

**FOOD MARKETING GUERRILLA VERSION –
PRACTICAL CASE: TRITICO, AN ITALIAN BAKERY**

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Project submitted as partial requirement for the conferral of

Master in Management

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September 2017

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- Spine -

Acknowledgements

I would like to thank Professor Mónica Ferreira for her commitment and support during the development of the thesis project. Her contribute with expertise and professionalism has been precious.

Tritico and its management allowed me to base the project on their activity. I would like to say thank you to all the staff with the hope that this strategy will benefit the business.

I really want to thank Enza Bergantino for her total availability to share knowledge and information about the food and beverage marketing, her opinions and perspectives added value to the project.

Last but not least, I would like to thank those people who unconditionally supported me along this path, not without difficulties, even if it took me far from them. Thanks to my father, Ferdinando, my mother, Angela, my brother Lorenzo. I do not forget the help and support of the rest of my family, Anna, Chiara, Domenico and Mattia.

Some people are like brothers and sisters, I would like to thank Riccardo who always believed in my unconventional decisions, and Marta who, recommending ISCTE and Lisbon, gave me the opportunity to live one the best experiences of my life.

This period would not be a milestone of my life without being surrounded by great companions. I would like to thank my new family André Lopes, Daniel André, Donato Boccardi, João Castro, Mafalda Costa, Mariana Dias, Paula Mesquita, Tiago Paula, and the rest of my classmates. You are outstanding.

Irene, thanks for sharing all the way along the path that took me to the final result, you make me better.

Abstract

The master project aimed to gather knowledge about Guerrilla marketing and use this technique to develop the marketing strategy of Tritico, a small bakery in the north of Italy.

Tritico, like many other small and medium companies, faces the necessity to increase its business with low financial resources. Guerrilla marketing leans on large investments in time and especially creativity, saving money not necessary for the effectiveness of this type of marketing.

Taking into account the features of Guerrilla marketing and the needs of Tritico, the project developed a marketing strategy that will finally obtain an increase of awareness and market shares.

The project started with gathering and then analysing the literature available about the Guerrilla marketing, the food and beverage industry and the marketing applied in this sector. Therefore, the interview to an expert food and beverage marketer was useful to test the acquired knowledge.

A study was conducted to gather information about the final customer response to the marketing strategy.

The project expects to provide a marketing strategy that mixes offline and online media and following the principles of Guerrilla marketing can attract the favour of existing and potential customers, consequently push the growth of Tritico's business.

Key Words: Guerrilla marketing, Food and Beverage Marketing, Marketing Strategy, Customer Experience.

JEL: L66, M31

Resumo

O projeto de mestrado teve como objetivo reunir conhecimento sobre o marketing de *Guerrilla* e usar esta técnica para desenvolver a estratégia de marketing da Triticco, uma pequena padaria no norte da Itália.

A Triticco, como muitas outras pequenas e médias empresas, enfrenta a necessidade de aumentar os seus negócios, com recursos financeiros reduzidos. O marketing de *guerrilha* baseia-se em grandes investimentos no tempo e especialmente na criatividade, dando pouca importância ao dinheiro porque este não é necessário para a eficácia deste tipo de marketing.

Aproveitando a pesquisa realizada sobre o tópico de marketing de *Guerrilla*, o estudo relaciona o marketing de *Guerrilla* com a necessidade da padaria para encontrar uma estratégia de marketing que possa beneficiar a atividade da Triticco, aumentando a sua notoriedade e quota de mercado.

O projeto começou com a recolha e análise da literatura disponível sobre o tema em estudo, sobre a indústria de alimentos e bebidas e o marketing aplicado a este setor. Para esse fim, a entrevista a um especialista em marketing de alimentos e bebidas foi útil para testar o conhecimento adquirido.

Além disso, foi realizado um estudo para reunir informações sobre a resposta final do consumidor ao plano de marketing.

Por fim, o projeto pretende fornecer uma estratégia de marketing que combine media *offline* e *online* e, seguindo os princípios do marketing de *Guerrilla*, possa impactar atuais e potenciais consumidores, impulsionando consequentemente o crescimento da marca Triticco.

Palavras-chave: Guerrilla Marketing, Food and Beverage Marketing, Marketing Strategy, Customer Experience.

JEL: L66, M31

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Executive summary

The master project aimed to pursue two goals. First of all, the study aimed to gather and process knowledge about Guerrilla marketing to understand how it has been working since its birth in 1984 until today.

Due to its nature and considering its features, such as cheapness and creativity effort, Guerrilla marketing was designed to fit small firms. The second aim of the project was to develop a Guerrilla marketing strategy for Tritico, an Italian bakery of small size but with willingness and aspiration to increase its business.

In the Italian economic scenario, the crisis has impacted all types of enterprises, from large to small and medium. Especially those belonging to the last segment face a shortage of financial resources due to the credit crunch and reduced consumption expenditure. The companies need to allocate carefully and effectively their budget to support all the departments.

The marketing can assume an important role in helping small and medium enterprises (SMEs) to absorb resources and increase their business. Guerrilla marketing can be the solution to reach the market and conquer it without involving large financial resources.

Tritico is a small bakery that fits the profile defined above. The company aspires to increase its business share by working on the development of an effective marketing campaign based on Guerrilla marketing techniques both offline, such as fusion marketing, flyers, stickers, and online through the website and social networks.

To accomplish these objectives, it was necessary to study the literature related to the subject understanding how Guerrilla marketers act to develop a marketing strategy and how they make it work. After the acquisition of theoretical knowledge, an interview was held with an expert marketer involved in the food and beverage sector, to gather her opinion and impression about the use of Guerrilla marketing for a food and beverage company.

Finally, after setting the marketing strategy, a survey was conducted directly in the market by involving bakery products consumers. The survey wanted to collect the feedback of final customers and consumers over the marketing ideas applied into the strategy, and their reactions to Guerrilla marketing campaigns previously applied by food and beverage firms.

The project expectation is to provide to Tritico an effective marketing strategy based on the Guerrilla marketing. It means that Tritico should be enabled to communicate with the market with low expenditure of financial resources, and at the same time, achieving good results

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regarding awareness, market shares, and profits thanks to strong creativity effort and commitment of time to the strategy.

1 Introduction

1.1 Problem definition

Since 2008, the Italian economy has faced a strong crises that impacted the life of the citizens and consequently the companies as well. The country registered negative records in terms of occupation and salaries, the increasing instability and lack of confidence had the effect to reduce the credit lent by the bank system, opening to the phenomena called 'credit-crunch'.

The direct consequences of this situation was the reduction of consumption expenditure and investments for both companies and people.

Into this challenging environment, the bakery called Tritico, an Italian bakery, was set up in 2014. Tritico is located in San Pietro Mosezzo a small town close to Milan, in the north of Italy.

During its three years of activity, the company has been able to face the tremendous environment which surrounds it thanks to careful investments and an experienced management board. In 2017, even though the company production capacity is almost completely covered, the business aims to acquire new customers by entering a new market, the HORECA (Hotel, Restaurant, and Café).

To accomplish this objective, Tritico needs to provide different products from those sold at the moment. Furthermore, they want to focus and strengthen the marketing activity to communicate in a way that can attract potential customers.

On the other hand, Tritico has to consider the budget limitations that have to be respected while developing and applying the marketing strategy.

Considering all of these elements, the company needs to use marketing methods that can be the most highly effective and the least money demanding simultaneously, so Guerrilla marketing might represent good opportunity for the business.

1.2 The project objectives

The master project would be considered successful if accomplishes the following objectives:

- To study the Guerrilla marketing subject through the literature since its birth in 1984 until today, its evolution and application.
- To understand how it has been effectively applied and how to apply it in other marketing campaigns.

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- To analyze and comprehend the food and beverage market and its marketing logics in order to act efficiently in communicating to the market.
- To collect primary marketing information about final consumers of bakery products.
- To develop a realistic marketing strategy based on the Guerrilla marketing principles, first of all low costs and high effectiveness.

1.3 Methodology

The project took into consideration both primary and secondary information developing a theoretical study of the literature, then gathering more practical information interviewing an expert marketer. Finally, a small market research gathered information on potential final customers.

The study of the literature comprehended secondary data mainly deriving from academic papers, marketing books from expert marketers involved in Guerrilla and food and beverage marketing, official and reliable websites, articles and institutional reports.

After acquired enough knowledge and assumed the control of the subjects, the next step was to check the information with an interview of an expert marketer who could express opinions and insights for both main topics, Guerrilla marketing and food and beverage industry. Enza Bergantino is a managing director at JacLeRoi, a marketing agency specialized in food and beverage marketing. She gave her availability and provided her knowledge regarding the subject giving important practical feedback.

When the marketing strategy was under development, an online survey was set and spread in order to obtain direct feedbacks from potential customers and bakery product consumers. The survey aimed to observe the responses caused by the application of Guerrilla marketing techniques and ideas.

Through the development and analyses of all these phases it was possible to define a marketing strategy that could fit the company structure and needs relating them to the market ones.

2 Literature Review

2.1 Guerrilla Marketing

The latest definition of marketing given by the American Marketing Association, 2013, states it as “...*the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.*”.

Since the eighties, the marketing concept has evolved a lot. It was criticised for the formulas and practices applied, the approach to the customer dedicated to solving futile needs and not to build relationships, the attitude to prefer safe and tested paths instead of experimenting and take the risk to innovate (Morris, Schindehutte, and LaForge 2002). Furthermore, the economic environment has changed, the companies have been facing the effects of the crisis since 2008, the consumer's behaviour evolved, and they are less influenceable than in the past (Jayawarna *et al.* 2014). The conventional advertising channels are overcrowded, and consequently, customer's confidence is lower (V.Matović, M.Knežević and T.P. Brankov, 2015). Especially young consumers are denigrating traditional advertising (Swanepoel, Lye, and Rugimbana 2009).

During the last decades, several marketing techniques came to light, one of the first to be introduced and that identifies some of the other new approaches is the Guerrilla marketing.

Among the dimensions that characterise the new marketing methods, the Guerrilla marketing excels in resource leveraging (Morris *et al.* 2002). It means that the firm is enabled to exploit greater potential and results regarding marketing effectiveness using less financial resources and to leverage creativity.

From a tactical point of view, the Guerrilla is the most applicable method together with the Buzz and Viral marketing (Morris *et al.* 2002), these two sometimes are considered as synonymous of Guerrilla (Swanepoel *et al.* 2009).

T.D.Dinh and K.N.Mai (2016) identified and explained seven effects that Guerrilla marketing has on the audience and how these dimensions matter to the influence on consumers. First of all, Guerrilla advertising transmits novelty which means divergence and sense of uniqueness. Relevance is the meaningfulness of communicated products perceived by the customers through the ads. The third element is the aesthetics; it refers to the mix of elements that together influence the consumer attitude. Humour, together with the previous dimensions, is an element

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of creativity. Both marketers and academics sustain that creativity is fundamental to make an ad stand up in the noise of advertising.

The consumers need to understand the message before the product, so clarity is another important element of advertising. In Guerrilla the unexpectedness is a basement of the concept, it is identified with surprise. Together with humor and surprise, the emotion arousal interacts with consumer feelings and attitude towards the advertised object.

Ultimately, the advertisement content credibility is the way the ad's content is perceived as truthful and believable (Mackenzie and Lutz 1989). Credibility is a mediator between the dimensions of Guerrilla marketing and the availability of consumers to spread their positive word of mouth about the ad's content.

2.1.1 The origins and evolution

Jay Conrad Levinson has coined the term Guerrilla marketing in the '80s. He is named as the father of this kind of marketing and is author and coauthor of several books on Guerrilla. The author published the first one in 1984, and the fourth version of the book was released in 2007. J.C. Levinson (2005) defines Guerrilla marketing as “... *unconventional strategies, secrets, and tactics for earning conventional goals – big profit from your small business.*”

Guerrilla means use creativity instead of big money to capture the attention of the target and attract sales, J.C. Levinson argues “*Instead of relying on money power you can rely on brain power for all marketers regardless of size*” (1984). The aim is to create a buzz, something memorable that sticks in the mind of the customers and possibly goes viral through the social networks or the Internet. It fits all businesses, from small to big ones, but it was initially created for the first category.

Nowadays Guerrilla marketing is applied from companies for all sizes, but in the beginning, it was designed to address the needs of small companies to create effective marketing campaigns using small budgets. Indeed, it is by definition a low-cost or no-cost marketing tactic (E.A. Sullivan, 2009). The lack of money is compensated by an effort in terms of energy, time, and creativity exploited by enterprising marketers (J.C. Levinson, 2000).

After more than 30 years this has changed. Also the big companies use the Guerrilla weapons to boost the results of their bottom line at the end of the year.

The other great difference from the early stages of Guerrilla is the set of tools that the marketers have in their boxes. Some disappeared, some still exist, and several new ways to market have risen, and mainly these opportunities come from the development of the Internet. Social

networks and wide mobile connectivity allow ads and contents to move faster as ever and go viral in a short time. What companies have to do is to be creative and find the right way to communicate your message and stand in the great mass of ads proposed by not just your competitors but also all the others that are using these channels.

2.1.2 Marketing Secrets

2.1.2.1 *The 3 Cs*

According to J.C. Levinson (1984), there are three factors that are extremely important and should be stick in the mind of everyone who pretends to work in marketing or simply use it to develop their business. This should be done to accomplish the best results possible, without these secrets in the mindset the consequences are related to fortune.

The author claims that it is necessary *“Making the three secrets a cornerstone of the business”* (1984).

A marketer or entrepreneur who involves energies and resources into a marketing plan has to be aware of the intensity of the **commitment** that she or he has to instil into it. Considering the campaign as a **conservative investment** that will last for a long time and since the beginning had to be set and followed giving the same importance that is given to a new industrial plant, to a brand new machine, or the professional course provided to the yet high skilled human resources present in the company. However, the most important secret is to keep the plan as it has been set for a long time, adjusting it just a little and only when it is truly needed, in a nutshell, **consistency**.

“Patience is another way of saying commitment” J.C. Levinson (1984)

According to the author’s experience in the marketing field, after a marketing program has been set and the company has started to action it, the timing that is necessary to the plan to impact the results of the company is not less than sixty days. In those cases where the campaign can reach the customer's minds and so convince them to purchase the product or service. In the most of the cases the time that is needed to get the first results might be much longer.

J.C. Levinson (1984) underlines the importance of taking action instead of waiting for tests’ results. He advises marketers to understand the meaning of commitment to the plan. Together with a willingness to apply the plan as it is set, the effects of this factor would conduct the company to successful results.

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If patience paves the way to success, impatience is an opportunity killer, J.C. Levinson argues (1984).

The example of Blue Chip Stocks is used in Guerrilla marketing (1984) book to clarify the concept of conservative investment. An investor who buys so named stocks does it to increase safety that his capital is paid back, even though with a low rewarding due to the lower associated risk. Furthermore, the investor accepts to receive the payback only later in the time, so it is an investment in marketing campaigns. Any gratification will only come later.

The consistency is the factor that is considered as the most important for J.C. Levinson (1984). By keeping the plan as it is and make some changes only in very extreme cases the company ensures itself the desired results.

The author explains the importance of consistency by referring to a domino of consequences where being consistent means regularity, which leads to familiarity, then confidence, and in the end sales.

2.1.2.2 The 13 new monumental secrets

In the last edition of his book, Guerrilla marketing – Secrets for making big profits from your small business (2007), J.C. Levinson lists other thirteen secrets for a great marketing program that complement those described above.

Confident that the company inspires is a powerful element of influence in the mind of the customer. They become familiar and are comfortable to give their money.

Patient to wait the right moment to gather the rewarding for the effort.

An assortment of weapons results in greater profits but should be remembered that it is essential to use as many tools as the company is capable of managing correctly.

Subsequent, marketing does not end with the sale but needs subsequent actions. The acquisition cost of a new customer is six times higher than make an existing customer repurchase.

Convenient for the customers in the sense that all the obstacles are removed to make purchases easy for all potential and convinced customers.

Amazement in the marketing attracts the audience; every marketing program should be set with something that amazes people, something different and unexpected at some point.

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Measurement is crucial to evaluate the achieved results; it is an essential step to understanding that to keep doing and what quit.

Involvement with customers and prospects through the practice of follow-up. This is another element of confidence for satisfied customers that come back to give business to the company, also sponsoring the company to family, friends, and acquaintances.

Dependent on other companies and people. The guerrilla marketer is dependent in the sense that recognizes the power of working as part of a team more than as individual.

Armament based on technology, where it is intended all the hi-tech devices and supports.

Consent developed by marketing aims to make customers hearing from you and 'opt in', which means make them available and willing to receive information about a topic or a company (J.C. Levinson, 1984). Consent leads to sales.

Content counts more than the style, in the era when clients are much more aware about opportunities and informed than ever the substance of the offer is crucial to gain the people willingness to buy from the business. Even if they care about the style itself, it is not sufficient anymore.

Augment constantly the marketing program by adding new weapons, tactics, and techniques (J.C. Levinson, 1984). In order to succeed online, implement the company website, Facebook Page, and all the other platform profiles with correlated offline campaigns.

After all of them, there is a bonus secret, which is **implement** all together the factors previously described. The author admits that is a difficult request to follow but it worth and is essential to reach business' goals.

2.1.2.3 The Marlboro case

Jay C. Levinson (1984) gives an example of successful application of the optimal marketing practices listed above which is deriving from his direct experience in advertising.

When he was working in an advertising agency in Chicago, they were asked from the Philip Morris brand, Marlboro, to address the issue of how to expand their business and move up from the thirty-fifth position of the America cigarettes bestseller ranking. The main objective was to extend the perception of the brand from a mainly feminine brand to a product that was appealing also for men.

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After that proposal, the marketers applied their creativity and developed the concept that later became legend of the 'Marlboro Man' and the 'Marlboro Country'.

The masculine association between the cigarettes and cowboys changed the perception of the brand that started to sell more. But the result in the end of the year was far from the greater expectations of the marketers, included the author.

Indeed, Marlboro only moved to the thirty-first position. That meant the plan did not reach the target but it was slowly working. Yes, slowly but effectively.

Jay C. Levinson says that it was Joseph Cullman IV, at that time CEO of Philip Morris, who savvy decided to keep the campaign work. The result is that nowadays one out of five cigarettes sold worldwide is from Marlboro. The decision to be consistent to the plan was clearly very rewarding.

2.1.3 The Guerrilla Marketing Plan

2.1.3.1 Early stages

In the beginning of his book, J.C. Levinson, argues that intelligent marketing is focused on a main idea and all the program has to work as an extension of it (1984).

The idea itself is not enough, it is necessary that copes with argument and clear strategy that should last and kept steady over a long time. To do that one good decision is to choose one marketer or marketing agency that follows the entire marketing process and design the whole program.

Another useful advice is to express the idea in not more than seven words because succinctness means clarity and in the absence of confusion the customer can relate better with the company, creating familiarity, and as explained above, it leads to success.

The keywords expressed by J.C. Levinson in the first edition of the book (1984) were: everything and regular basis. The last word is clearly related with commitment and consistency, two of the main marketing factors, but for 'everything' the author intends the possibility for business owners to recognize the multitude of opportunities derived by problems, exploiting every one of them.

In the fourth edition, J.C. Levinson (2007) adds another key to success: pay attention. The companies should be careful to the marketing program and execution, because marketing is a process not an event, this means that it has a beginning, a middle part for the execution but not an ending (J.C. Levinson, 1984).

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The necessities that motivate the companies to apply the Guerrilla marketing can be various, but probably the main one is a better bottom line. Where for bottom line is intended the amount of profit or loss reported on the financial statement. As claimed by J.C. Levinson (1984), the nature of Guerrilla marketing avoids high investments of financial resources and privileges the creativity.

Initially, this characteristic justified the application of Guerrilla marketing as a cheap solution for small businesses to increase their turnover and their profit without great expenditures. Along with the time, also big companies became interested in this way to market, and nowadays there are numerous cases of application in all economic sectors, from fashion to finance.

Before moving on to the next step of the marketing program, it is mandatory to outline some concepts that all respectful businesses have to provide. As explained by J.C. Levinson (2007), every decade is characterised by a specific concept, during the 80's it was quality, followed by flexibility in the 90's, and innovation during the first decade of the new millennium.

Obviously, all of these concepts are extremely important to ensure success for the business. The role of Guerrilla marketing is to spread awareness about the quality and flexibility and further benefits that the company can provide, only later be focused on innovation.

2.1.3.2 Seven elements of the Guerrilla Marketing Plan

- 1) Purpose
- 2) Benefits
- 3) Target market
- 4) Weapons
- 5) Niche
- 6) Identity
- 7) Projected budget

These elements listed above aim to delineate in the simplest way possible the characteristics of the plan. This way is intended to keep the internal organisation focused on the activities that matter to reach the marketing objectives and for stakeholders to be informed about what the business is doing.

For Guerrilla marketers is meaningful to write a sentence about what their marketing plan is about for each of the elements.

Our Seven-Sentence Guerrilla Facebook Marketing Plan

- 1 The **Purpose** of our facebook marketing campaign is to:
- 2 The primary **Benefits** we want to stress are:
- 3 Our **target market** is:
- 4 The Facebook marketing **weapon** we will use include:
- 5 Our **niche** position in the market is:
- 6 Our **identity** is:
- 7 Our **budget** will be % of our gross sales.

Date:
Review Date:
Next Review Date:

Figure 1: The seven elements of Guerrilla Facebook Marketing plan
Source: adapted from Levinson, J.C. (2013), Guerrilla Facebook Marketing.

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J.C. Levinson and Kelvin Lim K.M. (2013) gives some clues on how to define each element. First of all, the purpose of the plan should be measurable. To define the benefits, the company has to identify who are their customers and how to help them to satisfy their wants.

Answering to who, when, where, and why customers buy company's product or service will delineate the customer's profiles and consequently the target market.

The weapons or marketing tools the company should choose are numerous and different according to the type of product and audience they are marketing. Several types of tools are described in the following chapters. However, the best solution suggested by J.C. Levinson (1984) is a mix of those weapons that the company can manage properly.

The niche is about positioning. It is where the business occupies its place, a concept well defined in the following chapter. The identity of a business as for a person is who they are; it can be that the identity will be truly understood only after some time, what the brand should continuously do is being honest and direct.

Finally, the budget should correspond to a percentage of the gross sales. As a benchmark in 2006, in the U.S.A the average percentage invested in marketing was equal to 4% (J.C. Levinson, 2007).

2.1.3.3 Positioning

It is indeed, this is the first step that a company has to face, the first issue to address before getting into the market. It is not only a matter of product positioning but business identity.

The company should assess their positioning by answering some questions about what is the essence of its business, the objectives they aim to achieve, understand their strengths and weaknesses and those of the competitors, and finally the needs of the target market (J.C. Levinson, 2007).

Once you have found your position, which can be a tiny niche but highly profitable or the crowded mass market, the further step is to evaluate it through some parameters. First of all, the company should offer precisely what the customer wants, then the benefit provided is an honest-to-goodness one. Now the statements are strictly related to the VRIO Analysis (Barney 1995), where the acronym stands for the initials of value, rareness, imitability, and organization, four elements that the internal resources should have to be sources of competitive advantage that distinguishes the company from other competitors in the market. Indeed, the business position should be strongly detached from the other competitors, the business should strive to be unique and difficult to imitate (J.C. Levinson, 2007).

2.1.3.4 Creative plan

“A marketing plan is a beautiful car, but it does not mean it works, it needs fuel, without it remains stuck” and “Marketing is not creative unless it sells” both statements are from J.C. Levinson (1984).

Guessing what is intended for fuel, or as later defined by the author the “*juice of creativity*” makes the marketing plan move forward and tell the message to everybody.

Initially, the companies should set a creative strategy, which is close to a marketing plan but limited to advertising and its content, and reach creative marketing. The objective to be creative is essential to avoid the situation where the company is simply a follower of some other competitor. The aim is to prevent themselves from being a 'me-too' company (J.C. Levinson, 1984).

