, 2004).

Here we can see that in order to reach Gen Y the right methods must be used, thus prior to that Gen Y must be thoroughly studied in order to determine these proper methods.

These opportunities are derived from intelligent marketing where all marketing must follow a core idea and be an extension of the same idea. This idea is in perfect accordance to IMC where all marketing media must cooperate for the message to become clear and unmasked (Belch & Belch, 2001). Here we can see that Guerrilla Marketing is dependent of other media and must be integrated with the same forming IMC.

We can illustrate the above with the resolution to make marketing follow the core idea displayed by Fred Suckow, director of Nissan marketing. In their advertising efforts for the car, Maxima, they formed a touch campaign. The car was promoted to younger generations with a purpose to position it as a “hot” car. The touch campaign showed a person touching the car, feeling its “hotness” then touching the ground and turning winter into summer. To tie it all together, promotion was done in six New York and Los Angeles streets where the car was placed in a sort of “melted” environment. The promotion was arranged to look like a movie set, were the closest objects to the car looked as if they had melted from the “heat” of it. This is a great example to show how a company can integrate several different media’s into sending a
single message. In this particular case the street promotion was not appreciated by consumers familiar with the Iraq car bomb scenes (Cuneo, 2004).

Even though Word-of-Mouth (WoM) has been discussed as an important marketing tool, it is important to remember that WoM is always supported by other marketing media. Needless to say, a company cannot succeed without media advertising and has to always adapt to IMC methods (Levinson, 1998). This supports the example above as it explains why the Nissan campaign succeeded as it integrated all their marketing efforts into one.

The UCM connection
A party was arranged by David Elias, CEO of a marketing company called Soulkool for the sake of promoting Turin Vodka. The pitch to the party visitors was not obvious and there was not a group of people walking around the room telling everyone how great this particular vodka is. The tactic was very simple. Turin Vodka was the only beverage being served at the party, hence it had no competition. The visitors of course did not notice that this was a marketing attempt as the word about the vodka started to buzz (WCCO, 2004).

In the example above we can establish that the UCM approach would not have succeed if Turin Vodka had not established the initial recognition of the brand through media advertising. Here we again reinforce that using methods such as UCM to start WoM have to be accompanied by other MC media where all the communication tools are integrated.

If a start-up company should lack the capacity of media advertising, WoM can succeed on its own by offering good quality to the consumers and asking them to spread the word to others (Paterson, 1999). The most important thing when using Guerrilla Marketing methods is always: to put an element of amazement in your marketing and thus create a drama (Levinson, 1998). This is further explained below and illustrated by an example connecting it to UCM.

Guerrilla marketing creates drama
When you start as a guerrilla it is vital to first have a marketing plan and create a program for it. Levinson (1998) suggests to find the inherent drama within your offering, translate that inherent drama into a meaningful benefit, get peoples attention, motivate your audience to get involved, be sure you are communicating clearly and measure your finished advertising effort against your creative strategy.

The UCM connection
To illustrate this a bit better we can look at the situation brought up by CBS 60 Minutes. In their investigation they came across a team of UCM’s that were employed by the company Essential Reality to promote a new product called the P-5 Glove. This is a device which can be used to fly planes and fire weapons in computer games with a movement of a finger. The inherent drama here was that the team was spread out in different coffee bars where they set up a playing station attracting potential customers to come and have a look without being apparent about it. They proceeded into trans-
lating that drama into a meaningful benefit by telling the interested crowd how easy it was to use and how it made the gaming so much more interesting. They then motioned the audience to get involved by offering a test try and communicated clearly how wonderful the glove was and how it made the user feel that he/she was in the game. During this time, the team naturally acted as they were simple game enthusiasts, having a cup of coffee, playing with their new toy without any intention of promoting it (CBSNEWS, 2004).

Through this example we can see how a UCM mission has used the approach Guerrilla Marketing calls “creating a drama”, thus we have one more time connected the UCM approach to a Guerrilla Marketing approach. According to Todd (2004) and Levinson (1998) the previous situation was successful simply because guerrillas think backwards, placing themselves in the minds of their customers at the moment of purchase and trace back to what led to that particular purchase decision.

**Using mini-media or no media marketing**

The strength of Guerrilla Marketing is the fact that it can focus on being personal, friendly, informal and flexible, yet still remain professional (Chacon, 2002; Levinson, 1998). To do so with low production costs guerrillas use mini-media marketing (Levinson, 1998).

Burger King, using the advertising agency Crispin Porter and Bogusky, hired a person to dress in a chicken suite and filmed him in a room performing over 400 actions. These scenes were later placed on a website named “www.subservientchicken.com” in order to illustrate the Burger King slogan “have it your way”. The visitors to the site could type in different commands to make the chicken perform some of the many actions. In the beginning most of the visitors were amazed as they thought this was going on live and recommended it to many of their friends, causing a large spread of WoM. Later a cockfight was staged using the same method, which drew a lot of viewing visitors as well as the Humane Society of the United States which protested against it, asking Burger King to stop promoting cockfighting. Even this negative piece of publicity raised awareness for Burger King (Hein, 2004). This showed that Burger King was willing to produce a funny and informal campaign that still resulted in a large increase in profits.

The example above is a clear picture of how Guerrilla Marketing can remain professional yet create an informal, personal and friendly situation at a low cost in order to attain a response from the consumers.

One technique of mini-media marketing is canvassing. Canvassing is one of the most inexpensive methods and is done on eye to eye basis by talking on a personal level and getting friendly (Levinson, 1998). This is also one important aspect in UCM as we have defined in section 3.3. Levinson (1998) further states that this particular method makes use of three steps where the first is to make the connection between the canvasser and the customer. The second is then the presentation of the canvass offer and the third is the final moment when the sale is completed. Canvassing shows instant results and depends on the guerrilla alone, hence the disadvantages are that the canvasser can not reach enough potential customers and it takes a lot of time. This
problem can thus be dealt with by delegating the tasks. Below is an example of effective delegation.

### The UCM connection

CSX, a railroad company in U.S. launched a safety awareness campaign. The purpose of it was to prevent accidents on railroad tracks and was inspired by the deaths of 47 people in 2003. They posted billboards with the text “Cars hitting trains” in cities around the country such as Nashville, Tennessee, Mobile, Alabama, Dayton and Ohio. The aim was for the employees of CSX to walk around and throw eggs at the billboards to symbolize the impact of a car smashing into a train. To make the most of it CSX delegated the task to hired people to make sure they were noticed by as many as possible (Vranica, 2004).

Here we have connected guerrilla canvassing mentioned above with an UCM approach. The canvassing connection as well as the presentation here is the billboard suggesting safety for the consumer. If the billboard reaches a consumer, making him/her consider the dangers of accidents on railroad tracks, it has finalized the sale. In spite of the fact that this example shows how delegating is vital to UCM, it furthermore shows that UCM can be used for matters of a social safety.

Moreover effective canvassers have the capability of being effective sales people (Gladwell, 2000; Levinson, 1998). The importance of being an effective sales person is discussed further below in section 3.6.

Thus we continue below with another approach listed beneath Guerrilla Marketing yet strongly connected to UCM. Viral Marketing (VM) has been presented by Kai-kati and Kaikati (2004) as one UCM method, though other authors discuss VM as an aspect connected to Guerrilla Marketing yet separated from UCM. This will be explained in section 3.5, where we will show in which way VM is connected to UCM and what are the qualities that they share.

### 3.5 Viral Marketing

Viral Marketing (VM) is marketing compared to a virus (Jurvetson, 2000). One can say VM – through creating a virus that builds networks – connects the people to the word which is being spread. The means it uses to accomplish this is Word-of-Mouth (WoM), which is the fastest way to spread a message in a virus resembling path (Kai-kati & Kaikati, 2004). Yin (2003) refers to VM as Guerrilla Marketing and the other way around without mentioning Undercover Marketing (UCM) as an aspect above VM.

Here we can see that VM thus can be looked upon as a Guerrilla Marketing approach and following that path it becomes an approach placed side by side next to UCM.

VM is connected purely to internet. People hired by various advertising agencies would enter a chat room and boost a product or a service to the other participants. Another way would be to post a blog, which resembles a diary entrance within different internet communities. In that blog the person would write as a normal cus-
customer happy about something he/she purchased, saw or experienced for other bloggers to read (Levy, 2003). No matter how the marketer proceeded with his/her task the aim was to spread the buzz and create a positive WoM. Like UCM it required the same sort of peer-to-peer contact only the contacts were established on the net (Cordoba, 2001).

An example of good VM is that of the spread of “Hotmail”, made real by Steve Jurvetson in 1996. The strategy of Hotmail was that of a free e-mail service. This was accomplished by getting users to recommend it to their friends where in each private message there was a hotmail message appended that read “Get your private, free e-mail from Hotmail at [http://www.hotmail.com](http://www.hotmail.com)” (Kaikati & Kaikati, 2004). In this example it was clear to the potential users that it was hotmail that was behind the VM campaign and they were aware as well of the marketing attempt.

Here we can see that VM can be used in situations where the sender of a message discloses his/her purpose and further down we will take a look at examples where VM resembles more UCM and uses marketing without disclosing it as marketing.

Through uses such as the one above VM became a very powerful tool since it attempted to harness the personal recommendation which is considered to be the strongest consumer trigger. There is a much higher credibility in receiving a personal recommendation via e-mail from someone, a potential user, already knows then if the e-mail should simply be anonymous (Kaikati & Kaikati, 2004).

### 3.5.1 How exactly does VM connect with UCM?

While VM is referred to when it comes to contacts made on the internet, UCM is referred to when it came to face-to-face encounters. The secrecy of the method remained the same. Kaikati and Kaikati (2004) and Cordoba (2001) all state that UCM is VM off internet.

#### The UCM connection

An advertising agency SoulKool thought that employing the younger generation to go online and flood the internet chat rooms in order to promote the movie “Cowboy Bebop” would be a good way to get the interest up. At the same time the “marketers” were told not to reveal the real purpose of their enthusiastic recommendations which was to promote (WCCO, 2004).

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<td>Dr. Pepper aimed to promote their new milk-based soft drink and in order to create a nation-wide buzz they recruited bloggers who were in their late teens to early 20s to “hype up” the product to the people they knew and at the sites and blogs they visited and used, without disclosing their assignment (Kaikati &amp; Kaikati, 2004).</td>
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In both examples above we have a display of VM though in an undercover way, hence the marketers did not disclose their identities and acted as regular users. Here the connection to UCM is the nature of the approach, meaning that it was hidden.
The above model explains how UCM aims to spread a virus by its actions, thus one can say it makes use of the same methods as VM. While both UCM alone and VM use Word-of-Mouth (WoM) as a tool to carry out the spreading, they do so in different environments (Kaikati & Kaikati, 2004). This is a simplified way to clarify their connection. Since UCM is relatively a new term and few know where to place it, then we must attach existing terms to it. This makes it evident that since UCM has a focus on a virus like spreading of the WoM it must use the same strategies as VM. Kaikati and Kaikati (2004) confirm this by the sentence mentioned above meaning that UCM is VM off-line. In this last comment we can see further that VM itself becomes a learning and a using tool for UCM (Cordoba, 2001).

All alternative marketing methods beneath Guerrilla Marketing such as VM and UCM have one purpose and that is to send a message which will spread from one person to another through consumer networks. When a message spreads on a personal basis it is known as Word-of-Mouth and below we will explain some of its characteristics.

### 3.6 Word-of-Mouth, how does it get around?

Word-of-Mouth (WoM) is based on a spread of personal recommendations between friends and acquaintances. Spreading WoM is not a simple procedure that follows strict rules and regulations. It is a complicated web of unforeseen events. This can be very difficult to control yet it is exactly that control, which some marketing companies of today are attempting to achieve (Gladwell, 2000). Since Undercover Marketing (UCM) cannot function without WoM – as it is its main source of success – we will investigate further into how WoM is structured.
Connectors, Mavens and Salespeople

Gladwell (2000) explains how WoM, even though uncontrollable, has to follow certain rules and go through certain kinds of people in order to survive. The first type of person it has to go through is a Connector. A Connector is a person with his/her feet in multiple worlds.

