

Gökhan ÇALIŞKAN

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INCIDENCE OF GUERILLA MARKETING IN SMALL AND MEDIUM SIZED TURKISH EXPORTERS

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Gökhan ÇALIŞKAN

Fatih University

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To My Family,
Cengiz & Zekiye,
Merve & Muhammed Ali ...

APPROVAL PAGE

Student : Gökhan ÇALIŞKAN
Institute : Institute of Social Sciences
Department : Management
Thesis Subject : Incidence Of Guerilla Marketing In Small And Medium
Sized Turkish Exporters
Thesis Date : January 2011

I certify that this thesis satisfies all the requirements as a thesis for the degree of Master of Arts.

Assoc. Prof. Nizamettin BAYYURT
Head of Department

This is to certify that I have read this thesis and that in my opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of Arts.

Prof. Dr. Mustafa DİLBER
Supervisor

Examining Committee Members

Prof. Dr. Mustafa DİLBER

Prof. Dr. Zehra Vildan SERİN

Assoc. Prof. Nizamettin BAYYURT

It is approved that this thesis has been written in compliance with the formatting rules laid down by the Graduate Institute of Social Sciences.

Assoc. Prof. Mehmet KARAKUYU
Director

AUTHOR DECLARATIONS

1. The material included in this thesis has not been submitted wholly or in part for any academic award or qualification other than that for which it is now submitted.

2. The program of advanced study of which this thesis is part has consisted of:

- i) Research Methods course during the undergraduate study
- ii) Examination of several thesis guides of particular universities both in Turkey and abroad as well as a professional book on this subject.

Gökhan Çalışkan

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ABSTRACT

Gökhan ÇALIŞKAN

January 2011

In the 21. Century, enterprises started to search for effective and low cost marketing strategies in order to maintain their competitive power. Nowadays, "guerilla marketing" which seems to be instrumental in that endeavor, is being used by several companies. The SMEs of our country, which have comprehended the importance of exportation in recent years, started to apply some features of guerilla marketing in their companies.

In this regard, the purpose of this study is to evaluate, how exporters and intermediaries apply guerilla marketing the extent to which they possess guerilla marketer's attributes. This study consists four main parts. The first part of the study offers a literature survey regarding exportation and exporters; the second part explains guerilla marketing and its applications; the third part reports the research methodology; and the subject of the final part of the study is the presentation of the findings, results and suggestions.

The survey used in this study is prepared by using the "Likert Scale" and comprises questions about guerilla marketing applications and the characteristic features of guerilla marketers, is applied to exporters and intermediaries. The program, named "SPSS 16.0 for Windows", is used in evaluating survey findings.

Finally, in this study, findings about the differences of exporters, intermediaries and the other kind of companies in terms guerrilla marketing practice and guerrilla marketer personality characteristics are presented.

Key words:

Exporter, exporting intermediary, guerrilla marketing

KISA ÖZET

Gökhan ÇALIŞKAN

Ocak 2011

21.yuzyılda işletmeler rekabet güçlerini koruyabilmek için düşük maliyetli ve etkili pazarlama taktikleri arayışına girmişlerdir. Bu ihtiyacı karşılamak için ortaya çıkan gerilla pazarlamayı günümüzde birçok şirket kullanmaktadır. Son yıllarda ihracatın önemini daha çok kavrayan ülkemizdeki KOBİler ihracata başlamak veya ihracat tutarlarını artırmak için gerilla pazarlamanın bazı özelliklerini kendi işletmelerinde uygulamaya başlamışlardır.

Bu açıdan bu çalışmanın amacı, ülkemizdeki ihracatçıların ve ihracata aracılık yapanların gerilla pazarlama uygulamalarını ne derece uyguladığını ve gerilla pazarlamanın karakteristik özelliklerini hangi düzeyde taşıdığını ölçmeye çalışmaktır. Bu çalışma dört ana bölümden oluşmaktadır. Birinci bölümde ihracata ve ihracatçılara yönelik literatür taraması yapılmış, ikinci bölümde gerilla pazarlama ve uygulamaları anlatılmış; üçüncü bölümde araştırma yönetimi hakkında kısaca bilgi verilmiş, son bölümde ise bulgular sunulmuş, sonuçlar ve öneriler verilmiştir.

Bu çalışmada Likert ölçeği kullanılarak hazırlanan gerilla pazarlama uygulamalarını ve gerilla pazarlamanın kişilik özelliklerini tanımlayan sorulardan oluşan anket, ihracatçılara ve ihracat araçlarına uygulanmıştır. Anket sonuçlarının değerlendirilmesinde 'SPSS 16.0 for Windows' programı kullanılmıştır.

Son olarak, bu çalışmada gerilla pazarlama uygulamaları ve gerilla pazarlamanın kişilik özellikleri açısından ihracatçılar, araçlar ve diğer şirket türleri arasındaki farklar sunulmuştur.

Anahtar Kelimeler

İhracatçı, ihracat aracı, gerilla pazarlama

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LIST OF ABBREVIATIONS

SME	Small Medium sized Enterprise
HP	Hawlett Packard
Q.	Question
S.	Survey

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INTRODUCTION

The world becomes smaller and competition among firms increases day by day. Firms desire to maximize their profit with limited resources they have. Therefore, firms want to open out new profitable markets via exportation. As a way to sell products or services abroad, companies either may prefer direct exporting by establishing a new department, or work with another company which is proficient in exporting.

Global market conditions obligate the firms to obtain competitive advantage through small budget and efficient marketing tactics. These circumstances lead to the need for guerrilla marketing which focuses on acquiring competitive advantage and conveying a marketing message to target market through low cost or no cost marketing solutions.

Aim of this study is to enlighten Small and Medium-sized Enterprises who are engaged in direct or indirect exporting, regarding Guerrilla Marketing and to evaluate the level of guerrilla marketing implementation between exporters and export mediator companies.

In this study, the implementation of guerrilla marketing is discussed in depth. In the first chapter, there are some definitions and explanations about direct and indirect exporting.

The second chapter of this study includes a detailed explanation of guerrilla marketing concept, goals, its differences from conventional marketing, the marketing practices and personal characteristics of guerrilla marketers.

Research methodology is explained in third the chapter including information about the research instrument, application method, and reliability analysis.

In the last chapter, chapter four, findings about the differences of exporters, intermediaries and the other kind of companies in terms guerrilla marketing practice and guerrilla marketer personality characteristics are presented.

CHAPTER I

OVERVIEW OF INTERNATIONAL TRADE MECHANISMS

People have engaged in trade since creation. As country borders were established, increasing needs and desires, forced trade to extend beyond those borders. Such trade is named Foreign Trade or International Trade. International Trade basically involves purchasing or selling goods or services from one country to another (Akin, 2009, p. 1).

1.1 Export

According to Longman dictionary, Export is selling goods to another country. Exporting involves determining prospects and their needs in another country's market, selling the goods into the market, and conveying the products to the customer. Export is the first step of internationalization (Koyuncu, 1998, p. 35).

To access international markets or to expand the international market in which a company has engaged, exporting is the most widely used way. In comparison to other alternatives of entering international markets, exporting is less risky and less costly. A company can sell its goods only by changing its package or synchronizing the product in accordance with foreign country's requirements. So, the company does not have to change the organization structure, investment policy, existing product range considerably (Koyuncu, 1998, p. 62). As a result, export is a feasible way to open up into international markets.

Exporting can be either direct or indirect.

1.1.1 Direct exporting

Direct exporting involves marketing a company's products in international markets through its own efforts. In direct exporting there is no intermediary; hence, the company takes all the responsibilities and risks upon itself (Koyuncu, 1998, p. 34).

In direct exporting, company has to establish an export department, be familiar with foreign country's culture, contact foreign buyers, make market research, control physical distribution of goods in foreign country, and perform export formalities. So, company has to be more active in foreign market in comparison to indirect export (Koyuncu, 1998, p. 34). This means that, the company has to establish the capacity to carry out direct exportation.

Despite the difficulties, when the company makes direct exportation, it has more control upon distribution of the goods in the foreign market. Company also gets quicker and more accurate feedback about the market and its marketing effort (Koyuncu, 1998, p. 36).

1.1.2 Indirect exporting

In indirect exporting, an intermediary company sells the goods which are produced by manufacturer company in foreign markets. In indirect export, the manufacturer does not need to have an export department, to do market research, to maintain sales representatives in foreign market to sell the products abroad (Koyuncu, 1998, p. 33).

When a company starts to sell the goods in foreign markets through indirect exporting, it does not have to make additional investment which increases the company's fixed cost. Thanks to that a company can acquire

competitive advantage in international markets. By using these advantages effectively, the firm can vary the range of product, obtain new experience, open up to new markets abroad and prepare itself to direct exporting (Koyuncu, 1998, p. 36).

Indirect exporting utilizes independent intermediaries which are engaged in international trade professionally (Koyuncu, 1998, p. 33).

1.2 Intermediaries in International Trade

Intermediary export companies, even though they have similar features, go by different names in different countries. For instance, in USA, these companies are called "Export Trading Company", in South Korea "General Trading Company", in Japan "Sogo Shosha" as shown in Table 1.

TABLE 1. INTERMEDIARY EXPORT COMPANIES

Name	Country	Establishment Date
Sogo Shosha	Japan	1876
Export Trading Company	Brazil	1972
General Trading Company	South Korea	1975
General Trading Company	Taiwan	1977
International Trading Company	Thailand	1978
Foreign Trade Capital Company	Turkey	1980
Foreign Trade Company	China	1980
Export Trading Company	USA	1982

Source : Peng, Mike, and Anne Ilinitich, "Export Intermediary Firms: A Note on Export Development Research," **Journal of International Business Studies**. Vol. 29, Issue 3, (Third Quarter, 1998)., P.612

Intermediary Export Companies fall into two categories according to their operations.

In the first type, intermediary company buys the product from manufacturer. Namely, the intermediary company gets the ownership of goods and then sells them in international markets on its own account.

In second type, intermediary company does not buy the goods from the producer. The company contracts with producer for its intermediary services. After this contract, intermediary company starts to do market research in target country to market producer's goods. The company meets with the manufacturer and buyer and performs the export formalities for producer's account. After the manufacturer is paid by the importing company, the intermediary company gets its commission for services rendered. In this category, commission of the intermediary increases with the volume of export (Czinkota M. & Ronkainen I., 1998).