J.C Levinson in his book (2007) lists seven steps that are necessary to advertising that works. The first step is to find the ‘inherent drama’, the motivation why the customers should choose that product or service from that company and secondly translate it into the benefit that the market is searching. The third step is to define the benefits as not only honest but believable. Once the company has identified some strong ‘whys’ the further objective is to get the attention of the prospects, while doing this, the company has to avoid to create an ad that is more interesting and move the attention from the product to the ad itself.

The fifth step is to motivate the audience to take action and do something the company wants them to do, here the Guerrilla marketing plays a crucial role telling people exactly what to do. In order to do that the marketing department has to assure they are clearly communicating, which means that all the audience got the message.

Last but not least, constant measuring of the output with the expected goals is a fundamental point because it allows the managers to have control of the strategy and take decisions accordingly.

2.1.3.5 Media plan – select the right channels

“Which choose? As many as you can do well” J.C. Levinson (1984) states. The idea is to integrate several marketing tools that work with the target of the company and that the company can perform effectively. The mix of tools aims to obtain a higher score than the one given by the sum of the single medias (V.Matović, M.Knežević and T.P. Brankov, 2015:141).

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The company's choice should be related to the type of target market they aim to reach, and before deciding, the company has to know it very well. The positioning that the company assumes allows to define which kind of people are potential customers, what are their habits, and what they read, listen, and watch.

J.C. Levinson (2007) groups the marketing methods in three categories:

1. Minimedia marketing
2. Maximedia marketing
3. New-media marketing

The fourth category 'Newest media marketing' includes those medias that appeared only recently.

The New-media marketing is divided into:

- E-Media marketing
- Info-Media marketing
- Human-Media marketing
- Nonmedia marketing.

2.1.3.5.1 Minimedia marketing

All those marketing tools that enable the company to reach a smaller audience or even a single prospect are gathered by J. C. Levinson (2007) in the group of Minimedias.

The author describes these medias as rarely chosen by the big companies because of the too short number of customers and prospects reached. On the other hand, the absence of great players means that the small companies can benefit from weaker competition, kind of 'blue ocean' situation.

Due to their small size, businesses that apply these medias are more flexible and faster in decision making than titanic firms.

Minimedias are strongly connected with Guerrilla marketing philosophy. Indeed their production requires low investments and preserves marketing budgets from the excessive impact. The economical aspect is still valid even when the company decides to offer an extremely customised service. All these elements are not so easy to imitate by a big company and give a possible competitive advantage to the small businesses.

Some tools belonging to this category are canvassing, business cards, circulars, brochures, classified advertising, gift certificates, signs, desktop publishing.

2.1.3.5.2 Maximedia Marketing

Maximedias are those who refer to the mass market.

This category includes radio, TV, magazines, and the Internet. All these tools can reach a much wider audience than the previous group. Conversely, the investment and the risk of losses due to communication mistakes increase, but 'expensive' is an adjective that should not be used according to J.C. Levinson (2007), because it is a matter of effectiveness and not cost which has also decreased compared with the past. Marketing becomes expensive only when used improperly and ineffectively (J.C. Levinson, 2007).

Because of their widespread action, Maximedia channels represent a part of the media plan to which the marketers spend energy and time in structuring precise messages and a further measurement of the achievements.

The inclusion of mass market media into the marketing plan affects the other medias positively. Moreover, some other tools integrate those listed above: newspapers, outdoor advertising, direct-mail marketing, catalogues.

2.1.3.5.3 New media marketing

E-media marketing

Nowadays the arsenal of marketers can count on another weapon that disrupted the way to communicate and approach customers and prospects (Dinh and Mai 2016); it is the Internet.

It is the fastest growing (J.C. Levinson and A.L. Lautenslager, 2009), the most comprehensive, and possibly the most rewarding if applied right. However, as J. C. Levinson (2007) argues the only thing that is certain about the Internet is the related uncertainty.

The brands use social media marketing to penetrate the web and enter the highly profitable market of adolescents social relationships present in the World Wide Web (Montgomery and Chester, 2009).

The rule of thirds is strongly recommended when a company decides to develop its online marketing presence. This rule imposes to divide into three parts the budget that has been defined; the first part goes to website development, the second one is for promoting it, and the last one is dedicated to maintaining the online presence together with the offline marketing.

Since the introduction of the Internet, several related channels became part of the everyday life and so of the marketing plans. For instance, blogs, podcasting and nanocasting, teleseminars and webinars, e-books, all tools used to provide information to customers and intercept

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prospects. Furthermore, companies invest in landing pages, websites, direct emails, Search Engine Optimisation to improve their visibility and stand in the crowd.

Since early 2000, the new channels that are dominating the marketing scene are the social network sites. One over all according to J:C. Levinson and Kelvin Lim K.M (2013) has a prominent role for Guerrilla marketers, so important to have a dedicated book titled 'Guerrilla Facebook Marketing'. The aspect with the major relevance for the authors was the creation of growing relationships and the proactive participation of customers (J:C. Levinson and Kelvin Lim K.M 2013).

Info-Media Marketing

All the medias described above are information providers, however, there is a category of medias that could not fit any of the previous groups, J.C. Levinson defines them as Info-Medias (2007).

These marketing weapons differ from the other medias for the level of information and the way to impart it. The information leads to create a fertile relationship between the firm and the customer instead of mere sales.

Some examples of Info medias that a company can manage are free consultations and free seminars, demonstrations, newsletters, E-zines, columns and articles in a publication, speaking at clubs.

Human-Media Marketing

There is a part of the marketing strategy that is more about people than things (J.C. Levinson, 2007).

J.C. Levinson argues that every marketer is in four different businesses at the same time. The first one is the business where they are in; the second one is about marketing what the business offers and constantly improving the strategy. The third one is related to the service the company offers to the customers after they purchased until when they are totally satisfied. The last is the people business, that aims to interest, convince and motivate. It is the business that involves people that are working in the production process upstream to those who buy the product or the service offered.

The people business starts from the entrepreneur and the marketer; these roles sometimes are covered by the same person, this individual is the first marketing weapon. People buy who engages them before buying what he or she is offering. Because of that the dealing with people

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is so important, being a good listener, extroverted, agreeable, emotionally stable, conscientious, and open to experiences give great chances to who has this role.

The company's internal culture is another important human media. Employees distinguish themselves for neatness, dressing accordingly to the role, for instance, the personnel that is involved in the retail environment should wear clothes with the company logo showing their name to the customers, and obviously behave kindly. This mindset impacts positively on prospects.

As J.C. Levinson (2007) argues some of the most valuable assets for a business are the credibility, reputation, and satisfied customers. To make and maintain the customers satisfied approximately 60% of the marketing budget should be addressed to them. The remaining part should be split into two parts, 30% for prospects belonging to the desired target market and 10% for research of new customers out of the target.

Nonmedia Marketing

This category comprehends several aspects of the marketing program that do not require any media or financial effort but those typical ingredients of Guerrilla marketing: time, creativity, and knowledge.

Starting from the service, as we discussed above it is one of the businesses where an entrepreneur or a marketer has to work in, the product or service they offer should be marketed and serviced at the same time. J.C. Levinson defines service as *"anything the customer wants it to be."* (2007). In order to accomplish what the author says, the marketers should listen carefully to the customers both to what they say and what they do not say, reading between the lines will enable the company to provide unexpected and surprising services and capture the client.

Public Relations strongly relates to publicity, according to J.C. Levinson PR means *"any relation you have with anybody"* (2007). Publicity is both positive and negative. It allows building credibility and identity around the business and because published in newspapers and magazines from hungry journalists, it does not cost anything to the company. On the other hand, there is no control over it, both in the presentation of the news and the way it impacts the audience.

Between good or bad word of mouth deriving from the publicity, obviously the bad one should be avoided, but no company has to avoid publicity because the effect would be no effect at all. In the latest years, there is a word that comes very often in Guerrilla marketing; it is buzz.

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J.C. Levinson describes it as “*the combination of ‘word of mouth, viral marketing, and the current fixation on early trend setting and spotting’*” (2007).

An example of buzz comes out the liquor industry, where it is particularly common for companies to hire actors who will go to clubs and ask for that specific spirits’ brand engaging with conversations with the surrounding, finally creating a buzz over that brand and its product. Emblematic is Turi Vodka an Estonian brand belonging to Bacardi. It was launched in 2009, at the private party of a nightclub business owner in Philadelphia, USA. The owner was the agent; he poured Turi Vodka into the glasses of the guesses showing the product, in the right place at the right moment with the right audience. This simple event aimed to hit the target market: professional, young, and wealthy people; and stimulate them to get close to the product and share the information with friends and acquaintances.

Fusion marketing, also defined promotional alliance (V.Matović, M.Knežević and T.P. Brankov, 2015:149), is the cooperation with so-called ‘power partners’ in joint marketing efforts (J. C. Levinson, 2007). The power partners are businesses that have a similar target market but do not compete with the company itself (Al Lautenslager, 2006). The identification of these partners offers the opportunity to increase the revenue.

For instance, Burger King advertised together with Disney to propose their burgers together with merchandising from cartoons such as the Lion King (V.Matović, M.Knežević and T.P. Brankov, 2015:149).

The company needs to get involved with the community where it operates and the clubs where it feels related to. The motivation to invest in involvement is not to do more business, that will come further, but to show that they care about the outside society and wants to give something back.

J.C. Levinson (2007) argues that marketing begins once the product or the service is sold.

The follow-up is mandatory to build a relationship between the company and the customers; it helps to avoid the first motivation for customers’ loss, the apathy after the sale (J.C. Levinson, 2007). Furthermore, remembering one of the Guerrilla marketing secrets, the subsequence, it costs six times more to sell to a new customer, then keeps a customer and bring him back to repurchase.

Nowadays, more and more prospects are becoming resistant to traditional marketing strategies, this is one of the motivations why Guerrilla marketing was invented, and due to this fact, these people give higher value to the recommendations of friends and relatives.

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This powerful tool of marketing, also defined as word of mouth, should join companies' marketing programs thanks to its effectiveness and capability to reach the customer's mind (East *et al.*, 2005; Lo, 2012).

Recently, a new way to implement brand awareness has been introduced; it is branded entertainment. It is a combination of an audiovisual program, such as TV or radio and a brand (J.C. Levinson, 2007).

If the aim of this technique is first to entertain and secondly to address prospect and customers closer to the brand, the real doubts come out when it is needed to define the measurement of the results of this type of marketing. This question occupies the first positions for professionals such as Rich Frank, former Walt Disney Co. TV executive.

Even though there is no sure answer to this question, the entertainment world is plenty of examples that might be taken as proofs of the powerful effect of branded entertainment. For instance, Apple products are often displayed in films, and TV programs, Jeep and Toyota invested ten million dollars each in watching their cars on respectively two films "Lara Croft Tomb Raider" and "2 Fast 2 Furious".

2.1.3.5.4 Newest media Marketing

The economic environment is constantly changing due to demographic and economic factors, higher education level, interest in health and environmental issues. Globalisation and internationalisation are part of the society thanks to multinational companies (V.Matović, M.Knežević and T.P. Brankov, 2015:141). Such a volatile environment challenges companies to innovate in order to keep and improve their market share and position within customers. The result is the introduction of new concepts, new marketing medias (V.Matović, M.Knežević and T.P. Brankov, 2015:141).

The Guerrilla marketers use stickers, billboards and other medias unconventionally and with high levels of creativity, however, the techniques are evolving, new tools have been introduced, and some old methods are applied in new ways (P.Walsh, 2014: 32).

The graffiti is a known tool that due to the absence of authorization involved the companies in legal issues. The use of this practice by some companies to modernise and clean some urban areas gave positive feedback for the public authorities; it is called 'Reverse graffiti' (P.Walsh, 2014).

Light projection advertising such as 3D-Mapping, or the Aerial messages, Flash mobs (P.Walsh, 2014: 32) unleash unexpected emotions and catch the attention of potential

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customers. They feel a call to interact with the campaign, to be part of it and share it with their community, causing word of mouth and viral effects towards the audience.

The example previously discussed of Turi Vodka and the way it was marketed into the U.S.A market represents another way Guerrilla marketing is applied. It is defined as Undercover or Stealth marketing for the method that does not unveil the real intent to advertise the brand.

According to M. Dahlén, A. Granlund and M. Grenros (2009), the attention and consequently the amount of budget dedicated to non-traditional medias have been rising every year. Furthermore, these authors demonstrated that the new medias reach the consumers effectively, the audience perceives these medias as more valuable compared with traditional ones, particularly in case they were applied by low-reputation small companies (Dahlén, Granlund, and Grenros, 2009).

On the other hand, high-reputation firms have to face another dimension of consumer's perception, the appropriateness of the campaign related to the expenditure to realise it.

Indeed, if the perceived expense for non-traditional campaigns did not affect consumer's perceived value of low-reputation brands, for high-reputation brands these medias were considered as less appropriated if the perceived expense for the realisation was low (Dahlén *et al.* 2009).

2.1.3.6 Marketing Calendar

The maintenance of a commitment to the marketing activity together with consistency of the marketing plan leads to success.

J.C. Levinson (1984) lists ten so-called truths that give reasons to a manager, marketer, or who is involved in the marketing process never to quit.

1. Marketing is constantly changing
2. People forget fast
3. The competition is not quitting
4. Marketing strengthens identity
5. Marketing is essential to survival and growth
6. Enables to hold on to the old customers
7. Maintains morale
8. Gives an advantage over competitors who have ceased it
9. Allows the business to continue operating
10. The company has invested money that stands to lose

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Keeping in mind these points and what are going to be the consequences of quitting, the way to prevent the company to miss the point is an accurate marketing calendar, where the chosen marketing medias have been scheduled following the logic of the target market, people consume some medias more in some periods than others, the budget is linearly distributed and the plan intends to avoid mistakes and oversights.

| Weeks of | Marketing Thrust | Number of week | Coopable | Radio | Newspapers | Cost of promotion |
|-------------|--------------------|----------------|----------|-------|-------------|-------------------|
| 9/13 | Giant Screen TV | 1 | Yes | Yes | Chron Sun | \$726 |
| 9/20-10/4 | New Plasma TV | 3 | Yes | Yes-2 | Chron/News | \$1,860 |
| 10/11-10/18 | Video Experience | 2 | No | No | Chron/IJ | \$998 |
| 10/25-11/15 | Name to Drop | 4 | Yes | Yes-2 | Chron/Gaz | \$2,697 |
| 11/22 | Thanksgiving Sale | 1 | Yes | Yes | Chron/Sun | \$708 |
| 11/29 | DVR Promotion | 1 | Yes | No | Chron/News | \$750 |
| 12/6-12/20 | Xmas Promotion | 3 | Yes | Yes | Chron/Ij | \$2,309 |
| 12/27 | Last Week to Save | 1 | Yes | Yes | Chron/GAz | \$744 |
| 1/3-1/17 | TV Rut | 3 | No | No | Chron/Sun | \$1,494 |
| 1/24-2/7 | Trade-in Time | 2 | No | No | Chron/News | \$1,200 |
| 2/14-2/21 | iPod & MP3 Gear | 2 | Yes | Yes | Chron/IJ | \$2,484 |
| 2/28-3/28 | Solve TV Problems | 5 | No | Yes-2 | Chron/Gaz | \$3,555 |
| 4/4-4/18 | High Definition TV | 3 | Yes | Yes-2 | Chron/Times | \$2,444 |
| 4/25-5/2 | Surround Sound | 2 | No | No | Chron/News | \$1,200 |
| 5/9-5/16 | Home Theatres | 2 | Yes | No | Chron/IJ | \$1,184 |
| 5/23 | Memorial Day Sale | 1 | Yes | Yes | Chron/Gaz | \$831 |
| 5/30-6/13 | Credit Is Easy | 3 | No | Yes-1 | Chron/Sun | \$2,025 |
| 6/20-6/27 | DVRs Promotion | 2 | Yes | No | Chron/Rep | \$1,276 |
| 7/4-7/11 | Video Experience | | No | No | Chron/IJ | \$1,284 |
| 7/18-7/25 | Gaming Chairs | | No | Yes | Chron/Gaz | \$1,522 |
| 8/1-8/8 | Free Home Demo | 2 | No | No | Chron/Sun | \$630 |
| 8/15-8/29 | Giant Sreen TV | 3 | Yes | Yes-2 | Chron/News | \$2,550 |
| 9/5 | Satellite TV | 1 | No | No | Chron/IJ | \$592 |
| 9-12 | Game Machines | 1 | No | No | Chron/Gaz | \$951 |

Figure 2: Guerrilla marketing calendar

Source: adapted from Levinson, J.C., Jeannie Levinson and Amy Levinson (2007), Guerrilla marketing: easy and inexpensive strategies for making big profits from your small business.

The marketing and especially Guerrilla starts with knowledge. Creativity starts with knowledge. Thanks to it the marketers can match two or more elements that have never been combined before and unleash the decision to purchase because a creative intuition through a stimulus triggers the customer's decision mechanism.

"Ignorance is more expensive than paid research" J.C. Levinson (1984).

The Guerrilla marketers are generalists not specialists, they gather information from several sources and link numerous elements to penetrate the mind of the consumers and obtain the result explained above.

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In the early stages of the business another task they have to accomplish is to give an answer to some questions that define the positioning and pave the way for effective marketing.

- What should be marketed.
- Should be marketed some sort of price advantage.
- Should be emphasized the company itself, quality, selection, service, or merely the existence of the business.
- Take on the competition or ignore it.
- Who the competition is.
- Who the best prospects are.
- In which income group.
- What motivation they have for buying.
- Where they live.
- What they read, watch, and listen.

According to J.C. Levinson (1984), the research can create a link between the company and the existent or potential customer. This can happen while doing research, especially using those instruments for free research like anonymous or direct questionnaires where the company can ask direct feedback to its customers.

For instance, asking question about what basic needs are more appealing to the customer. The Guerrilla marketing book reports nine fundamental needs that should be checked: achievement, ambition, comfort, convenience, conformity (peer pressure), friendship, health and well-being, independence, love, power, pride of ownership, profit, saving and economy, saving time, security, self-improvement, social approval or status, and style.

These is precious information to work on for the advertising. It can be implemented thanks to a deep but careful research on the Internet keeping in mind two variables, the quality of the information and the source from where it is got.

Before passing to the next chapter, J.C. Levinson (1984) claims that research should never stop. It sounds obvious but it can be easily underestimated.

2.1.4 Guerrilla Marketer Profile

2.1.4.1 Attributes

According to J.C. Levinson (2007), all the effort to build a competitive marketing program would be vain if not put beside some attributes, and the cost of them is directly related to the

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willingness to invest time, energy, imagination, acquire information, and be enough patient to gather the results of the program.

The following attributes are absent in many companies, so the one that owns them has a competitive advantage over the competition.

The name of the company is the first very important marketing decision. It is an unremovable piece of the company identity and because of that there are some consultancy firms like Lexicon that are specialized in naming. Some of their more successful outputs are Pentium and PowerBook.

Following the Lexicon experience, the name aims to break the rules making a promise or telling a story. The way the name accomplishes this objective is on the marketers, they have to ask themselves and find the answer to questions related to the consequences that the name has, if it provokes competitors and customers, and if these latest are attracted. The name can promote a specific feature or benefit deriving from the company.

The meme represents at the same time both the company and the idea, a logo accomplishes only the first part of the job. For idea is intended the major benefit the firm can provide. J.C. Levinson (2007) defines the meme as an instantly recognizable way to transmit an idea, like a graffiti in a cave, so easy that everybody can understand it.

Famous examples are the Michelin man, the Marlboro cowboy, or the Duracell bunny. What to do is to think about the main benefit and translate it into something visual or a phrase.

Theme line or slogan, is the set of words to describe the company spirit, according to J.C. Levinson (2007). It should be kept honest and believable due to the fact that it is the first speech of the company to the prospects.

Corporate branding brings awareness to the firm, unleashing the chain effect of rising credibility and further confidence. As pointed before, higher confidence conducts to higher sales.

Success is achieved after constant repetition. It hits the unconscious or Freudian mind, the one where purchase decisions are taken. The result should be that, when asked the motivation why they bought that product or service, the clients would answer because they have heard of it.

The positioning is deeply argued in a dedicated chapter, it is crucial not only for the company that wants to define its identity, but also for its customers who want to benefit from it.

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Quality is what the customer gets out of the product or service, not what the company puts into it (J.C. Levinson, 2007). A company could have the best quality in the world, but it does not worth unless it is coupled with great marketing.

As J.C. Levinson (2007) argues, the only location that is mandatory for a guerrilla marketer is the Internet. This channel is acquiring a continuously rising market share that is moving into it.

In order to enlarge the purchased value the companies have a powerful weapon in their portfolio; the opportunity to upgrade. All consumers in the world bought an upgrade, a product complementary to the main one that the customer was intended to purchase initially. Probably they even felt a positive vibe when the salesman made the offer.

The word of mouth is among the most powerful marketing tactics, every company should implement referral programs for its good customers, where for a lower price than any other advertising channel the company can reach many prospects thanks to the good word spread by satisfied clients.

Credibility is not a good that someone can buy, it requires attitude and spirit, J.C. Levinson (2007) claims. Becoming credible, the business opens up the door for more sales and profits, it depends on quality, consistency, service, commitment, public relations, ability to give public speeches, and to be confident in storytelling.

Before credibility there is probably a highly important predecessor, J.C. Levinson argues that it might be the most valuable asset, reputation. It is extremely difficult to build but surprisingly simple to undermine.

It is very difficult that a company is doing everything better than its competitors, due to this matter J.C. Levinson (2007) suggests spying as a solution. Through espionage, intend as legal and occasion to compare the company with the rest of the industry, is possible to learn and improve.

Companies needs to prove their commitment to the society where they operate. This means devolve energy and time into the support of causes, such as environmental concerns, charity, social issues. This practice is called Corporate Social Responsibility (CSR), but for a Guerrilla Marketer, is cause related marketing to demonstrate that the company practices what it says.

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2.1.4.2 Attitudes

First of all, it is necessary to point out that according to J.C. Levinson, the best marketing weapon available is “*you*”, where it is intended the individual Guerrilla Marketer or the company itself.

It is possible that even though companies are applying all the marketing tactics recommended, the result is still missing. It could be due to a lack of attitude.

The basic aspect that influences the attitude of company operators with the external environment is the enthusiasm they express while representing the business. The enthusiasm at its highest point mutates in passion for what they do and the motivation why they do it (J.C. Levinson, 2007). Passion can unleash some other behaviours that can just benefit to the business improving the relation with the customer at an unconsidered level.

To provide an optimal service speed, the mandatory aspects is neatness and flexibility. Although these are elements given for granted, there are some others that are not and because of that have more impact on prospects.

Attitude gives value to the customer experience; value is the difference between the anticipated price and the asked one (J.C. Levinson, 2007). For the customer perceived value overtakes the price, it assumes a higher importance in the ranking of decision making influencers.

The company can invest its time and money to do something that gives an irrefutable reason to choose the company; it is the *ease to do business with them*. It is a matter of getting better at customer service rather than always answering yes; it is a different way to increase the business. The second one cares more about money, the first one is keener on creating a relation with who makes the business run. This approach is meaningful for the outside world. The ease of doing business can be seen only through customers’ eyes.

Patience is another aspect of Guerrillas attitude. According to a study reported by J. C. Levinson (2005), before people convert into customers ready to purchase it is necessary to hit their attention nine times. The fact is the advertising environment is becoming more crowded and noisy; the cited study argues that over three times the ad is out it reaches the customer attention only once. The motivation why J. C. Levinson (2005) classifies patience as the most important psychological element of Guerrilla marketers is the need they have to endure until the word is out at least twentyseven times.

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The author describes guerrillas as very sensitive to the environment they deal with, but at the same time, guerrilla marketers demonstrate high aggressiveness aiming for market shares acquisition.