To explain this we can take an ordinary student into consideration. Most students have a small circle of friends consisting of mostly other students. In a WoM situation the student would then just spread the buzz to other students and the buzz would travel a straight line which is not very successful and does not have a satisfying spread. Now if that same student was involved in football, drama clubs, poetry readings, book clubs, party arranging clubs and art groups, the same student would have access to multiple different worlds which usually do not connect. He/she would then become a Connector with the possibility of bringing these worlds together for an occasion such as, let’s say, a party (Gladwell, 2000; Marsden, 2004). Connectors are consumers as well and WoM has such a great success simply because it is consumer driven (Silverman, 1997).

The Connector is the one that spreads information, though usually it is someone else that gathers it. Gladwell (2000) calls these types of people Mavens. Mavens are described as information gatherers and sharers and they do this voluntarily and cost-free. A Maven could be the guy talking about a party that will happen next month, or the girl spreading the word that the expensive brand of jeans is having a sale next week. Silverman (1997) supports this statement by saying that people would rather find out about something new from someone else then try it on by themselves; hence this can be connected to Gladwell’s mavens. Connector can very well have the qualities of a Maven but to simplify it we separate them into different persons.

A Maven exists in the beginning of a spread process, though there is a third person, who is necessary in this chain and it is the Sales person. According to Marsden (2004) and Gladwell (2000), a Sales person is one that can convince another person to do something. He/she has the ability to make other people want to own or do something or even go somewhere. The guy talking about the party in the example above can be classified as a Sales person if he can convince another person – who is not really interested in going to the party – to want to go. Hence the Sales person becomes a steppingstone for the Connector. If the Connector does not possess qualities of a Sales person, he/she must be in contact with one if the word is to spread.

Now to make the understanding of this somewhat complicated chain a bit easier, the following model inspired by Gladwell (2000) can help. The World 0, can represent the world of students, where one student is, as mentioned above, involved in many other worlds. If the football club she is attending wishes to have special banners for the next game, she can contact the arts club and ask them if they could make them. She has in that case connected two worlds (lets say world 2 and 3) through herself. To convince the arts club to do this, as well as to convince the football club that the arts club is the right choice, she would have to play the part of a Sales person. If the banner would require some special technique, material or skill, the arts club might have to play the connector to get these materials by contacting alternate worlds (world 3
contacting worlds 3.1, 3.2 and 3.3). In that case World 0 becomes a Maven for these alternate worlds since the information originated there.

![Diagram of Connectors, Mavens, and Sales People]

**Law of the few**

“Law of the few” supports the above theory of Connectors. The law states that it does not take large groups of people to start an epidemic spread of the word. This of course could mean that if you only have one or two connectors they, themselves can cause a large spread. This Gladwell (2000) likes to compare to the spreading of biological viruses such as HIV. One man infected with HIV can spread it to multiple women that can themselves spread it to more men and the circle thus goes on until reaching a climax (Gladwell, 2000; Marsden, 2004). We can say that WoM feeds on itself and ten people spreading it can easily multiply to a hundred (Silverman, 1997). This is the effect WoM should have, though in order to start it a marketer would require help from a handful of Connectors that have access to Maven information and the ability of- or access to- Sales persons.

**Stickiness factor**

The stickiness factor is easy to explain. Gladwell (2000) refers to it simply as the point of marketing at which your message sticks with the consumer. The advertising messages a consumer has to deal with daily arrive in great numbers. That is why a company must reach the stickiness factor and make their message stick (Ives, 2004). This would imply that the message must be something of interest to the listener and something that could reach him/her on a more personal level.

This can be connected to Guerrilla Marketing being personal in its attempts and further connected to UCM as it shares the same abilities.
Law of context

Environment plays an important role for the spreading of the buzz (Marsden, 2004). If the buzz related to a new fashion comes from Milan, most fashionable people would make a connection to the spread word. In this case it is because many regard Milan as one of the world centers of fashion.

Gladwell (2000) uses an example of graphite artists vandalizing New York subways. While the subways were spray painted they were attracting criminal activity, such as skipping paying for the ticket or further vandalizing the wagons on the subway trains. The appearance of the destroyed wagons spread the message that further destruction would go unnoticed and is in fact provoked. This violence was later kept in check by painting over and repairing the vandalized wagons, giving a picture of cleanness, and crime control. The word began spreading how the subway has become clean and how the violence was kept in check, thus discouraging the ones doing the destruction in the first place. The purpose of the example above was to further strengthen the importance of environment when spreading WoM.

In a marketing situation this could resemble the appearance of the person who is spreading the word, or the geographical areas through which the word is traveling. If someone is telling you about an expensive store in a bad neighborhood the word will not spread so well since the consumers might not be interested in visiting the named area. In other situations a person fitting an opinion leader profile might also represent an aspect of the environment, thus he becomes the one spreading the word, making it sticky (Marsden, 2004; Gladwell, 2000).

An opinion leader is a person that is looked up to by his surroundings (Chip, 1995). Even simpler put an opinion leader is a person whose opinion you trust (Paterson, 1999). A male opinion leader could be a “cool” guy at your school. As he purchases a new cell-phone, other students – looking up to that “cool” guy – might buy it simply because he is the one recommending it, and further recommend it to others. The environment that is characteristic to him in particular can represent cool friends, better service when going somewhere and so on (Yin, 2003). As the WoM spreads, each person spreading it is affected by the environment of the origin of the message. In this example it is the desire for environment that might represent a higher status. In these cases the key for positive WoM can be for the company to locate the local opinion leaders and get them to talk about the particular product or service (Walker, 1995). The challenge is primarily locating them and secondly persuading them to adopt the product/service and spread the buzz (Vence, 2002). This displays the control, environment has on the effect of WoM and hence it is placed into Gladwell’s (2000) law of context.

3.6.1 The negative WoM and the UCM connection

We have mentioned earlier that negative WoM can have disastrous consequences. It is a known fact that most people spread a good event to an average of 3 people while a negative event is spread to an average of 11 people (Silverman, 1997). This shows that most consumers enjoy spreading bad news more then good (Muhamed, 1999).
One famous example of negative WoM is that of the PackRat. PackRat was once the best personal information management software on the market. At the release of their fifth version the PackRat seemed to malfunction. Many of the brand devoted customers attempted to help each other through the problems single-handedly. Eventually these customers noticed that the company did not deal with these problems in a straightforward manner but attempted to circle them. This caused that the customers – which previously attempted to keep the product and reach a solution to the problem – now initiated discussions on which other product could replace the PackRat. The answer came in the form of the brand Ecco. While the PackRat was dying out Ecco took over the market (Silverman, 1997).

The above example explains to the reader a common reason for a result in negative WoM and below we proceed with a negative WoM resulting from an Undercover Marketing (UCM) situation.

UCM, which can be considered as immoral and unethical can be the cause of negative WoM. The CBS, 60 Minutes, expose showed this by interviewing people who were subjected to UCM (CBSNEWS, 2004). They were surprised in a negative way and some even appeared to be angry at the fact that they were tricked in such a dishonest manner. Negative WoM can be so devastating that the people spreading it adapt the negative experiences of others and spread these as their own reaching a sort of collective wisdom (Walker, 1995).

<table>
<thead>
<tr>
<th>The UCM connection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Let us assume that Person 1 recommends a great product to Person 2. The first person does not simply recommend it but also describes it as something so fantastic that it is hard to measure with anything else. If Person 2 believes enough in Person 1 he/she might recommend it to others without seeing the product. If Person 2 is as good as Person 1 at describing how great the product is, even other people who receive the recommendation might recommend it further without firstly checking out the product. Later it will come a time when they will go to investigate and by that time the message would have spread very far. If all people who know about the product go check it out and around the same time find out the product is bad, they will in turn be aggravated enough to spread negative WoM. This will result in an even greater spread due to that the word had reached many people already and negative WoM as mentioned is spread further then positive WoM.</td>
</tr>
</tbody>
</table>

Now that we have explained the process of WoM and the consequences of it when handled wrongly, we can begin connecting it to the aspects mentioned above and creating a map of the theoretical position of UCM.

### 3.7 Conclusion of the first purpose and answer to Pillar 1

When attempting to bring the theoretical framework together and come to a few conclusions we must first build a map of what we are trying to accomplish. Reading the theories above we have attempted to lead you on the way by first presenting the traditional methods of Marketing Communication (MC), explaining what it is and how it works. Then we led into Integrated Marketing Communication (IMC), show-
ing that no marketing tool can work alone but all marketing must be a part of the same core idea. After this we have our problem Gen Y which is introduced in the section 1 and which affects the traditional MC methods and further making IMC incomplete and unable to reach the consumers it is aiming for. To make it more complete, the use and the effect of alternative marketing methods must be acknowledged. Guerilla Marketing is a designated name for all the alternative marketing methods which have existed along side of the traditional ones. Undercover Marketing (UCM) which is our focus is a term within the Guerrilla Marketing area and the approach highlighted with the need of dealing with Gen Y. To explain UCM we have both included UCM theories as well as compared it to its on-line friend Viral Marketing (VM), also a part of Guerrilla Marketing. We have stated that UCM makes use of the same methods as VM though in a different environment, hence we have placed Viral Marketing as another term next to UCM. Further we have made clear that Word-of-Mouth (WoM) is the most vital tool for the success of all Guerrilla Marketing approaches including UCM and VM. Below is a model which is devised in such a way to make the connection between the presented terms more visually understandable and also to present the reader with a map of the theoretical placement of the term. As we can see by the model the traditional marketing methods lie above the alternative ones and are more commonly used. The alternative methods have to integrate with the traditional ones in order to make IMC complete and have all methods originate from the same core idea.

Figure 3-3 The Theoretical Placement of UCM

Finalizing the theoretical map we will move on towards an important external aspect that has a large influence on UCM as a method. The aspects we are talking about are the ethical and moral views of both marketers and consumers faced with UCM which we will further cover below in section 3.8 while we answer our second purpose focusing on Pillar 2.
3.8 Ethics, moral and UCM

The aim of Undercover Marketing (UCM) is to plunge into the customers mind without them realizing that they have been exposed to marketing and make a little nest there (Ahmed, 2000). Rushworth (2003) talks about that a rise in mistrust in people and a fall in goodness which can be the result if UCM keeps growing. The use of UCM is more common in USA where the people display a higher level of tolerance to this type of marketing (C. Peterson, personal communication, 2005-02-07).

Consumer Alert, an organization organized by Ralph Nader claims that UCM is a desperate act in order to gain attention. The members of the organization state that UCM is both unethical and as intrusive as telemarketing. They confirm the above statement by Rushworth and say that recruited brand pushers might make individuals more careful and wary of each other. Other critics say that even the UCM use of songs is an invasion in the privacy of music lovers (see section 3.3). Also as mentioned previously in section 3.3 some critics believe that it is not appropriate to use brand associations in violent video games. Though, some still believe that the public is not as innocent as the critics may think. Consumers can sense when they are being unnecessarily promoted to and in that case usually tune out and stop playing that particular game or stop listening to that particular song which is cluttered with undercover promotion (Kaikati & Kaikati, 2004).

It is not only consumers that take notice of the moral and ethical issues. Some marketers believe not only that it is wrong, but furthermore that it can be very risky to work with. We have mentioned previously that negative WoM can be a very deadly and fatal plague. This is something that the companies have to take into consideration due to the risk of being responsible for their own downfall by portraying themselves as manipulators and creating a negative image (McElgunn, 2004). Other marketers agree with this statement since if the people do not know which company is promoting, the company in question thus will breaks the trust between itself and the consumers (Atkinson, 2004).

3.8.1 VBMA and WOMMA debate

Today there is a debate in the process between Word of Mouth Marketing Association (WOMMA) and the Viral Buzz and Marketing Association (VBMA). VBMA is the largest international trade organization in the world for viral, buzz and word-of-mouth industries. It has 79 members from all around the world including Sweden and 28 alone in the US. The organization works through a well defined mission statement (see appendix 3) (VBMA, 2005b). WOMMA on the other hand is the official trade association for the word of mouth marketing industry with a mission to promote and improve WoM marketing through a set of guidelines (WOMMA, 2005a).