1.2.1 Functions of Intermediary Export Companies

Export formalities are required for many transactions. Therefore, an intermediary export company supports the manufacturer with various services. Nevertheless export services provided by the intermediary are classified under two main headings:

- transaction creating services
- physical fulfillment efforts

Transaction creating services include services which create and activate foreign demand. These services contain international marketing research, product research and designs, improvement of marketing strategy and to contract in the name of supplier (Balabanis, 2000, p. 84).

Physical fulfillment efforts contain services which are performed in meeting foreign demand (Bello D. & Williamson N., 1985, p. 61). Consequently, they comprise activities such as; documentation, insurance, freight, customs etc. Furthermore, the intermediary is engaged in packing, labeling, or quality control of the goods and financing of exports (Başar, 2004, p. 4).

1.2.2 Intermediary Export Companies in Turkey

Indirect Exporting system has evolved in Turkey since 1980. Starting from that date; Turkey has carried out an open market economy policy. In accordance with this aim, Turkey has developed some Export Trading Company models (Yalçın, 1998, p. 79).

Firstly, Turkey began to set up Foreign Trade Capital Companies which have been implemented successfully in Japan and South Korea, to contribute to opening up the domestic firms to foreign markets (Yalçın, 1998, p. 79). With this model, Turkey has targeted to become an expert exporting in certain products to certain markets and executing exports through large intermediaries (Öncü, 2000, p. 31). A list of such foreign trade companies is given in Appendix A.

The mentioned companies, instead of designing long-term strategies and developing their institutional structure, have tried to enhance their endorsement. Because of this, expected effect on exportation did not

materialize (Baykal, 1998, p. 120). Moreover, on account of the exclusive rights provided by the government to these companies, and since this organization model was adopted only by very large firms with vast amounts of capital in Turkey, SME companies could not benefit from this structure. Therefore, Turkey has developed a new model in which SME companies are willing to bring together their capital, experiences, and knowledge to develop their export performance. This kind of foreign trade company is called Sectoral Foreign Trade Company. At present, export in Turkey as an institutional facility is realized by Sectoral Foreign Trade Companies and Foreign Trade Capital Companies (Öncü, 2000, p. 31). The ranges of Foreign Trade Companies are given in Appendix B.

Additionally, as a result of technological development and globalization a new generation of intermediaries have appeared. They are called "e-broker or middleman". They provide the service of getting the buyer's demand and seller's supply together on the internet. The job is called brokerage (Akin, 2009, p. 92).

Brokerage is as important as exporter and importer for the development of exportation (Akin, 2009, p. 91). They find buyers and sellers on the internet or official websites related to exportation, such as; www.dtm.gov.tr, www.igeme.gov.tr. These e-brokers convey the purchasing demands from buyer to seller or transmit the selling demands from seller to buyer without giving their contact information from buyer to seller at first. If the mutual demands overlap, e-broker makes a contract with buyer or seller for intermediary commission.

The features of brokers are:

- Familiarity with foreign trade formalities and applications.
- Ability to communicate with foreign businessmen in their language orally or in writings.
- Ability to find and analyse information on worldwide export prices.
- Familiarity with international commercial law to protect their rights (Akin, 2009, p. 92).

The broker working in the field of export and import of products carries out his/her business in two ways.

In the first method, he/she is a freelancer working on his/her laptop at the home office. He/she brings the exporter and importer together via constant market surveys. Generally, the truest method is to make a brokerage agreement with the exporter. The brokers with know-how and without capital can prefer this method. It is needed to make a written agreement for any commercial liaison. Otherwise, in the initial price steps, the exporter bypasses the broker without notice (Akin, 2009, p. 95).

The second method is brokerage by establishing a firm. It is more prestigious and trustworthy. In our country, there are a number of successful foreign trade firms operating through this method. Under this method, the person conducts the foreign trade through the firm. In other words, after the import of the product, he/she exports the product or sells it in the domestic market. He/she can prefer just brokering. When necessary, he /she can provide observation and supervision services. Establishing such kind of a firm needs financial strength and experience in foreign trade. Put another way, the broker needs to be a practical person (Akin, 2009, p. 95).

Either in the first or the second method, it is necessary to have connections which are the prerequisites of carrying out this business. The broker needs to get specialized in a specific sector; should not tend to operate in, for instance, both iron and steel and food sector. In this case, the broker is not likely to be preferred as he /she will not be considered highly professional (Akin, 2009, p. 93).

CHAPTER II

GUERRILLA MARKETING

Guerrilla is defined in Longman dictionary as “a member of a small unofficial military group that fights in small groups.” (Longman, 2005) Guerrilla as a word was first used in the Spanish-French War of 1807 – 1814. Guerrilla is derived from Guerre which means “small war” in Spanish and implies an irregular armed fighter (Eser, 2010, p. 12). The objective of Guerrilla tactics is to demoralize the enemy through imperceptible attacks by converting disadvantages to advantages (Levinson, 2010).

2.1. Definition of Guerrilla Marketing

Guerrilla Tactic was first introduced to Marketing in the 1960s in America. In these years, U.S. occupation of Vietnam turned into failure despite the overwhelming power of the regular U.S. army. As a result of guerrilla war, U.S. army was wiped out by the irregular Vietnamese forces. American marketers started to adopt similar guerrilla tactics and to implement aggressive and surprising marketing policies to maximize their profit (yenimakale.com, 2010).

There are various guerrilla marketing definitions.

First of all, according to Levinson who coined the term “guerrilla marketing” has defined it as, “a marketing tactic for businessmen who have a huge dream, but insufficient budget” (Levinson, 2007). Also, he says, it is a path for a company to attain business goals through unusual tactics.

Moreover, guerrilla marketing is profit maximizing method on small budgets (Levinson, 2010).

Marketing guru, Philip Kotler has described guerrilla war in marketing as assailing on a rival's different points at intervals by demoralizing and distracting the competitor to occupy a niche in a market(Kotler P., Armstrong G., Saunders J. & Wong V., 1999, p. 532)

According to Tek (Tek, 1997, p. 109), Guerrilla Marketing is a marketing tactic based on creativity, imagination and fast mobility. Guerrilla forecasts the danger in market and takes measures. Guerrilla thinks local and does local. Guerrilla Marketing is based on getting market share through surprise attacks by depressing a rival.

As a result, guerrilla marketing is a smart marketing tactic which intends to get competitive advantage in the market through efficient and different marketing instruments.

The aim of guerrilla marketing is performing efficient and attractive marketing campaigns with small budgets to convert opportunities in market into competitive advantage (Özgül, 2008, p. 188). Initially ,Guerrilla Marketing has been implemented by small companies to compete with large companies. As it has been recognized as a low-cost and efficient marketing method, nowadays it is not only used by small companies, but also is implemented by large firms. Thus, the goal of guerrilla marketing has become drawing the customers' and prospects' attention to the company and its products with a limited budget (Özgül, 2008).

2.2. The Differences Between Guerrilla Marketing and Conventional Marketing

The father of Guerrilla Marketing, Levinson (1998), has mentioned the differences of guerrilla marketing from conventional marketing as follows:

TABLE 2. COMPARISON OF GUERRILLA AND CONVENTIONAL MARKETING

	Conventional Marketing	Guerrilla Marketing
Target Market	Large Institutional Firms	Small Medium Size Enterprise
Primary Resources	Money	Imagination power, innovation thought, timing and energy
Success Measure	Sale Volume and Market Share	Profitability
Marketing Concept	Market Segmentation and Market Diversification	Focusing on single market segment
Competition Perspective	Cost Leadership or Differentiation	Both of them
Growth Type	Linear Growth	Geometric Growth
Advertisement Tools	Mass Media	Creative Effective Tools

Source: Nardalı, S. (2009). Gerilla Pazarlaması ve Uygulamadaki Bazı Örnekleri. YÖNETİM VE EKONOMİ, 16(2), 107-119, p.108

Conventional Marketing can be implemented by only large institutional firms, because primary resource in usual marketing is money, but guerrilla marketing strategies could be applied by both large firms and small medium size enterprises since the primary resource of guerrilla marketing is imagination power, timing and energy. Furthermore in guerrilla marketing, all marketing efforts are regarded as an investment, not a temporary expense (Levinson, 1998, p. 8).

Success measure in conventional marketing is sale volume and market share whereas, guerrilla marketing evaluates profitability and established new relationships with customers (Levinson, 1998, p. 8).

Conventional marketing uses market segmentation and market diversification, but guerrilla marketing selects a single market segment in which is the most suitable and focuses on meeting the needs of this segment (Levinson, 1998, p. 8).

Conventional marketing attempts to use cost leadership or differentiation strategy to acquire competitive advantage; however, guerrilla marketing makes innovation and differentiation with a small budget by using imagination power and opportunities in environment effectively (Levinson, 1998, p. 9).

Ordinary marketing tries to explain the benefits of products or services, but guerrilla marketing focuses to find out the solutions for people's problems (Levinson, 1998, p. 9).

Usual marketing is engaged in linear growth by trying to get more customers, but guerrilla marketing provides geometric growth by selling more products to the present customers (Levinson, 1998, p. 9).

Traditional marketing uses expensive mass media such as advertisement; however, guerrilla marketing considers the effectiveness of the different communication tools in terms of attracting target market's attention mostly and how the tool should be used for the prospects' purchase the product or service. Moreover in guerrilla marketing to have influence on the target market, creativity and imagination is utilized on a large scale for advertisement (Levinson, 1998, p. 9).

2.3. The Process of Guerrilla Marketing

Guerrilla marketing process consists of 5 basic steps.

First step is to generate wide-spread data base. Marketing managers should have accurate information promptly regarding company's internal and external environment. This database provides managers detailed reliable information which can direct marketing activities, about prospects, customers, market's situation, and competitors' positions in the market.

Second step is to perform SWOT(strength, weaknesses, opportunities, threats) analysis. The company should recognize its strengths and weaknesses. The firm release the opportunities and threats may come from internal and external environment. SWOT analysis makes the information gathered in the first step configure systematically to formulate the marketing strategy.

Third step is selecting marketing weapons or marketing tools to convey the marketing message to the target market in accordance with the strength of the company and opportunities in external and internal environment. Furthermore, while choosing the marketing weapons, the participation of company employees should be obtained.