This objective can be pursued by increasing the percentage of marketing investments per gross revenue until reaching and overtaking the overall average of American business expenditure equal to 4% in 2004(J.C. Levinson, 2005).

Keeping in mind one the secrets argued before; consistency is the most important one. Being consistent means to keep the plan as it has been set for a long time, adjusting it just a little and only when it is truly needed. The ego strength represents the characteristics of marketers to keep up on the program and be consistent, even when relatives, friends or co-workers criticise the contents and push the marketer to change.

As J.C. Levinson argues, guerrillas know a lot, but keep learning more. Constant learning enables marketers to accumulate knowledge and further make links between topics and create something new after all, Guerrilla marketing is based on creativity.

In the end, generosity is a winning piece of customer experience, especially when is unexpected. It does not mean to reduce the price to make the sale, but sharing inside information or give something away to the customer once the main purchase is done if this is possible considering the margins. Generosity is a detail that stays in the customers' mind and spreads all around through them.

No Guerrilla marketer is successful without taking action and put into practice what learnt in theory. As J. C. Levinson argues, the action is the power behind this type of marketing.

2.1.4.3 Psychology

2.1.4.3.1 Left and Right-brained

Purchase decisions are made in the unconscious. Indeed, marketers' use of neuroscience is constantly growing in digital advertising design with the aim to promote emotional and unconscious choices related with innermost irrational mechanisms (K.C. Montgomery and J. Chester, 2009, S24).

As previously argued, the strategy that guerrilla marketer has to adopt is to continuously send inputs to this part of the customer mind. Repetition is the way to achieve results.

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The human being takes decisions emotionally but justifies them with logic (J.C. Levinson and P.R.J. Hanley, 2006). The population is divided in two categories, half of it is defined “left-brained” and the other half is “right-brained”. The people belonging to the first one follow logical and sequential reasoning, those in the second one respond to emotional and aesthetic appeals.

These two groups react to different stimuli. Brain lefties are keen on numbers, words, lists, logic, and details, while brain righties are attracted by pictures, imagination, colour, rhythm, and space, everything that engages their senses.

Even though one of the two mindsets, the left or the right one, prevails on the other, they both interact actively into the decision process. According to I. Tikkanen and M. Vääriskoski (2010), the consumers that are considering to purchase a brand are building their relationship with it through both mindsets, the left-hand side brain activity analysing the intrinsic and functional attributes. Contrariwise the meanings and values implicitly expressed by the brand using the right-hand side brain activity (Meenaghan, 1995) (Cooper 1989).

2.1.4.3.2 Designing on Unconscious

J.C. Levinson and P.R.J. Hanley (2006) argue that guerrilla marketer should market to the unconscious mind for five reasons.

First of all, the brain uses images to help the conscious mind understand; the images are helpful to transmit the message to the audience.

Second, the unconscious is much smarter than the conscious mind (J.C. Levinson and P.R.J. Hanley, 2006). However, it does not mean it prevails. Indeed, in the day by day life people have wrong and unhealthy habits, but they are aware of it. These behaviours are examples of winning consciousness to what unconscious does not oppose.

Unconscious controls the internal dialogue, the interaction between the two minds. During this intimate phase of the decision process, marketing can only interfere by letting the customer feel a positive sensation about that matter to solve. Marketing shows the benefit, for instance, the safety sensation and quite sleeping for knowing of having installed an alarm system to protect house and family. A guerrilla marketer would never present the issue saying that the house and family are threatened without the proper installation.

The unconscious can understand and link multiple messages, it sums them up, and the result is one clear, understandable message that paves the way for a faster and definitive decision.

Lastly, the unconscious makes decisions before consulting the conscious. The marketing message is set to make the prospect reasoning on the offer and the convenience deriving from

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it. Instead of asking “yes or no” questions, the marketing aims to make prospects think through open questions. The answers of the customer are simply justifying the purchase. The decision on the necessity to purchase or not has already occurred when the last question is effectively asked.

2.1.4.3.3 The Mindset of Guerrilla Marketers

The writers, J.C. Levinson and P.R.J. Hanley (2006) describe the mindset of a Guerrilla marketer as similar to a child, not in the way he or she is immature, on the other hand, a child behaves in the purest way and shows great skills.

What they outline is the insatiable curiosity for new things by asking numerous questions and keep the conversation until they feel the topic is totally understood.

They are persistent, and “no” as an answer to their questions is unacceptable. The Guerrilla marketer as a child behaved adult enjoys and strives to learn more, he or she does not accept restrictions that others impose just because they are living a different reality.

Guerrillas are keen on imagination and keep trying to make everything fun.

2.1.5 Guerrilla Marketing Attack

Jay C. Levinson, in his book “Guerrilla marketing for the New Millennium” (2005), summarizes in ten phases the process to conduct successful Guerrilla marketing attacks.

All the steps are connected to topics that have been previously argued.

1. Research and collect information and knowledge about the market where the company is operating, the product or service it is offering, and understand what is needed to improve the business, in this case, from a marketing point of view.
2. The people involved in the business, together with some customers, should write down the benefits list. This document helps to visualise the competitive advantage the company has compared to the competitors.
3. List a selection of weapons, as many as the company can manage properly. Once the company has them clear, the weapons should be prioritised, assigned to an internal responsible, and scheduled realistically.
4. Structuring the marketing strategy needed as a map to find the direction in an unknown place.
5. Considering at least twelve months period, the marketing department should define the calendar.

6. The company should identify adequate partners to conduct an effective fusion marketing campaign.
7. The launch of the attack should follow the pace that is financially and emotionally more comfortable for the company. It could even take eighteen months.
8. J. C. Levinson defines this step as more difficult compared with the previous ones. It is the maintenance of the marketing attack as it has been set. At this point, the marketers show their commitment and consistency to the program.
9. The constant measurement of the results enables to identify which weapons work and dismiss those that are not achieving the target.
10. The final step is the improvement of the attack in all its details, from the weapons applied to research, from the measurement to fusion marketing partnerships.

2.2 Food Marketing

The food and beverage is among the most complicated industries where a company can operate, a balance between creativity and “almost” scientific rules is required. Ultimately, the innovation is the key to succeeding in this competitive market (Carlo Meo, 2015).

This chapter aims to analyze and describe how marketing is applied to the industry. The focus is on the Italian food and beverage market, taking into consideration the inside evolutions. Moreover from an international critical point of view.

2.2.1 Food and beverage industry

According to the American global business portal, GlobalEDGE (2017), the industry comprehends all companies involved in processing raw materials, packaging, and the distribution. The range of products included in this category goes from fresh, prepared, and packaged food, it also comprises alcoholic and nonalcoholic drinks. In a nutshell, all those products addressed to human consumption belong to the industry, excluded pharmaceuticals.

2.2.1.1 *The industry worldwide*

The annual report of the agency FoodDrinkEurope (2016) states the situation of the European food and beverage industry and compares it with the other international players.

The report shows that the three main food and beverage producers in terms of turnover are EU, China and the USA. On the other hand, China leads the ranking for number of employees and companies, respectively with 6,740,000 and 400,000. The EU with 15% occupies only the sixth place for share of turnover in the domestic manufacturing industry.

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Regarding the R&D, out of 2000 companies only 59 belong to the investigated industry. The USA heads the rank with 2,8€ billion, the EU follows with 2,6€ billion, then Switzerland with 1,4€ billion and Japan with 1,3€ billion.

Distribution of turnover, number of employees and companies in food and drink industries worldwide (2012/2013)

| | Turnover (€ billion) | % of total manufacturing turnover | Employees (1,000) | Number of companies |
|-------------|-------------------------|---|----------------------|------------------------|
| EU | 1,244 | 15 | 4,220 | 289,000 |
| China | 767 | 11 | 6,740 | 400,000 |
| US | 578 | 13 | 1,414 | 25,798 |
| Japan | 466 | 12 | 1,427 | 59,458 |
| Brazil | 169 | 22 | 1,626 | 32,000 |
| Mexico | 102 | 12 | 793 | 170,000 |
| Russia | 99 | 15 ⁽¹⁾ | 1,300 ⁽²⁾ | 43,016 |
| India | 95 | 9 | 1,700 | 36,881 |
| Canada | 72 | 16 | 288 | 6,256 |
| Australia | 62 | 23 | 220 | 7,507 |
| South Korea | 32 | 6 | 179 | 23,929 |
| New Zeland | 27 | 47 | 81 | 3,302 |

(1) 2011 data
(2) 2009 data

Source: FoodDrinkEurope compilation, based on official national statistics and industry reports

Figure 3: Food and drink industry data

Source: adapted from FoodDrinkEurope compilation, based on official national statistics and industry reports.

For what matters the EU single market, the report states the importance of food and beverage industry which represents the largest European manufacturing sector under three different aspects: turnover, value added, and employment.

Between 2012 and 2013 the European industry reached 1,244€ billion turnover and about 206€ billion in value added. The food and beverage contributed 15% to the total turnover of the EU single market, ahead of the automotive, coke and petroleum products, machinery and equipment.

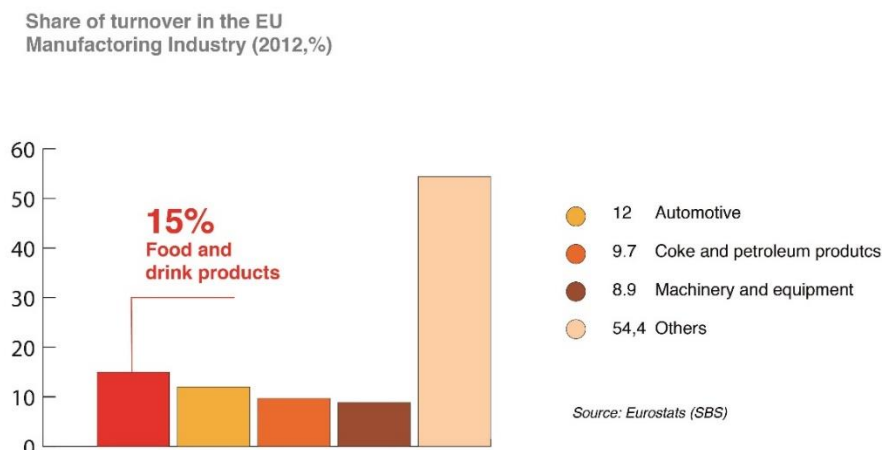


Figure 4: Share of turnover in the EU manufacturing industry
Source: adapted from FoodDrinkEurope, based on Eurostats (SBS).

The report described the profile of a stable, resilient, robust and not-cyclical sector (2015). It demonstrates its nature also as an employer, defined as a key job provider (2015). Indeed, more than 4,2 million employees involved in this sector represent 15% of total manufacturing employment. However, the labour productivity is lower than in other industries.

Considering the structure of the EU food and beverage sector, the presence of small and medium enterprises and their role is predominant and covers 99,1% of the total companies involved in the industry, about 280,000 small and medium businesses. It is possible to argue that the industry is highly diversified and fragmented, on the other hand, the small and medium enterprises generate approximately half of the total turnover and the value added of the industry. About 63,3% of the total employment works in SMEs.

Contribution of SMEs and large companies to the EU food and drink industry (2012, %)

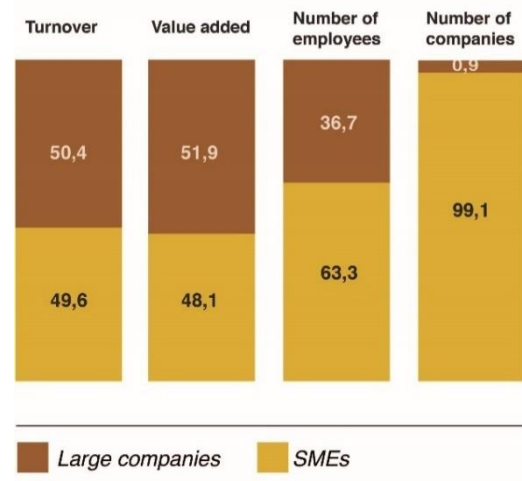


Figure 5: Contribution of SMEs and large companies to the EU food and drink industry

Source: FoodDrinkEurope, based on Eurostat (SBS)

The EU can count on a great variety of productions, from meat to fish, dairy to fruit and vegetables. The leading sector is the bakery and farinaceous products with 32% share on the total production, then follow meat products, dairy, drinks and “various”. These five segments cover about 80% of the industry’s employees and companies.

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There are five major actors in the European panorama. They are Germany, France, Italy, Spain, and United Kingdom. These countries own 66% of total European turnover.

The expenditure on food and beverage products for household Europeans is about 14%, which means approximately 1,066€ billion, ranked stably second after the fixed expenditure for housing, water and energy (25%) and just before the costs of transportation (13%).

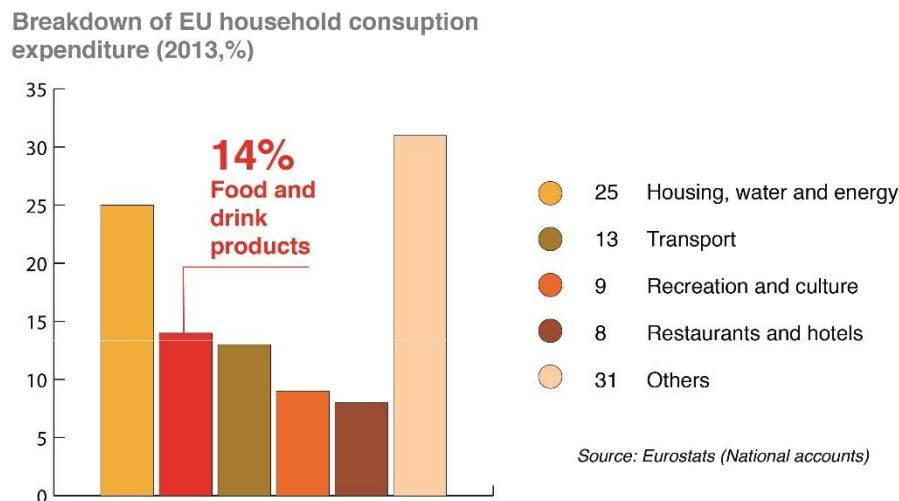


Figure 6: Breakdown of EU household consumption expenditure (2013,%)

Source: adapted from FoodDrinkEurope, based on Eurostat (National accounts).

Regarding the import-export trade, the EU food and beverage industry ranks first as the main exporter and second after the U.S.A as a major importer worldwide. The exportations almost tripled in ten years, from 2003 to 2013.

In 2014, the trade balance showed 91,7€ billion in exportations and 64,1€ billion in importations. Over one-quarter of the exportations is outside the EU where the majority of the markets grew, aside from Russia due to the national crisis and commercial sanctions.

Considering the sub-sectors, for what matters the export, the best performing were: dairy products (+10%), chocolate and confectionery (+9%), grain mill and starch products (+9%), while bakery and farinaceous products increased by 5%.

The top exported products in 2014 were drinks by 28% of share, various products by 23% and dairy products 12%. The bakery and farinaceous products ranked seventh, with 5% share.

On the other hand, the top performing imported goods were: chocolate and confectionery (+17%), dairy products (+10%), and prepared animal feeds (+10%).

2.2.1.2 The Italian industry

The Italian food and beverage industry is highly fragmented, characterised by many small firms, some medium and quite a few large firms mainly located in the Northern regions and

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progressively decreasing in size while moving to the South of the country (Paolo De Castro, 1993). The Italian food and drink industry presents a strong weakness: the high fragmentation, as argued above. That allows larger foreign groups to acquire Italian firms. Without enough money to invest, especially in advertising, Italian SMEs are unable to face the increasingly tougher competition (Paolo De Castro, 1993).

According to a report of the Italian industrial association, Federalimentare (2016), the Italian food and beverage industry was confirmed as a stable and anti-cyclical sector performing in 2015, for the third year in a row, a turnover of 132€ billion (Federalimentare, 2016). The industry counts for 11,4% of the Italian GDP in 2016.

Furthermore, the food and drink sector registered only 3,3% loss in production, which is minimal compared with 23,1% lost by the rest of the industry. The same result reflected on the occupation that remained stable at 385 thousand employees (2016), with approximately 6850 companies, excluded small food and drink producers (FoodDrinkEurope, 2015).

Concerning the exportations, they counted 29€ billion in 2015, approximately 22% of the entire industry turnover, 6,7% more than in 2014 (Federalimentare, 2016). The top performer market was the U.S.A (+19,5%), with a consolidation in Canada and Japan the export registered strong expansion in emerging economies such as Saudi Arabia (38,7%), United Arab Emirates (28,9%) and China (23,8%) (2006).

It is significant to point that in the period 2000-2015 the total food and drink export increased by 135%.

2.2.1.3 The actors

A possible partition of the industry identifies four categories of actors: the producers, the intermediaries, the final customers, and the new professionals.

In order to simplify, the producers represent the extended group of companies at any level and dimension that make edible products later sold directly to the final consumers or intermediaries. The intermediaries are divided into groups according to their function. They can manage places where customers find approximately everything they need and possibly at a lower price, such as supermarket chains and discounts, they are convenient and often cheaper than traditional shops.

Instead of just selling a ready-to-use product, restaurants buy raw materials, process them, and offer to their customers the transformed product.

Traditional supermarkets and restaurants usually offer products that consumers can only buy and take back home or only eat on the place. There is a third group of intermediaries defined

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as ‘concepts’. They disrupt the usual way to see the previous groups and often mix the two functions, Buy and Eat or vice-versa, so the customers can do both at the same place. Some examples are the so-called gastro markets (i. e. Mercado da Ribeira in Lisbon, Selfridges in London, and more are established in Barcelona, Florence, and Bologna).

The main difference between the concepts and the other intermediaries is not the multifunctionality, but the experience they offer to their customers where they taste peculiar meals and then it is given to the consumer the possibility to purchase what they just tasted.

Obviously what explained above is only one example of a wider range of possibilities and experiences that are available on the market nowadays. The target for these businesses is defined with the term ‘foodie’.

Carlo Meo (2015) defines a foodie as a gourmet or a person who shows passionate and refined interest for food and drinks which he or she intends as experiences, not just needs.

Besides experience's seekers like the foodies, there are layers of society that strive between economic difficulties and their consumption habits are related to the basic needs to feed themselves, more than needs for living remarkable moments.

The category of indigents has become larger due to the crisis, thanks to sales campaigns and low prices discounts; supermarkets represent great deals for needy people. Especially the discounts saw a positive trend with a sales increase close to 3% in 2015 (Federalimentare, 2016).

Last but not least, there is a whole category of new professionals that are becoming increasingly important. They are food bloggers or influencers with the same impact as culinary critics, premium chefs perceived like VIPs or gurus thanks to TV programs such as Masterchef, food designers and more.

2.2.1.4 Foodies, food bloggers, and chefs

As reported above, the foodie relates to food and drinks as an experience more than a need.

It is estimated that larger number of emergent foodies belongs to segments of young generations, before experiencing a product they use mobile devices and social networks to take pictures of the course then share it with their friends. However, this is not an exclusive of young people but of all the connected generations from all ages.

The food consumption has declined over the past years. Conversely, the quality of the products related to new lifestyles (biological, ethnic, etc.) saw improvements.

The market is assisting to an evolution of places of consumption and purchase. More and more concept stores set up giving the possibility to the customers to do both, consume and buy, they

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offer an experience far from the standardisation of supermarket chains able to keep their clientele only through low prices and promotions.

The foodies' world put the focus on the experience deriving from the sensory of food (taste, sight, and olfaction), the stories, the origins, the tradition, and the place of the products. Finally, the temptation of new experiences.

The food bloggers are the further step of foodies. According to Carlo Meo (2015), they are the main competitors of traditionally specialised magazines, communicating directly with the final consumers using the web, through their blogs or specific websites like TripAdvisor. Nowadays the chefs are VIPs, much more reachable than actors, showbiz stars, and soccer players the chefs thanks to TV programs are gaining notoriety, companies employ them to reinforce their brands. On the other hand, the new status allows the chefs to gain higher profits than they could reach with their restaurants.

2.2.2 The evolution of the market: Italian case

The Italian cuisine has a tradition of self-production, artisanal techniques of conservation and transformation of the food. Nowadays the old habits still exist, but since the 60s the society passed through a series of changes and the people's mindset changed due to the consumerism. Initially, the aim of consumerism was to provide the largest quantity of products to the largest number of people. Due to this logic, the economic system evolved creating an industrial production for all goods needed and not. The choice and the quantity led to the birth of large production chains, supermarkets and devices to stock the products such as the fridge.

In the 80s, the rise of brands involved several economic sectors, from fashion to food and beverage, so the consumers chose products according to the quality, convenience, and reliability expressed by the brand itself. The companies started to create a relationship between them and the customers.

With the new millennium, the technology regarding the social networks, connectivity and globalisation assumed an increasingly wider role in the society. At the same time, thanks to the international trade with developing countries and new producers, the products became more economical.

After approximately fifty years, the consumers are bored by the system, and they need new stimuli that derive from living experiences while they are shopping and taking purchasing decisions. The experience is the key for the actual market (Carlo Meo, 2015).

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During the last two decades, in a more and more globalised world, academic marketing's work focused and displayed how consumers fix and exploit their own identities and cultures through food (Y.Seo, A.G.B.Cruz, and K.-S.Fam, 2015).

2.2.2.1 Customer behaviour and mass retail channel

In 2007, eight out of ten products were sold through the mass retail channel in Italy; the shopping centres were 876, an impressive growth considering that there were only two in 1970 (Carlo Meo, 2007).

As argued above, since the introduction of supermarkets as a new way to purchase and bring all needed products and commodities to the consumers, the market has changed and evolved. It is possible to identify advantages and disadvantages for customers. The positive elements are related to the freedom to access to the stores without any obligation to purchase and a wider range of products available. Moreover, the convenience to find everything in the same place, and finally the cheapness deriving from promotions and discounts often going on in the stores. The disadvantages are the absence of relationship between customers and business owner, facilitated in traditional shops. Furthermore the supermarkets are plenty of stimuli, too many for an optimal customer experience. Last but not least, customers accept a compromise between quality and price, both decreasing for sales reasons.

Shopping at mass retail channel became a tiring experience due to the excess of concept, stimuli and offer. These are all signals of poor customer purchasing process, and the direct consequence is the extension of time for the customers to take decisions on what to buy, affecting the purchase itself because according to the following graphic, the more they take to decide the less they will spend in the supermarket.

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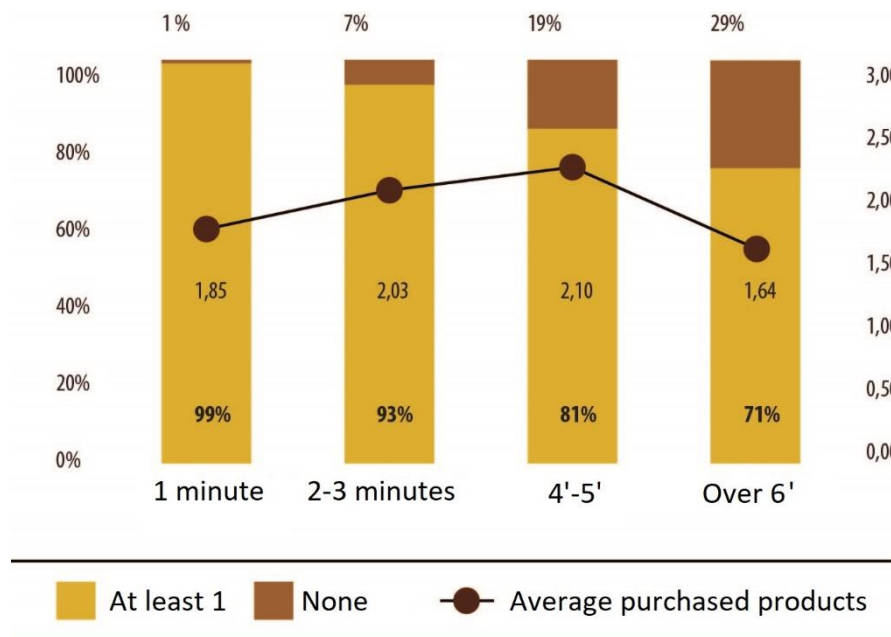


Figure 7: Customer behavior

Source: adapted from Meo, Carlo (2015), Food Marketing.