February 9th 2005 WOMMA had published a document presenting its “Ethics Code” regarding WoM marketing (see appendix 4) (WOMMA, 2005b). This document amongst many other things stated that marketers must disclose to consumers who they are working for and they must use real consumers – not actors – to talk about what they really think about a product (Vranica, 2005). On February 16th VBMA
welcomed this code with open arms especially since WOMMA had written the code preliminary and offered it up for debate. VBMA encouraged other practicing agencies to give their opinions on the code.

Justin Kirby, VBMA founding member and CEO of UK-based DMC (Digital Media Communications Ltd), found the code to be rather narrow to be directed to a large group of practitioners and to a wide range of the existing techniques. Kirby felt that WOMMA, who represents a very small sub-section of companies in this sector, might not have been the best candidate for drafting such a code (VBMA, 2005a).

Another person that did not agree was Jon Bond, co-founder of Kirshenbaum Bond & Partners. He stated that the whole idea of marketing is to make it look like it is not marketing. The Kirshenbaum Bond & Partners agency has had previous experience with Undercover Marketing (UCM) and they do not see anything wrong with the method. In the mid-1990s the agency was hired by Hennessy cognac to employ 150 actors that would sit and drink at trendy bars and chat up the product with other bar patrons (Vranica, 2005).

To further insure that this particular code had a chance of becoming a representative one, VBMA proposed a formation of an ethics coalition with WOMMA which would include representatives from the blog community in order to openly discuss the “Ethics Code”. WOMMA rejected this suggestion and instead drafted its own code without wider industry collaboration (VBMA, 2005a).

"According to VBMA, the main limitations of WOMMA’s Ethics Code are:
- The promotion of an ethical double standard for volunteer agents and paid agents, in which volunteers are held to a loose, unenforceable code, which allows for the continued use of deceptive practices against consumers.
- The absence of real measures to protect minors from exploitation by marketers.
- The narrow and non inclusive definition of what constitutes viral, buzz and world of mouth marketing” (VBMA, 2005a).

VBMA moreover states that the code is too complicated and will infuse the marketplace and the consumers within, with more confusion (VBMA, 2005a).

3.9 Conclusion of the second purpose and answer to Pillar 2

To conclude we can see that ethics can have a great external impact on the use of UCM by marketers and advertisers working in the field and therefore all attempts should always be, prior to implementation, carefully thought through. Since UCM is considered a very fresh aspect of marketing/Advertising it should be dealt with carefully and that is why in our next chapter we will begin our investigation of the practical application of this method within the country of Sweden.
4 Field work! Digging for the gold

In this chapter we will present you with our empirical findings through interviews from practicing advertisers, done through a series of questions which will reflect the chosen methodology. Here we will begin to answer our Pillar 3 which is presented in the introduction. We will be addressing certain chosen themes taken from our theoretical foundation in order to create clear links.

4.1 Introducing the actors

During a seven day period, we the authors have performed five interviews with four advertising agencies and one free-lance art-director focused on designing advertising messages. These interviews will be presented below in chronological order, each summarized under the headlines which we have presented in our frame of reference earlier in this thesis.

4.1.1 Frank Kommunikation AB

Our first interview was with Christoffer Peterson who works for the advertising agency Frank, situated in Jönköping. The agency was founded in the year 2000 and currently has 10 employees. Its main focus is business to business advertising with both local and national companies. Examples of previous clients include Jönköping Energi, Svenska Möten and Husqvarna. They also do the advertising for Miss Sixty and Energy within Sweden. Within their premises they develop ideas and design advertisements. Peterson has been an employee with the agency since the fall of 2004.

Interview with Christoffer Peterson, Wednesday, 13th of April 2005; 10.00am

Generation Y

The general opinion is that Gen Y, as Peterson explains, is more critical than the previous generations. It also has a larger criticism against advertising and communication. At Frank they have not directed their advertising directly towards Gen Y since it is a seldom used phrase in Sweden. It is more common to name them a critical generation and to divide them through age groups like 18-25 and 32-34 for example. Since Gen Y is also defined through age groups Peterson agrees that Gen Y could be a covering term after all. Frank has on the other hand recognized this critical target audience but has not applied any specific adaptations or developed specific campaigns towards this group. This is since many agencies still do not have explicit strategies due to that the phrase Gen Y is mainly American and there are large differences between the American society and the Swedish one.

Guerrilla Marketing

Peterson recognizes the term Guerrilla Marketing but informs us that it is not something Frank has worked with since it might be difficult to work with it locally. Companies are not ready to use this particular technique. Peterson believes that
Jönköping is not developed enough for this method. On the other hand they have considered using this particular method since there is potential in its cost efficient, intelligent solutions and creative methods. Peterson states that it is mainly due to this reason that he is working at Frank, namely to bring in the more alternative methods such as Guerrilla and UCM and bring the whole concept together with the rest of the MC. Though it does depend on for which client it is used and for which target group in order to find a perfect match. Regarding this method fitting either small or large firms, Peterson feels that Guerrilla Marketing is a good method for small firms that do not have a lot of funds in order to put their name out there and a good way for large firms to create credibility. The term is still fairly unknown and is still used by large, multinational companies which know what it is as well as recognize the potential Guerrilla Marketing could have in Sweden. The acceptance level of Swedish people is relatively high which makes it easy to reach the right people. Why Guerrilla is still called alternative marketing even though it has been around for a long time is, according to Peterson, to keep the mystical bubble surrounding it and keep the magic. If analyzed too much this marketing method might lose its power.

**Viral Marketing and Undercover Marketing**

Peterson is familiar with the term VM and defines it as mostly web-based marketing. It involves mostly fictional ads and commercial videos. In spite of the familiarity with the term Frank has not applied this method in their advertising, though Peterson thinks it might be interesting to release something on the net and carefully follow its development. This opportunity has yet to arise since Frank has so far not had a customer that has dared to use this approach but an occasional proposal in favor of VM has been presented by Frank. The marketing directors of companies are still in the ages 50+ meaning that they have a hard time accepting alternative methods. The interest for a pilot study exists but there is no time to actually perform it. Considering UCM, Peterson is familiar with this term as well. Frank has not used UCM but Peterson could consider it if the right client asked for it and it was for the right product or service. Also Peterson agrees that WoM is an important tool for the use of UCM however it is difficult to control. They do not have the time or the man-power, if they should hire extra staff in order to create controlled WoM during for example, Jönköping Kalajs, the product or service they would be promoting has to draw that much attention and be something natural in order for the customer to come looking for Frank agents and not the other way around, creating the UCM situation.

**Word-of-Mouth**

When we talk about the need to find connectors to spread the WoM, Peterson agrees that finding these kinds of people could speed up the message. Since WoM is difficult to control, Frank has not preformed specific attempts to create it. Peterson agrees with the description of WoM that Gladwell (2000) has created through connectors, mavenes and sales people. WoM is also good for creating a chain reaction of events by involving the environment. Peterson illustrates it by an example where club visitors listen to one type of music and the DJs playing this type of music wear certain clothes. Then by buying the clothes the visitors feel identified with the music as opposed to if someone should play a different type of music wearing the same clothes.
Ethics

When discussing ethics surrounding UCM, Peterson feels that if the customer approaches the marketer whether the marketer discloses who he/she is or not, it is not unethical but just another method of reaching a target group. When it comes to the ethics rules presented by WOMMA, Peterson does not believe that the general public is that naive or stupid for the marketing community to need an ethics code. In Sweden as opposed to USA, there is more faith in intelligence of people and also in Sweden, marketing and advertising agencies believe that the general public is critical and has the critical thinking within. He does believe though that such an ethics code might appear in the future even in Sweden. An ethics code that might develop into an unwritten rule is unlikely though. This is due to that every agency decides on their own ethics and moral positions and Peterson describes it as a sort of a gut-feeling which tells a person what is right and what is wrong. As unethical, Peterson categorizes advertising cigarettes, alcohol or anything from the weapon industry, while reinforcing that UCM is NOT unethical since it allows the customers the ability to approach or not to approach.

4.1.2 Miami Advertising Agency AB

Our second interview was with Gustaf Inger and Fredrik Olsson, both who work at Miami, an advertising agency situated in Gothenburg. The firm was founded in 2002 by the two of them and today they have four employees and hire extra when an assignment requires it. They make use of traditional advertising media as well tap into alternative ones such as Guerrilla Marketing and are proud to call themselves the only true Guerrilla Marketing advertising firm in Sweden.

Interview with Gustaf Inger and Fredrik Olsson, Friday, 15th of April 2005; 12.00am

Generation Y

At Miami they have been in contact with Gen Y and classify it as the indifferent and uncaring generation. Today they are working hard in order to find new ways to deal with this generation since traditional advertising does no longer surprise it. This particular generation reads less and less ad-filled newspapers and magazines and watch TV-channels that are less cluttered with commercials and they desire products and services nobody else has in the search for uniqueness. At the same time the awareness for brands is growing but it does not make the people loyal to these new-found brands. Gen Y makes it their job to always be on the hunt for something new, to jump from brand to brand and from company to company. If a person knows what he/she is doing they could start a small store at some back alley and invite only friends. These in turn would appreciate being the only one to know about the store and would spread it to their friends and thus start a very fast WoM campaign.

Guerrilla Marketing

At Miami they try to separate Guerrilla Advertising and Guerrilla Marketing where the latter means spending great energy on for example running around the block informing the public of the existence of a brand. Miami is using Guerrilla Advertising in order to reach and involve the younger target groups through experiences. They
are attempting to create Guerrilla activities that have a bit of event in them while at the same time surprising the public. This can be very hard simply because the public is very well aware that during their day they will pass a number of commercial messages. This is why Miami believes that surprising people might get them to remember YOUR message above all others.

The need for Guerrilla Marketing is growing because there is a desire to reach smaller groups. To reach these small sectors marketers still must use traditional marketing media due to the function they still serve which is to inform the viewers that a product or a service exists. The message must also always be relevant to the product/service being promoted and the way in which it is being promoted in. In Sweden, the larger groups of people still pay attention to traditional marketing media but as the younger generations approach, it will be harder and harder to reach them without new methods, specialized channels and media’s that will allow for a greater spread of the message. Even Miami’s guerrilla efforts today will become outdated and therefore they look for freshness everyday.

Guerrilla’s growth depends also on the fact that it is cost-saving for both small and large companies. If Sony Ericsson would hire 1000 people to walk around the streets spreading a message it would still be less-costly then a communication campaign using all traditional marketing channels. Miami believes that size does not matter when using alternative marketing methods, what does matter is if the company is entrepreneurial and wishes to stand out from the crowd.

**Viral Marketing and Undercover Marketing**

As we mention VM, Inger and Olsson connect it to internet. They further state that this is the most usual way of spreading a message fast and at a low cost with a purpose to make promotion not look as promotion. If done properly, this can have a great success. Swedish advertisers today might even use or are already using large communities such as the Swedish “Lunarstorm” in order to spread their messages without being discovered. When VM is spread it is very difficult for the normal users to know if the message is real or fictional and that is where VM gains its power, though VM is only a small part of a much larger cake and its purpose is to awaken curiosity and later on other complimenting aspects of the advertising campaign are implemented in order to paint the rest of the picture.

An important aspect of alternative marketing methods is respecting people. Ads do not need to be pushed into the face of the target group or be designed in such a way that every one can tell it is an ad. Advertisers/marketers would do better if they would respect the intelligence of people to make their own conclusions. Making an ad look like an ad does not guarantee higher brand credibility, leading us to UCM. When it comes to UCM, both respondents feel that there is nothing wrong with the use of it if it is something that spices up the everyday of a consumer. If an UCM tactic can make a consumer think, smile, laugh then the advertiser might win the sympathy of that consumer. The advertiser has offered something, given something back something and thanked for occupying the time of the consumer with this gesture. If application of adding value is regularly used, Miami believes that the Swedish popula-
tion will not have any problems with a method such as UCM. We are informed by Miami that today not many know that responsible for show "room-service" on channel 5 is the Painters-Union (Målarförbundet). They wanted to attract attention to their profession and since the show, the number of painter educations has increased noticeably.