In the fourth step, Guerrilla marketer prepares guerrilla marketing schedule. In this schedule, choice of marketing partners and marketing weapon priorities, urgent activities and deciding times should be determined. To choose the person who will use the guns and determine the timing, quality, quickness, and value are all together essential. In these sections, the most important thing is not to use all of the guns together and to be ready to meet all the attacks that may come from rivals (Levinson, 1990, p. 255).

Last step is to attack; in other words, strategy implementation in accordance with marketing schedule and counter-attacking. The important point here is that the results should be observed continuously (Ay & Ünal, 2002, p. 78).

2.4 Crucial Information Used By Guerrilla Marketers

Guerrilla Marketers employ scientific facts and human nature while designing their marketing strategy. Some essential factors used by guerrilla marketers are stated below.

2.4.1 Repetition

Most purchase decisions are motivated by the subconscious. The marketer needs a share of mind which is a place in the prospect's subconscious before he earns a share of market. The way of accessing the subconscious of people is repetition (Levinson, 1989b, p. 43).

According to the results of a year-long study, to make the marketing message locate in the prospect's mind, the prospect should be exposed to the message at least 9 times. Moreover, two out of three messages are ignored by the prospect. Hence, the marketer has to repeat the message a total of 27 times to ensure its registration (Levinson, 1989b, p. 18).

When a person sees the marketing message three times in different media (via television ad, newspaper advertisement, billboard, etc.) only one impression is formed in the prospect's mind about product. Until the 15th marketing ad prospect knows something about the marketing message but feels unresponsive regarding the product. After 15 times, the prospect begins to feel a sense of familiarity concerning the product and company. When prospect observes the 21st advertisement, 7th impression is formed in the

prospect's mind and the consumer candidate starts to consider the benefit of ownership and how to pay for the product. At the 24th, the consumer candidate starts to evaluate the clearness of the product's identity and the consistency of advertisement's offer which persuades the prospect to buy the product. As the 27th advertisement is perceived by the consumer candidate, the required 9 impressions become embedded in the prospect's subconscious. So, the prospect makes the purchasing decision, and the business owner obtains the tangible proof of repetition's efficacy (Levinson, 1989b, p. 18).

This scientific fact may be called 27/9/1 rule which expresses that 27 repetitive messages provide the required 9 impressions to materialize 1 purchasing decision.

2.4.2 Mind Map of Prospects

A human's brain functions fall into two categories. Functions of left brain and right brain are engaged in different activities. Left brain functions are analytic thought, logic, language, numbers, science and maps. Right brain functions are colour, holistic thought, creativity, intuition, art and music. Generally, people use one of these functions more intensively; so, they may be referred as left brained person or right brained person. For instance, left brained people are more successful in highly analytical fields such as IT, engineering and law (Sullivan, 2009). On the other hand, right brained people are more productive in social fields such as; art, public relations, copying of designs, discrimination of shapes e.g. picking out a camouflaged object, understanding geometric properties, reading faces, music, global holistic processing, understanding of metaphors, expressing emotion, etc. (Sperry, 2007). Therefore, left brained people have different sphere of interest compared to right brained people.

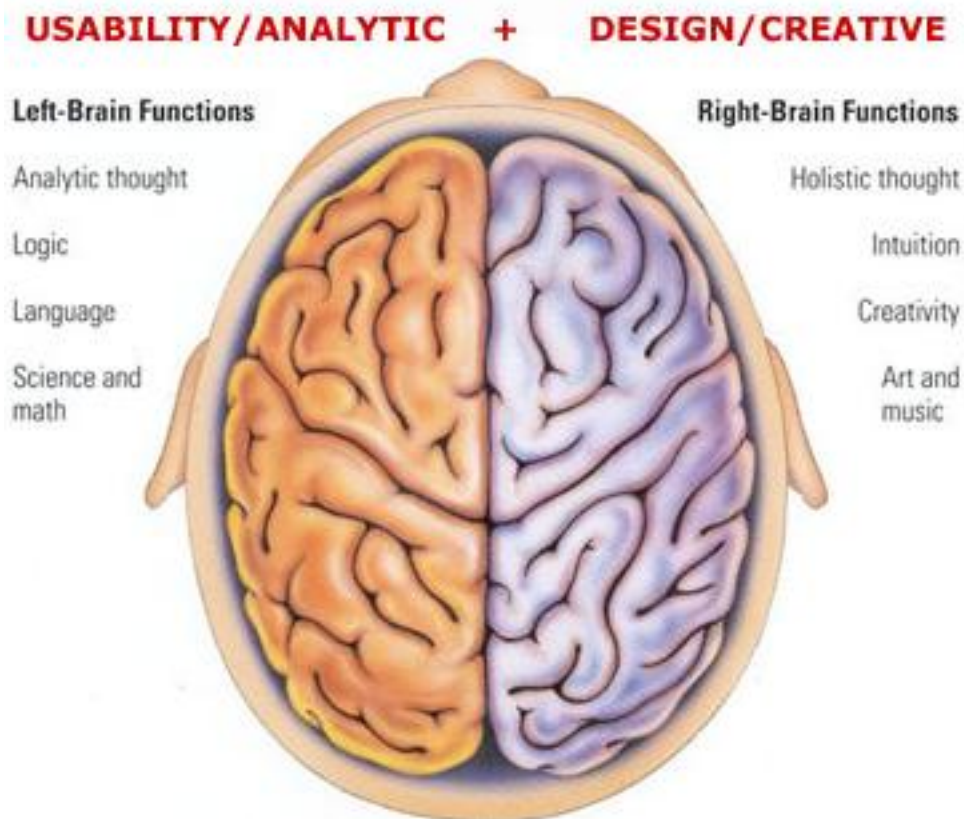


FIGURE.1 LEFT AND RIGHT BRAIN FUNCTIONS

Source:http://ninespv.files.wordpress.com/2009/03/left_right_brain_xp1.jpg , 11.11.2010

As a result, a marketing campaign or strategy can be twice as effective if the marketer aims it at both right and left brained people (Levinson, 1989b, p. 44).

2.4.3 Sell yourself

There are two types of bonds: Human bond and business bond. People would much rather do business with a friend than anyone else. Especially in service sector, a marketer should become a friend before making a business deal (Levinson, 1989b, p. 52).

In addition, customers buy a lot more than the product and the service marketer offers. They buy the marketer's personality; the marketer's job is convince them of the marketer acceptance by the entire community or industry. Thus, a marketer should sell himself/herself before your product or service, guerrillas should behave as such (Levinson, 1989b, p. 53).

2.4.4. Identity

One of the most important human needs is an identity. Recognizing the identity of prospects is one of the essential components of marketing process. This means, people are interested in themselves, so if a marketer wants to appeal to them, the marketer should make customer feel special. Furthermore, the marketer should relate the offering directly to the customers and should do it in such way that the product or service is the most fascinating part of his message (Levinson, 1989b, p. 53).

2.4.5. Timing

One of the components of guerrilla marketers' success is using time efficiently. They concentrate most of their efforts on existing customer. Guerrilla marketers conduct their marketing campaigns simultaneously on three fronts: the universe, their prospects, and their customers (Levinson, Gallagher B., & O.R., 1989, p. 16).

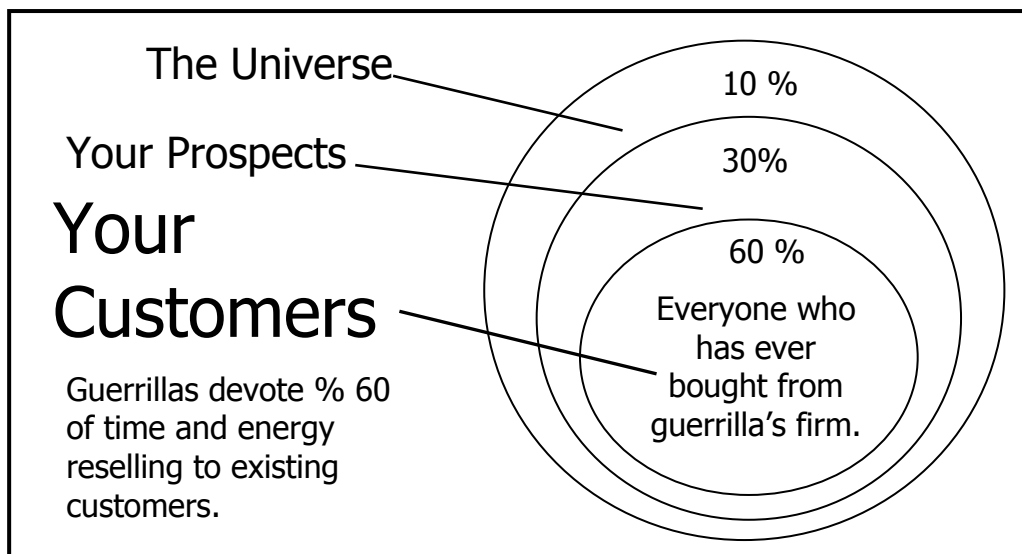


FIGURE.2 TIMING IN GUERRILLA MARKETING

Source : Levinson, J. C. (1989). *Guerrilla Marketing Attack New Strategies, Tactics & Weapons For Winning Big Profits From Your Small Business*. Boston, Houghton Mifflin Company, p 18

According to a guerrilla marketer, everyone in the universe is a potential customer. However, in guerrilla marketing only 10 percent of time is spent on attempts to communicate to this audience. These efforts increase the cognition of marketer's identity in marketplace.

Guerrilla marketers devote 30 % of their time and resources for their prospects who have a potential need. 60 % of their time, however, is spent on concentrating on existing customers; i.e. everyone who has ever bought from guerrilla's firm (Levinson, et al., 1989, p. 18).

2.5 Personal Characteristics Of Guerrilla Marketers

Personal characteristics of guerrilla marketers are listed below:

- **Patience**

The first personality trait of the successful guerrilla is patience. As it has been mentioned at the previous section on repetition, to make a prospect out of a customer, marketing message must be conveyed into prospect's mind at least 27 times. So, the guerrilla has to have patience as a personal characteristic to sell a product (Levinson, 1989b, p. 21).

- **Aggressiveness**

Second characteristic of guerrilla marketers is aggressiveness but, this does not mean a feeling of hostility that arouses thoughts of attack. Aggressiveness means the quality of being bold and enterprising in marketing. To be aggressive expresses to know all the marketing weapons which can be used, to observe all marketing weapons used, to employ the marketing weapons consistently (Levinson, 1989b, p. 22).