The consumerism is defined as “out of date” (C.Meo, 2007). The author Carlo Meo (2007) argues that people feel this behaviour not ethical. The promotions and discounts give the perception of commodities- products, with low quality and no experience that takes customers close to the feeling that shopping is a tiring and boring activity almost as much as working. Nowadays it is boring because even those products that were inaccessible due to the price or complexity, can be obtained by consumers thanks to financial arrangements such as the leasing. What matters for people is high-quality time, having an experience rather than buying a product. The equation changed from ‘work-spend-work’ to ‘work-have fun-work’.

2.2.2.2 The digital age of food and beverage

Since the introduction of the Internet in the mid-1990s, this media has attracted and invaded the world, becoming a daily presence for most of the people around the globe.

Food and beverage companies as brands from all the economic sectors understood the potential of the Internet and set their activities in order to play a prominent role in the digital marketing (K.C. Montgomery and J. Chester, 2009).

Since the Internet was launched the adolescents assumed a dominant role on the Web especially on the social networks where in the U.S.A, young people aged 12-17 presence was around 55% in 2007 (A. Lenhart, M.Madden, A.R. Macgill *et al.*, 2007). According to a survey conducted in 2007, 93% of American teenagers had access to the World Wide Web (Pew Internet & American Life Project).

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The constantly increasing presence and steady rising purchase power of so-called ‘*Cyberteens*’ caught the attention of the marketing world. The marketers take advantages of interactive nature of the digital technologies to stay constantly in contact with the young target and design marketing strategies accordingly (K.C. Montgomery and J. Chester, 2009).

2.2.2.3 The food experience

According to Carlo Meo (2015), purchasing experiences is an act of consumption where the consumer buys and lives something more than the product itself. In fact, the experiences’ market comes out the need for higher time quality.

The experience goes over the substance and the usage, it can increase or decrease the perceived value of the purchased object. Indeed, as in Marks & Spencer advertisement, among the largest British supermarket chains, food is represented as a significant component of life, it almost assumes a religious meaning (Tresidder, 2010).

Carlo Meo (2015) argues that selling an experience is more difficult because, over the commitment to the creation process, once it is on the market the people live it, and after they have done it, the experience could be not attractive anymore. Indeed, Carlo Meo (2015) argues for making it fresh, valuable, repeatable and enjoyable by the customers.

There are two ways the experience can be applied. First of all, it is used to sell another experience, such as a journey, wellness, or sports activities. Second, the experience is useful to sell a product. Examples of this category are the “concept stores”, where a remarkable and unique experience build a relationship with the customers and act as a reminder to bring them back to repurchase.

Nowadays, the food and beverage market assumes two meanings: the first one relates to the fulfilment of a basic need for feeding our bodies, the second one leans on the need to experience something else over the pure consumption of food and drinks. People become foodies, eating becomes a food experience (Carlo Meo, 2015).

The bottle of water is a common product, it becomes premium and much more valuable if a designer signed the new shape of the bottle.

2.2.3 The evolution of food marketing

As argued before, the companies that are involved in the food and beverage industry face difficulties due to the heterogeneity of the market. In 1990 these firms were the largest group of advertisers in the U.S.A: their expenditure reached the 12\$ billion (A.E. Gallo, 1991).

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Marketing, as well, is hard to manage, every business is unique, and accordingly, the method to apply should be specifically designed.

The author Carlo Meo (2015) argues that the model of Kotler (Kotler and Armstrong, 2010), (Kotler *et al.* 2009) the 4Ps is no longer working in today's market.

The model presents four variables: Product, Price, Promotion, and Place; based on passive consumers, continuously growing markets, low competition, no interdependence between the four variables, and stores are simply places where people find what they need without counting on consumers' decisions. The previous rows describe a market that is far away from the actual one. The tools offered in this theory might become obsolete (Sheth and Sisodia, 1999) and marketing needs new strategies (P.Kotler, 2001).

Nowadays what matters is the complex of actions that leads customers to appreciate the experience, single initiatives do not work anymore. Furthermore, the trend is to customise the experience almost to the single customer.

2.2.3.1 Strategic design & concept

According to the previous paragraph, the old way to manage the marketing is not working anymore. The new approach requires multiple competencies and long term view, proper characteristics of successful Italian and foreign companies. The new approach is the strategic design.

The word "design" comes from Latin; it means "giving a sense to things". The design thinking is the way that companies follow to develop innovation and competitive advantages over the competition. It is an internal business culture that stimulates the employees to search for the change. Adopting the design thinking strategically means that the companies develop ideas having clear in their mind the final objectives.

The last step is the realisation of the idea; the "concept" is the result of the innovation process, the idea put in practice.

The product itself is a concept, the way companies propose it to the consumer makes the difference. Especially food products, they can be proposed as needs or experiences. Carlo Meo (2015) uses the product mortadella, traditional Italian ham, as an example to explain the difference of perception, indeed if we consider the product with its old declination, it is fatty food. Conversely, mortadella will be perceived differently if proposed as an experience of quality; this is essential in a market where health, physical efficiency, taste, and functionality are musts.

Another example comes from the British supermarket chain Marks & Spencer. When advertising the food, they provide in their stores the message of quality, trustworthiness and responsible sourcing, in a nutshell, their food is different (R.Tresidder, 2010). The slogan proposed by M&S is: *“This is not just food, this is M&S food”*.

2.2.3.2 The concept creation – the conceptual map

For what concerns the Italian market, the first stage to analyse is the switch of positioning that food products and brands face. On the other hand, those Italian food products and companies that go international have to find their placement in the foreign markets through the launch, vice-versa the foreign products in their domestic countries and those introduced in Italy.

The change of positioning involves the two ways of consumption, buy and eat. Nowadays the “eat” market drives consumers to “buy” market (Carlo Meo, 2015).

The new concepts do not generate from SWOT matrixes; only four dimensions can not describe the complex world of food. The tool that Carlo Meo (2015) suggests is the conceptual map.

The operations for building a conceptual map start by identifying the main topics related to the food category under analysis, following the trends of the last years the main ones are: Health, Comfort, and Pleasure. Where it is intended the attention and awareness on which products to purchase and eat, how food affects physical and mental performances, reduction to minimum terms of time and effort but still maintaining high-quality standards, food products and experiences manifested their maximum expression of relation through pleasure for customers. Furthermore, add more and more specific, avoid generic, articulations of the main topics. The target market experiences all the three main topics, so deepening the map will enable to discover those details that make the difference in the food market.

Step by step, the map will look like a web that underlines elements of fluidity and obstacles of the positioning, and how those can impact channels and operators. Carlo Meo (2015) warns that the conceptual map is like a positioning, it evolves continuously.

In order to define the new positioning, the triad Health-Comfort-Pleasure is not enough; the operators need coherence. It means that after completed the map, because the aim is to create an experience, the operations do not stop with the product offered, but they need all elements of the concept to work properly and coherently.

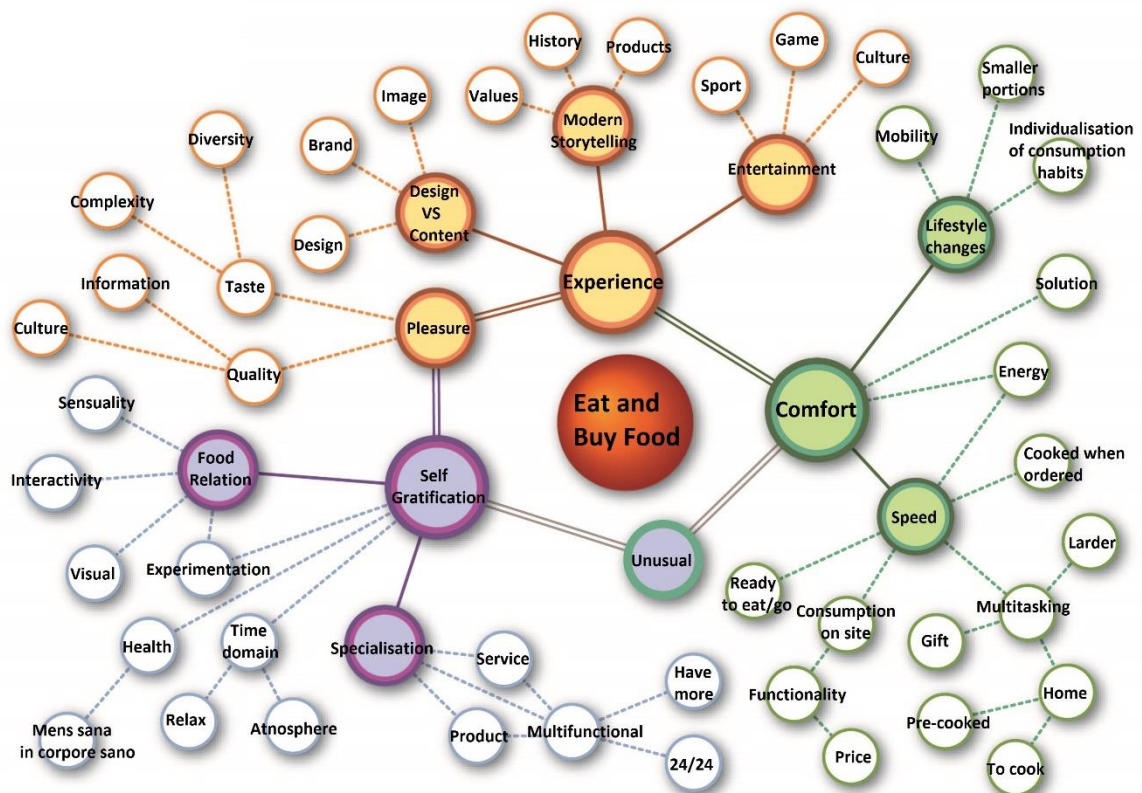


Figure 8: Conceptual map

Source: adapted from Meo, Carlo (2015), Food Marketing.

2.2.3.3 Channel choice

The author Carlo Meo, in his book “Food marketing” (2015), describes the dynamics of the Italian food market. The analysis covers the last fifty years; then the author expresses an outlook of the future evolution of the food and beverage market.

He argues that today the market operators, after defining their positioning, should focus on the quality of the experience (2015). For sure the innovation is changing the rules, even though it is not clear yet if the new concepts will maintain the same level of turnover.

According to Carlo Meo (2015), the change will follow the example of other countries, like the UK. This country assisted to the renewal of some of the supermarket chains together with channels specialised in food experience, a stronger and better professionalised HoReCa sector, and flagship concept stores.

The mass distribution, which includes supermarkets and discounts, is an example of obsolescence and standardisation. The stores’ format remains equal to fifty years ago, the range

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of products is strongly related to the contribution of the brands for their visibility. The only ways to push sales are promotions.

Such a description would discourage all those operators and especially small and medium businesses to work in this channel. However, Carlo Meo (2015) suggests to food and beverage firms to interpret this situation as an opportunity to show their innovative ability, proposing themselves as contributors for the renewal of the mass distribution operators.

Concept stores with large extensions are designed to provide experiences.

In the UK, the Stoats Porridge Bars, producer and distributor of healthy and convenient bars, decided to leave aside the supermarkets chains because of a possible downside of the brand and risk of an unsustainable commercial battle. They preferred independent retailer across Scotland, then expanded to the entire UK through fortyfive stockists including Virgin Active gyms (Business Wire, 2009).

Due to the Scottish identity of the brand, the company related it with the popular sport of Golf, considered as born in this country. Stoats sales its product in the golf clubs and endorsed the Irish Ryder Cup golfer Paul McGinley (Datamonitor, 2009).

The concept that is earning an increasing market share with eleven stores in Italy, and five stores abroad, is Eataly. The stores are as large as traditional supermarkets or even larger, but where the products are niches and selections, no commercial brands. Some goods are not essential but simply provide an experience; the everyday shopping is done in the supermarkets. Moreover, Rinascente and Coin, some of the main Italian commercial centres brands, are providing experience food halls and some initiatives of gastro markets opened in Florence and Bologna. The gastro market borns in Spain and spreads all around Europe, the concept brings back to life the old urban markets decaded due to the shopping malls. Now places where the citizens meet to make shopping or consume meals at the spots run by simple entrepreneurs or starred chefs. They are examples of restyling of memorable places with a concept that appeals the foodies.

The so-called “negozi del cuore” or “heart’s shops”, traditional shops with high-quality products, spread all around the country; each city has its brand (Peck in Milan and Castroni in Rome). The young generations interpret the evolution of the industry and propose concepts where customers can consume and later buy the product they tasted, all in one store.

The premium restaurants and starred chefs advertise much more than others thanks to TV programmes that work as a showcase. At the same time, these businesses face the difficulties to reach the breakeven point only with the activity of the restaurant. Indeed some chefs open premium concept restaurants but with lower prices, more democratic and affordable for the

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mass. (for instance the starred chef and ambassador of the Italian cuisine Davide Oldani, with D'O).

The internet becomes the new frontier, where the logics of space, time, and place do not count anymore, and the connection between producer and the final customer is immediate.

Temporary and permanent flagship stores promoted by the brand, product, or company are blooming.

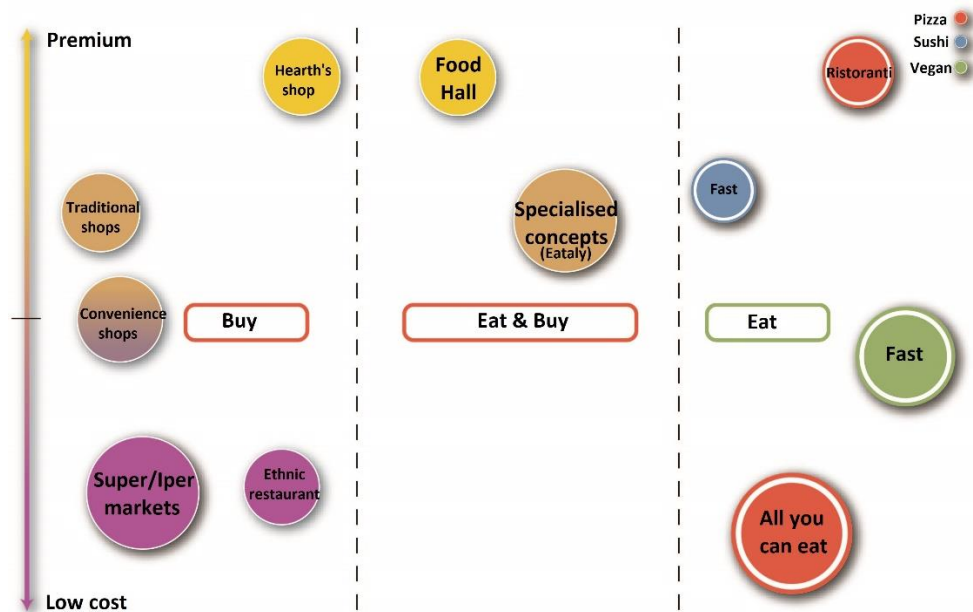


Figure 9: Food and beverage market segmentation
Source: adapted from Meo, Carlo (2015), Food Marketing.

2.2.3.4 The external appearance

Part of the repositioning process is the renewal of the image. To create a food experience the product itself is not enough, the presentation of the company, the brand, and the product itself is fundamental (Carlo Meo, 2015).

The presentation should stand the level of the experience that is aimed to offer. It goes from the logo to the packaging, from the shelves in the stores to the kitchen equipment (Carlo Meo, 2015). Furthermore, it involves the kind of medias where it is possible to find a representation of food, such as films, art, literature, TV, contemporary cultural movements and the advertising (R.Tresidder, 2010).

For instance, when proposing a premium food experience some details are taken for granted as successful in the segment like the match of black and silver, the transparent packaging with unusual materials and shapes, communication of the product and didactic function of the menus (Carlo Meo, 2015).

2.2.3.5 *Communicate an experience*

Companies pass through the definition of their positioning with a concrete concept based on coherence on products, service, and design, afterwards the identification of the right channel of distribution. Their last but not least need is to establish a communication strategy that will acquire audience available to test the food experience proposed.

The media that is mandatory for an innovative and effective strategy is the Internet. As Carlo Meo (2015) argues, the web has disrupted the way companies communicate between them and with the final consumer foodie. The World Wide Web allows the operators, chefs, food bloggers, and foodies to post, share, and reduce the distance. The events represent another cornerstone in food communication since the kick-off to single events spread during the year; they will attract foodies and build awareness about the business.

Ultimately, the web and events should be considered as a priority together with some more marketing medias that accordingly with the actual situation of the market make the communication campaign effective. The newspapers and magazines, endorsers such as chefs and bloggers who will work as certificates of reliability for the business.

A great example of communication through public relations, following the previously described Guerrilla approach, comes from the Stoa Porridge Bars, Scottish company involved in production and distribution of healthy and convenient porridge bars in the British market (Datamonitor, 2009). In September 2007, as usual, the company participated in the Edinburgh's farmers market held during the weekend. However they came to be noticed because serving the largest ever bowl of cereals provided in the world, it was weighing 81,2 kg. That communication idea ensured a place in the world record books and got "free" publicity for the company on the main media channels such as the BBC. The low-cost event created a more friendly and socially-engaged identity of the brand (Datamonitor, 2009).

2.3 The bakery industry

2.3.1 Bread and bakery: the Italian market

I. Tikkanen and M. Vääriskoski (2010) state "*Bread is one of our oldest foods, and it is still eaten all round the world by all people*".

In trade, there is not an as strong relationship between product and place as between bread and bakery (Carlo Meo, 2007). It is the stereotype of the place that works 24 hours per day; this increases the connection between the consumer and the bakery because they always feel

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welcome and the occasion to interact with acquaintances and strangers. The bakery is the place of relationship.

Bread and bakery are facing the change of customer habits that are particularly different from the past. The bakery represented the priority in the morning, the place where people used to go to ensure fresh bread for the family, they knew the baker, and he used to keep their bread apart. There was a sense of familiarity.

Today, the consumers go for shopping whenever is possible during the day and even during the night if needed. During the lunch time, the bakery assumed the identity of an alternative to restaurants and coffee shops, a shop where people can consume or take away.

Potentially, the bakery's target is the entire population, perhaps excluding few categories eventually with serious health issues. Apparently, there is no segmentation of the market. However, this does not mean bakeries should underestimate the specific needs, addressing them can unveil opportunities.

From a recent research conducted in 2014 by Databank for the AIBI, Italian Association of Bakery Ingredients, it is possible to define the profile of the Italian bakery industry under two points of view, the industry structure and the consumer habits.

In 2014 the sector operators were 21 thousand. Only 25% of the firms have four to ten employees and produce more than 2400 quintals per year, compared with the rest, the majority has a smaller size. The medium and large companies, with more than fifty employees, are located mainly in the Northern regions.

Concerning the Italian consumption of bakery products, the population indicate a strong preference for artisanal fresh bread scoring 86,5% of the total market. Conversely, the quantity of bread consumed by each person reduced to 20 grammes since 2009, it was registered as between the 85 and 90 grammes in 2014.

The consumption of fresh bread decreased by 3,8%. However, the "value-added" bread consumption increased by 7%. The positive trend involved all kinds of bread with healthy and high nutritional characteristics improved in sales, as well as the biological products (2%), gluten-free and bread with alternative cereals such as Kamut or spelled (18%).

Ultimately, frozen bakery products acquired new market shares by performing a 7% increase in 2014 thank to the rising demand from the large food distribution and restaurant sector (Databank, 2015).

New solutions and concepts are available, and they apply a segmentation proposing specific benefits to their prospects. There are three potential alternatives for the restyling: the concept of the traditional bakery, the proximity store, and the food-entertainment.

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Rethinking the traditional means put together the ancient function of the store making it appealing for the modern consumer.

The format that is preferred by the bakers is the match of production laboratory and store (Databank, 2015). The traditional store bakes only high-quality bread, and just that; the baker and the brand assume central and distinctive roles. Never forget that the bakery represents a relationship maker place, so the production process and the consumers are closer, the oven and laboratory are visible, the furniture is minimal to keep the focus on the product.



Figure 10: Store-laboratory concept – street view
Source: adapted from Meo, Carlo (2007), Pane & Marketing.

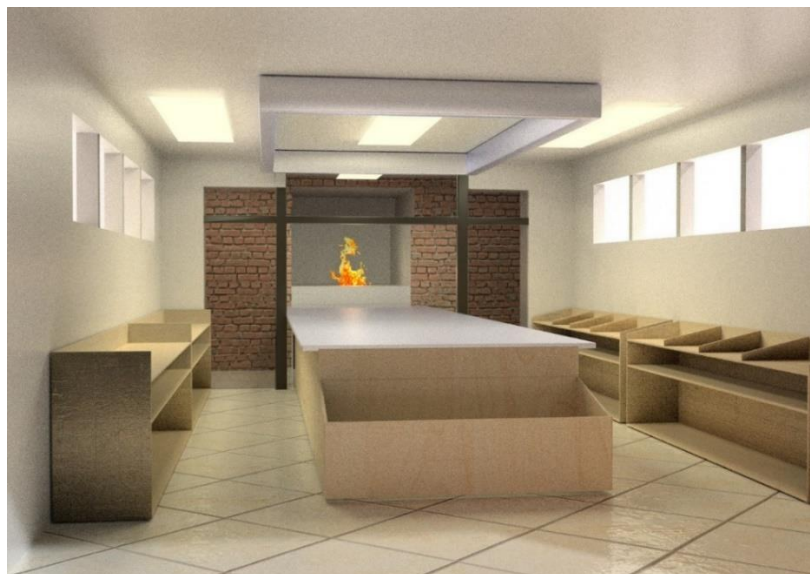


Figure 11: Store-laboratory concept – inside view
Source: adapted from Meo, Carlo (2007), Pane & Marketing.

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The convenience store also called proximity store, brings together bread and foodstuffs not necessarily related, cheeses and dairy products, hams, honey, pastries, and more. The aim is to merge these products without confusing the customer, the right mix that stimulates to purchase convenience products at the same time brings value to bread and its function as a primary food, fast and convenient as well.



Figure 12: Proximity store concept – eagle view
Source: adapted from Meo, Carlo (2007), Pane & Marketing.

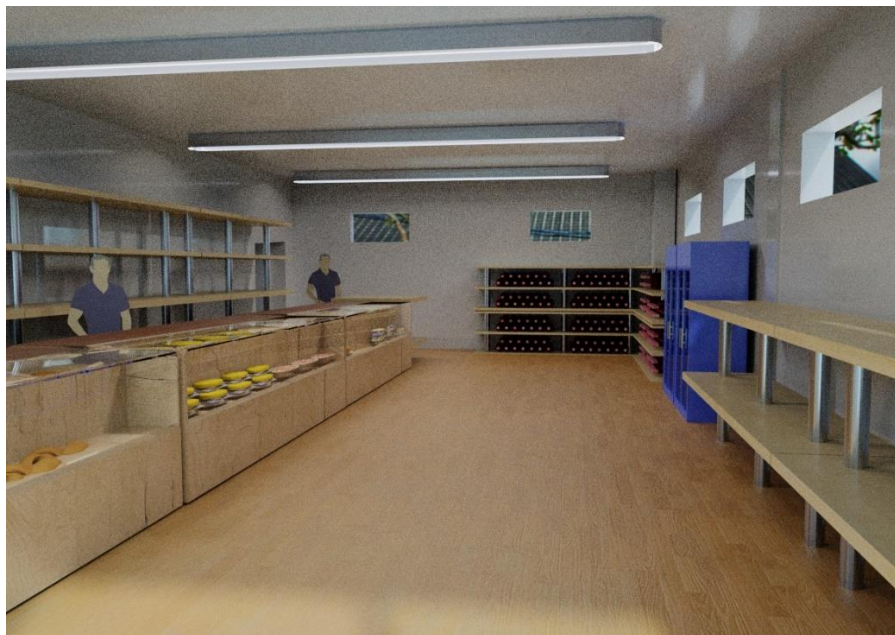


Figure 13: Proximity store concept – inside view
Source: adapted from Meo, Carlo (2007), Pane & Marketing.