This can also be considered UCM which means advertisers are already using such methods but under different circumstances. UCM according to Miami is the best way to reach the cynical Gen Y since there is no other way existing today. They would as well consider using UCM if the right customer came along. These are very new concepts and not many in the advertising business know of them and it is this that is working against the advertisers since it is hard to suggest something no-one has ever heard of. As time passes, alternative methods will be more and more accepted. What needs to be done is to get the clients of these methods more willing to try them and to accomplish that, the advertisers and the marketers have to develop measures to prove that these methods work. Sweden on the other hand is a very small market and these methods might not grow as much here as they will elsewhere. The growth of these methods will increase due to increasing cost of traditional marketing campaigns. UCM is also considered a good way to advertise/market today due to the power of avoiding commercial messages a consumer has today with the help of VCR’s and large varieties of TV-channels.

**Word-of-Mouth**

When it comes to WoM campaigns people trust more another person then something seen on TV, heard on the radio or read in the magazine, especially if that person is a family member or a friend, Inger and Olsson conclude. If a friend informs another friend of a product which is very good, it is bound to make that person consider buying it. This might not even be an option if the person only saw a billboard-ad of the product.

Miami states that a WoM campaign is a very difficult thing to plan. In order for WoM to succeed a company needs many aspects to function perfectly which are all connected in a long chain. One of these is to simply have friendly workers at the store, excellent service as well as a high quality product. All of these are dependant on each other. If one aspect should fail it can start a negative WoM which can spread to maybe ten people as opposed to the positive one that might spread only to two. Miami moreover believes that WoM can be accomplished by working actively with partly crazy things which will cause people to spread it onwards and partly by working with their target group and their customers, always keeping them in a good mood.

**Ethics**

Inger and Olsson firmly state that neither VM nor UCM are unethical. There will always be people complaining that advertising should look like advertising but as long as advertisers do not insult the intelligence of the people they can do just about anything. UCM campaigns are also not considered unethical since it is an advertiser’s gamble to attempt an UCM approach. If it succeeds the advertiser has won and if not,
he/she has lost and it is as simple as that. During an UCM campaign if the consumer makes the approach and not the other way around it can be mostly considered as demonstration and not advertising hence it is not unethical. The customer by his/her own will shows curiosity towards the product/service and asks the person “playing with it” (the P-5 glove example), how it works and what it is in order to satisfy the curiosity. The customer has full control over the situation here. According to Inger and Olsson critics should look into product placement in movies and music which by their standards should be more unethical then the face to face approach by UCM.

When it comes to the debate by VBMA and WOMMA on the ethics code, Inger and Olsson believe that a frame work such as the one presented by the code will never be of interest since they define the advertising business as a war and advertisers and marketers will do what it takes to stay on top.

4.1.3 STROBE

Our third interview was with Mats Ekström and Jonas Hallberg who work at STROBE, an advertising agency situated in Stockholm. STROBE uses the whole world as a market and creates ideas and global concepts for companies. Previous clients of STROBE are companies such as Absolute Vodka, Vodafone, Levi’s and Adidas.

Interview with Mats Ekström and Jonas Hallberg, Monday, 18th of April 2005; 10.00am

Generation Y

At STROBE Gen Y is a known concept as most of their work is based on reaching this critical group. The way to reach them is to allow the consumer to choose to be apart of the brand and the only way for this is for the consumers to invite the advertisers and the marketers and not the other way around. The world today is filled with insecurities and these in turn make the consumer much more critical and untrusting of anyone outside of their own universe. The critical consumers wish to control their own world and in order to enter that universe a marketer must enter as a friend and must offer something consumers can add to their identity. The commercial also must do the same thing as the product, which is to add a value and this can be done in the form of entertainment or similar things. The added value on the other hand must have something to do with the brand itself. STROBE’s attempts at reaching the cynical target group are so far going well but they notice that the hardest part is to create the viral, buzz and underground cultures.

Guerrilla Marketing

STROBE is familiar with Guerrilla Marketing but they feel that there are too many different images which try to explain what it really is. Hallberg and Ekström also feel that Guerrilla Marketing is still done on very basic and small levels to be of great importance. They do though feel that it can be a good method but they do not believe that it is the key to the future. Guerrilla marketing can be a good method as long as it is supported by traditional media.
Viral Marketing and Undercover Marketing

Hallberg and Ekström inform us that they are attempting to create buzz and viral campaigns though on a different level then it is done today. Instead of sending out funny messages and video’s to circle the net, STROBE attempts to create activities to involve the target group and make them create contacts throughout the world which they can use even after the activity is finished, thus adding value. The brand must always be on the side of the consumer.

UCM is a familiar concept at STROBE but they believe that it is difficult to make a method like that effective. They refer to the Sony Ericsson “fake tourist” example and state that in order to accomplish a campaign like that, a large group of people is required and not all companies can perform such an activity. They feel that with a viral campaign, regarding the creation of an activity for the consumer, they can still involve traditional marketing to support that campaign. What is important to realize is that mass communication is still very necessary since these small alternative methods like VM cannot promote the product alone. Hallberg feels that what we call UCM is actually what they do but with a twist. They take it to another level and connect it to a core idea while in some way still disclose who they are in the process. The consumer always knows what is going on.

Word-of-Mouth

STROBE has attempted planned WoM campaigns but as mentioned previously, the main obstacle is creating an underground subculture. What comes prior to that is the need to tell people that they exist and for that there is a need for traditional advertising, a need for commercials and a need for PR agencies, all requiring large funds. This enforces the fact that Guerrilla campaigns can not be primary ways of reaching the audience.

The most important thing when starting a WoM campaign is to make a person think that something is important or fun enough as to create a reason for the consumer to continue spreading the message to others. This is a large difference from paying a person to spread the word around. It is all about not tricking people but getting them involved in spreading a message which is “nice”. Honesty is the most important thing in all levels of communication and it is they only way to succeed. Everything which is dishonest and unethical STROBE simply strikes.

Ethics

STROBE has strong opinions regarding what is and what is not ethical. They do not condone certain types of Guerrilla Marketing such as UCM as we present it. They present us with an example of a clothing company in the USA picking the leader-type children at a grammar-school and giving them free “cool” clothes to wear in order to start a WoM surge, making other children want the same type of clothes. Ekström states that STROBE is always honest in their communication and always discloses their methods making these recognizable as promotional attempts.
Due to that STROBE has been involved in questions regarding viral and buzz marketing is why they had been invited to join the VBMA association. Ekström and Hallberg felt that it would be interesting to see how the debate would evolve. The ethics code which are presented are unfinished and people all over the world are sending in their opinions in order to build a frame-work around guerrilla, viral and buzz marketing which will tell advertisers and marketers what is and what is not acceptable. The code might in the future become an edge for competitors working within the same country. The ones that follow the code might be one step ahead. At STROBE they do not quite know yet if they agree with the way things are going right now. Even though every country has already marketing controlling entities such as Etiska Reklamations Nämnden (ERK) in Sweden, the ethics code might develop into an international frame of how to work in the future. In the end every firm bases its own feelings on what is ethical by following that gnawing feeling which informs the advertiser/marketer that something is wrong.

4.2 Silvia

Our fourth interview was with Magnus Karlsson who works at Silvia which is situated in Stockholm. This firm was founded year 2004 and is relatively young. Today there are six people working at Silvia. Amongst Silvia’s clients are Svenska Volks-wagen and AMF Pension. At Silvia they work for creating value between the companies and the consumers.

Interview with Magnus Karlsson, Monday, 18th of April 2005; 13.30pm

Generation Y

Regarding Gen Y Karlsson feels that the world is a bit too complicated for such a large group to be placed under a single name. He does agree though that the younger generations have been bombarded with commercial messages and therefore have shielded themselves against these, meaning Karlsson could consider labeling these as Gen Y. Silvia on the other hand has not considered changing their marketing/advertising strategies in order to satisfy this group because they believe it is hard to direct themselves towards one age group since even a 45 year old person can have the same critical values. Everything depends on the context and on what advertising is attempting to sell and to whom.

Guerrilla Marketing

Karlsson states that new ways of advertising/marketing are always needed but they do not have to be alternative ones. The important thing is that it is relative to the message that is being sent. When it comes to Guerrilla Marketing, Karlsson thinks that this method is only able to make small changes and is not suitable for every product. It can be successful though for a product that can reach the trend-setters and they later could spread the word on. According to Karlsson, mobile phones can be a product suited for Guerrilla Marketing. Also at Silvia they do not classify Guerrilla Marketing as a new method since it has been around for a long time. Karlsson explains that Guerrilla Marketing is simply a symbol for finding new ways to perform
their advertising efforts by taking a step further from the traditional methods. This is the most important part of the work for an advertiser/marketer, to find new, different ways of reaching their targets. Also when using Guerrilla Marketing it must be woven into the rest of the traditional marketing media to create a full picture. It is good if as many as possible communications channels are rooted into the same core idea.

Karlsson furthermore states that starting an alternative campaign can prove to be too much work for a company and thus occurrences of these are isolated events. Guerrilla Marketing is though looked upon as a cost-efficient way for small business to introduce themselves into a market in order for them to get on their feet fast so that later they can focus more on building consumer relations. Therefore, Karlsson believes that in the future clients of advertising firms might demand alternative methods to accompany the traditional ones. Today unfortunately the clients are still afraid, meaning that it is up to the advertising firm to push for the development. The clients do not know as much and would never ask for something explicitly alternative so it is up to the advertising firm to suggest it. Today, Karlsson suggests, only large companies such as Sony Ericsson and Vodafone will be the only ones using these methods.

**Viral Marketing and Undercover Marketing**

Karlsson does not recognize the term VM but as we explain, he recalls what it is. He continues by telling us that VM can be a very dangerous method since it can make consumers even more cynical then they already are. He feels that people in Sweden are still trustworthy but if such methods continue, the Swedish people will turn to extreme skepticism. He continues by stating that since VM is mostly about personal recommendations, advertising performed in such a way can be more successful then advertising messages coming straight from the producer, thus showing that sometimes there is no other choice but to use such methods.

An UCM campaign such as the "fake tourist" campaign Sony Ericsson performed is something Silvia could consider doing all though it depends on the product, the target group and how it would fit into the core concept. The decisive parts for performing such a campaign are: if it is practically possible and not too troublesome to perform. Karlsson informs us that Silvia has planned but not yet performed such campaigns, meaning that they are confidential and can not be discussed. According to Karlsson, UCM which allows the consumers to approach the advertiser is acceptable.

**Word-of-Mouth**

Regarding the spread of WoM, Karlsson states that finding people that are connected to more then one universe can speed up the spread. It is also important to find the "stickiness" in a product message to make the consumer receive a message in the exact way the producer wants him/her to.
Ethics

Karlsson begins by saying that if there would be an ethics code regarding marketing; firms would in the end follow it. This is due to that firms are generally careful not to upset their clients and if the client feels that the ethics code protects the rights of the consumers, he/she will look for an advertising agency also protective of these rights. Although today firms are not dependant on any kind of ethics rule printed on a paper, most of them have a feeling of what is wrong and therefore do not attempt such an activity as they are afraid it might back-fire on them. Karlsson also ensures us that even though an ethics code is formed, if a client is willing to use an alternative marketing method which is not illegal – only considered unethical by the named ethics code – Silvia would still perform it. Customer is always the most important.

4.2.1 Mikael Larsson

Our last interview was with the free-lance art director Mikael Larsson, who works with graphic design and the visual communication in commercials and ads. He has been working for advertising agencies since 1992. He has worked with World Aids Day in Sweden, American Express, Cosmonova and Sony Music amongst other things.