The competitors should fear that the guerrilla marketer will out market them at every turn. While rivals are making mistakes, a guerrilla marketer is making none of them. Additionally, being aggressiveness implies that your competitors think of you as aggressive, as obtaining new customers on all fronts (Levinson, 1989a, p. 22).

- **Imagination**

A guerrilla marketer should be solution focused. When a guerrilla faces a problem, the marketer should think about how this problem can be solved through using available resources efficiently. For instance; there may be three furniture stores on the street. A furniture store on the left announces 60 % price reduction. The competitor of this store on the right

announces a discount of 75 %. However, the guerrilla marketer which is located between them does not have the resources to implement as a similar price reduction. The guerrilla marketer utilizes his imagination power and hangs up an advertising poster with "Main Entrance" written on it. Levinson states that imagination is more significant than originality (Levinson, 1989b, p. 23).

- **Sensitivity**

This personal trait involves being sensitive to customers' needs, desires and their expectations. A guerrilla marketer knows cultural values and social dimensions of society. The guerrilla pays attention to vulnerable points of community while performing the marketing strategy (Levinson, 1989b, p. 24). For instance, an exporter who is a guerrilla marketer never writes with red ink while corresponding with South Korean people since red ink reminds a South Korean of death (executiveplanet, 2010).

- **Ego Strength**

Author of guerrilla marketing attack book, Levinson states that "I do not mean that you must be egotistical, conceited, and self-centred. Instead, I mean believing in your product or service fervently" (1989b, p. 25).

In addition, ego strength means a guerrilla marketer must have the strong personality which can perform its marketing strategy diligently until all the activities in the marketing plan are implemented. The guerrilla marketer's employees, friends, family may be bored and recommend to change strategy. However, the guerrilla marketer pays attention to whether marketing campaign is boring to the customers and prospects or not. If the marketing activities are approved by target market, the guerrilla marketer continues to implement the marketing strategy despite external opposition (Levinson, 1989b, p. 26).

All above, it is important for the guerrilla marketer not only to possess these personal traits, but to be able to integrate them. (Levinson, 1989a, p. 27).

2.6. Guerrilla Communication & Guerrilla Strategy

When the guerrilla marketing concept has been analysed, it is obviously seen that guerrilla marketing includes into two main points; guerrilla communication and guerrilla strategy.

2.6.1 Guerrilla Communication

One of the aims of marketing is giving the right message to the right person. Guerrilla marketing provides this communication with resources one has. Guerrilla communication means for small businesses with small budgets to attract prospects' attention. (Levinson, 1984)

Industry experts claim that traditional marketing tactics are ineffective especially among teenage and college-age consumers because of the rapid increase in the number of television channels, internet and the mobility of media. Guerrilla communication is thought of as a solution to attain the target markets. Guerrilla marketing activities generate unofficial news or word of mouth information, using teenagers to market products and services to peers, who are much more interested in listening to their peers than to a message directly generated by a company (MacNaughton, 2008).

On the other hand, guerrilla communication is supported by public relations. Guerrilla communication is intensely focused on making publicity (MacNaughton, 2008).

On the other hand, guerrilla communication is founded on visual consumption which is significant to today's media driven society. Today's consumption model is directed by the message of goods' images rather than the goods themselves (MacNaughton, 2008). Attracting customers' attention by conveying efficient marketing messages to target markets through unconventional ways is the basis component of guerrilla communication.

2.6.2 Guerrilla Strategy

When it comes to strategy, it must be mentioned how, the father of strategy, Porter has defined it. Strategy is deployment of activities different from rivals' or deploying similar activities in different ways (1996). In this definition, strategy is derived from two origins; different activities, or different ways. When it has been taken guerrilla marketing is considered in this context, it is observed that it performs similar activities in different ways by perceiving the subtle points of marketing and customers' need.

Basically, there are three strategies to obtain competitive advantage; cost leadership, differentiation, and focus. Two of these, cost leadership and differentiation strategies are usually implemented industrywide, but focus strategy is applied in a narrower scope, such as a market segment (M. E. Porter, 1980).

TABLE 3: PORTER’S STRATEGIES

Target Scope	Advantage	
	Low Cost	Product Uniqueness
Broad (Industry Wide)	Cost Leadership Strategy	Differentiation Strategy
Narrow (Market segment)	Focus Strategy (low cost)	Focus Strategy (differentiation)

Source:http://e-learning.dmst.aueb.gr/mis/Cases/7-Eleven/Case/Porter's_Generic_Strategies.pdf

Guerrilla Marketing Strategies particularize in low cost and no cost marketing activities that provide maximum benefits on a minimal investment (Woods & Levinson, 2010). Hence, it is especially suited for SMEs which have limited budgets to focus on a market segment and deploy low cost strategy to acquire competitive advantage with present conditions such as; limited budget the company has. For instance, Akarsu foreign trade company is engaged in exporting deep freeze from Turkey to Africa. The exporter, Tarik Akarsu, wanted to create a cost advantage. Considering that the freeze had approximately 400-500 lt volume and is exported empty, and realizing that African people needed diapers, he started to export diapers placed in freezers thus economizing on freight costs.

This is an example of how Guerrilla marketing exhibits consumer sensitivity and imagination to solve problems; The exporter has perceived African people’s needs and has turned the empty volume of freezer into commercial advantage.

On the other hand, guerrilla marketing strategies are not only used by small firms but may also be utilized by large firms. If a marketing tactic is low cost and effective it can normally be used by large firms to enhance the company image in customers' and prospects' minds.

2.7. Examples of Guerrilla Marketing

First example is related to a car rental firm from Istanbul, called "Carpuzz". Carpuzz is noted for its low prices and good service. Its rental charges vary between 8-39 TL per day (Terziođlu, 2007). The company can offer these cheap prices by accepting advertisements on the cars' exterior. Therefore, the customers can rent a car at very low prices and the advertisements can indicate in many different regions of the city.



FIGURE.3 "CARPUZZ" CAR 1

Source: <http://www.carpuzz.com/Sponsor.aspx> , 03.12.2010



FIGURE.4 "CARPUZZ" CAR 2

Source: <http://www.carpuzz.com/Sponsor.aspx> , 03.12.2010

Furthermore, the company enables the advertise to track the route of its through global positioning system (GPS). (Terziođlu, 2007).

Another application of guerrilla marketing can be seen at Anadolu Sigorta. The dummy of a thief is hung on the balcony of Anadolu Sigorta agencies with accompanying posters. " Come to Anadolu Sigorta , before burglars come to you."



FIGURE.5 ANADOLU SIGORTA'S DUMMY OF THIEF

Source: Olcayto, C. . "Anadolu Sigorta Açık hava". 2010. 22.05.2008.
<http://iyifikir.blogspot.com/2008/05/anadolu-sigorta-akhavaanadolu.html#links> .

A different application is actualized in Trabzon. An entrepreneur opened a new apparel shop which was deliberately named "bordo" next to Mavi jeans store, suggesting Trabzon football team's colours which are bordo-mavi.

In terms of guerrilla marketing, the entrepreneur has utilized citizenship feelings in marketing communication and has taken advantage of another well-known store brand (Kobifinans, 2009).



FIGURE.6 BORDO-MAVI IN TRABZON

Source: <http://www.morfikirler.com/yazi/gerilla-pazarlama-ornekleri>

Similar applications abound in global markets. For example, HP utilizes Guerrilla marketing advertisement to illustrate the clearness and brightness of its printer outs. HP hanged its printers above mirrors to attract the prospects' attention for indicating the color and ink quality. Campaign designer explains that:

"Most customers don't realize color superiority of HP printer and ink. Since color quality is considered parity, they are more price drive in deciding which printer or ink they want to buy. This campaign is aimed to show that there's actually a big difference in terms of color quality, because unlike other printers and inks HP printer and ink offers a wide range of true to life colors" (Sagala, 2010).

This application is a good example for guerrilla communication. HP aims that taking a position in customers' mind regarding the quality of color.



FIGURE.7 HP "Mirror"

Source: Roy Sagala (2010). Hewlett Packard "Mirror", 14.12.2010, <http://www.hightech-edge.com/hp-printer-mirror-bathroom-ad/1196/>

Another applications concerns Unicef's use of guerrilla marketing in its charity campaign for people who suffer from lack of water. Unicef fits automats which sell dirty-water in return for 1 dollar, somewhere in New York city (Baytoes, 2010). The dirty-water automats take people's attention in a short time and some TV channels in USA send out this campaign as in the news.

It is an example of guerrilla communication which is performed non-profit marketing campaign which provides to feel people's situation that they live in waterless fields.



FIGURE.8 DIRTY WATER VENDING MACHINE

Source:<http://artsytime.com/dirty-water-from-vending-machine-in-new-york-city/>,
29.11.2010

Mondo pasta uses the guerrilla advertisement on the ship which indicates the deliciousness of pasta. The pasta is as delicious as to bind the ship to the land.



Mondo Pasta Ambient Media "Noodleslurper"

To get Mondo Pasta on everyone's mind, we created a bigger than life promotion at the most frequented place in Hamburg: the harbor.

Huge stickers of faces turned ships into permanent pasta slurpers.

FIGURE.9 MONDO PASTA "NOODLESLURPER"

Source:Mat ,Jung von "Mondo Pasta". <http://www.frederiksamuel.com/blog/2007/05/mondo-pasta.html> 26.11.2010.

Another different marketing campaign was driven by Scottex. To convince restaurant owners of durability of its paper towels, Scottex Company used guerrilla communication method. The company mailed letter written on Scottex paper towels without envelopes to prove the durability of paper towel.

The letter's contents were:

"Dear....."

There are many ways to indicate how durable our paper towels are such as; TV advertisements, magazine advertisements...etc, but the best way is this, because the evidence is in your hands ! "

Mailing on kitchen paper towel



Brief:
Communicate the strength of Scottex kitchen paper towels to restaurant owners.

Solution:
We created a mailing made from real Scottex kitchen paper towels. These mailings were posted 'as is', without an envelope, and sent to restaurants all over Belgium.

Text:
Dear Mr. Desmet,
There are many ways to convince you of the strength of our kitchen paper towels: magazine ads, TV commercials and so on. However, we find that the best piece of evidence is in your hands right now.