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Besides the traditional bakery, there is another new concept store defined as “multiformat” that acquired 5% of the market share in 2014 (Databank, 2015).

For food entertainment is intended the concept of a bakery that effectively works all day, offering their services from breakfast to dinner including the happy hour. This concept addresses the needs of modern workers that are used to spend their break not at home anymore, and they want to enjoy a nice and pleasant environment.

This concept requires high standards regarding product, service, and obviously design. Running this store is quite demanding, an average of 150 square meters, the right location, and high turnover are necessary. Competencies and professionalism are mandatory, from barmen to waiters, from chefs to store managers.



Figure 14: Multiformat store concept – eagle view
Source: adapted from Meo, Carlo (2007), Pane & Marketing.

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Figure 15: Multifformat store concept – coffee point view
Source: adapted from Meo, Carlo (2007), Pane & Marketing.



Figure 16: Multifformat store concept – benches view
Source: adapted from Meo, Carlo (2007), Pane & Marketing.

2.3.2 Repositioning

According to Carlo Meo (2007), bakers and entrepreneurs in the bakery industry need coherence in the application of new marketing rules. The product does not need any change excluding quality improvements; there is nothing new to invent. As previously discussed the product and place, the bakery, are inseparable for success.

Excluding the low-cost positioning that is just going to decrease quality and financial resources, two are the variables that can lead to growth and profits: quality and function/emotion.

2.3.2.1 *Two variables*

The customers should get back to say that bread is good and healthy. It means they discovered the taste and the appeal they did not identify anymore in the products present in the market. When bread tastes great, it is synonymous with health and perception of consumers assigns more value to the product, because they are looking for simple, natural flavours that possibly only bread can give.

The image of the family sitting around the table eating bread gives a feeling of old. Because of this the focus on emotions and consequently functions is necessary. Considering the new habits and occasions for consumption, bread can propose solutions as a snack to eat directly in the bakery or while moving to the next spot; singles are high spenders and look for experiences, showing and proposing bread and bakery as an appealing and fashionable place is a winning strategy. However, the highest effort is needed for the home consumption, where families are becoming more and more segmented in individuals, showing bread as synonymous with love and oriented to the family is the message to transmit.

After these points, the marketing can talk about the production process, the ingredients, the features because they will increase the feeling of safety of the customers and awareness about what they eat with positive consequences on trust and connection with the producer.

2.3.2.2 *Reach a distinctive positioning*

The author Carlo Meo (2007), identifies four elements that enable bakeries to reach a distinctive positioning over the competition.

First of all, as discussed in the paragraphs dedicated to Guerrilla marketing, he argues that the investments should not take in consideration only financial resources, but also time, willingness, and competencies by joining all of them in a process, together with commitment and consistency.

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Second, the application of new medias such as word of mouth, events or fusion marketing. The new techniques aim to attract and valorize the product, when in the past the advertising often aimed to sell it through promotions and discounts, giving the opposite perception to the consumer. The third point closely relates to the previous one. Indeed the message that bakers and entrepreneurs should pass is a change of mood from the promotions and mistreated bread to the valuable, good, and healthy product.

The sector itself is characterised by creativity and fantasy. The final element is this, the creativity that bakers own and they can use to come out with astonishing ideas.

Nowadays it is better to know how to sell instead of how to produce. The advantage of bakers is that they can constantly get information from a day by day market research; they have direct contact with customers, monitoring competitors both direct and indirect to see what attracts customers, where the market is going, and act accordingly.

2.3.2.3 Brand identity and image

Bread had always been considered as a product without brand. The increasingly high level of competition determined the necessity to provide a branded product differentiated from the others (Tikkanen and Vääriskoski, 2010).

In order to distinguish their product from the competitors' one, bakers should invest in creating distinctive brand identity and image perceived by customers and the attributes and benefits associated by the audience to the brand itself.

The difference between the identity and the image is crucial to understand how to manage them. In order to make it clear, the identity is defined by the marketer who works to deliver attributes and benefits to the market. While the brand or product image is the perception of the final customers (I.Tikkanen, M.Vääriskoski, 2010), the symbolic value the market associates with the brand (Zikmund and D'Amico, 1996: 504).

The vehicle that the marketing uses to transmit the desired image to the prospects is the advertising (I.Tikkanen, M.Vääriskoski, 2010).

The brand identity has four elements: product, organisation, person, and symbol. Ultimately, the brand as a product comprehends six more factors: product scope, attributes, quality/value, uses, users, and country of origin (I.Tikkanen, M.Vääriskoski, 2010). I.Tikkanen, M.Vääriskoski (2010) listed some examples of attributes associated by consumers to the Finnish bread brand Artesaani (Annex 1).

Aaker (1996) argues the existence of another element of the brand identity, the value proposition. This element consists of five categories of benefits with different natures: functional, emotional, self-expressive, price, and social needs (Annex 2) (I.Tikkanen, M.Vääriskoski, 2010).

The consumers take decisions following their perception of satisfaction for all these benefits, from the physical characteristics to the feelings, value, and social needs that the brand provides (I.Tikkanen, M.Vääriskoski, 2010).

2.3.2.4 Range, price and communication

Repositioning is also a matter of range of products and services that the bakery decides to offer. There are two possibilities: specialisation and diversification. The first one finds its practical application into the traditional bakery, the first concept described at the beginning of the chapter. The only products sold are types of bread, very high-quality ones.

Diversification means associating more and more products and services, convenience and food-entertainment stores are those concepts includes in this positioning. The diversification aims to create and propose something new and fresh, among the most successful mechanisms for selling. Events and product's presentations are on the schedule of these stores to make them perceived as cool by the audience.

The price is a very delicate element of the marketing plan. It depends on the environment and the target. Thanks to the daily direct contact previously argued the bakers can adjust and make better decisions trying new solutions.

In a society where image matters even more than the content, entrepreneurs in the sector should dedicate much effort to the so-called "coordinated image". Brand, packaging, product tags, these are all elements that customers consider as compulsory minimum standards in modern points of sale.

However, even a store with great products, high-level service, and attracting design loses its entire magic if the staff, even one member of it, behaves unpleasantly with customers. Because of this, the human factor is so important; it can make all the difference. The businesses have the mandatory role in educating their staff to answer questions about the products, the production process, and even the ingredients.

2.3.3 International examples of successful business models

As seen before, repositioning is a complex operation that involves all the aspects of the business. Some examples of successful business models are available all around the world; they associate quality and emotion, adopting a clear position between diversification or specialisation and keep high their commitment to the plan making their plan greatly performing.

In Switzerland, there are two supermarket chains called Migros and Coop. Even though they have the usual range of products offered in standard supermarkets, are masters of specialisation in bakery products. Indeed, Migros and Coop bake every day twohundred and onehundredfifty different types of bread respectively.

The two mass retailers recognise how important is for customers the periodical renewal of the range of bread in their in-store bakeries. Because of that Migros launched “Pane Crèation”, a type of bread that changes every two weeks, giving a sense of scarcity and making customers rush to taste the new creation. Coop proposes one special type per month, plus six types per season, taking advantage of international celebrations like the Chinese bread for the Chinese new year’s eve that, thanks to the globalisation, becomes appealing to the Western society.

The Manor is the main Swiss chain of department stores, and its food hall is among the most fascinating in Europe. Their bakery kneads and bakes every day all day long until the store closes. The entire offer is covered with certified biological bread produced on site and in front of the audience so the customers can find fresh bread at any time and this is the concept of convenience that Manor wants to supply.

In 2003, the French mass retailer Monoprix launched in Paris the concept store called Daily Monop. The focus of the store is on one specific target: people who are single.

Daily Monop proposes a particular mix of the three fundamental factors for the food industry: product, service, and design. It is a convenience store that dedicates only part of the exposition area to bakery products; average quality industrial bread is available in single portions. The store offers eleven seats for onsite consumption, and the self-service is privileged.

Bread is showcased in metal buckets and portholes for baguettes; pink is the dominant colour in the store, even shopping bags design looks like a beach bag. The store focuses on customer experience, the product is mistreated but sold as a jewel.

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Artesaani is a Finnish brand launched in 2000, and in 2004 their products were nominated as the best foodstuff of the country. In 2008 the range of products proposed by Artesaani counted twelve type of bread.

The target of the brand are people aged over 30, foodies and who give relevance to brands. Artesaani strives to promote the identity of bread with better taste, appearance, high-quality raw materials, and traditions (I. Tikkanen, M.Vääriskoski, 2010). The aim of the company is to catch the consumers proposing a product that is different from the others thanks to better features and differentiate it through the perception that people have of the brand.

After a survey conducted on the perception of the brand, Artesaani's identity and image scored even better results regarding attributes perceived by the audience (I.Tikkanen, M.Vääriskoski, 2010).

3 Conceptual framework

The thesis project bases on three pillars analysed in the review: the Guerrilla marketing, the food and beverage industry, and ultimately the bakery industry with the related marketing.

Initially, the project focused on studying the Guerrilla marketing to acquire the basic marketing knowledge needed to develop the strategy, which is the final objective of the project. The expert marketer J.C. Levinson, defined as the father of Guerrilla marketing, is also the main author on this subject and released several books that discuss Guerrilla under numerous aspects.

Since the first book, published in 1984, J.C. Levinson insisted on the importance to respect three elements to ensure an effective marketing: commitment, conservative investment, and consistency to the plan.

According to the author the implementation of these elements together with other thirteen so-called “*secrets*” determines the achievement of concrete results. However, the difficulty for the companies in general is to keep up with the constant implementation.

Positioning represents another essential step to success. The companies should clearly define their solid positioning and that would pave the way to clarify the business purpose, target market, medias and budget dedicated to the marketing strategy.

Reasonably, the company that accomplishes all these tasks is on the right way to manage correctly the Guerrilla marketing plan and those innovative and unconventional tools that refer to it, such as stickers, graffiti, Stealth marketing, and others. However, nobody can be considered a Guerrilla marketer by just applying those elements. Indeed, the Guerrilla marketer profile is characterised by peculiar attributes and psychology that allow to exploit the potential of a Guerrilla marketing attack.

As seen in the literature review, the food and beverage industry is among the most strategic sectors for the European market. Same in Italy where the food sector is crucial in terms of turnover and occupation, even though very fragmented.

The market saw the birth of new actors whose role is changing the rules. Indeed, obsolete supermarkets are losing their appeal in favour of new concepts where the experience became the real factor of attraction. The gastro markets or chains such as Eataly successfully introduced the “Eat and Buy” concept.

The author Carlo Meo (2015) criticized some methods to develop marketing strategies, such as the 4Ps model of Kotler (2010), and to define positioning like the SWOT matrix. Indeed, Carlo Meo argued that they do not allow the company to understand the market and act effectively.

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The author introduced the strategic design and the conceptual map, both tools should help food and beverage companies to address the disorientation due to the constantly changing environment. Especially the conceptual map allows firms to delineate their positioning and the customer experience they want to propose.

As the rest of food and beverage market, also the bakery industry lives a period of deep changes. The bread as product lost value to the consumer's eyes due to the perceived decline of quality and the changing customer's behaviour, which is more individualistic.

What is suggested by the literature is to start a repositioning of bread as the product and the bakery as purchasing place. As it happened for other products such as chocolate, wine, and cheese, the bread value should be enhanced in terms of quality, highlighting its healthy characteristics. Because of the high correlation that links the place to the product, the repositioning should also involve the bakeries.

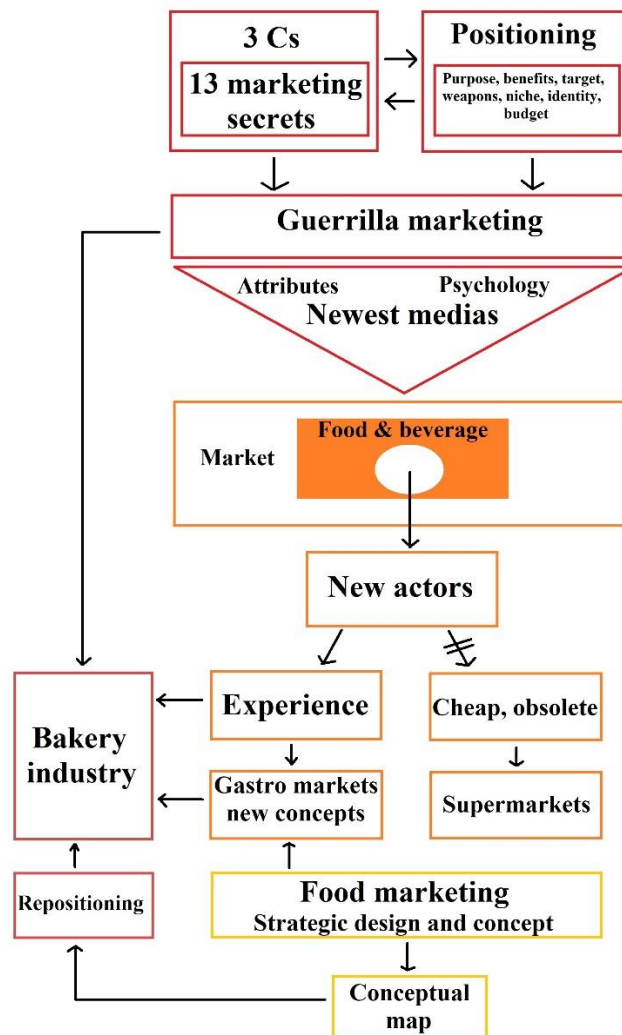


Figure 17: Conceptual framework
Source: Self produced

4 Tritico's marketing strategy

Tritico is a small Italian bakery located in Novara, a town close to Milan, in the North of Italy. The firm was set up in 2014, in 2017 it counted seven employees.

The production plant of Tritico is in San Pietro Mosezzo, an industrial area in the countryside of Novara. It is separated into two productions, one for the fresh bread; the second one focuses on frozen bakery products, from bread to pizza and focacce. The last product is probably less known, but it represents a must for Italian bakeries and Italians often consume it. Focaccia is among the most known traditional products of Italy.

Since the beginning, Tritico, involved in the B2B market, acquired sales for both types of products, fresh and frozen. However, approximately 85%, of the turnover derives from the production and distribution of fresh food.

It is necessary to consider the business from two different points of view according to the different production processes.

Starting from the fresh products, the production is concentrated mainly during the night; the goods have on the average quality in order to satisfy basic needs. The customers are supermarket chains, large and small independent stores and the public sector where Tritico supplies the canteens of the schools. The price applied to this market should be competitive to keep the rival companies distant from meeting the offer and at the same time the distribution service represents a competitive advantage. The acquisition of new customers involves the commitment of external sales agents.

The frozen bakery products contribute for a minimum part to the total turnover. However, Tritico identifies in this segment the opportunities to increase the business and intends to invest to increase its customer portfolio.

Tritico provides medium high-quality products with a quite wide range, but the firm can afford only short quantities, so the customers are mainly little stores and only one large customer that absorbs approximately 60% of frozen product sales.

Even though the firm produces short quantities, thanks to its structure it can keep the production costs low and propose its products for a medium price.

The company is not involved in new customer acquisition due to the focus on developing the fresh segment. The marketing method applied to gain new customers has been the word of mouth.

The marketing activity of the company is essential; the customer acquisition depends on the agents' activity and the network of customers known by the business owner, Ferdinando Cavalli, who has been working in the sector for almost 40 years.

The online marketing was limited to the website and just since the December 2016 online presence was implemented with the Facebook page. However, it should be pointed out that the page is part of the early stages of the marketing plan object of the master project.

4.1 The next phase

After three years from its foundation, Tritico's management wants to apply some changes to the actual structure.

The objective is to achieve a new market segment for the company, the HoReCa, acronym of hotels, restaurants, and cafes. The reasons why this segment sounds appealing for the company is the possible higher profitability, and even though these firms are less demanding regarding quantity, they give higher reliability under respect of payment terms and financial exposure. Simultaneously, the company objective is to become independent from agents and acquire new business with its resources.

To do so, Tritico's management identified two areas of the business that need intervention, the production and the marketing departments.

The production, separated between fresh and frozen food, is set to address basic needs of customers that are demanding under the profile of service, constant and standard quality. Even though Tritico fully accomplished these requirements, the HoReCa has higher expectations. Moreover, the management wants to shift the brand perception from small bakery with medium quality to a provider of higher quality products and services.

The solution begins with a change in the production culture, starting with a focus on quality and differentiation from the usual types of bread with the introduction of valuable products that impact the prospects and consequently allow the company to propose higher prices.

Due to production processes, it is easier for the bakers to experiment first with fresh bread then pass to the frozen declination. The range of products offered now is quite standardised and includes conventional types of bread that are imitable and where the competition is very high, so the idea is to introduce new products with new recipes and valuable raw materials, then make these fresh products available in frozen option. Whereupon, eliminate those fresh and frozen products already part of the range and where Tritico can not stand over the crowd, alternatively innovate them.

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The company developed its business through word of mouth and thanks to the network of agents and company administrators. These simple marketing methods have been effective until now, but on the other hand, they are very dependent on the sales staff. The objective is to create a marketing strategy that can acquire new customers applying a mix of *offline* and *online* medias.

4.2 The marketing idea

Since the beginning of the project, started in December 2016, the company introduced some initial changes to the production and marketing areas.

First of all, Tritico introduced a new product. It is called “Pan Reale”, literally “Royal bread” and incorporates the values that were previously defined. It has a new recipe that applies particular ingredients and old production processes such as twelve hours of natural leavening, and a flavour quite distant from the usual bread available in the market. For the moment this bread is available only in the fresh version.

The bakers will work to provide other products that follow this example.

Concerning the marketing strategy, it is set up following the indications obtained through the study of the literature.

The marketing plan starts from the main idea. It was identified in the correlation between the bread and the five senses: sight, smell, taste, touch, and hearing. The plan takes inspiration from this relationship that the company uses as a motivation why the customers should choose Tritico instead of other bakeries.

The idea is to promote the Tritico’s products underlining the characteristics that exalt the positive sensations perceived by the customer with the five senses. The motivation why customers should purchase from Tritico is because their products provide greater feelings.

The five senses work as a bridge between the product and the customer’s mind. The examples are numerous, the statement “you eat with your eyes first”, or the canalization of bread’s smell from the back to the front of supermarket stores. Moreover, when customers are in a bakery before purchasing they ask what is the consistency of the bread if it is soft or crunchy, the sound of sizzling bread when taken out of the oven unleash the appetite. Nowadays, people complain that bread flavour is not the same as in the past, what about focusing a campaign on bread taste that recalls flavours stored in the consumer memory.

4.2.1.1.1 New positioning and concept

According to the author J.C. Levinson (2007), to be successful, a company should have clear its positioning. Positioning means which specific part of the market the company guards, the company should know who the customers are, what they do, where they are and when they are there, why these people act in a specific way and how to address their needs.

The conceptual map is the tool suggested by Carlo Meo (2015) to the companies to identify the positioning they want to have and the new concept they want to apply to conquer market shares. Tritico's target is businesses in the HoReCa segment, but positioning means reduce the group to those individuals with specific characteristics. Indeed, not all the hotels, restaurants and cafes are targeted. The ideal customer is the one that is not simply limited to satisfying a basic need but wants to provide an experience; these businesses care about presentation, remarkable details and differentiation from the mass. The product they are looking for reflects these characteristics.

The concept product that will work for such demanding customers is close to the one described in the previous chapter. It is the result of careful analysis and the application of the conceptual map starting from three elements also indicated in the book: health, comfort, and pleasure.

In the middle of the map, it is possible to notice the link between these three elements, the sense of well-being. Wellbeing integrates health, comfort, and pleasure; it represents the final objective that each consumer searches in every activity and wants to achieve through food and specifically with bread in this study.

Starting from health, consumers are more and more aware of what is healthy, and what isn't, especially about food, so their perception changes according to the information they have and the effect of the senses that allows them to decide if what they eat is good and healthy.

To affect this aspect, the companies can act in two ways, with messages sent to the market after the product is out and then caring about the production process and the effect that it has on the final output.

Because of that the quality, the rules and procedures of HACCP (Hazard-Analysis and Control of Critical Points), and finally the human resources internal to the company are the branches that first start from the main element. The other links are consequences of the accuracy and attention given to the production process regarding ingredients, processes, hygiene and well trained human resources.

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For the marketing strategy, the comfort finds an important role for both the business customers and final customers. For those businesses that are customers of Tritico, the comfort comes from the fusion marketing activity that allows financial savings and shared effort in terms of marketing actions.

The final customers could find comfortable the solution to eat everywhere they want and the proximity represented by products baked close to the consumption place, reducing to a minimum the distance and the impact on the environment.

If the company aims to transmit to the business customers' convenience and advantages for their firms, the objective is slightly different for the final customers; they need to live a food experience.

Indeed, due to the human need to feel a memorable experience, the last element, the pleasure, connects those senses that stimulate emotions, memories, and purchases.

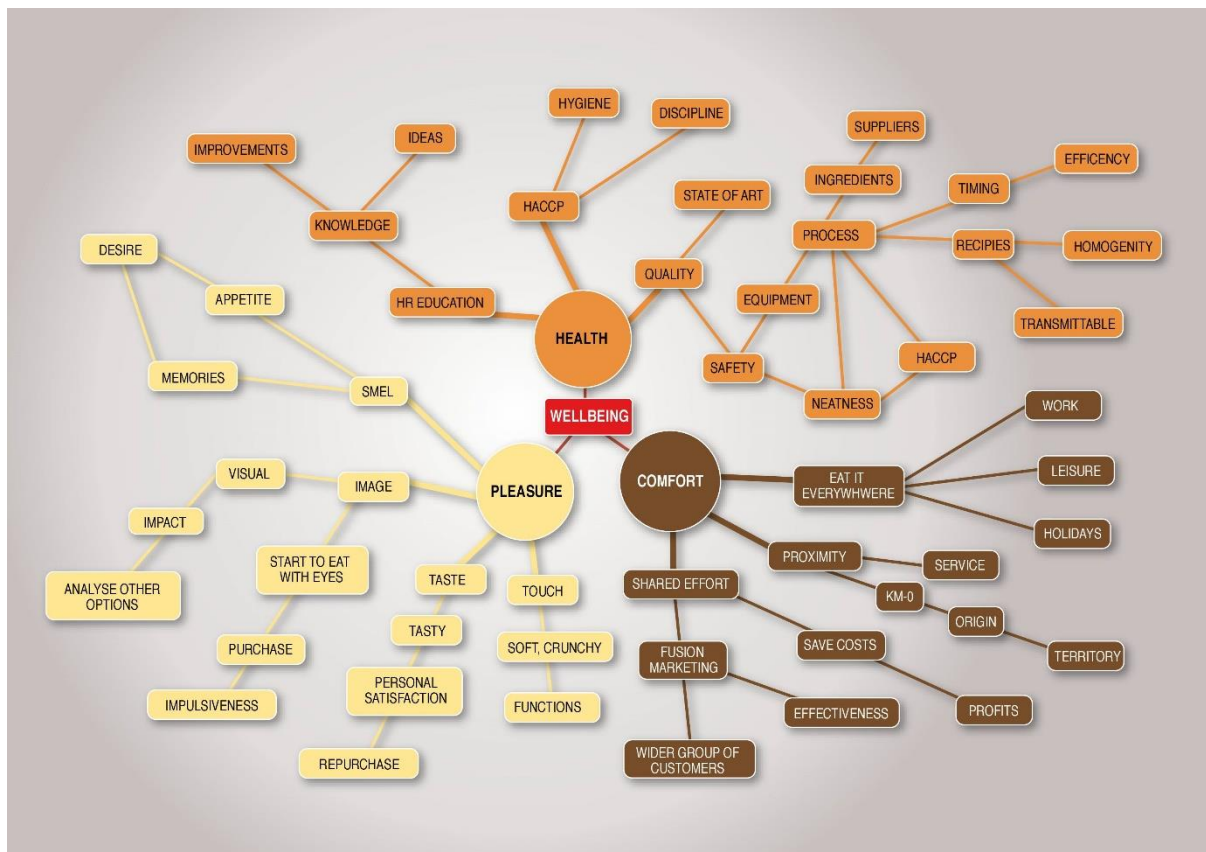


Figure 18: Tritico's conceptual map
Source: Self-produced.