Interview with Mikael Larsson, Tuesday, 19th of April 2005; 10.00pm

Generation Y

Larsson has both heard of and noticed Gen Y. He has previously attempted to reach this generation during an assignment of his for the Worlds Aids Day. The assignment required a great deal of effort and its purpose was reaching girls in the age group 15-25 in order to provide them with information on safe-sex and venereal diseases. Larsson believes that in order to reach Gen Y an advertiser/marketer must involve them in some sort of an activity which led to his proposal of an alternative campaign. The aim for the Worlds Aids Day group was to affect people with their message and this could not be done through traditional media. Having a hard time designing the campaign for the Worlds Aids Day, Larsson developed an idea which would involve several grade-nine classes to design an advertising campaign themselves as a class project. They would be told to create a message that would reach other children their age, which Larsson feels would have been the best method to market towards this most important consumer group of today. The whole thing with involving the classes would be a part of that campaign. Every step they took when working with their ideas on how to affect people their own age was a step in another more alternative direction of advertising/marketing. The result of it would have drawn attention from Svenska Dagbladet, Jönköpings Posten, Göteborgs Posten and all possible larger communication sources. Unfortunately this idea was not accepted by everyone in the group and therefore could not be completed. Larsson reinforces though that to reach Gen Y traditional marketing media is not enough.

Guerrilla Marketing

Larsson is also familiar with the phrase Guerrilla Marketing but does not have any experiences in using it as an advertising- or a marketing method. He also informs us
that he has had Guerrilla Marketing ideas that he has presented to his clients but for
different reasons these ideas never got off the ground. One of the reasons was time
and money. He states that a Guerrilla campaign is very time consuming and even
though it is considered low-cost or even cost-free, the funds are spent on other places.
The clients that have been offered Guerrilla Marketing solutions have declined due to
those reasons. Guerrilla Marketing is also a scale effort, meaning that if done on
smaller scales it will not have large effects. It is also hard to show the clients what
they will receive back for their invested money. This is due to that this kind of
method is difficult to measure although not many have attempted such measure-
ments. Larsson does believe that Guerrilla Marketing can be a very measurable mar-
keting channel when the clients get more accustomed to it. He further states that he
will continue developing alternative ideas for different clients.

Being that it is very difficult today to catch the attention of the consumers it is very
possible that alternative advertising/marketing methods will grow. In five years,
Larsson believes, even Guerrilla will become a marketing commodity and will lose its
ability to surprise. In the future there might even be Guerrilla agencies that employ
hordes of people who can be dispatched to different locations and for different as-
signments. These changes – according to Larsson – might be closer then anyone
might expect. Still – he enforces – the traditional marketing media is very important
in order to inform the person exposed to Guerrilla of what is going on. Traditional
marketing increases also the reliability of the existence of the
brand/company/product/service. Larsson believes that traditional advertising will
always be something important even though new methods are introduced in the fu-
ture.

Viral Marketing and Undercover Marketing

As we mention VM we notice that Larsson is not familiar with the concept but does
describe an aspect of it, which is the back and forth emailing of “funny” movies on
the internet, which in turn are made in order to create a reaction. This is one of the
uses of VM, Larsson does not mention using it though.

When we move to UCM, Larsson feels that the idea of creating an interesting activity
which would draw the customer to the marketer is ingenious. It allows the consumer,
in a form of a demonstration, to see the product, feel it and use it without the sterile
supervision of the store. Larsson who has worked for a lot of fundraising organiza-
tions believes this would be a great method for the Swedish “Rädda Barnen” or “Am-
nesty”. Usually volunteers for these organizations have a difficulty stopping people
on the streets long enough to explain their purpose. Larsson could therefore defi-
nitely consider using this method and has already thought about it in several different
contexts.

UCM is still mysterious since analyzing it might rid it of its magical effect and make
the message look flat. This is what will happen with all the alternative methods in the
future – Larsson fears – since the people sitting on different boards will always re-
quire results and those results must be proven prior of implementation and therefore
different theorists, marketers and advertisers will cut these methods into pieces in or-
order to study them and in turn make them as flat and unsurprising as traditional marketing media is today.

**Word-of-Mouth**

Larsson believes in the power of a planned WoM campaign. He also believes that there are such things as Mavens, Connectors and Sales people. He also feels that the environment is a very crucial factor. He tells us of an example where a restaurant opened in Stockholm at Kungsholmen. The restaurant's name was “Allmänna Galleriet” and it was a very difficult place to find. Once there, the place was not very classy and the interior was disorganized and clashed. The restaurant did not use any advertising media besides inviting the subscribers of a special magazine to attend the opening night. This particular magazine was sent out to wealthy people with a certain yearly salary. The same night they arranged a screening of a new Mercedes Benz model. All the visitors that night felt very privileged to be the only ones invited and the first ones to see the new car model. The fact that the restaurant was so difficult to find was even more interesting and in turn all of the aspects surrounding the place sent out a massive wave of positive WoM.

Larsson agrees that attempting planned WoM should be done carefully because setbacks can be very dangerous. The ambassadors of WoM must be carefully chosen. Today celebrities are still chosen as spokespersons for different companies, though tomorrow’s spokespersons might be chosen because of their connections which stretch over vast networks and their charismatic personalities.

**Ethics**

Larsson does not feel that working with UCM is unethical and places instead his unethical limits at working with alcohol brands, cigarette brands or any kind of brands or products which can lead to dangerous addictions. When it comes to setting up rules for ethics such as those WOMMA is suggesting, Larsson feels that they should only pose as guidelines. The whole purpose of VM, UCM and Guerrilla Marketing is that it is breaking through conventional ways which is what makes it exciting. The guidelines might help the marketer along the way to recognize the limits but it is he/she that in the end must make his/her own decision and at times bend those limits and push them forward.

UCM as Larsson sees it is no different then the product placement in movies and therefore he feels if someone is going to question the ethical nature of UCM they should look into the latter mentioned as well.
5 The gold analysis

In this chapter will connect our empirical findings to the theoretical framework and to our problem discussion in the introduction chapter.

5.1 Generation Y

According to Frank, Gen Y is a very critical generation which is supported by Yin (2003) whose statement earlier in this thesis has explained how Gen Y avoids commercial messages and look upon these with very cynical eyes. This is reinforced as Peterson also states that the particular generation has large criticism towards promotional communication.

Frank has not directed their promotional attempts towards Gen Y due to the unfamiliarity of the terminology itself. This can be interpreted as a difficulty in directing an effort towards an aspect which has not been properly defined yet. Peterson mentions the differences in Swedish and American society which has labeled this particular generation putting a frame around it. The Swedish society being different has not yet reached this level and thus can not properly define the meaning of the term Gen Y. The result of this unfamiliarity of the term creates limits as clients of marketing/advertising firms do not ask for special measures in order to reach Gen Y because they do not know what Gen Y is, who the members are and how they affect marketing. Peterson states that these measures should be in forms of alternative marketing methods.

Miami who has been in contact with Gen Y agrees with Frank regarding the need for alternative methods. Syrett and Lammiman (2003) mention how this generation has grown out of their brand loyalty. We interpret as this loyalty is something that can be regained as Inger and Olsson are working for the purpose of reinstating that loyalty and creating connections between brands and consumers.

STROBE on the other hand has not only noticed Gen Y, Ekström and Hallberg state that their mission is to catch them as well. Their concept being similar to that of Miami which is to create a bond between the consumer and the brand has become a mission statement. Gen Y has at STROBE been recognized as the most important consumer group of today. To reach this group they have applied what they call alternative methods though these are mainly existing ones transformed into ways of producing value to the consumers through activities, making STROBE stand out from the previous two opinions by Miami and Frank.

Since Gen Y are so critical in trusting promotional attempts (Paul, 2001), Ekström and Hallberg have devised plans that are based on consumers inviting the marketers/advertisers into their worlds instead of having marketers/advertisers attack these worlds uninvited. Which we interpret could be successful as Gen Y does not wish to have promotional attempts attack them. The hardest part though, they feel is to create underground cultures. These cultures symbolize small groupings of converted Gen Y. Syrett and Lammiman (2003) support this by stating Gen Y’s need for build-
ing own networks. STROBE believes that the answer lies in building these little communities which would later spread a message to other Gen Y communities.

At Silvia Gen Y is passing by unnoticed. Karlsson states that one term is a bit too simple to define a personality which can be applied to a consumer not being born somewhere between the year 1977 and 1994 as stated by Paul (2001). Karlsson opens an interesting question by stating that even a 45 year old can have the same preferences and beliefs which we have defined as characteristic to Gen Y. What he implies is that Gen Y is a state of mind and not a range of birth dates. When attempting to interpret this we can see that Karlsson feels that the repulsive feelings Gen Y has towards promotion, are a result from a natural development, hence those that have experienced the increase in commercial messages can feel the same way as this generation, independent of their age. In spite of this he goes against the majority opinions stated in this thesis, which recognize this generation as a very cynical group for which it is vital for marketers to devise special marketing strategies.

Larsson is familiar with Gen Y as he has attempted to reach this group during an assignment and thus recognizes the difficulties this attempt brings. Larsson suggest that involving Gen Y in activities can capture their interest, agreeing with STROBE. If activities can create opportunities to build these communities, reaching Gen Y might become a reality. Being that one of Larsson’s assignments was starting up a class-project, makes it evidence of an attempt of asking a group of people to work together in order to build bonds in-between them. Larsson himself classifies an activity such as this one as alternative promotion and thus supports the need for alternative methods in order to reach Gen Y as stated by Yin (2003).

5.2 Guerrilla Marketing

Frank firstly states that Guerrilla Marketing is something that they have not used due to that this method is also a new concept and thus not recognized or adapted in small communities such as Jönköping. Peterson states that they have intention of using it due to its cost-efficient nature which is supported by Levinson (1998). This means that the use of Guerrilla Marketing methods can be regarded as purely cost saving.

Peterson further implies that Guerrilla Marketing brings intelligent solutions and creative methods by bringing concepts together. Belch and Belch (2001) have developed this idea into intelligent marketing where all marketing follows one core idea. We see now how the need for IMC is growing, though alternative marketing methods such as Guerrilla marketing should be included within this idea.

Moreover even though Levinson (1998) believes that Guerrilla Marketing is suitable for mainly small businesses, Peterson states that this is also a good way for a large company to create credibility. We interpret this by following an opinion by Levinson (1998) and Todd (2004) who both state that Guerrilla has the ability to be personal, friendly yet stay professional. By creating these friendly and personal situations companies are able to build long lasting bonds to their consumers, thus create credibility. Peterson in one way also disagrees with the Levinson (1998) idea that guerrilla
is mainly suited for small companies when he says that larger companies can see the true potential of this approach as they have more time to investigate alternative methods. These companies could also recognize the potential Guerrilla Marketing has in the Swedish market.

**Miami** uses Guerrilla Marketing and puts a bit of an event in the approach in order to surprise the consumers. This can be compared to Levinson’s (1998) “creating a drama in the offering, where usually consumers are involved in some kind of benefit that catches their attention and motivates them to get involved. This can be further connected to Gen Y as earlier statements say that Gen Y is accessible through activities and events which involve the participants.

Inger and Olsson believe that Guerrilla Marketing is growing due to that it is a good method if there is a desire to reach smaller groups. This can further be connected to Peterson statement above where he says that Guerrilla Marketing has potential on the Swedish market.

**STROBE** has earlier stated the difficulty of creating underground cultures composed of Gen Y. Combining the two could imply that Guerrilla marketing is a solution for reaching these smaller groups and out of them create underground cultures supporting a company/brand. In spite of this Miami makes it clear that alternative methods have to be supported by traditional ones in order to create recognition since in Sweden the majority still pays attention to traditional marketing and through this we return to the importance of IMC where even a supporter of Guerrilla Marketing such as Levinson (1998) clearly states that there is a strong need for traditional media support and the fact that all media must come from the same core idea.

**STROBE** has a difficulty placing a definition on Guerrilla Marketing and thus does not comment in-depth on this aspect. Ekström and Hallberg do note that Guerrilla Marketing as such can not succeed without support of other marketing media and give one more assurance that IMC is vital for all MC approaches. However through their statements regarding Gen Y we can interpret their methods as Guerrilla Marketing due to that they fit into certain descriptions of these methods. Levinson’s (1998) “creating a drama” can be compared to STROBE’s creation of activities for the consumers, thus we can see Guerrilla Marketing can be used without recognition of it.