P.S. We do hope all the postmen have treated this 'letter' with the utmost lock of care.

For more information about our super-strong Scottex kitchen paper towels and our other products visit www.scottex.be



FIGURE.10 SCOTTEX PAPER TOWEL

Source:[http://suigenuris.wordpress.com/siradisi-pazarlama-ornekleri/Gerilla Pazarlama](http://suigenuris.wordpress.com/siradisi-pazarlama-ornekleri/Gerilla_Pazarlama)
25.11.2010

As it has been shown by guerrilla marketing applications above, the common feature of guerrilla marketing is to cause the customer to perceive the pleasure which normally could be taken after using the product or service before buying the product or service and to ensure the purchase.

CHAPTER III

RESEARCH METHODOLOGY

The present study is designed to examine the implementation of Guerrilla Marketing by producer-exporters and exporting brokers in exportation process. This chapter provides a discussion of the research methodology used in this study. It includes an explanation about the research instrument, limitations of the study, application method, and reliability analysis.

3.1 The Scope of Study

The aim of this study is to determine the implementation level of guerrilla marketing practices and the degree to which guerrilla marketer personality characteristics are adopted among exporters and export brokers. The present study includes 6 hypothesis which will be analysed with ANOVA test and correlation analysis between the marketing practice and the personality characteristic via SPSS 16.0 for Windows. Research hypothesis are presented below:

H1: There is a statistically significant difference among personality characteristics according to the type of exporters (Direct exporter, broker, sectoral foreign trade company).

H2: There is a statistically significant difference among personality characteristics according to type of company (Partnership, limited company, corporation).

H3: There is a statistically significant difference among personality characteristics according to the size of exports as of 2009.

H4: There is a statistically significant difference among marketing practices according to type of exporters (Direct exporter, broker, sectoral foreign trade company).

H5: There is a statistically significant difference among marketing practices according to type of company (partnership, limited company, corporation).

H6: There is a statistically significant difference among marketing practices according to the size of exports as of 2009.

3.2. Research Instrument

The research is conducted via a questionnaire consisting of twenty-one questions. The questionnaire comprises two parts:

- 1- Eight questions designed to assess the degree of personality characteristics (Questions 1, 2, 3, 4, 5, 7, 9, 10)
- 2- Thirteen questions designed to assess the level of guerrilla marketing practices (Questions 6,8,11,12,13,14,15,16,17,18,19,20,21)

Altogether, these twenty – one questions will indicate the knowledge and application of the guerrilla marketing concept. The first group of questions aimed at measuring the presence of guerrilla marketer's personality characteristics; the other purports to assess the level of implementation of guerrilla marketing practices.

3.3. Data Collection

Each question was evaluated on a five point Likert scale ranging from Strongly Disagree (1), Disagree (2), Undecided (3), Agree (4), to Strongly Agree (5). The ratings were obtained via personal interviews and online survey form. 178 SMEs Export Managers' email addresses acquired from General Secretariat of Istanbul Mineral and Metals Exporters' Association have been sent. Additionally, 59 email has been sent to York-Trade Business Club in which exporters and export intermediaries are gathered. With my supervisor's recommendation, online survey form has been sent those email addresses twice. Totally, although 474 emails have been sent, just 23 online survey forms have been filled and remanded by SMEs export managers and export intermediaries. Furthermore, the other 75 survey forms have been filled out via face to face interviews with SMEs export managers on a convenience basis. Thus, a total of 98 survey forms has been obtained. The distribution of sample members is given in Table 7.

3.4. Reliability

Cronbach alpha has been used in order to determine the reliability of the scales in this study. Cronbach alpha coefficient has been calculated as 0.841 for personality characteristics and 0.839 for marketing practices and 0.899 in general.

Cronbach's alpha can range from 0.0 to 1.0 and indicates the strength of the relationship between items within a scale. if variances of the coefficients of the alpha is 0.70, the research is reliable. Also, some researchers suggested that when number of questions are low in the questionnaire, the research would be acceptable if the alpha coefficient is greater than 0.6 (Sipahi, Yurtkoru, & Çinko, 2008, p. 89).

The results indicate that all the variances of the coefficients of the Cronbach alpha are higher than 0.7. The results that are obtained in the research indicate that the results of the research are reliable.

3.5. Limitations of the Study

This study was conducted within certain limitations:

- 32 participants did not want to mark the exportation amount in the survey. Therefore, evaluation of survey according to exportation amount is made with only 66 participants.
- No questions were received from Foreign Trade Capital Companies; they are not presented in this study
- The original questionnaire was administered in Turkish; the translation is submitted in the thesis.
- Due to the non-random nature of sampling, its representativeness is doubtful. The volunteered responses may have come from more guerrilla marketing oriented managers; hence, some results may have been overestimated.

CHAPTER IV

FINDINGS

The results of the data analysis are presented in this chapter. As mentioned earlier, the data were collected from 98 exporter samples. Tests were conducted to compare the means of exporters' and export intermediaries' marketing practices and personality characteristics in terms of guerrilla marketing implementation.

This chapter is constituted from 3 parts. The first part comprises minimum, maximum, mean and standard deviation values for all questions. There is a comparison table about the mean values in descending order for personality characteristic, marketing practices, and all questions among different participant groups which were determined at first part of questionnaire; direct exporter, broker, sectoral foreign trade company; partnership company, limited company, corporation;; exportation amount $\leq 1.000.000$ USD, exportation amount $> 1.000.000$ USD. In the second part, hypothesis will be analysed with ANOVA test. In the last part, the correlation between personality characteristic and marketing practice will be analysed.

Table 4 indicates minimum, maximum, mean and standard deviation values for all questions in the survey.

**TABLE 4. THE MEAN VALUES OF ALL QUESTIONS IN
DESCENDING ORDER**

	Questions	Min	Max	Mean	St. Dev
10	Marketing expenses should be treated as an investment.	1	5	4,55	0,71
7	I am sensitive to customer rights.	1	5	4,42	0,75
11	I try to convey the same marketing message to customers consistently.	1	5	4,30	0,76
3	My self-confidence is quite high.	1	5	4,23	0,80
5	I like working in a businesslike and well disciplined manner.	1	5	4,23	0,80
4	My prestige is high in others' eyes.	2	5	4,22	0,64
21	In marketing work, I take scientific studies and cultural differences into consideration.	3	5	4,19	0,70
9	My creativity is high.	1	5	4,12	0,79
14	I approach customers as special individuals.	1	5	4,11	0,81
8	I am patient while dealing with customers. I do not hesitate to call again the customers' do not respond positively at first.	1	5	4,09	0,94
1	I enjoy meeting new people.	1	5	4,07	0,91
15	In dealing with customers, I utilize social and emotional approach in addition to commercial one.	1	5	4,05	0,95
17	In selling, I often ask questions and listen actively.	2	5	4,02	0,79
6	I collect information regarding rival companies and market.	2	5	3,97	0,83
2	I possess a high level of entrepreneurship.	1	5	3,93	0,90
18	I take notice and actively use free information resources related to my job that are provided by government and associations.	1	5	3,91	0,98
19	I take notice and utilize financial, technical, and publicity supports provided by government and associations.	1	5	3,69	1,01

20	First, I focus on a narrow market segment product line. After I am successful, I broaden my market segment and product line.	1	5	3,61	0,89
13	I allocate 30 percent of my working time to find new customers.	1	5	3,53	1,01
12	I allocate 60 percent of my working time to existing customers.	1	5	3,52	0,93
16	I try to sell myself before selling a good.	1	5	3,40	1,19
General Mean value of Survey		1,58	5	4,05	

The highest average value in the questionnaire is obtained by 10th question. Therefore, it can conveniently be stated that, according to the point of view of the companies which are engaged in direct or indirect exporting, marketing expense is conceived as an investment. The companies are also sensitive to the customer rights and endeavor to be consistent by giving the marketing message. Additionally, 3rd question implies that these exporters or mediators have self-confidence and they work systematically to be successful in the international marketing arena.

On the other hand, the exporters and mediators relatively deficient in selling themselves (Q.16), spending equal time for finding new customers (Q.12 and Q.13), gathering information (Q.19,18 and 6) all of which have a value below 4.0. Furthermore, exporters and export intermediaries do not use guerrilla marketing timing model (Q.20).

TABLE 5. THE MEAN VALUES OF PERSONALITY CHARACTERISTICS IN DESCENDING ORDER

Personality Characteristic		Min	Max	Mean	Std. Dev.
10	Marketing expenses should be treated as an investment.	1	5	4,55	0,71
7	I am sensitive to customer rights.	1	5	4,42	0,75
3	My self-confidence is quite high.	1	5	4,23	0,80
5	I like working in a businesslike and well disciplined manner.	1	5	4,23	0,80
4	My prestige is high in others' eyes.	2	5	4,22	0,64
9	My creativity is high.	1	5	4,12	0,79
1	I enjoy meeting new people.	1	5	4,07	0,91
2	I possess a high level of entrepreneurship.	1	5	3,93	0,90
Mean Value of Personality Characteristic		1,25	5	4,22	

The most widely found personality feature is “to perceive the marketing expenses as investments”. Respondents also exhibit sensitivity to customer rights. Actually, average values for almost every question are higher than 4 which means that participants think that they possess those personality features at a high level. Hence, it can be concluded that though entrepreneurship may not be as prominent, exporters and the mediators possess guerrilla marketing characteristics.