4.3 Media plan and calendar

The literature presents different media categories with peculiar characteristics that can give to the companies the possibility to choose a mix of tools that working together can provide the desired results. As cited, J.C. Levinson (1984) argues that the companies have to choose those medias that they can manage properly and discard the others. To understand what can work better the marketers should experiment various combinations.

The keys to success are the three Cs, commitment, conservative investment, and consistency to the marketing plan. After identifying the medias, the next step is to set a calendar that states clearly and unequivocally the deadlines and the pace that marketers will follow.

The mix of media set for Triticco comprehends so called Mini, E-media, and Newest Guerrilla marketing medias. All strategy applies the principle of Guerrilla marketing that expects the use of creativity, instead of large amounts of money. Indeed, Triticco is a small firm that relies on bootstrapping and do not access to bank credit, so potentially Guerrilla marketing represents the ideal way for this kind of firm.

The management analysed the market and the target they want to achieve. The role of sales people seems to be not completely replaceable, the customer, especially the businesses, need to see on the other side a professional that instils reliability and positive values of the company. Nowadays, some elements to support the image of sellers to the customer's eyes are proper business cards, good looking brochure and a design that link this material to the rest of the marketing medias, both offline and online.

However, the perceived image is not enough, contents and competence make the difference while pitching the offer. Firstly, the sellers must receive an education about the product and the new culture that the company want to transmit, so they have to understand the new positioning and make it part of their approach to the client. Then match new competencies with their expertise. What discussed above is more a matter of human resources management than marketing, and even though the discussion focuses on the last subject, the personnel's skills play a crucial role in product placement.

The design takes inspiration from the connection between the five senses and the product, how the personal feelings reflect a positive image of bread and how bakery products can benefit to the customer's well-being.

This idea influences the design of the entire portfolio of marketing medias, from brochures to the website and the contents of the Facebook page.

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The online medias have different functions. Since the foundation of the company in 2014, the website works as an extension of the business card and the brochure. It provides deeper information about the company, the range of products and the single one, it is more institutional and even more direct to a business audience.

On the other hand, the Facebook page is managed as a channel that shows Tritico's identity and activity through different types of contents.

The page opened contextually with the website, only in December 2016 with the new strategy it started to be vital and dynamic, since then part of the page's posts show Tritico's products, their characteristics and the benefits for customers. Another type of post provides to the audience curiosities and news about the food and particularly the bakery world. Some posts include the activity of the company, such as the sponsorship of some local events.

The *online* medias will be the stage to promote the campaign that Tritico launched some years ago, initially as an internal initiative and now extended to those customers that have to take action about the issue of food waste. Indeed, the national authorities, especially in Western countries, are becoming increasingly aware of the problem and are developing programs to mitigate it. Since its foundation, Tritico collaborates with charity organisations to reduce at the minimum terms the waste of food derived from the leftovers of some supermarkets and shops.

In the mid-2017, the Facebook audience reached two billion accounts. Although the majority are final customers and probably only a small percentage of them are entrepreneurs searching for businesses to work with.

The purpose of the page is to interact directly with both and create positive awareness between those that do not belong to the target. There are two motivations why this strategy is adopted. First of all, in this way Tritico can apply fusion marketing by matching its brand with the brand of the shops supplied, in this way Tritico can create awareness about its brand and products while promoting a store where customers can find them.

The second motivation is the possibility to open in the future a direct factory outlet where final customers can consume Tritico's products directly.

The last but not least medias that the company wants to apply are related to Guerrilla marketing. As argued before, Tritico applies Guerrilla principles as philosophy to manage their marketing effort; the bakery aims to apply some Guerrilla medias as well.

After some research, different ideas came out. They include marketing tools such as stickers and flyers.

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Furthermore, the bakery aims to boost brand awareness through the usage of fusion marketing. First of all, taking inspiration from previous campaigns (Annex 8), the company identified the possibility to deliver its message through the distribution of bread shaped flyers which will be skewered with the machine antenna as if it was a toothpick. One side of the flyer has the image of a sandwich, “Panino” in Italian, and the other side shows the Tritico’s brand with an offer or maybe an ad for the launch of a new product. Internal resources will perform the distribution in the most crowded areas around the city, with a particular focus on those areas close to the store.

This unconventional tool would be a formula of fusion marketing to catch the attention of final customers and drive them to the store that sells Tritico’s products.

Another option takes into consideration the stickers. The greatest companies, such as Apple, used this kind of tool in their marketing strategies. It attracts the customer attention with impressive effects.

The idea is to create a sticker shaped as a pizza (Annex 3), showing the bottom of it. When the baking process goes wrong the bottom of the pizza gets burned, and very dark. Sometimes the product is so spoiled that it is inedible. The sticker lays down on the black asphalt, some parts of the sticker are transparent to show the dark surface as if it was a wrong baked pizza.

The statement reported on the sticker could be “There are surprises you prefer not to receive... (indicating the burned bottom of a pizza) – Avoid surprises - (brand of the store) supplied with Tritico’s products”. The advert works as a provocation and addresses the attention of the people to the store. Of course the product must meet the requirements.

The sticker would be stuck in pedestrian areas or entries of commercial malls with the massive passage of people.

As argued before, the events are core marketing tools to fuel the store’s social medias with the new and cool material. They attract customers and create awareness around the brand and the company. Moreover, an event is a sign of proactive involvement of the business to propose something new and continuously inspiring the audience.

Tritico would organise two different types of events. The first one would be a demonstration of new products coming into the market. The company can organise the event into their plant and invite business and retail customers at the same time or divided into two different sections. It would be an occasion to show the modern production site and create a relationship between direct and indirect customers.

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The second event is an example of fusion marketing once again. Tritico will become a partner of a business customer in the marketing effort and organise events right in the customer location, giving away free samples, performing demonstrations involving customers of the store in activities related to the five senses, the base of the marketing strategy.

The cluster of marketing tools needs a clear definition of the activities and a schedule of their performances. The marketing calendar is essential to accomplish the entire plan and avoid to miss the objectives. Together with the calendar, it is necessary the subdivision of tasks and responsibilities between different individuals of the marketing team.

The structure of the team in Tritico is simple and comprehends two subjects, an internal marketing manager that coordinates the operations and a social marketing specialist to whom the online marketing is outsourced.

| Marketing Calendar | | |  |
|-----------------------------|--|-------------|---|
| Marketing methods | Activity per month | Montly cost | Comments |
| Brochures Business cards | Every time it is needed | € 5,00 | The expense (€ 60) is divided over 12 months |
| Bread shaped Fliers | Each tool twice per month, performed alternating one week each other | € 25,00 | The expense (€ 300) is divided over 12 months |
| No surprise' Stickers | | € 70,00 | The expense (€ 840) is divided over 12 months |
| Events | Once per month | € 100,00 | Variable. Depending to the season |
| Website | Two updates per month | € 125,00 | Social marketing specialist (200/month) and Facebook campaigns |
| Facebook Page | Two or three posts per week | € 125,00 | |
| | Total cost per month | € 450,00 | + extra costs for Guerrilla marketing Attacks |

Figure 19: Tritico's marketing calendar
Source: Self-produced.

4.4 The seven elements of Guerrilla marketing

The seven elements of Guerrilla marketing indicated in the literature can synthesise the entire plan; they are useful to inform all the stakeholders about what the company is up to and at the same time to keep on the right way those who are involved in the marketing strategy and reach

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the marketing objectives. According to the literature, each point should be resumed in one sentence.

The purpose is to impact the market for the first time creating awareness of the brand and spread brand identity through the audience.

Benefits for the potential customers are the satisfaction of basic needs to eat healthy and good food, moreover, satisfy the perception of the product with the five senses.

The food and beverage businesses are the target market.

The arsenal includes different weapons, such as brochures, stickers, events, the Facebook page and obviously the official website, covering both offline and online.

The specific niche targeted by the company is represented by those middle high quality businesses involved in the HoReCa segment.

Tritico wants to be identified as a producer of authentic bakery goods, from bread to pizza and focaccia, which leave the mark on customer's memory.

The projected budget is about 450€ per month.

5 Data collection methodology

The objective of the project is to create a solid and effective marketing strategy for the Italian bakery Tritico. The achievement of this goal can be pursued by using both primary and secondary data.

The literature review is the summary that gathers the information derived from studying secondary data such as academic papers, books, reports, websites regarding Guerrilla marketing, food and beverage marketing and the Italian bakery market.

The secondary data supplied the knowledge needed to have a better understanding of the marketing subjects, the techniques, the environment where the company acts, the activities that work and those that do not according to previous studies.

As argued in the marketing plan section, some of the medias applied by the company are clear examples of fusion marketing, an alliance between two or more companies to share the marketing effort and consequently the related financial part.

Even though Tritico is a B2B company, the businesses Tritico deals with are usually the step before the final customer. Because of that, the company wants to provide a service that goes

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further the product, serving the B2B customers with marketing material and ideas that attracts final customers to their point of sale. In order to do so, furthermore to gather useful information to know the market and design its marketing, Tritico needs to collect primary data directly from the final customers. The expectation is that the results would show the preferences of the people, what attracts them more, and what can work better in the marketing strategy.

The primary data distinguishes two ways: the qualitative and quantitative research. The difference is the method that the researchers use to collect data and the objective for which they conduct that research. In case they need information about the nature and quality of opinions, motivations and behaviours of a restricted group of people, the qualitative research is the one that fits better. On the other hand, if the objective is to analyze a wide group of people to collect data that reveal opinions, behaviours, or motivations in a numerical way, the quantitative research methods are ideal.

For the project, both qualitative and quantitative researches found application. The match of these research methods allows the study to identify if the marketing plan is coherent and if it can effectively work by listening to the words of marketing experts involved in the food and beverage marketing. Furthermore, the collection of quantitative data through a survey conducted on a sample composed by final customers' aims to acquire further knowledge on customer's sensations and opinions about bread and the related marketing.

Finally the results are joined to obtain the clearest scenario possible and consequently realize or adjust the plan accordingly.

5.1 Qualitative research - Semi-structured interviews

Starting from the qualitative research, the need for this type of marketing derives from the nature of Guerrilla marketing, because of its rare application in the food marketing, requires an insight from professionals and possibly marketers involved in the food and beverage sector.

The qualitative research implies interviews conducted on professionals with the aim to do an exploratory analysis. Indeed, the ideal type is the semi-structured interview, it develops from a script with predefined topics, and then the interviewer leaves to the interviewees the possibility to take how much time they want, with total freedom to use the type of language they desire.

Semi-structured interviews are made to have a fluid communication between the parts, where the interviewer can conduct and maintain the conversation focus on the topic but still giving the full freedom to the interviewee. In this way it is possible to obtain open and very personal and sincere answers to the topics.

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For the interviews the applied technique is the direct one, it means that before the meeting the interviewer informs the interviewee about the topics and the objectives of the study. On the other hand, provided information should be complete but do not interfere or influence the interviewee, who should express his or her opinion sincerely and spontaneously.

This type of interviews is particularly indicated for business leaders, experts, and professionals. Obtaining feedbacks from these people means adding quality and direct advices about how marketing is managed from other businesses in the food and beverage industry. However, if these are pros of the method, the cons are the difficulties to achieve these people and obtain information from them. Indeed, this profile of worker presents schedule restrictions, objections to be recorded, and the interviewer should necessarily demonstrate his or her competencies about the treated topics and gain the confidence of the interviewee. The previous work to find and analyze secondary data for the literature review manifests its usefulness by giving to the researcher the tools and knowledge to stand effectively a conversation with those who are directly involved in the field.

In order to obtain the interviews, some previous contacts by email have been necessary. First of all to understand the availability of the candidates to perform the interview, and once they accepted, the communications focused on informing what the study was about, why it required their contribute. Finally, it was asked to the interviewees the consensus to record, which was kindly accorded. The interview was held by Skype.

As previously described, the target identified is the group of professional marketers working in the food and beverage industry. Due to the nature of the study that is limited to the Italian market, the searched profiles belong to Italian marketing agencies, where is possible to find high skilled professionals in the field with deep knowledge of the topic.

Because of the short number of participants, any demographic data was collected.

The structure of the interview see different open questions divided in two topics: Guerrilla marketing and food marketing.

In the first part, the experts were queried about Guerrilla, asking if they knew this kind of marketing and remember any example of its application in general or related to the food market, if they have ever applied it to the food market, what is their opinion about Guerrilla and if they consider it an effective method.

Regarding to the second part, as experts of the sector, they were asked questions about their usual marketing activities and the usage of Guerrilla or the impact that it has in the industry.

Some of the questions interrogate the participants about the existence of techniques mandatory for the food marketing and if they have any advice for a bakery marketing plan.

Furthermore, the second part focused on probing the concepts found in the literature. The questions referred to the veracity of the idea that food is more than just a necessity, but an experience generator, to their opinion about the idea that bread, as chocolate and wine could stimulate consumers as a kind of attraction. Finally, it was asked if they could give examples of other food products or brands that passed from giving satisfaction of basic needs to experience providers.

5.2 Quantitative research - Online survey

As argued before, the objective of the study is to develop a marketing strategy for Tritico. Part of the plan includes collaborations with other business customers, with episodes of fusion marketing that involve final customers.

Exactly because of this question and also to collect important and useful information directly from the market, the study includes the application of a qualitative research method: the online survey. This choice of a quantitative approach depends on the need to collect a large amount of answers from the wider group possible of bread consumers' also final customers.

The online survey resulted to be the best choice due to several factors, from the ease to build up then rapidly distributed to a large number of people. Furthermore, it helps the easily to get a fast flow of answers automatically archived and elaborated from the software. All of this at a considerable low cost.

Tritico extends its activity to an area that goes from the town of Novara to larger cities such as Varese, Milan and the area included into their provinces. The population living in this area corresponds to several million people. Due to this matter, the conduction of a study using probabilistic methods results to be too difficult, also considering budget restrictions and resources limitations. The sampling method chosen to gather information about the market is the non-probabilistic or non-causal one, specifically the convenience sampling.

The target of the food firms involved in the bakery industry is possibly the entire group of customers that regularly eats bread and other bakery products, excluding those who have diseases or other personal motivations that make them avoid consumption of these products.

The online survey was open to those people considered as mature enough to own a mobile device and express their opinion, the study considered an age range from 16 to over 65 years

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old. The candidates were Italians, or at least Italian speakers with deep roots in the country's culture. Indeed, the survey was developed in Italian language.

The survey, titled "Italiani & pane" which means "Italians & bread", has a structure composed by three parts which include open and closed questions, where the first one has the purpose to obtain some demographic information about the respondents and even an initial question related with the marketing research and consumers' behaviour.

With the title "Food is experience" and "Communicate the food" (Respectively "Cibo è esperienza" and "Comunicare il food" in Italian), the second and third part of the questionnaire want to gather the opinion of consumers about several concepts, often present in the literature, and obtain information useful for the marketing research and to have direct insight from those potential customers that will be effectively marketed with those tools identified in the marketing strategy. The questions asked customers' opinion about the product they consume daily compared with the bread in the past, what they think about the concept of food as an experience, the sense they relate more with bread, and finally their reactions to some Guerrilla marketing campaigns.

The distribution of the questionnaire happened only after the same was previously tested on a small group of 10 people. The aim was the identification of mistakes such as ambiguous, bias or vague questions, misunderstanding, or missing elements these especially in the demographic part. Only some small issues were identified and subsequently corrected and several good feedbacks arrived from the testers and then from some of the respondents.

After the pre-test, the survey created with support of Google Forms software, was distributed using messaging apps and it remained available for eighteen days. Initially, the potential candidates who received the link of the survey were approximately one hundred, then, thanks to the effect of word of mouth, the final number of respondents was 232 ranging from different ages and social status. The heterogeneity of the sample covered a satisfying range of subjects which was exactly the aim of the quantitative research.

6 Findings analysis

The information gathered through the interview and the survey gave important and useful feedbacks on two different sides, one of the marketers who design the marketing campaigns and strategies, and the impression of those people who are marketed, the final customers. The study and lastly the marketing strategy of Tritico benefited from the findings by receiving

confirmations of the tactics and indications on how to better define the strategy, such as which of the five senses people connect more to bread or the impact that some Guerrilla marketing campaigns have on the audience.

6.1 Qualitative research – interview

The research of available respondents covered two Italian marketing agencies that specifically operate in the food and beverage market. Unfortunately, even though both firms demonstrated interest and availability to join the study, only one agency effectively take part to it.

The interviewed professional Enza Bergantino is managing director at JacLeRoi, agency located in Parma, right at the core of the so-called Italian ‘Food Valley’ in the region of Emilia Romagna.

As explained above, before the interview the interviewee received an email with anticipations about the main topics, the questions, and a link giving some examples of Guerrilla marketing related with food and beverage firms. The email aimed to facilitate the counterpart to better understand the goals and the arguments of the study and the importance of the interview.

In the first part of the interview the questions related to Guerrilla marketing. The interviewer started asking the marketing director if she knew about Guerrilla and if she has never applied it. According to the answer, the interviewer asked the motivations that justified the application, the sector and possibly the case. Ultimately, the interviewee was asked to express her opinion about this method and its effectiveness.

The marketer Enza Bergantino was aware of Guerrilla and the methods applied in this type of marketing. She underlined two positive aspects of it, first of all, the effectiveness deriving from the surprise which is winning in conquering the customer favour. Indeed, she defined Guerrilla as inbound marketing because the audience is not prepared and aware of the marketing communication they are participating too, the advertising consciousness of the customer is turned off. The second element that Bergantino highlighted was the expenditure for this kind of campaigns which is often low cost but highly effective.

Nonetheless, the marketing director admitted she has never applied Guerrilla marketing to any food marketing strategy neither in other sectors. This is due to the fact, Bergantino argued, in one case where her team developed a Guerrilla marketing campaign, the company that had ordered the campaign further decided to quit due to the strong probability to incur in very expensive fines.

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According to her experience, Bergantino argues that in Italy the Guerrilla marketing would be difficult to apply due to the bureaucracy and limiting regulation. On the other hand, she supposes that it might be easier to develop a Guerrilla campaign abroad.

Ultimately, the professional expressed some critics about the use of Guerrilla to advertise food. Bergantino anticipated the question and expressed her opinion about the veracity of the concept “food is experience”. She is particularly convinced about it, and at the same time she doubts about a successful relation Guerrilla and food, as she argues food is an experience, and Guerrilla marketing does not create storytelling or memories, these techniques are more episodes that a structured marketing strategy.

The interviewee listed some examples of Guerrilla marketing applications, mentioning McDonald’s and when the company used environmental marketing in urban areas.

Concluding, for Enza Bergantino, the Guerrilla marketing is effective when supported by branding and traditional marketing strategies. Guerrilla should be part of a wider marketing strategy that working together can achieve consistent results.

The second part focused on the food marketing in general, asking if she could identify a “must” in the food and beverage marketing strategies.

The professional answered that there are no medias that find application for all the campaigns, but she argued that there is something that remains the same in every case she faces, it is the method. The approach analyses the company from a “top-down” perspective, it means that first the marketers together with the company define the budget they can afford, then according to the financial resources available, the marketing agency follows the requirements of the company and designs a proper strategy.

The analysis starts with interviewing the middle and top management to understand how these people perceive the brand, their opinions and feelings about it. Once the marketers become part of the brand, they can create and be creative to contribute in the best way possible to the company marketing requests.

Bergantino argued that the medias applied in any strategy depend on the specific case. She took as an example Parmacotto, an Italian company that covers the entire national market. The marketing agency JacLeRoi, where the interviewee works, is in charge to develop the marketing strategy for this large Italian firm that has just overcome a financial crisis due to bad management. The strategy of Parmacotto aims to realise a rebranding in two steps. The first one consists of public relations with tasting events powered with the endorsement of foodies’ influencers. The second one applies social marketing which follows an unusual pace for a food

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marketing campaign, posting once every two weeks. At the moment of the interview, the campaign worked properly, and even positive feedbacks came from the web, where there were no critics or unfriendly positions by possible hostile followers hurt by the difficulties faced by Parmacotto. Bergantino pointed out that more than one hundred workers were fired when the firm went close to the bankruptcy.

In the final part, through the interview, the study compared the information deriving from the literature with the opinion of the marketer to have confirmations or rejections and move accordingly on the marketing strategy.

Even though it is the final part that focused its attention on the concept “food is experience”, this topic often occurred during the entire interview, it was Enza Bergantino to anticipate the topic into the answer to the first question. This is another proof that enforces the idea that this concept has a deep role when discussing food marketing.

Further confirmation came after had asked the direct question to the marketer. Indeed, she manifested total agreement and justified it with an example. In Italy, Bergantino argued, during the last five or six years the beer consumption has changed, and large major brands left market shares to smaller firms offering crafted beers. Probably, the change occurred due to a mix of marketing operations and change of mindset of beer consumers. Supermarket chains give greater attention to this niche and dedicate wide spaces to bunch of crafted beers on their shelves. A beer coming from a niche is an expression of unique experience, and a top brand presents all around the world relates more to a global event such as the final of Champions League.

The interviewee cites a study titled *Experiential Marketing* of Ferraresi and Schmitt from 2006, the authors defined five aspects to describe the customer experience “Sense” sensorial, “Feel” affective, “Think” cognitive, “Act” behavioural, and “Relate” relational aspects.

According to Bergantino, the most related aspects to food experience are Sense and Relate. The five senses build the experience, and it happens while trying the product, maybe into the store, such as Eataly, where some representatives offer to the people the possibility to see, smell, touch, and taste the product. This kind of opportunities give the possibility to the customers to experience, remember, and then purchase.

For the interviewee, in food marketing, the relationships are fundamental because they are a symbol of reliability. The relationships are connections between the producer and its suppliers that allow providing high-quality health products. Then from these relationships starts the one with the final customer.

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The sensations and the relations create stories to tell and to emphasise. Story-telling is among the most effective ways food companies have to communicate and convince the consumers to choose them and purchase their products because the final customer perceives the product as valuable.

Another topic identified in the literature review was the possibility for bread as it happened for other products, like chocolate, cheese, and wine, to become more than just something that satisfies a necessity, but an experience provider. The interviewee said that she is convinced about that, motivating this answer with a recent event called “Grani Futuri”, literally “Future Grains”, where Italian starred chefs cooked entire dishes based on bread. She reflected that bread is not only part of the meal acting as support to the main dish, bread can be the main dish, the main character.

Before concluding, the interviewee expressed some suggestions for Tritico’s marketing strategy. Keeping in mind what argued during the three parts, the marketer suggested to start from the human resources that have direct contact with the final customer, investing on their education regarding knowledge about the product and ability to use storytelling.

In the end, she suggested to focus on the strategy of consumption occasion, and to show to potential customers how bread can fulfil their needs, not only the basic but especially the experiential ones.

6.2 Quantitative research – online survey

The quantitative research aimed to obtain information from a population as wide as possible, characterised by heterogeneity because the target of the bakery relates to a large audience of people that can purchase bread and other bakery products. The survey excluded those who do not buy bakery products because their purchases are driven by others or their diet is influenced by diseases such as diabetes or celiac disease.