Regarding the growth of Guerrilla Marketing, Ekström and Hallberg do not feel that it is the key to the future and thus go against the previous beliefs of Frank and Miami.

At **Silvia** Guerrilla Marketing has never been a new method but always symbolized a search for new promotional channels and marketing ways which transcend the traditional ones, according to Karlsson. Silvia’s view can be compared to that of Gobé (2001) who states that when talking about alternative methods, practitioners and researchers refer to these as Guerrilla Marketing. We can connect this to Karlsson’s statement above and say that Guerrilla Marketing is a term for all new ways that take an alternative form and take a step away from traditional methods. Here Silvia differs from STROBE’s opinion which intends to place Guerrilla Marketing into fixed boundaries. According to STROBE Guerrilla Marketing is a term describing specific
methods and does not stand as an overall name for all alternative approaches. These two opinions collide on a very small though important level as one gives freedom and the other limit. This resembles Karlsson’s view on Gen Y as he feels that it is a too narrow term and should have more freedom in its description. Silvia appears to be careful when putting limits on any terms.

Furthermore Karlsson has previously stated that Guerrilla Marketing might be more suitable for high-involvement product such as those connected to technology and therefore he suggests that today only companies such as Sony Ericsson and Vodafone will have a use of these methods. The examples we have presented in this thesis have already mentioned Sony Ericsson while Vodafone is a client of STROBE to which we had previously connected elements of Guerrilla activities, thus Karlsson might have the correct idea regarding which products are suited for guerrilla.

Moreover, Karlsson, several times reinforces the need for IMC and the support of traditional media as well as a core idea, on which every single marketing channel should be based. In the future clients might ask for Guerrilla Marketing and therefore it has growth potential, according to Karlsson. This is similar to the opinion of Frank and Miami and therefore it has a strong chance of coming true. Moreover Karlsson mentions that an alternative campaign might be too much work for a company but does not evolve the statement therefore we will connect it to a similar statement below made by Larsson.

Larsson being familiar with Guerrilla Marketing has attempted such methods but has never gotten these off the ground as they are very time- and money consuming according to him. Here we can see a large difference from the view of Levinson (1998) who explicitly states that using Guerrilla Marketing requires very little or no funds. Larsson states that these funds are spend on other places then the actual Guerrilla campaign. We can make a conclusion that Guerrilla Marketing must be supported by other marketing media channels in order to succeed, thus perhaps the funds Larsson was talking about are spend on these channels which require large budgets also according to Levinson (1998). This might be also what Karlsson meant above by saying that an alternative campaign is a lot of work He might have been referring to the work a traditional marketing campaign requires as he has stated that one is needed as support for Guerrilla activities.

Larsson believes that Guerrilla Marketing’s growth is imminent and will happen in the near future and this is further a connection to the opinions of Frank, Miami and Silvia, leaving STROBE behind. The growth of Guerrilla Marketing will, Larsson believes, depend on development of methods for measurement which can prove that such a marketing approach is successful. In spite of the growth of Guerrilla Marketing, Larsson believes that there will always be a place for traditional marketing media and the practice of IMC in the future, thus agreeing to the statements regarding IMC made by the other firms above.
5.3 Viral Marketing and Undercover Marketing

Frank has presented VM activities to their clients however it is an equally unknown concept as Guerrilla Marketing, which was Peterson comment in section 5.2. An interpretation would be that since, theoretically we have placed UCM beneath Guerrilla Marketing making that connection and earlier made the connection between UCM and VM, we can say that VM is beneath Guerrilla Marketing. Since Guerrilla Marketing is an unknown concept to most consumers of today, the methods beneath Guerrilla Marketing should suffer the same consequence.

There is an interest for a pilot study at Frank, though Peterson states that there is no time. The problems with time and effort have been analyzed regarding Guerrilla Marketing and again since VM is beneath the previously mentioned, the same can apply for it. The same reasons can further be applied to UCM regarding why Frank has not applied this method yet. There is a desire to test UCM and the requirement is that it is for the right product and the right client. Here we interpret that UCM is not only problematic regarding time and effort but also regarding the choice of products.

Silvia stated in the previous chapter that technological products might be best suited for Guerrilla Marketing which can also be applied to UCM because of the connection between the two. This can be further strengthened by the examples in section 1.1 and 3.4.1, where the examples of UCM regarding technologically based products such as the P-5 glove and the Sony Ericsson mobile-phone are presented. What is important is that the product is something that draws attention, making consumers come to marketers and this is also supported by Kaikati and Kaikati (2004). STROBE has previously mentioned that in order to reach Gen Y the marketer must be invited by the consumer into their world. The description of UCM as we can see above follows the same core idea.

Inger and Olsson at Miami believe that UCM has a large success and is already used and accepted in Sweden. According to Miami the purpose of VM is to awaken curiosity which can be interpreted as creating an opportunity to entice the consumer. This exact tactic is believed to be successful with an UCM approach – according to Peterson – which is mentioned above.

Furthermore Miami believes that UCM can be an equally accepted and valid method in Sweden if it can offer something to the consumer thus making him/her think, smile or laugh. STROBE has mentioned regarding Gen Y that the most important part of marketing is to offer a value to the consumer. This can be interpreted that UCM can be a method to satisfy the needs of Gen Y since value can be interpreted as making a consumer think, smile or laugh.

Miami feels the same way as Frank regarding that UCM must be matched with the right product and client in the case they were to use it. Again the right client is difficult to find as most are unfamiliar with the term the same way they are with Guerrilla Marketing. This could mean that educating clients in these methods could increase their usage. Miami’s belief that consumers are intelligent and marketing does
not have to be thrown in front of them in order for them to notice it can be an an-
swer as to why UCM will be successful.

UCM has the potential to grow in the future though Inger and Olsson believe that in
Sweden it will not grow as much as the market is relatively small and the methods of
measuring the success of such a method are still underdeveloped. This supports Lars-
sons view regarding Guerrilla Marketing, thus making the connection that all meas-
ures of methods beneath Guerrilla Marketing might be equally underdeveloped and
hard to accept by the clients.

Ekström and Hallberg at STROBE are using VM to create activities which add value
to the consumer. This again supports their opinions on Gen Y stating that marketing
must offer something extra. By creating activities through a VM campaign one can
interpret this as an attempt to raise curiosity, which fits to Miami’s idea on how to
make such a campaign function.

STROBE believes that only large companies have the ability to perform UCM. This
can be supported by previous statements regarding Guerrilla Marketing made by Lev-
inson (1998) who states that larger companies are better equipped to deal with alter-
native methods as they can afford the support of traditional media. Since UCM is an
alternative method one can say the same applies and thus we see that UCM might be
ill equipped for companies that can not afford support by other promotional media.

STROBE will not condone the use of a method such as UCM due to a belief that
honesty in a marketer vs. consumer relationship must be maintained. This com-
pletely contradicts the opinion of Miami which places faith in the intelligence of the
consumer and places a belief that UCM is a method the Swedish people will not op-
pose, thus creating two completely separate opinions regarding this matter.

Karlsson at Silvia states that VM might make Swedish consumers even more cynical
in the future. Rushworth (2003) states that UCM can make people distrustful and
through its close connection to VM the same can apply for the latter. This is com-
pletely opposite of Miami where they feel that consumers can appreciate this method.

Karlsson further states that VM can be successful since it is based on personal rec-
ommendations. We can interpret this as: VM creates closeness in its approach which
is characteristic for Guerrilla Marketing according to Levinson (1998). Through the
connection between Guerrilla Marketing, VM and UCM we can say that the last two
mentioned create the same closeness.

Karlsson has in spite of his opinions regarding both VM and UCM planned to per-
form similar activities. An interpretation is that even though marketers/advertisers
do not agree with some alternative ideas, they can still see enough potential success in
them to make an attempt at performing these.

Further he agrees with Frank and Miami with the statement that UCM is acceptable
and that it depends on which product and concept the method is associated with as
well as if the approach allows the consumer to come to the marketer and not the
other way around. STROBE still is against this idea even though their other state-
ments in section 5.1 support the use of a method where the marketer is invited by the consumer.

**Larsson** though unfamiliar with the term, feels that VM is used primarily to provoke a reaction. This is similar to the idea of Miami where Inger and Olsson state that it is to create curiosity which in turn is a strong reaction. This can be again tied to STROBE’s adding a value to an offering.

When it comes to UCM, Larsson feels it is a form of a demonstration that allows the consumer to approach the marketer and look at the product. Kaikati and Kaikati (2004) refer to this as a method that makes the consumer feel like he/she has stumbled upon the product him/herself, thus making it more interesting. This connection becomes clearer since demonstrations in UCM cases are performed by what is thought to be other consumers.

### 5.4 Word-of-Mouth

At **Frank**, Peterson feels that if a connector is a member of Gen Y, then it would also fit STROBE’s view of a consumer inviting a marketer. As the marketer’s message is accepted in the Gen Y world, the person/people accepting it become connectors and spread it to other Gen Y worlds.

The problem with creating controlled WoM is that most companies do not have the manpower or the resources, according to Peterson. This further can be connected to the previously stated effort requirements regarding Guerrilla Marketing which were supported by Silvia and Larsson.

Levinson (1998) has previously stated that one of the important tools of Guerrilla Marketing is WoM. Peterson names WoM as an important UCM tool and since UCM is a part of Guerrilla Marketing we can say that Levinson supports that statement.

**Miami** feels that WoM is something that functions best when the person spreading it is a normal consumer or someone the other consumers know and trust. This can be connected to Kaikati and Kaikati’s (2004) idea which claims that UCM and VM depend on personal recommendations which usually are recommendations from friends and acquaintances and recommendations as such are a base of WoM according to Gladwell (2000). This we interpret that WoM should be spread by normal consumers in order to reach a success in an UCM situation.

Miami supports the opinions of Frank regarding WoM being a difficult aspect to plan. Inger and Olsson add that for WoM to succeed internal marketing must be woven into the rest of IMC in order to avoid negative WoM which spreads to more people supported by Silverman (1997). We interpret that to make WoM successful many surrounding aspect must function together in order for it to have a positive result.

**STROBE** feels that the main difficulty with creating planned WoM is to create their previously mentioned underground cultures. These have previously been connected
to Gen Y, Guerrilla Marketing, UCM and VM, thus we interpret this by saying that a planned WoM campaign is vital to all the above mentioned marketing methods in order to reach Gen Y. STROBE attempts to create WoM campaigns that spread a message which people find interesting enough to further spread it on. We connect this to the ideas of Miami as they were talking about how the purpose of a viral campaign is to create curiosity. Since VM and WoM are connected through a previous statement of Kaikati and Kaikati (2004) regarding personal recommendations, we can say STROBE agrees with Miami’s vision of VM, in spite of the fact that their previous statements have shown a negative view on this approach. The reason for STROBE’s negativity is that they require total honesty in all their approaches towards the consumer and thus the undercover nature of VM does not fit this description. Here we can see that creating a reaction is a strong factor, though some firms place a strong value on honesty, thus restricting the process of creation.

Karlsson at Silvia strengthens the opinions of Peterson and Gladwell (2000) when saying that people who are connected to more then one world can spread a message fast through WoM. What is important is to send a message that is received exactly how the company has intended it and this according to Gladwell (2000) is called stickiness. Stickiness is when a message sticks to the consumer and does not simply pass him/her by. We can connect this stickiness to creating a message that creates curiosity which has been mentioned together with VM by Miami earlier in section 4 and 5.

Larsson primarily focuses on the importance of the environment which is named vital to WoM by Gladwell (2000) as well. Planned WoM campaigns are possible but should be performed carefully due to risk of setbacks, according to Larsson. These setbacks can be the previously, by Silverman (1997), mentioned number of people a negative message reaches. Larsson therefore states that ambassadors of WoM should be chosen carefully.