**TABLE 6. THE MEAN VALUES OF MARKETING PRACTICES IN
DESCENDING ORDER**

Marketing Practices		Min	Max	Mean	Std. Dev
11	I try to convey the same marketing message to customers consistently.	1	5	4,30	0,76
21	In marketing work, I take scientific studies and cultural differences into consideration.	3	5	4,19	0,70
14	I approach customers as special individuals.	1	5	4,11	0,81
8	I am patient while dealing with customers. I do not hesitate to call again the customers' do not respond positively at first.	1	5	4,09	0,94
15	In dealing with customers, I utilize social and emotional approach in addition to commercial one.	1	5	4,05	0,95
17	In selling, I often ask questions and listen actively.	2	5	4,02	0,79
6	I collect information regarding rival companies and market.	2	5	3,97	0,83
18	I take notice and actively use free information resources related to my job that are provided by government and associations.	1	5	3,91	0,98
19	I take notice and utilize financial, technical, and publicity supports provided by government and associations.	1	5	3,69	1,01
20	First, I focus on a narrow market segment product line. After I am successful, I broaden my market segment and product line.	1	5	3,61	0,89
13	I allocate 30 percent of my working time to find new customers.	1	5	3,53	1,01
12	I allocate 60 percent of my working time to existing customers.	1	5	3,52	0,93
16	I try to sell myself before selling a good.	1	5	3,40	1,19
Mean Value of Marketing Practices		1,92	5	3,88	

TABLE 7. PERSONALITY CHARACTERISTICS AND MARKETING PRACTICES AMONG DIFFERENT TYPES OF EXPORTERS

Participants	Number of Participants	Personality Characteristics	Marketing Practices	For All Questions
Sectoral Foreign Trade Companies	3	4,54	4,21	4,37
Brokers	23	4,38	4,11	4,25
Direct Exporters	72	4,17	3,80	3,98
Total	98	4,22	3,87	4,04

Sectoral Foreign Trade Companies have the highest mean value both of personality characteristics (4,54) and marketing practices (4,21) among all participants. As it has been mentioned at the first chapter, Sectoral Foreign Trade Companies are constituted with bringing SME company's capital, experiences, and knowledge together to develop their export performance. So, Guerrilla marketing is implemented by Sectoral Foreign Trade Companies much more than the other companies that are engaged in direct or indirect exporting.

Another important observation from Table Seven is that mediators occupy second rank. The mean value of mediators (4,25) is greater than exporters' (3,98). It can be said that they possess more guerrilla marketing

features in terms of both personal characteristics and marketing practice compared to exporters.

TABLE 8. PERSONALITY CHARACTERISTICS AND MARKETING PRACTICES AMONG DIFFERENT TYPES OF EXPORT COMPANIES

Participants	Number of Participants	Personality Characteristics	Marketing Practices	For All Questions
Partnership Company	19	4,31	3,98	4,14
Limited Company	58	4,25	3,89	4,07
Corporation	21	4,06	3,73	3,89
General	98	4,22	3,87	4,05

As a conspicuous point, it is apparent that the mean value of partnerships (4,14) is higher than limited company's (4,07); and limited company's mean value is higher than corporation's(3,89). To conclude, it is probably expressed that while the level of organisational hierarchy increases, the degree of performing guerrilla marketing decreases.

Moreover, the mean values of personality characteristics are higher than the marketing practice for all type of companies. Therefore, it can be said that managers possess personality characteristics of guerrilla marketer at a higher level than their guerrilla marketing practices.

TABLE 9. PERSONALITY CHARACTERISTICS AND MARKETING PRACTICES AMONG COMPANIES WITH DIFFERENT EXPORT VOLUME

Participants	Number of Participants	Personality Characteristics	Marketing Practices	For All Questions
Exportation Amount ≤ 1.000.000 USD	53	4,25	3,98	4,11
Exportation Amount > 1.000.000 USD	13	3,92	3,60	3,76
Total	66	4,19	3,90	4,04

When companies with different exportation amounts are compared, it is seen that companies with smaller export volume exhibit higher level of both personality characteristics and marketing practices (4,25 to 3,92 and 3,98 to 3,60, respectively). In other words, size of exports seem to be inversely related to guerrilla characteristics and practice. That is to say, there is an inverse ratio between exportation amount and application of guerrilla marketing.

4.2. ANOVA Test

ANOVA is an abbreviation of one way variance analysis which is used to determine whether or not there is a statistically significant difference among more than two independent groups (Sipahi, et al., 2008, p. 124).

Prior condition for ANOVA is to evaluate the significant value of Levene statistic which implies homogeneity of variances among groups. If significant value of Levene statistic is higher than 0,05 , the presence of homogeneity of variances is accepted (Sipahi B., 2008, p. 124). Henceforward, ANOVA test can be performed. If the significant value of ANOVA test is greater than 0,05 , there is no statistically significant difference among the groups . If the significant value of ANOVA test is lower than 0,05, there is a statistically significant difference among the groups that is interpreted by comparing mean values of the groups (Sipahi B., 2008, p. 130).

4.2.1 Hypothesis 1*

H1: There is a statistically significant difference in personality characteristics according to the type of exporters (Direct exporter, broker, sectoral foreign trade company).

H0: There is no statistically significant difference in personality characteristics according to the type of exporting.

The significant value of Levene statistic is 0,807 so, ANOVA test can be implemented. The significant value of ANOVA test is 0,126 and because of this value is greater than 0,05, H0 hypothesis is accepted. H1 is rejected. As a result, there is no statistically significant difference among personality characteristics according to the type of exporters.

*The statistical analysis data for those hypotheses that are rejected are presented in the appendix

4.2.2 Hypothesis 2

H2: There is a statistically significant difference among personality characteristics according to type of company (Partnership, limited company, corporation).

H0: There is no statistically significant difference among personality characteristics according to type of company.

Significant value of Levene Statistic is 0,880. Significant value of ANOVA test is 0,272; hence, H0 is accepted; H1 is rejected.

4.2.3 Hypothesis 3

H3: There is a statistically significant difference among personality characteristics according to size of exports as of 2009.

H0: There is no statistically significant difference among personality characteristics according to size of exports as of 2009.

Significant value of Levene Statistic is 0,268. Significant value of ANOVA test is 0,153; that is to say, there is no statistically significant difference among personality characteristics according to size of exports as of 2009. H3 is rejected.

4.2.4 Hypothesis 4

H4: There is a statistically significant difference among marketing practices according to type of exporters (Direct exporter, broker, sectoral foreign trade company).

H0: There is no statistically significant difference among marketing practices according to type of exporting.

TABLE 10. Test of Homogeneity of Variances for Marketing Practice

Levene Statistic	df1	df2	Sig.
0,572	2	95	0,566

Significant value of Levene Statistic is 0,566 which means ANOVA test could be performed.

TABLE 11. ANOVA Test for Marketing Practice

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2,240	2	1,120	4,180	0,018
Within Groups	25,461	95	0,268		
Total	27,701	97			

Significant value of ANOVA test is 0,018 which is lower than 0,05. Consequently, H0 hypothesis is rejected and H1 hypothesis is accepted. This statistic indicates that there is a statistically significant difference among marketing practices according to type of exporters (Direct exporter, broker, sectoral foreign trade company). It seems that the incidence of guerrilla marketing practices is ranked from highest to lowest in sectoral foreign trade companies, brokers, and direct exporters, in that order. Furthermore, as

another output of ANOVA analysis table of Tukey test is indicated in Appendix G.

On the other hand, the number of sectoral foreign trade companies and brokers as participants are less than thirty; therefore, Kruskal-Wallis test, which is non-parametric alternative to ANOVA, has been also implemented.

TABLE 12. TEST STATISTICS^{a,b}

	Marketing Practice
Chi-Square	8,573
df	2
Asymp. Sig.	,014

a. Kruskal Wallis Test, b. Grouping Variable: Types of Exporters

Significant value of Kruskal Wallis test is 0, 014 which is lower than 0,05. As a consequence, H0 hypothesis is rejected and H1 hypothesis is accepted. This statistic shows that there is a statistically significant difference among marketing practices according to type of exporters (Direct exporter, broker, sectoral foreign trade company).

TABLE 13. KRUSKAL WALLIS TEST FOR MARKETING PRACTICES

Types of Exporters		N	Mean Rank
Marketing Practices	Direct Exporters	72	44,46
	Brokers	23	63,22
	Sectoral Foreign Trade Companies	3	65,33
	Total	98	

Table of Kruskal Wallis test for Marketing Practices implies that the incidence of guerrilla marketing practices is ranked from lowest to highest in direct exporters brokers, and sectoral foreign trade companies in that order. Thus, the result of Kruskal Wallis test is the same as the ANOVA test one for implementation of guerrilla marketing practices among different type of exporters.

4.2.5 Hypothesis 5

H5: There is a statistically significant difference among marketing practices according to type of company (partnership, limited company, corporation).

H0: There is no statistically significant difference among marketing practices according to type of company.

Significant value of Levene Statistic is 0,751. Significant value of ANOVA test is 0,326; that is to say, there is no statistically significant difference among marketing practices according to type of company. Hence H5 is rejected.

4.2.6 Hypothesis 6

H6: There is a statistically significant difference among marketing practices according to size of exports as of 2009.

H0: There is no statistically significant difference among marketing practices according to size of exports as of 2009.

Significant value of Levene Statistic is 0,250. Significant value of ANOVA test is 0,066; that is to say, there is no statistically significant difference among marketing practices according to size of exports as of 2009. H6 is rejected.

4.3 Correlation Analysis between Marketing Practice and Personality Characteristics

Correlation Analysis is performed to determine level and direction of relation among variables regardless of whether dependent or independent (Sipahi, et al., 2008, p. 143). In this part , correlation analysis will be implemented to reveal the relationship between marketing practice and personality characteristics of the participants.

Correlation is evaluated with Pearson Correlation coefficient. If Pearson correlation coefficient is higher than 0,70 , there is a strong relationship between the variables. If the coefficient is between 0,70 and 0,50, correlation is medium. If the coefficient is less than 0,50, correlation is low (Sipahi, et al., 2008, p. 145). However, this coefficient is valid when correlation is linear. Therefore, variables' scatter-plot diagram must be monitored (Sipahi, et al., 2008, p. 146).