6.2.1 Demographic data

The heterogeneity is visible in the first part of the survey where demographic information was collected. The examined age ranged from 16 to over 65 years old. As it is possible to see in the figure below, the highest number of respondents (84) belongs to the youngest category (16-25 yo), eventually because people from this age are among the highest consumers of digital contents. The second group for number of answers is the 26 to 35 years old with 67 respondents,

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the participants aging from 36 to 65 years old occupy the remaining 34,9% of the total population.

The number of respondents per gender is very balanced, 121 females and 111 males.

Due to the large number of young respondents the social status registered high percentages of singles and engaged, respectively 33,6% and 32,8%. The rest of the population presents very variegated situations from married to divorced, with and without children.

More than half of the population works as employee (54,7%), 52 are students and 31 autonomous professionals. The rest of the sample composition includes retired and people looking for job.

| Gender | Respondents |
|---------------|--------------------|
| Female | 121 |
| Male | 111 |
| Total | 232 |

Table 1: Gender
Source: Self-produced.

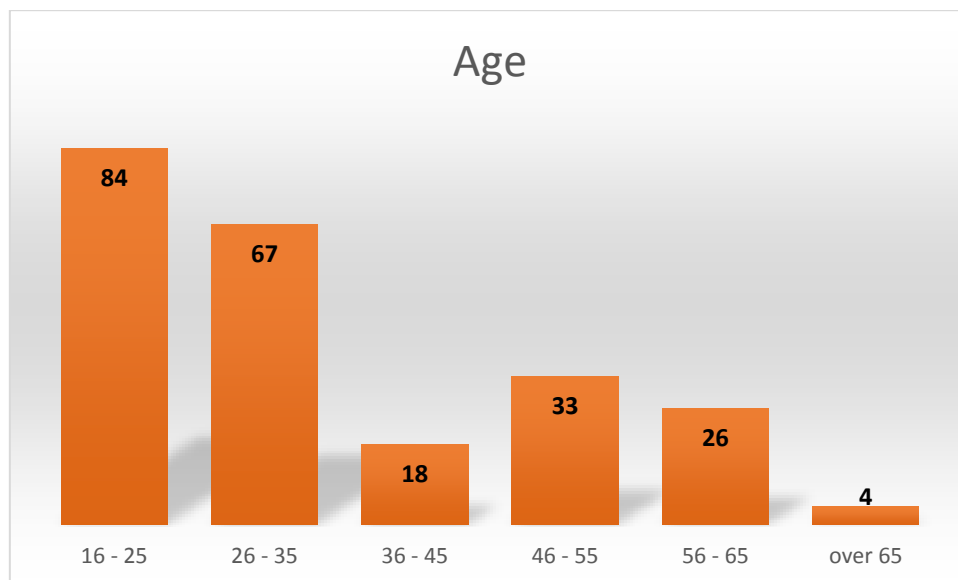


Figure 20: Age
Source: Self-produced.

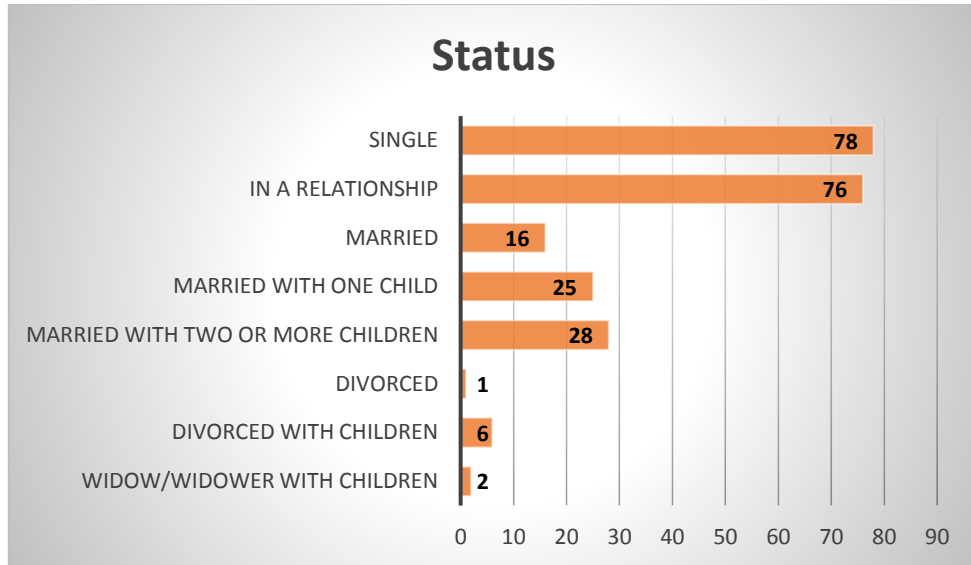


Figure 21: Status
Source: Self-produced.

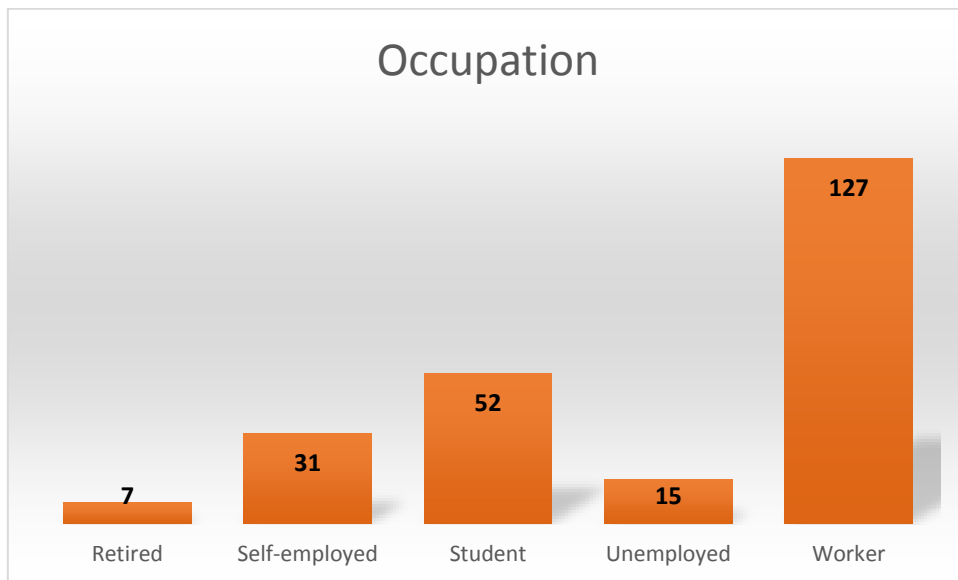


Figure 22: Occupation
Source: Self-produced.

6.2.2 Behavioral and market research data

The following parts of the survey aimed to absorb information related with the behavior of final customers, their habits and opinions about food and particularly the bakery products. It is possible to distinguish between two kinds of questions, one that asks the opinions of consumers about statements deriving from the literature, and the other one that encourages respondents to unveil their preferences in terms of consumption habits and sensations connected with the product.

6.2.2.1 Literature and consumers' opinion

Firstly, the analysis starts with the first group of questions. From the literature, one of the main topic observed was the relation between food and experience, from which generated the category of foodies, starred chefs, and a kind of rebranding of some food products, such as chocolate, cheese and wine.

In order to verify the veracity of these arguments, the questionnaire proposed a series of questions. First of all, the participants found an entire part of the survey titled "Food is experience" which started with a direct question related to the topic. The respondents, were asked if they agreed on the statement and title of the section. The results indicated a clear majority of 136 people (58,6%) who gave positive answer "Totally Agree". The rest of the sample partially agreed with the statement, but a very tiny part, 2,2% corresponding to 5 participants manifested total disagreement.



Figure 23: Question 'Is food an experience?'
Source: Self-produced.

The second element in the literature that fits the survey and worth ask to the respondents was their opinion about the quality of bread sold nowadays compared with the one sold in the past. The respondents could choose between three options: Definitely better, Similar, Definitely worst. The majority of the participants (47,8%) declared to have a neutral sentiment about the quality of the product. They judged similar the product, no matter the period. Approximately 37% of the population is convinced that the product is worse than in the past and only 42 people gave a positive rate to the bread purchased today.

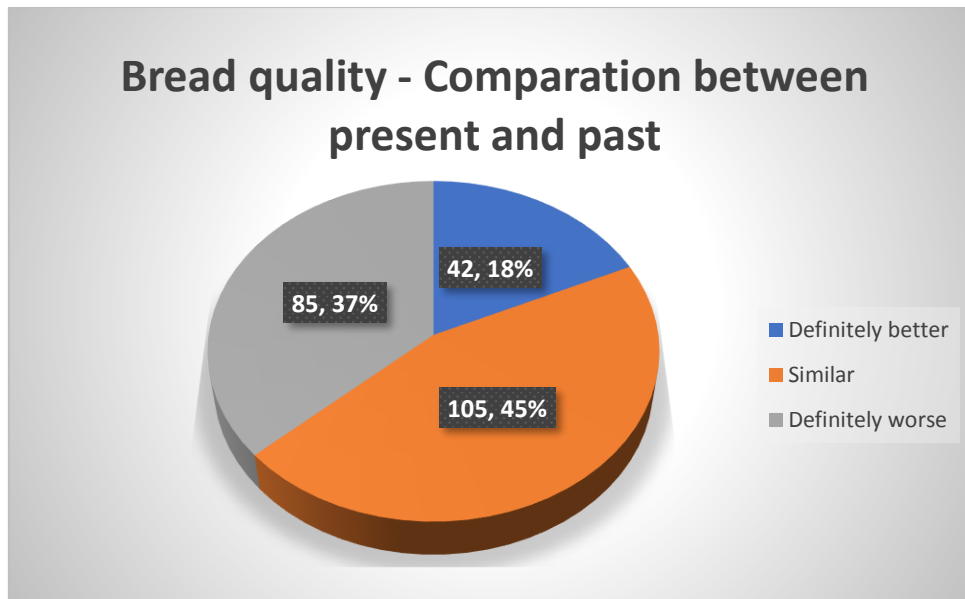


Figure 24: Comparison of bread quality
Source: Self-produced.

6.2.2.2 Market research data

This part of the survey aimed to understand what preferences and habits characterise the Italian consumers. The first question asked attempts to put the consumer in some relaxing situations both in the working and leisure time and then ask what was the product, out of a range of possible solutions, which appealed more in that specific consumption occasion.

The situations proposed to the respondents were: Work or study break, Snack at the swimming pool, After workout (gym), Afternoon break. The options available, within which the participants could choose only one, were: White bread sandwich, Dark bread sandwich, Five cereals sandwich, Pizza (one slice), Focaccia (one slice), Vegetarian focaccia (one slice).

The results of the survey indicate a clear predominance of two of these products on all four occasions, the White bread sandwich and Five cereals sandwich always achieved the first and second ranks respectively. In particular, White bread sandwich received 83 responses in Work or study break, achieving the highest peak of consensus. As second most rated option, Five cereals sandwich reached its peak at 65 responses when asked consumers' preference for After workout (gym) occasion.

The Dark bread sandwich and Focaccia (one slice), exchanged the third position. However, if the Dark bread sandwich maintained a steady position between third and fourth, the Focaccia (one slice) is more unstable and when less preferred it loses a position overcome by Pizza (one slice) in two occasions, After workout (gym) and Afternoon break.

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Finally, the Vegetarian focaccia (one slice) always has the lowest number of preferences, reaching its highest peak at 15 participants as Snack at the swimming pool (Annexes 4, 5, 6, 7).

The marketing strategy proposed above leans on the main idea to focus the offline and online marketing effort on the five senses. The study found in the survey a good tool to gather information directly from those that are 'victims' of the strategy. In this way Tritico has good feedback to design its campaigns and medias.

The survey asked the respondents which sense they associate most to bread. Surprisingly, out of the five senses the one that realized the highest consensus is the smell with 43,5% and 101 answers. Taste, which could be considered as the first choice takes the second position with 37,1% and 86 respondents. The remaining senses divide the rest of sample, 9,9% and 23 votes to sight, 8,2% and 19 participants to touch. Finally, a very tiny slice of the sample goes to hearing, only 1,3% and barely 3 answers.

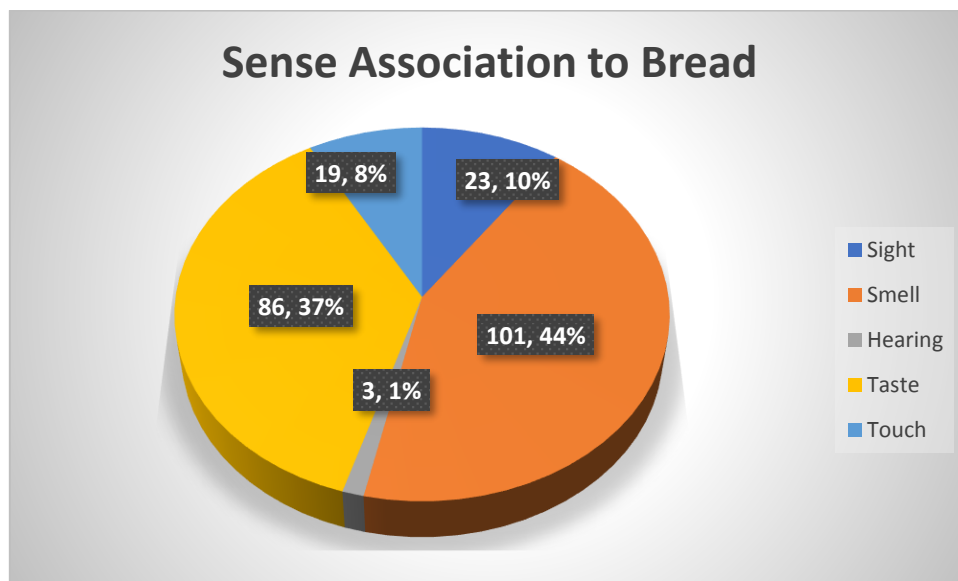


Figure 25: Five senses associated with bread
Source: Self-produced.

The study aimed to gather personal comments of respondents to relate their answer ('Which sense they mostly relate with bread') with the meaning or motivation they based their answer. In the end the questionnaire collected 71 responses. Reading through the comments available in the table below, the smell covers the majority of the response. Out of the total responses, only those considered as coherent were reported in the table.

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| Sense | Comments |
|----------------|--|
| Smell | The perfume of baked bread coming from the bakery is a sensation that 'brings' me at home, it is irresistible. |
| | I love the hot bread perfume. |
| | Because we start tasting with nose first then with the tongue. |
| | Sometimes perfume satiates. |
| | I remember the perfume coming from the bakery down in the street. |
| | I remember the perfume of crunchy bread I used to buy with my grandmother. |
| | Because bread is perfume first of all. |
| | The first thing you feel is the smell. |
| | Bread perfume is irresistible. |
| | The perfume of just baked bread reminds me the past. |
| | The perfume of just baked bread reminds me my childhood. |
| | I associate it with smell because it is the perfume of home, of catching up with friends to have good time and because it is the smell of my homeland. |
| | Because bread smell is immediately recognisable. |
| | Bread smell is unmistakable, it gives a sensation of home. |
| | Because I love the smell of bakery, it invites you to get into it. |
| | Good smell of bread takes you at home, it brings back memories. |
| | When I see bread I try to catch the perfume. |
| | Smell, because it is the first sense that makes you hungry. |
| | I go into the bakery when I smell bread. |
| | Memories. |
| Sight | To me the first sense is sight, then smell and finally taste. |
| | First of all, the visual presentation of the product, then taste and purchase. |
| | You eat with your eyes first. |
| Hearing | If it creaks it is crunchy. |
| | Hearing, because when I break it the sound is unmistakable. |
| | The sound bread produces when broken in two. |

Table 2: Respondents' comments to 'Which sense you relate more'
Source: Self-produced.

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Among the most common comments, the participants argued that the stimulated senses, particularly the smell, had the power to recall memories, even more they attributed to this sense the power to stop potential customers, give them appetite and need to taste, then bring them to enter into the store to purchase.

All of this clues is extremely precious material that Tritico can use when creating marketing campaigns especially for those ideas of fusion marketing.

In order to have further confirmation the survey presented another question still related to the senses and the opinion of the people. It was structured with five sentences which expressed a meaning related with each of the senses but that did not expressed clearly the relation.

After the questionnaire was closed, the results clearly confirmed the dominance of smell above all the other senses, it reached 116 responses (50%). On the other hand, the taste lost great part of its consensus which spread between the other senses. The sentences related with touch inverted the ranking achieving 17,7%, still far from a concrete dominance.

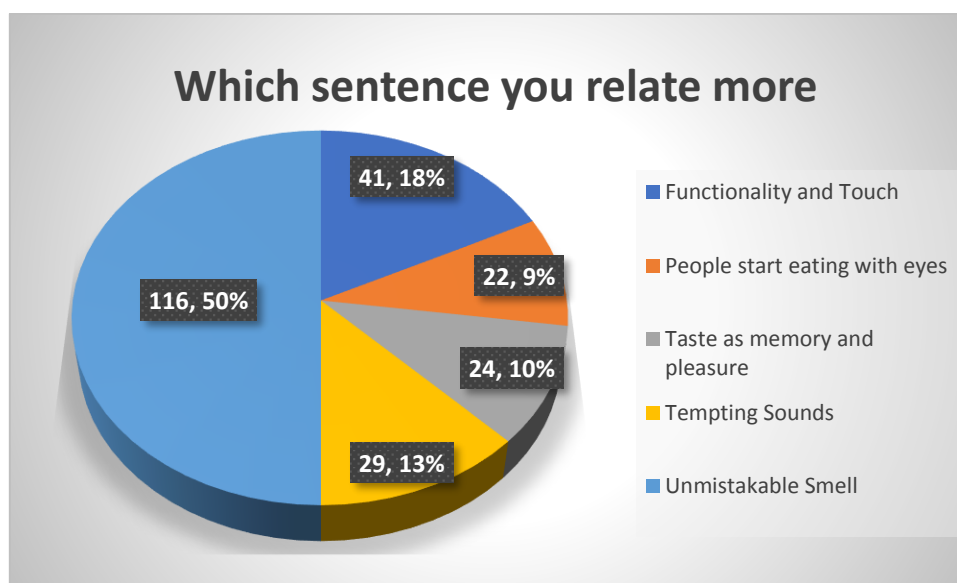


Figure 26: Question ‘Which sentence you relate more?’
Source: Self-produced.

The company has to base its marketing campaign on all senses, but distinguishes and highlights those that are more correlated to bread by people. According to the analysis of the results, it is possible to argue that marketing contents, media design, and activities should focus on two main senses: smell and taste. Obviously, the others are not excluded but secondary.

Deepening the final results, the high percentage of preferences for smell indicates how this sense impacts consumers even before seeing the product and probably has the power to drive

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the consumption habits. Marketing campaigns based on this data could have more effective results on the audience.

6.2.2.3 Food Guerrilla marketing

The last but not least section of the marketing study has the objective to examine the effect that some Guerrilla marketing strategies have on the marketed audience.

The survey showed one by one three images of as many different marketing campaigns, for each image the respondents had to choose which reaction each one inspired them.

The options went from a positive feedback “Enthusiastic, impressed by the creativity and available to spread the word about”, “Positive impression, I consider as interesting the initiative, and I welcome the offer positively”, to a neutral one “Neutral, this communication method is indifferent to me”. In the end, it gave options for increasing negative feedback “Negative impression, I consider as not interesting the initiative, and I welcome the offer negatively”, and “Hostile, I dislike the initiative, and I will spread a negative word of mouth”.

The first image showed a marketing campaign similar to the one that Tritico programs to apply; it shows a flyer shaped as a kabob including a voucher with a discount to those who presented it to the restaurant-advertiser (Annexes 8).

Following the order, the second image presented a bench sponsored by the famous chocolate snack KitKat. The bench is pictured inside a park, visible to children and adults (Annexes 10). The last image shows a marketing campaign from Coca-Cola. The company launched a bottle that should have a higher grip, with the aim to advertise the new bottle, the marketers though to create a bill board covered with Velcro so when people accidentally get stick to the board, they notice the advertisement and feel the feeling of “higher grip” (Annexes 12).

With the final results in the hands, it is possible to argue that KitKat bench is the most successful campaign out of three. The campaign received 88 enthusiastic and 110 positive rates equal to 85,3% of the entire population of respondents (Annexes 9).

The study considered the neutrals as examples of the ineffectiveness of the campaign together with the negative and hostile feedbacks.

Summing up neutrals, negative and hostile feedbacks the total percentage of ineffectively marketed potential customers corresponds to 14,6% of the examined population, equal to 34 subjects.

Picking up the other two campaigns it is possible to argue that the percentage of enthusiastic and positive feedbacks received from both is quite similar, 56% for the flyer (Annexes 11) and

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56,5% for the Coca-Cola board (Annexes 13). Obviously, the percentage of neutral, negative and hostile respondents in both cases was almost equal, even in the three different components. Indeed, the percentage of neutral feedbacks is approximately 20%. However, the Coca-Cola's board registered a larger number of hostile respondents, twenty against nine for the kabob shaped flier.

The study could suggest that the people are more impressed in a positive way by those marketing campaigns that apply some more accepted techniques, like sponsoring the furniture of a park in the example of KitKat. On the other hand, the risk of applying more unconventional and creative techniques results in wider disapproval and possibly broader negative word of mouth. When designing its marketing campaign, Tritico should consider these elements and perhaps do not exceed with applying creativity, maybe considering to merge creative ideas with more traditional methods, now accepted by the audience.

7 Limitations and further research

Despite the thesis strives to provide a marketing strategy to Triticco based on accurate information and reliable results, since the beginning the study took into account some limitations, furthermore some others came to light while working on the project. The limitations occurred in the study of the literature opening to opportunities for further research especially about the relation between food and beverage marketing and Guerrilla marketing.

First of all, the study did not consider the difference between Guerrilla marketing and all other new marketing tactics, such as Buzz marketing, Viral marketing or Stealth marketing. All of them were considered as elements of Guerrilla marketing.

Mainly the documentation used to study the bakery industry and its trends regards the Italian market. It can represent a limitation due to the restriction to the domestic market. By including some examples and experiences of foreign firms, the study gives a wider prospective open to foreign markets however more data is necessary to broaden the horizon of Italian bakeries and for food and beverage firms in general.

The results of the questionnaire, which adopted a non-causal method, are significant for Triticco's case and its marketing strategy. However, the adopted method and the sample size might not represent the universe effectively.

Regarding to the qualitative research, one respondent even though highly skilled and expert marketer does not cover the entire subject and leaves space for further improvements. Adding more interviewees the study can provide wider knowledge and understanding useful for the company itself and also for the generic marketing study.

8 Conclusions

The marketing practices differ between large and small firms. Indeed, as Carson (1998), and Coviello *et al.* (2000) argue, for small enterprises the marketing decision making process is simplistic, haphazard, undisciplined, predominantly intuitive, unstructured and with a short term view (D. Jayawarna, O. Jones, W. Lam, S. Phua, 2014: 570).

On the other hand, marketing principles of customer orientation, segmentation, targeting, positioning and competitive advantage apply to companies of every size (H. Scott, 1996).

As explained many times in the previous chapters, the thesis aims to define a marketing strategy for the Italian bakery Tritico applying as a pillar the Guerrilla marketing. To do this, the study passed through different steps, each of those takes important knowledge and useful understanding to design in the best possible way the marketing strategy for this phase of the business.

The literature review involved three different arguments, first of all, Guerrilla marketing, then food marketing, and last the bakery industry. For each of them, the research gathered deep information used as a starting point to exploit and define the strategy according to the suggestions of expert marketers in Guerrilla and food marketing specifically related with the bakery sector, and the method they follow, especially the Guerrilla one.

The author J.C. Levinson works' provided information about the generic method to design a marketing strategy from the main idea to which medias apply and the calendar setting. Then the following literature chapters introduced the specificities to use when working on food and beverage marketing, highlighting details about positioning and channels, until the introduction of a new tool, the conceptual map tool.