Marsden (2004) states that opinion leaders can be a part of the environment vital to WoM since other consumers might desire specific attributes attached to the person representing that leader. The problem with choosing Larsson’s ambassadors and Marsden’s opinion leaders is to persuade them to adopt the message and spread the buzz according to Vence (2002). One way to do this can be to let the opinion leaders invite the marketers going back to STROBE’s philosophy regarding Gen Y in section 5.1.

5.5 Ethics

Peterson at Frank discusses how marketers need to put more faith in people’s intelligence and does not consider UCM to be an unethical method. Miami has previously discussed the need for marketers to take the intelligence of other consumers into consideration and thus agrees here with Peterson.

Regarding the WOMMA code (see appendix 4), Peterson states that in Sweden marketers believe that people are more critical and capable of making their own decisions. We interpret this by noticing that unethical views can be directed more to
products such as alcohol beverages, products from the tobacco industry and the weapons industry instead of marketing methods due to a belief in people.

At Miami, UCM and VM are not considered unethical in accordance to Peterson’s previous statement as they also refer to the faith in people’s intelligence. Inger and Olsson also feel that UCM can be regarded as a sort of a demonstration which was Larsson’s opinion stated in the section 5.3. Miami also believes that in such a situation, the consumer is the one in control as he approaches the marketer and invites him/her. Inger and Olsson consider product placement in movies a much more unethical aspect. According to Kaikati and Kaikati (2004), product placement is a part of UCM. This is difficult to interpret as Miami does not feel UCM is unethical but feels a method beneath it is, thus we interpret that some methods beneath UCM might be more ethical than others.

An ethics code such as the one presented by WOMMA is one that will never become a reality according to Miami. They somewhat agree here with Peterson above though they take it a step further and call marketing a war where such a code does not belong, not even in the future. Kirby at VBMA (2005a) feels that the code is too narrow and will not succeed long.

STROBE is the first to disagree and feels that UCM and viral methods are unethical. At STROBE they put honesty first and foremost. Kaikati and Kaikati (2004) support this view and call UCM an invasion of privacy, while Atkinson (2004) feels that companies using such undercover methods break the trust between themselves and the consumers.

Ekström and Hallberg believe that the ethics code might become an edge in the future. According to WOMMA (2005a) this code is meant to improve WoM marketing through a set of guidelines. When Ekström and Hallberg talk about an edge, this edge might be a step up for the companies using the WOMMA guidelines as clients might prefer these in the future. In the end STROBE agrees with Peterson that every firm has their own feelings and views on ethics and bases decisions on these. This could mean that even though a firm might follow a set of guidelines, exceptions can occur if the guidelines crash with the views of the firm regarding a case.

Karlsson at Silvia begins by agreeing with STROBE’s view on the ethics code and their belief that if a client desires the code, firms will eventually adapt it in the future as it will become a competitive edge. He further agrees that firms will always go by their own feelings of what is right and what is wrong which is consistent to the opinions of STROBE and Frank. Karlsson continues by saying that if a client desires an approach which is against the ethics code, the firm will perform it because the client should always get what he/she desires. This is somewhat similar to the vague opinion of STROBE which states that exceptions from the rule might occur as firms both follow their views and a set of guidelines.

Larsson brings up the beliefs of what is unethical as Peterson previously did, which are alcohol brands, cigarette brands and other product that lead to dangerous additions, hence he leaves UCM out. As a method, Larsson states, UCM is not unethical and agrees with Frank, Miami and Silvia. Karlsson at Silvia has though a bit of an in-
different opinion on this matter as he does not care about what method it is as long as it is in the frame of the law and in the desire of the customer, while Frank and Miami have fixed opinions regarding the matter. This in turn might be due to the differences knowledge regarding the subject.

The WOMMA ethics code, Larsson feels, should not become a fixed code but remain as guidelines which companies can ignore if the occasion requires it. He feels that the purpose of UCM, VM and Guerrilla Marketing is to break through conventional ways which is supported by Bond in Vranica (2005), who states that the purpose of all marketing is to make it look like it is not marketing. Larsson shares the belief of all the previous firms who state that the marketer must as well abide by his/her own moral views. Larsson feels that UCM is no different then product placement, while Kaikati and Kaikati (2004) place product placement under UCM. By this Larsson attempts to say that UCM should not be regarded any different then a method such as product placement, which all consumers are aware of and accept. This contradicts the view of Miami who state that product placement is much worse then UCM.
6 Is the gold worth the excavation?

Here we will make a final conclusion based on our analysis. The conclusion will answer Pillar 3 from the first chapter our third purpose.

We will start off by discussing briefly Gen Y which is, as we interpret is present in Sweden. Through our analysis we have shown that Frank, Miami, STROBE and Larsson agree that Gen Y is a cynical target-group that exists. According to the respondents above, they all agree that alternative marketing methods must be applied in order to reach the members of this generation. With the support of the theory which has a similar view on Gen Y we can draw a logical conclusion that the previous statements are true. Due to that Silvia does not agree with the above, we interpret this as evidence that there most likely are still firms that do not recognize the particular term Gen Y and do not see the need for alternative marketing in order to reach the group and some may even apply the term to a state of mind and not a range of dates which brings forth interesting questions.

The need for alternative methods brings forth Guerrilla Marketing to which we interpret is very possibly the overall name for all alternative methods. This is due to both, statements in our frame of reference and opinions of our respondents, of which most can consider using it or are already using it, thus making it a more or less common term in the world of marketing. Guerrilla Marketing and UCM, as the method below it, should not be considered especially cost-saving methods due to our research results which show that traditional marketing methods must accompany the alternative ones. Therefore, additional funds are required to cover the expenses of these traditional methods which are most likely to be afforded by larger companies. This is why we believe that perhaps it is not suited for small companies if used correctly integrated with other methods. Further the need for the alternative methods to join in with the traditional ones can be seen as recognition for the need of IMC, thus we interpret this as alternative methods such as UCM must integrate fully with traditional ones and base themselves upon the same core idea.

Moreover we conclude that Guerrilla Marketing methods such as UCM will probably grow in the future. This is due to that Gen Y are defined as a group that searches involvement and individuality and this can be reached by offering value which we can interpret from our empirical data. This value can be seen as activities, so we make a logical conclusion that to reach Gen Y, alternative marketing methods must involve consumers into creative activities or offer them value in some other way. We propose that UCM is a method that does just that. The growth of alternative methods involving UCM is considered by some of our respondents as imminent, while some others see future in it but do not include Sweden in this future. We make an interpretation that generally most practitioners believe in the growth of such methods in Sweden while some do it more and some less. Regarding STROBE who had a completely opposite opinion, we have in our analysis come to a realization that some of their methods fall beneath Guerrilla Marketing however not UCM and by using these methods they are supporting the growth of alternative methods.
Due to that not many clients are familiar with alternative marketing methods we can conclude that this is most likely due to the lack of measuring methods which are able to prove these methods as successful. An interpretation of this would be that if proper methods are developed, approaches such as UCM might have a faster increase in usage in Sweden as well as the rest of the world. Through our analysis we can see that the majority are both familiar with the terms VM and UCM and this implies that the terms are slowly becoming more common. When it comes to the respondents that did not recognize the term, in that case they recognized the characteristics surrounding it and thus admitted to the existence of such a method.

Moreover the majority of the respondents feel that UCM is the answer to the problem of reaching Gen Y and consider using it or have attempted similar methods but state that it depends on the client and the product. We can see through our analysis that suitable products are of a technological nature and through our frame of reference also are mainly alcoholic beverages and tobacco brands. We can conclude that UCM might be perhaps best suited for high-involvement- and what are considered taboo products. In a situation where a marketer must be invited by the consumer, we have shown that UCM can function as a demonstration providing the consumer with the power to approach or not. A conclusion could be made that UCM will be successful due to its ability to make the consumer feel like he/she is in control.

Regarding WoM we can see that it is a vital tool for UCM as it depends on it. Creating a planned WoM campaign which has positive results we conclude, is a difficult matter for companies according to most respondents. We assume that in order to create a good WoM campaign a company must have the required resources which are mainly man-power as well as the ability to support the campaign with other traditional marketing media. Personal recommendations appear very important for such a campaign as Gen Y might most likely respond to these in a positive way, thus companies preferably should make sure they have chosen the right ambassadors to spread their message. Other important aspect is that the ambassador for spreading should if possible be connected to more then one world as the message according to our conclusions, appears to spread faster then. The message being spread, we interpret, should also be interesting and natural enough in order to make people want to spread it forward which could, through UCM, reach Gen Y easier.

Our conclusions on ethics are that UCM, according to most firms, is not unethical due to its nature to appear as a demonstration and due to that it allows people to approach the marketer and not the other way around. The respondents who feel UCM is unethical, we assume, represent a section of people that will always have negative opinions regarding such approaches. The general opinion though might be more acceptable as the belief in people’s intelligence and faith in their acceptance is high. Regarding the ethics code our conclusions are that such a code might arise in the future but marketing practitioners will abide by their own views on ethics as long as these are in the boundaries of the law and in the wishes of the clients. What might make the code more powerful is if it becomes something desired by the clients. In such a case the ethics code might become a competitive edge and an obstacle to UCM.
7 The miners’ discussion

In this final chapter we will discuss our chosen subject and present you with some of our personal views and our concerns for what we might have missed during our work.

One difficulty with the subject of this thesis is the variety of different opinions regarding the different terms presented earlier. This made it difficult to define some of the terms regarding both Guerrilla Marketing and UCM. Another aspect was that a great deal of variation was found in a small amount of earlier research. This means that there was no large amount of previous research we could use when researching these terms, which made the work process slightly vague.

Due to the difficulties of defining the methods, we encountered a few authors which had devoted a whole article on the same subject and these were the authors Kaikati and Kaikati (2004). The article they wrote follows their definition of what we call UCM and what they choose to call Stealth Marketing. In the descriptions methods that fall beneath UCM they have listed six methods out of which VM was excluded with an explanation earlier in section 3.3 and 3.5. The aspects left were: Brand Pushers, Celebrity Marketing, Bait-and-tease Marketing, Marketing in video games and pop and rap music. Out of these, the main focus of this thesis was on Brand Pushers. This is due to the same reason as in section 1.5, where we have explained that the other named methods of marketing fall more beneath product placement which is a known method, while our purpose was to investigate a less known method which has a focus on face-to-face encounters.

The weakness of this thesis is hence that the previous mentioned methods were excluded from our analysis and our conclusion as they were not taken into the interview guide during our gathering of empirical data. Mentioning these methods could have given us a set of very different results and therefore there is a possibility for those who are interested in taking this thesis further. The opportunity lies in investigating these subjects that were left out in order to receive a more fair and complete picture of the whole concept of UCM. We must remind the readers though that UCM is a theoretically unknown method and thus the opinion of Kaikati and Kaikati (2004) is just one opinion as there are many others. This means that if majority disagrees with their opinion it can be disregarded.

Further we have certain critics against our empirical gathering of data. The first interview was a new approach for us, the authors. Here we had a trial and error approach as we learned by doing which questions should be asked and in what way, in order for us to receive the answers we were looking for. This is why our interviewing skills improved along with the increasing number of performed interviews and this could have had an influence on our results. Moreover the interviews were conducted in Swedish and some misinterpretations could have occurred as they were translated into English.

Moreover the reason for the current recognition of UCM, as we have concluded is Gen Y. Here we can discuss if UCM is a method only fitting Gen Y or if it can be
applied to older generations that have also reached a certain cynical disposition towards commercial messages. Another aspect could be more research on VM as method next to UCM which we have excluded in our final conclusion in order to re-strengthen our focus and because we did not feel it was necessary to repeat what was already stated in sections 3, 4 and 5. To conclude we state that the research performed in this thesis regarding UCM can hopefully open the door to further investigations which might offer a valuable addition to the field of marketing.
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Appendices

Appendix 1 - Interview guide in Swedish

Pelare 1

Generation Y

1. Känner ni till begreppet Generation Y?
2. Tycker ni att man har fått ändra marknadsföringen med tanke på Generation Y?
3. Strävar den ändrade marknadsföringen mer mot alternativ marknadsföring?
4. Har denna generation påverkat hur ni arbetar?