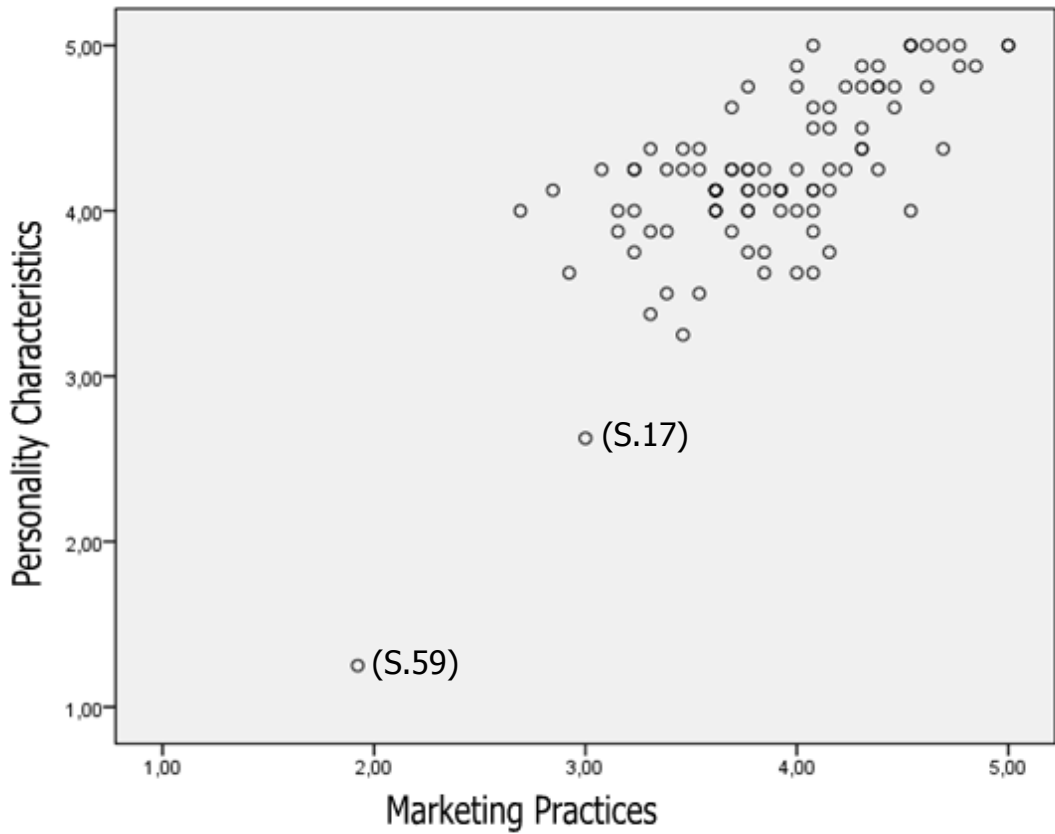
TABLE 14. THE FIRST CORRELATION TABLE

		Personality Characteristics	Marketing Practices
Personality Characteristic	Pearson Correlation	1	,719**
	Sig. (2-tailed)		,000
	N	98	98
Marketing Practices	Pearson Correlation	,719**	1
	Sig. (2-tailed)	,000	
	N	98	98

** . Correlation is significant at the 0.01 level (2-tailed).

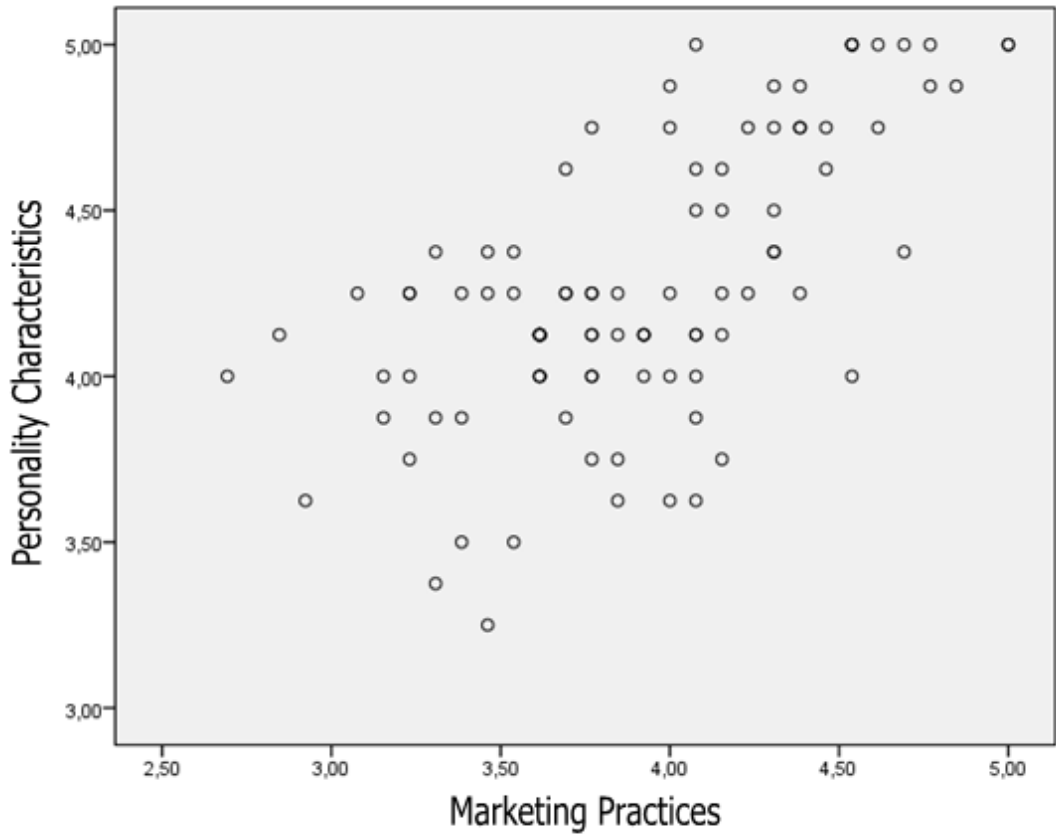
In this analysis, Pearson correlation coefficient is 0,719 which means there is a strong correlation between personality characteristics and marketing practice. Though there is a strong correlation, it must be observed scatter-plot graph to see whether the correlation is linear or not.

FIGURE 11. THE FIRST SCATTER-PLOT DIAGRAM



As can be seen above, there are two exceptional observations which influence the linear distribution. These two observations must be eliminated. Afterwards, correlation analysis must be performed again. Extraordinary surveys, (S.59 and S.17) had been determined according to the mean values and excluded from the sample. Then, correlation analysis was redone. Distribution of new sample as a scatter-plot diagram is in figure 12.

FIGURE 12. THE SECOND SCATTER-PLOT DIAGRAM



The graph above indicates the distribution of sample which looks like linear, after excluding the two observations the surveys. At the moment, the correlation can be analysed between the variables accurately. The new correlation coefficient is given in table 14.

TABLE 15. THE SECOND CORRELATION TABLE

		Personal Characteristic	Marketing Practice
Personality Characteristics	Pearson Correlation	1	,651**
	Sig. (2-tailed)		,000
	N	96	96
Marketing Practices	Pearson Correlation	,651**	1
	Sig. (2-tailed)	,000	
	N	96	96

** . Correlation is significant at the 0.01 level (2-tailed).

In this table, the correlation coefficient is 0,651 which is at 0,7 - 0,5 interval. Therefore, it can be said that there is a medium positive correlation between personality characteristics and marketing practices for direct and indirect exporters. As a result, it may probably stated that direct or indirect exporters who have the guerrilla marketer's personal characteristics, deploy guerrilla marketing tactics in the international arena.

SUMMARY AND CONCLUSIONS

SMEs in Turkey carry out exporting directly or indirectly. For direct exporting, firms set up an exporting department which is responsible all exportation procedures. In indirect exporting, another mediator company which is proficient in exporting, helps to the company to realize exportation and undertakes all the risks in the process. In addition, governments also develop the model of some indirect exporting companies, for SMEs to be more competitive in international markets.

Guerrilla marketing is an unconventional way to make a profit on a narrow market segment through low cost and creative marketing tactics. At first, as a new concept, guerrilla marketing has been used only by small firms but now, it is applied by both small and large companies in the World and in Turkey. In this regard, guerrilla marketing is implemented by exporters and mediators to some extent in Turkey.

This study comprises four parts. Chapter one presents some definitions and explanations about direct and indirect exporting. The second chapter includes a review of literature on guerrilla marketing practice, essential characteristic features of guerrilla marketers and guerrilla marketing applications. Methodology is discussed in chapter three. In the last part of this study, chapter four, findings are explained in depth.

The study is based on a questionnaire including twenty-one questions received from 98 SME Export managers. Questions in the questionnaire were designed to obtain information on personality characteristics and marketing

practice related to guerrilla marketers. The data were analyzed by the SPSS 16.0 and Excel 2007 software programs.

The major findings summarized as follows:

1. Personality characteristics scored 4,22 on a Likert scale ranging from 5 (highest) to 1 (lowest), thus indicating that SME export firm managers possess a relatively high degree of guerrilla marketing characteristics.
2. Marketing practices scored 3,88 which indicates that there is room for improvement if Turkish SME export managers are to practice guerrilla marketing.
3. There is no statistically significant difference among personality characteristics in terms of type of exporters, type of company, and size of export volume.
4. There is no statistically significant difference among marketing practices in terms of type of company and size of export volume; however, type of exporter seems to be statistically significant. Guerrilla marketing practices are highest in sectoral foreign trade companies and lowest in direct exporters.

APPENDIX A

THE LIST OF FOREIGN TRADE CAPITAL COMPANIES

NO	COMPANY TITLE
1	ADA TEKNİK İÇ VE DIŞ TİCARET A.Ş.
2	AK-PA TEKSTİL İHRACAT PAZARLAMA A.Ş.
3	ARÇELİK A.Ş.
4	BİRGİ BİRLEŞİK GİYİM İHRACATÇILARI DIŞ TİC. A.Ş.
5	BORUSAN İSTİKBAL TİCARET T.A.Ş.
6	BOSCH SANAYİ VE TİCARET A.Ş.
7	BOYDAK DIŞ TİCARET A.Ş.
8	BSH EV ALETLERİ SANAYİ VE TİCARET A.Ş.
9	ÇOLAKOĞLU DIŞ TİCARET A.Ş.
10	DİLER DIŞ TİCARET A.Ş.
11	DSD DERİ SANAYİCİLERİ DIŞ TİCARET A.Ş.
12	DTS DENİZLİ TEKSTİL DIŞ TİCARET A.Ş.
13	EKOM ECZACIBAŞI DIŞ TİCARET A.Ş.
14	EREĞLİ DEMİR VE ÇELİK FABRİKALARI T.A.Ş.
15	ETSUN ENTEGRE TARIM ÜRÜNLERİ SAN. VE TİC. A.Ş.
16	GAAT DIŞ TİCARET VE SANAYİ A.Ş.
17	GİSAD DIŞ TİCARET A. Ş.
18	GSD DIŞ TİCARET A.Ş.
19	HABAŞ SİNİAİ VE TIBBİ GAZLAR İSTİHSAL END. A.Ş.