Some concepts came to light, such as the state of food as experience. International cases of branded bread where the careful positioning and well-designed marketing campaigns make a change and transform the perception of bread, a product considered as unbranded since ever.

According to the information derived from the literature, the strategy was drawn. It leans on the main idea to communicate bakery products through the five senses with both online and offline medias. The new target market that Tritico wants to reach is composed by those firms belonging to the HoReCa sector and even stores that focus their activity satisfying medium-high costumers who focused on quality and experience.

The medias selected to reach the audience cover both offline and online presence and apply traditional and Guerrilla marketing with brochures, the official website, a Facebook page, bread

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shaped fliers, and stickers. Tritico plans to propose its business customers to share the marketing effort regarding financial and creative aspects. Indeed, the medias differ in two groups; one group includes marketing tools to reach business customers. The second one includes fusion marketing tools' to catch final customer attention. In this last category, Tritico applies fusion marketing using tools together with their prospects and helping them in this fundamental part of the activity offering kind of marketing services.

Some techniques of data collection, both quantitative and qualitative, aimed to gather information about the market and the final customers.

The main idea that shapes the strategy (Five senses) was compared with the final customers' opinion to identify those senses that consumers relate more with bread. After that Tritico knew that the campaign should mainly focus on smell and taste. Furthermore, the interview revealed that 'Sense' is one important aspect in designing customer experience in food marketing.

The second and last aspect in food marketing is 'Relate'. In food marketing, relations mean reliability and confidence. Connection upstream to downstream, starting from the suppliers and involving producers, resellers, and consumers give added value returns.

Both methods of data collection tested the Guerrilla marketing which was rarely applied in the food sector. As expected, this type of marketing gathered either positive or negative opinions. However, good feedback prevails, and this is encouraging.

What is mandatory is to keep marketing using both traditional and Guerrilla tools and insist on branding. Even though unconventional, the market could accept Guerrilla and this method can be effective over than cheap.

Summing the main conclusions, the study identified different opinions about Guerrilla marketing, even though it has good features, such as the cheapness and effectiveness, it can potentially be misunderstood, as we saw in the survey, or provoke reactions from the authorities as claimed in the interview. However, the results presented positive feedbacks on average and Guerrilla marketing can find its space in food marketing campaigns if mixed with branding and traditional marketing activities.

Regarding this matter, the medias such as fliers or stickers can find a good average of approvals but Tritico's management should take in consideration the possibility that the campaign can be misunderstood.

The idea to use the senses as base of the communication seems correct. As seen before, the sensorial aspect is among the most important for people when involved in food marketing.

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There are two main senses that people relate with bread and bakery products: smell and taste. Tritico's marketing campaign should primary focus on them.

The relations are second dominant aspect in food marketing and the idea of Tritico to play together with its business customers as if they are partners, in order to conquer the audience transmitting a sense of reliability and quality.

The experience is the main topic in the literature and links food with marketing and confirmations come from the research analysis. From the concept of eating food and live it as an experience has born an entirely new category of consumers, the so-called 'Foodies'. The market has constantly been moving to address the needs of these people, and Tritico should take part to this movement. As chocolate, cheese, ham, and wine also bread can find its place between those products considered as fatty and unhealthy in the past, nowadays they are appreciated and required by foodies, chefs, and bloggers.

Bakery products and particularly bread can exploit its dimension and become the most important element of the meal like reported in the interview. This would be a final achievement that requires a serious of steps before becoming real.

Despite the limitations in terms of quality and quantity, the data and the information gathered during the entire study about Guerrilla and food marketing and the bakery sector, the project represents a precious tool for the bakery firm. Tritico can use all of this as a starting point to develop its business keeping in mind to review the marketing strategy according to the economic period and the further evolutions of the company's activity.

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10 Annexes

Literature Review

Annex 1: Attributes of Artesaani breads as perceived by the consumer

| Attributes of Artesaani breads as perceived by the the consumer | |
|--|--|
| Attributes related to raw materials | High-quality raw materials Purity (“no additives”) Starter dough/full corn Grain and olive oil Fat and salt Good salt content Good bread (“special garnish: olives and cheese”) |
| Attributes related to manner of baking | Composition, clear composition Non-perishable Airy and crunchy Like a homemade in a good manner Viscosity (“does not crumble”) Reminds the authentic bread of the childhood Handmade |
| Attributes related to outward appearance | Appearance (“grain and seeds a plus”) Shape Impressive Attractive |
| Attributes related to origin | Finnish characteristics Country-type bread |
| Attributes related to comparison | Difference |
| with competing breads | Differs from the mass well (“if they are well on display”) Diversity Many alternatives Not anything different from other products Just not anything |
| Attributes related to taste Taste, tasty, very good taste | Taste is different from others Delicious (four) Real bread taste (“not taste like plastic/rubber”) Richness |
| Attributes related to characteristics of the bread | Freshness Crunchy crust, soft inside (“good”) Smell Real bread Genuineness Enjoyability |
| Attributes related to quality | Quality An even quality Gives an impression of high quality |
| Attributes related to package | Great/beautiful package Paper bag |

Source: adapted from Tikkanen, Irma and Mari Vääriskoski. 2010. “Attributes and Benefits of Branded Bread: Case Artesaani.” *British Food Journal* 112(9):1033–43.

Annex 2: Benefits perceived by the consumers when buying Artesani breads and having them

| Benefits perceived by the consumers when buying Artesaani breads and having them | |
|--|--|
| Functional benefits | <ul style="list-style-type: none"> I get tasty and good bread Add variety to everyday life Quality, healthy wholesome materials (“good raw materials”) Certainly high-quality purchase A full stomach Higher quality and different from the traditional breads (“variation”) I get fresh bread Products with a good taste and quality Tasty, fresh bread, keeps well Healthy eating I get quality I view the product to be better than most of the other comparable products I only buy high-quality products. Good bread is a meal itself Good bread as such Variety High-fibre breakfast Good and tasty, part of home made food |
| Self-expression benefits | <ul style="list-style-type: none"> I prefer domestic (four), domestic I get quality and style Luxury to everyday life |
| Price: | <ul style="list-style-type: none"> Positive price benefits Price quality is right (“I pay willingly the locally produced products”) Reasonable priced Competitive Quality can increase the price (“[. . .] but not very much more) Comparable I do not buy products on the grounds of price Emotional benefits New taste experiences (“I buy food with my full heart”) A feeling of pleasure (“[. . .] when you eat good bread on Sunday morning in peace”) Enjoyment Enjoyment resulted from a good taste A feeling of celebration The only real white bread in Finland, there is no need to travel to South Europe Relieves any negative feelings after work |
| Social benefits | <ul style="list-style-type: none"> Quests always praise the service A good choice to offer for quests |
| Price: | <ul style="list-style-type: none"> Negative price benefits A little bit too expensive (“if it had a reasonable price I would buy more often”) Quite expensive (“could increase the sales if the price would be reduced a little bit”) A little bit expensive for an everyday bread (“not too expensive for a weekend”) Expensive for a size Expensive for the brand Bread is expensive in Finland In the upper end of the price range (“all products are not good value for the price”) Outrageous Price-quality relationship is weak Not really anything Is there any benefit for the money spent? |

Source: adapted from Tikkanen, Irma and Mari Vääriskoski. 2010. “Attributes and Benefits of Branded Bread: Case Artesaani.” *British Food Journal* 112(9):1033–43.

Tritico's marketing strategy

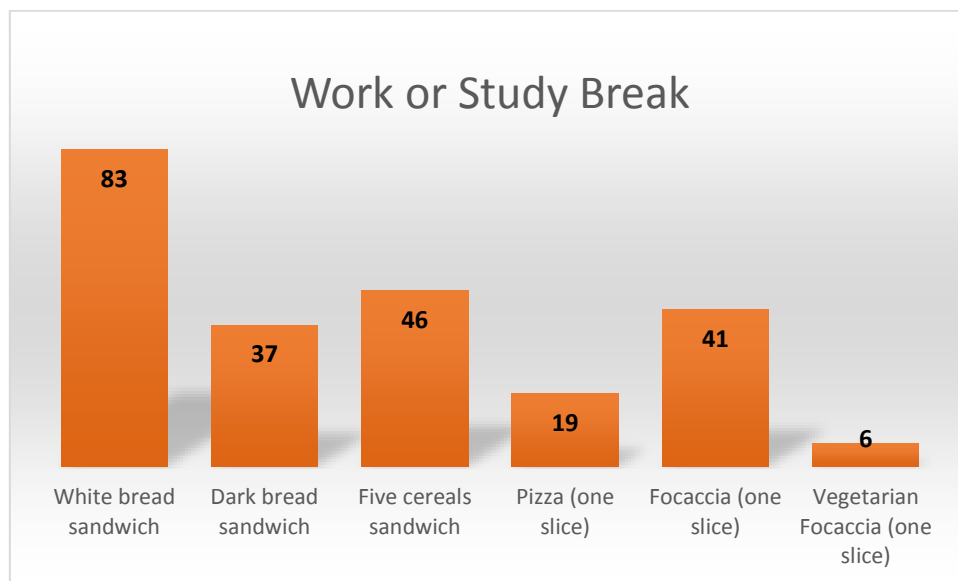
Annex 3: Pizza Sticker



Source: Self-produced

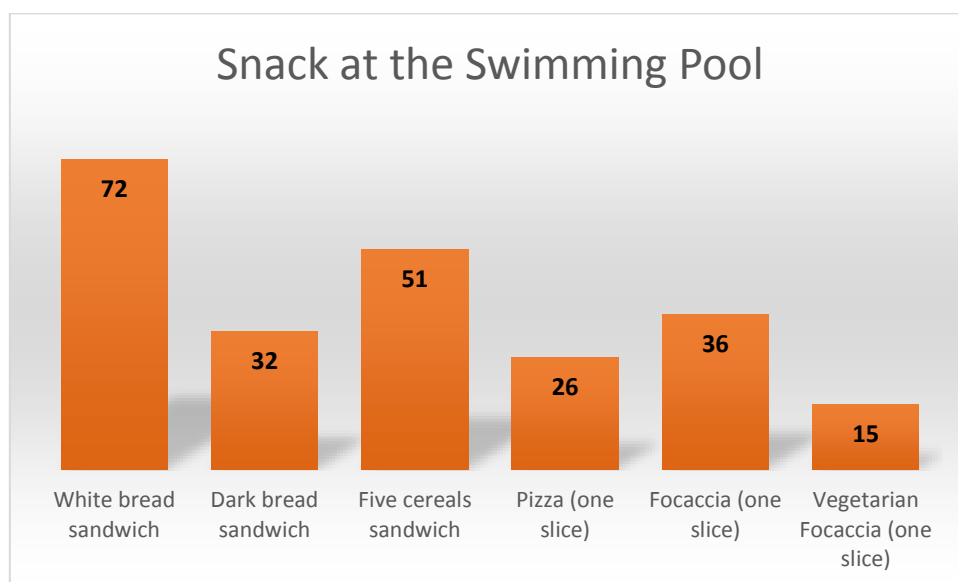
Findings analysis

Annex 4: Consumer's preference in the situation 'Work or study break'



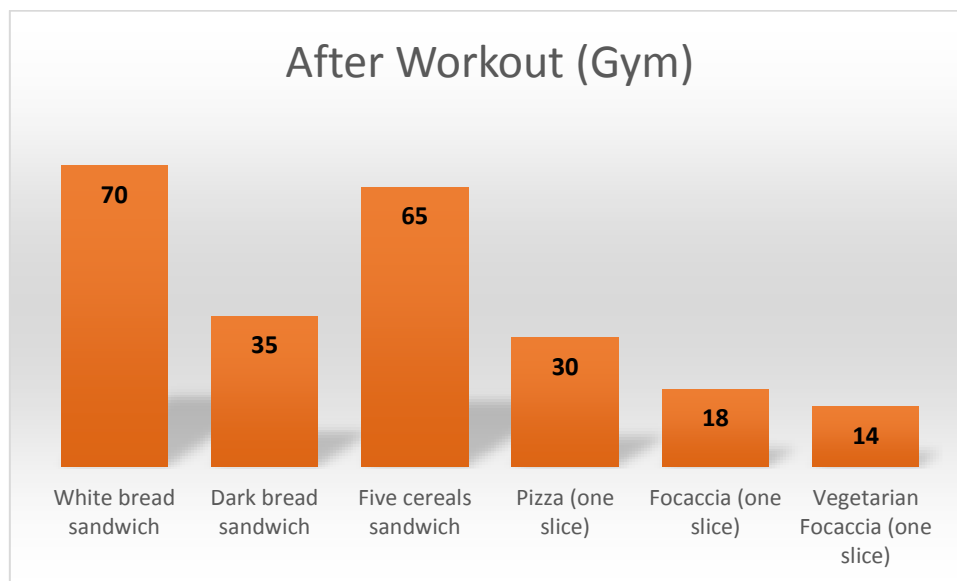
Source: Self-produced

Annex 5: Consumer's preference in the situation 'Snack at the swimming pool'



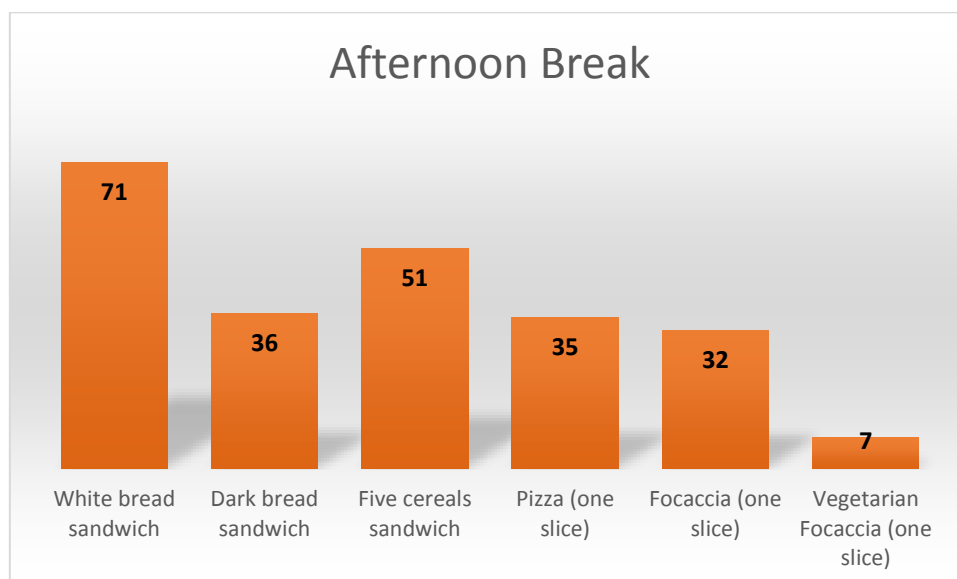
Source: Self-produced

Annex 6: Consumer's preference for the situation 'After workout (Gym)'



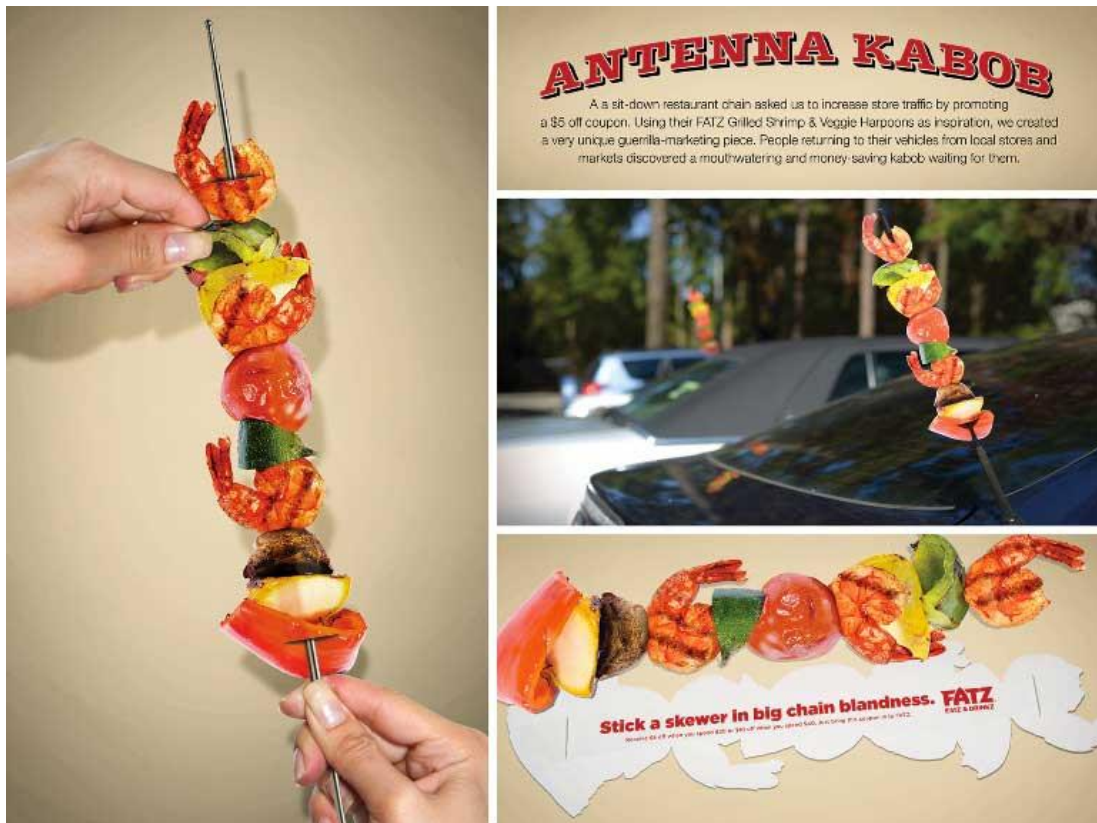
Source: Self-produced

Annex 7: Consumer's preference for the situation 'Afternoon break'



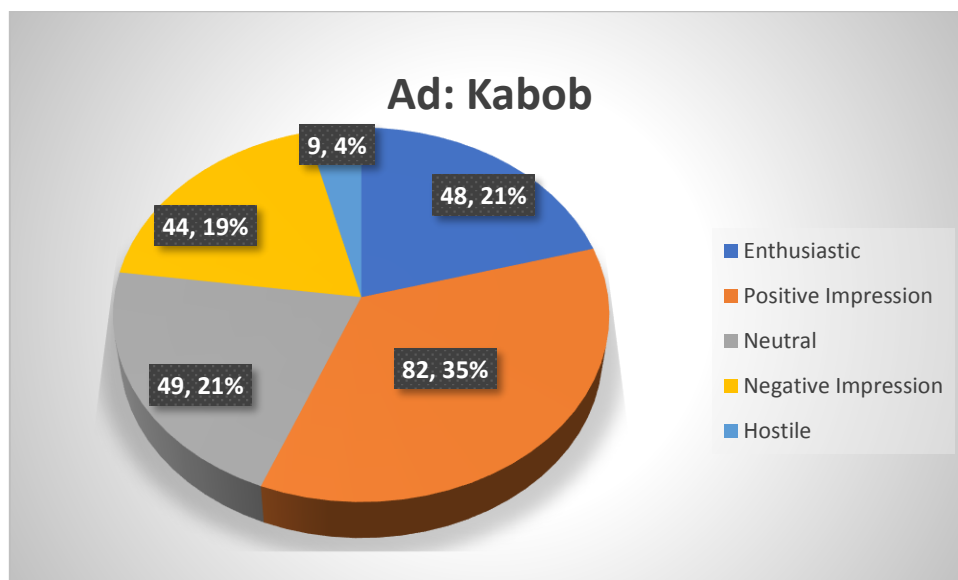
Source: Self-produced

Annex 8: Guerrilla marketing advertisement – kabob flyer



Source: <http://www.emanueladinatale.com/guerrilla-marketing-food-beverage/>

Annex 9: Customer's impression of the kabob flyer



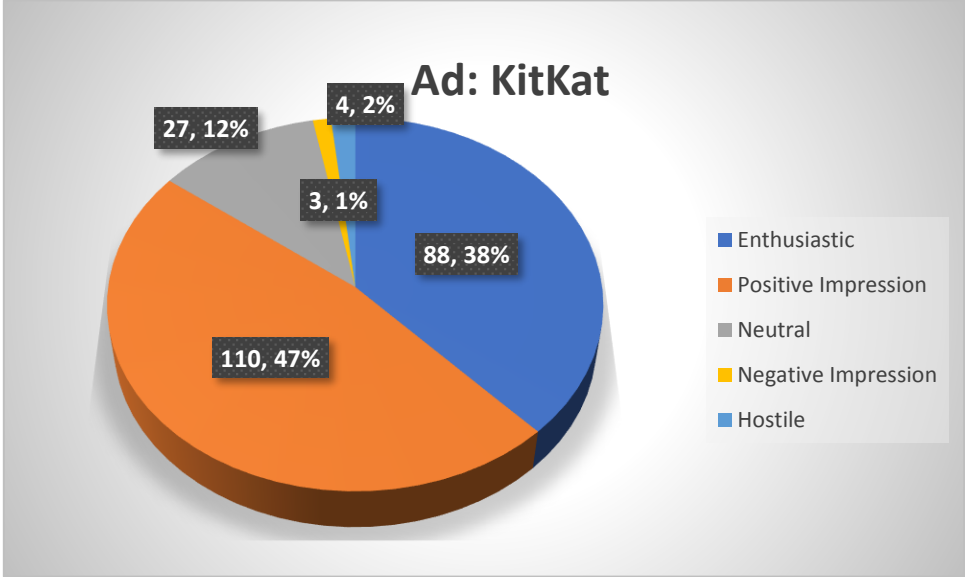
Source: Self-produced

Annex 10: Guerrilla marketing advertisement – Kitkat bench



Source: <http://www.emanueladinatale.com/guerrilla-marketing-food-beverage/>

Annex 11: Customer’s impression of the Kitkat bench



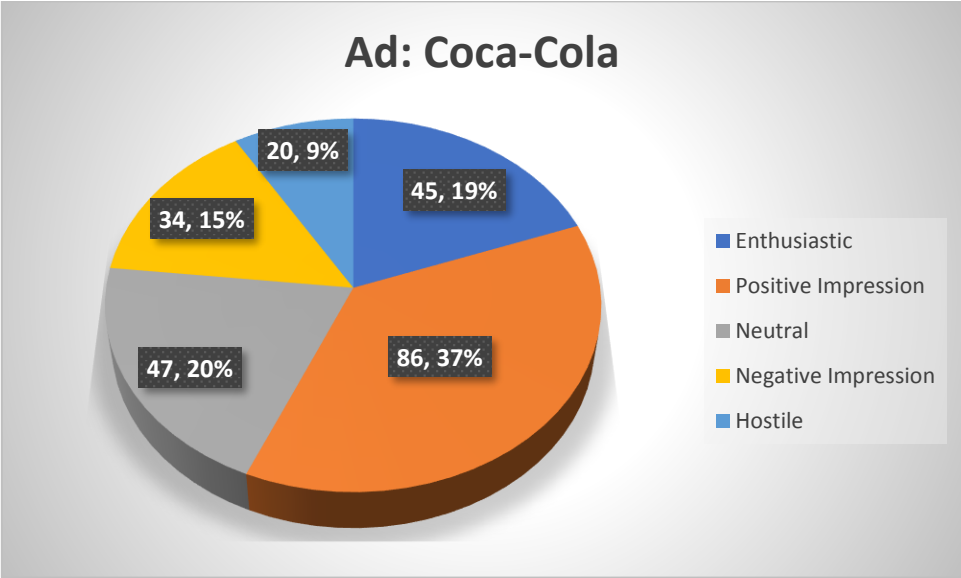
Source: Self-produced

Annex 12: Guerrilla marketing advertisement – Coca-Cola panel



Source: <http://www.emanueladinatale.com/guerrilla-marketing-food-beverage/>

Annex 13: Customer’s impression of the Coca-Cola panel



Source: Self-produced