Gerilla Marknadsföring

5. Känner ni till begreppet Gerilla Marknadsföring?
6. Vilka typer av metoder anser ni platsa inom ramen för Gerilla Marknadsföring?
7. Anser ni att Gerilla Marknadsföring bäst lämpar sig för stora eller små företag, eller är det ett bra verktyg som lämpar sig för alla storlekar på företag?
8. Tycker ni att Gerilla Marknadsföring har ökat i användande och varför?
9. Hur vanligt tror ni det är att man använder Gerilla Marknadsföring?
10. Har ni använt er av Gerilla Marknadsföring, och i så fall vilka tekniker har ni använt?
11. Om svaret på föregående fråga är nej, varför har ni valt att inte arbeta med denna marknadsförings metod?
12. Hur vanligt är det att ni använder er av Gerilla Marknadsföring?

Viral och Undercover Marknadsföring

13. Viral Marknadsföring kan anses vara en del av Gerilla Marknadsföring. Känner ni till detta begrepp?
14. Har ni använt er av Viral Marknadsföring?
15. Viral Marketing anses vara närbesläktat med Undercover Marknadsföring, känner ni till detta begrepp?
16. Har ni använt er av Undercover Marknadsföring?
Om Ja på föregående fråga:

17. Vilka tekniker har ni använt?

18. Kan ni förklara hur ni har gjort när ni har använt Undercover Marknadsföring?

**Word-of-mouth och dess spridning**

19. Tycker ni att word-of-mouth är viktigt för framgång av Undercover Marknadsföring?

20. Håller ni med om Gladwells åsikter som rör de nödvändiga personerna vid spridning av Word of Mouth?

21. Tycker ni att word-of-mouth beror på de omständigheterna Gladwell presenterade så som: law of the few, stickiness och law of context?

22. Anser ni att word-of-mouth kan vara ett farligt verktyg med tanke på risken med bakslag?

23. Skulle ni fortfarande anse att word-of-mouth är ett bra verktyg om det var ni som råkade ut för ett bakslag?

**Pelare 2**

**Etiska aspekter**

24. Vad har ni för åsikter kring de etiska och moraliska aspekterna som rör Undercover Marknadsföring?

25. Tycker ni att WOMMAs och VBMAs debatt är av stor vikt för marknadsföringsvärlden i så fall hur tycker ni debatten kan påverka marknadsföringen i framtiden?

26. Om ni kan ta ställning, på vilken sida i debatten skulle ni befina er och varför?

27. Vilken sida i debatten tror ni troligast vinner, eller spelar det kanske ingen roll?

28. Är de etiska och moraliska aspekterna någonting som skulle kunna hindra er från att arbeta med Undercover Marknadsföring och varför?
Appendix 2 - Interview guide in English

Pillar 1

Generation Y

1. Are you familiar with the term “Generation Y”?
2. Do you feel that marketing has changed considering the influence Generation Y might have on it?
3. Is there currently a shift in process from traditional marketing to alternative marketing methods considering Generation Y?
4. Has this particular generation affected the process of your own work?

Guerrilla Marketing

5. Are you familiar with the term "Guerrilla Marketing"?
6. Which types of marketing methods do you feel are best suited within the frame of Guerrilla Marketing?
7. Do you feel that Guerrilla Marketing is best suited for either large or small companies or is it a tool that is suitable for all company sizes?
8. Do you feel that Guerrilla Marketing is a marketing technique which is growing in the world and why?
9. How common do you feel is the use of Guerrilla Marketing?
10. Have you used Guerrilla Marketing and in that case which techniques have you used?
11. If the answer to the previous question is no, why did you choose against this type of marketing?
12. If the answer to question 10. is yes, how common is your personal use of Guerrilla Marketing?

Viral and Undercover Marketing

13. Viral Marketing is presumed to be a part of Guerrilla Marketing. Are you familiar with this term?
14. Have you used Viral Marketing in your own work?
15. Viral marketing is supposedly closely connected to Undercover Marketing. Are you familiar with this term?
16. Have you used Undercover Marketing in your own work?

If the answer to the previous question is yes:
17. Which techniques did you use that are related to Undercover Marketing?

18. Can you explain in which ways you have used Undercover Marketing?

**Word-of-mouth and its spread**

19. Do you feel that word-of-mouth is a vital for the success of Undercover Marketing?

20. Do you agree with Gladwell’s opinions regarding the necessary people in order to spread word-of-mouth?

21. Do you feel that word-of-mouth is dependant on the circumstances presented by Gladwell such as law of the few, stickiness and law of context?

22. Do you feel that word-of-mouth can be a too dangerous tool to deal with and to control regarding the risk for a negative backfire?

23. Would you still feel that word-of-mouth – which became negative as a result from the use of Undercover Marketing in your own work – is still a good tool?

**Pillar 2**

**Ethical aspects**

24. What are your opinions regarding the ethical and moral aspects connected with Undercover Marketing?

25. Do you feel that the WOMMA and VBMA debate is of a great importance to the marketing world and in such a case you do you think this debate will affect marketing in the future?

26. If you could choose a position, on which side in this debate would you find yourselves and why?

27. Which side in the debate do you feel is most likely to win or do you feel that this does not matter?

28. Are the ethical and moral aspects something that might prevent you from working with Undercover Marketing today or will be in the future and why?
Appendix 3 - VBMA Manifesto 1: Mission and Affiliation

All members of the VBMA share the conviction that Viral Marketing, Buzz Marketing and Word-Of-Mouth Marketing (and other related marketing approaches that harness network-enhanced word of mouth) are based on the principles outlined below, and that we work constantly on improving these marketing techniques:

1) We strive to:
   a) identify only those people who will be interested in a particular marketing message,
   b) deliver the message to them in a way that makes it an enjoyable or valuable experience,
   c) provide it in a manner that encourages them to share it with others.

We will therefore be providing a benefit to our audiences and their acquaintances and in so doing, to the brands for which we work.

2) Our goal is to foster genuine enthusiasm about brands and brand communications, which can spread through networks in a way that is enjoyed, appreciated and/or valued.

3) We believe that network-enhanced word of mouth has a critical role to play in the future of integrated marketing communications. Marketers need to offer content in the media and through one-to-one connections that the recipients themselves choose to propagate to those that they deem appropriate, thereby eliminating irrelevant, untimely and (as a consequence) annoying marketing messages.

4) We believe that whatever our target, we will always be dealing with educated people who detect when they are being deceived.
   a) These people appreciate brands that find smart ways to entertain, educate or inform them.
   b) They are well-informed in the area of marketing, peer-to-peer exchange and consumption, enabling them to function as partners and stakeholders in marketing communication activities.
   c) As partners, we treat these people with care and respect. We will not only develop or send information or content to them, but will also listen to their opinions. We value their contributions.
   d) Our audience-centric vision of connected marketing seeks to put the target networks at the centre of marketing.

These positions are unifying principles shared by all members of the VBMA. We agree that working in this field is considered acceptable, professional and valuable when these principles are respected. Companies or individuals who do not adhere to these principles are not considered to be carrying out viral/buzz/word-of-mouth marketing by the VBMA.

(Extracted from VBMA, 2005c)
Appendix 4 - Word of Mouth Marketing Code of Ethics

Summary

1. Consumer protection and respect are paramount
2. The Honesty ROI: Honesty of Relationship, Opinion, and Identity
3. We respect the rules of the venue
4. We manage relationships with minors responsibly
5. We promote honest downstream communications
6. We protect privacy and permission

Purpose

WOMMA members believe this Code is a foundation for an ethical, prosperous industry. To survive and succeed, word of mouth marketing must earn the trust of consumers by protecting their right to open, honest communication.

The WOMMA Code establishes guidelines when planning and executing word of mouth marketing campaigns. Its purpose is to help define best practices, unacceptable practices, and baseline rules of the road. It is a tool for ethical marketers to understand where the lines are drawn and how to do the right thing. Word of mouth that occurs naturally through the process of serving and satisfying customers isn’t addressed here, because it is fundamentally genuine.

This is a work in progress. Word of mouth marketing is a new profession, and we are still in the formative stages of this new relationship with consumers. The environment is changing rapidly, the rules are unclear, and ethical practices are still being defined. We will continue to improve the WOMMA Code as the practice of word of mouth marketing evolves.

This is a code that WOMMA members choose to live by. We hope all ethical marketers will do the same.

The WOMMA Code

1. Consumer protection and respect are paramount

   We respect and promote practices that abide by an understanding that the consumer – not the marketer – is fundamentally in charge, in control, and dictates the terms of the consumer-marketer relationship. We go above and beyond to ensure that consumers are protected at all times.

2. The Honesty ROI: Honesty of Relationship, Opinion, and Identity

   Honesty of Relationship
We practice openness about the relationship between consumers, advocates, and marketers. We encourage word of mouth advocates to disclose their relationship with marketers in their communications with other consumers. We don’t tell them specifically what to say, but we do instruct them to be open and honest about any relationship with a marketer and about any products or incentives that they may have received.

We stand against shill and undercover marketing, whereby people are paid to make recommendations without disclosing their relationship with the marketer.

We comply with FTC regulations that state: "When there exists a connection between the endorser and the seller of the advertised product which might materially affect the weight or credibility of the endorsement (i.e., the connection is not reasonably expected by the audience) such connection must be fully disclosed."

Honesty of Opinion

We never tell consumers what to say. People form their own honest opinions, and they decide what to tell others. We provide information, we empower them to share, and we facilitate the process - but the fundamental communication must be based on the consumers’ personal beliefs.

We comply with FTC regulations regarding testimonials and endorsements, specifically: "Endorsements must always reflect the honest opinions, findings, beliefs, or experience of the endorser. Furthermore, they may not contain any representations which would be deceptive, or could not be substantiated if made directly by the advertiser."

Honesty of Identity

Clear disclosure of identity is vital to establishing trust and credibility. We do not blur identification in a manner that might confuse or mislead consumers as to the true identity of the individual with whom they are communicating, or instruct or imply that others should do so.

Campaign organizers should monitor and enforce disclosure of identity. Manner of disclosure can be flexible, based on the context of the communication. Explicit disclosure is not required for an obviously fictional character, but would be required for an artificial identity or corporate representative that could be mistaken for an average consumer.

We comply with FTC regulations regarding identity in endorsements that state: "Advertisements presenting endorsements by
what are represented, directly or by implication, to be "actual consumers" should utilize actual consumers, in both the audio and video or clearly and conspicuously disclose that the persons in such advertisements are not actual consumers of the advertised product."

- Campaign organizers will disclose their involvement in a campaign when asked by consumers or the media. We will provide contact information upon request.

3. We respect the rules of the venue

We respect the rights of any online or offline communications venue (such as a web site, blog, discussion forum, traditional media, live setting, etc.) to create and enforce its rules as it sees fit. We never create campaigns or encourage behavior that would violate or disrespect those rules.

4. We manage relationships with minors responsibly

- We believe that working with minors in word of mouth marketing programs carries important ethical obligations, responsibility, and sensitivity.

- We stand against the inclusion of children under the age of 13 in any word of mouth marketing program.

- We comply with all applicable laws dealing with minors and marketing, including COPPA and regulations regarding age restrictions for particular products.

- We ensure that all of our campaigns comply with existing media-specific rules regarding children, such as day-part restrictions.

5. We promote honest downstream communications

Recognizing that we cannot control what real people say or how a message will be presented after multiple generations of conversation, we promote the Honesty ROI in downstream communications. In the context of each program, we instruct advocates about ethical communications and we never instruct or imply that they should engage in any behavior that violates the terms of this code.

6. We protect privacy and permission

We respect the privacy of consumers at all times. All word of mouth marketing programs should be structured using the highest privacy, opt-in, and permission standards, and we comply with all relevant regulations. Any personally identifiable information gathered from consumers through their participation in word of mouth marketing programs should be used only in the confines of that particular program, unless the consumer voluntarily gives us permission to use it for other purposes.

(Extracted from WOMMA, 2005b)