20	HEY DIŐ TİCARET A.Ő.
21	HYUNDAI ASSAN OTOMOTİV SAN. VE TİC. A.Ő.
22	İÇDAŐ ÇELİK ENERJİ TERSANE VE ULAŐIM SAN. A.Ő.
23	İSKENDERUN DEMİR VE ÇELİK A.Ő.
24	İSTANBUL DIŐ TİCARET HİZMETLERİ A. Ő.
25	İSTANBUL GIDA DIŐ TİCARET A.Ő.
26	İZMİR DEMİR ÇELİK SANAYİ A.Ő.
27	KAPTAN METAL DIŐ TİCARET VE NAKLİYAT A.Ő.
28	KİBAR DIŐ TİCARET A.Ő.
29	MAN TÜRKİYE A.Ő.
30	MENDERES TEKSTİL SANAYİ VE TİCARET A.Ő.
31	MERCEDES-BENZ TÜRK A.Ő.
32	NOKSEL ÇELİK BORU SANAYİ A.Ő.
33	OYAK-RENAULT OTOMOBİL FABRİKALARI A. Ő.
34	PERGAMON-STATUS DIŐ TİCARET A.Ő.
35	PETKİM PETROKİMYA HOLDİNG A.Ő.
36	RAM DIŐ TİCARET A.Ő.
37	SANKO DIŐ TİCARET A.Ő.
38	ŐİŐECAM DIŐ TİCARET A.Ő.
39	TAHA PAZARLAMA VE MAĐAZACILIK A.Ő.
40	TEMSA GLOBAL SANAYİ VE TİCARET A.Ő.
41	TOFAŐ TÜRK OTOMOBİL FABRİKASI A.Ő.
42	TRAKYA TEKSTİL VE GİYİM SANAYİCİLERİ VE DIŐ TİCARET A.Ő.
43	TÜRK TRAKTÖR VE ZİRAAT MAKİNELERİ A.Ő.
44	VESTEL DIŐ TİCARET A.Ő.

45	YEŐİM SATIŐ MAĐAZALARI VE TEKSTİL FABRİKALARI A. Ő.
46	YÜCELBORU İHR. İTH. VE PAZARLAMA A.Ő.
47	ZORLU DIŐ TİCARET A.Ő.
48	ARĐELİK-LG KLİMA SANAYİ VE TİCARET A.Ő.
49	EVYAP INTERNATIONAL DIŐ TİCARET A.Ő.
50	SARKUYSAN ELEKTROLİTİK BAKIR SAN. VE TİC. A.Ő.

Source : To published in official register at 12 Mart 2010 date, 27519 number and 2 Nisan 2010 date, 27540 number; Foreign Trade Capital Companies

APPENDIX B

THE LIST OF SECTORAL FOREIGN TRADE COMPANIES

NO	Title of Firms	City	Sector
1	BİA DIŞ TİCARET A.Ş.	İstanbul	Textile
2	ÇİÇEKÇİLER BİRLİĞİ DIŞ TİCARET A.Ş.	Antalya	Cut Flower
3	ÇORUM YUMURTA PAZ A.Ş.	Çorum	Agricultural Products
4	DFT-DİYARBAKIR DIŞ TİCARET A.Ş.	Batman	Marble, Carpet, Steel Door, Cool house tools, Textile
5	ETİK DIŞ TİCARET VE PAZARLAMA A.Ş.	İstanbul	Textile and Confection
6	G.B.S.GAZİANTEP BİRLEŞİK SANAYİCİLER DIŞ TİC.A.Ş.	İstanbul	Carpet
7	İKTİSAD DIŞ TİCARET VE PAZARLAMA A.Ş.	İstanbul	Textile
8	İLERİ GİYİM SANAYİ VE DIŞ TİC A.Ş.	İstanbul	Textile and Confection
9	REHBER TEKSTİL DIŞ TİCARET A.Ş.	İstanbul	Textile
10	UFE BİRLEŞİK ÇİÇEK İHRACATÇILARI SANAYİ VE DIŞ TİCARET A.Ş.	Antalya	Cut Flower

Source: Undersecretariat of the prime ministry for foreign trade, 14.12.2010
<http://www.dtm.gov.tr/dtmweb/index.cfm?action=detay&yayinID=166&icerikID=84&dil=TR>

APPENDIX C

UNICEF DIRTY WATER VENDING MACHINE IN NEW YORK



Source:<http://artsytime.com/dirty-water-from-vending-machine-in-new-york-city/>,
29.11.2010



Source:<http://artsytime.com/dirty-water-from-vending-machine-in-new-york-city/>,
29.11.2010



Source:<http://artsytime.com/dirty-water-from-vending-machine-in-new-york-city/>, 29.11.2010



Source:<http://artsytime.com/dirty-water-from-vending-machine-in-new-york-city/>, 29.11.2010

APPENDIX D

THE QUESTIONNAIRE

1.Chapter			
Q.1:	Please, mark your type of exporting		
<input type="checkbox"/>	Direct Exporter:	We export our products.	
<input type="checkbox"/>	Broker:	I\we export or import goods for others.	
<input type="checkbox"/>	Sectoral Foreign Trade Companies		
<input type="checkbox"/>	Foreign Trade Capital Companies		
Q.2:	Please, mark your company type		
<input type="checkbox"/>	Partnership Company		
<input type="checkbox"/>	Limited Company	<input type="checkbox"/>	Corporation
Q.3:	Please, mark your size of export as of 2009 .		
<input type="checkbox"/>	1-100.000 USD		
<input type="checkbox"/>	100.001-500.000 USD		
<input type="checkbox"/>	500.001-1.000.000 USD		
<input type="checkbox"/>	1.000.001-10.000.000 USD		
<input type="checkbox"/>	10.000.001-100.000.000 USD		
<input type="checkbox"/>	100.000.001 USD or more		

2.Chapter						
	1: Strongly Disagree					
	2: Disagree					
	3: Undecided					
	4: Agree					
	5: Strongly agree					
No:	Questions	1	2	3	4	5
1	I enjoy meeting new people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I possess a high level of entrepreneurship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	My self-confidence is quite high.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	My prestige is high in others' eyes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I like working in a businesslike and well disciplined manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	I collect information regarding rival companies and market.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	I am sensitive to customer rights.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	I am patient while dealing with customers. I do not hesitate to call again the customers' do not respond positively at first.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	My creativity is high.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Marketing expenses should be as an investment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	I try to convey the same marketing message to customers consistently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	I allocate 60 percent of my working time to existing customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	I allocate 30 percent of my working time to find new customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	I approach customers as special individuals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	In dealing with customers, I utilize social and emotional approach in addition to commercial one.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	I try to sell myself before selling a good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	In selling, I often ask questions and listen actively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	I take notice and actively use free information resources related to my job that are provided by government and associations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	I take notice and utilize financial, technical, and publicity supports provided by government and associations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20	First, I focus on a narrow market segment product line. After I am successful, I broaden my market segment and product line.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	In marketing work, I take scientific studies and cultural differences into consideration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX E

UYGULANAN ANKET

1.Bölüm			
1.Soru:	Çalışma Şekliniz		
<input type="checkbox"/>	Üretici-İhracatçı: Kendi ürettiğimiz ürünleri ihraç etmekteyiz\etmekteyim.		
<input type="checkbox"/>	Aracı: İthalat ve ihracat işlemlerine aracılık yapmaktayız\yapmaktayım.		
<input type="checkbox"/>	Sektörel Dış Ticaret Şirketi		
<input type="checkbox"/>	Dış Ticaret Sermaye Şirketi		
2.Soru:	Ticari Kimliğiniz		
<input type="checkbox"/>	Şahıs Şirketi		
<input type="checkbox"/>	Limited Şirket	<input type="checkbox"/>	Anonim Şirket
3.Soru:	2009 yılında yaptığınız veya aracılık yaptığınız toplam ihracat tutarınız hangi aralıktadır?		
<input type="checkbox"/>	1-100.000 USD arası		
<input type="checkbox"/>	100.001-500.000 USD		
<input type="checkbox"/>	500.001-1.000.000 USD arası		
<input type="checkbox"/>	1.000.001-10.000.000 USD arası		
<input type="checkbox"/>	10.000.001-100.000.000 USD arası		
<input type="checkbox"/>	100.000.001 USD ve üzeri		

2.Bölüm						
1:	Kuvvetle karşıyım					
2:	Karşıyım					
3:	Kararsızım					
4:	İnanıyorum					
5:	Kuvvetle inanıyorum					
Soru No:	Sorular	1	2	3	4	5
1	Tanımadığım kişilere yaklaşmakta , temas kurmakta hiçbir zorluk çekmem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Yüksek düzeyde girişimciyimdir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Kendime güvenim tamdır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Başkalarının gözünde saygınlığım yüksektir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Sistemli ,disiplinli çalışmayı severim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Rakip şirketler ve pazar hakkında sürekli bilgi toplarım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Müşteri hakları konusunda duyarlıyım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	İş bağlamada sabırlı davranır , olumlu sonuç almadığım müşterileri tekrar aramaktan çekinmem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Yaratıcılık yeteneğim yüksektir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Pazarlama harcamalarına bir masraf değil , yatırım gözüyle bakmak gerekir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Müşterilerime aynı mesajı istikrarlı bir şekilde vermeye özen gösteririm.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Çalışma saatlerimin %60 kadarını halihazırdaki müşterilerimle temas kurmakla geçiririm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Çalışma saatlerimin %30 kadarını yeni müşteriler arayışına harcarım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Müşterilere farklı , özel bireyler olarak yaklaşırım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Müşterileri etkilemekte sadece ekonomik yaklaşımları değil duygusal ve sosyal yaklaşımları da kullanırım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	Müşterilere maldan önce kendimi satmaya çalışırım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Satış sürecinde sık sık soru sorar cevapları aktif olarak dinlerim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	İşimle ilgili devlet ve sivil toplum kuruluşları tarafından sağlanan ücretsiz bilgi kaynaklarından (web siteleri, sektör raporları, pazar araştırmaları) haberdarım ve aktif olarak kullanmaktayım	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	İşimle ilgili devlet ve sivil toplum kuruluşları tarafından sağlanan mali destek ,teknik destek	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	,tanıtım desteđi ve hibe uygulamalarından haberdarım, aktif olarak kullanmaktayım					
20	Dar bir Pazar kesitine ve ürün grubuna odaklanırım, başarılı olduktan sonra ürün grubumu ve Pazar kesitimi genişletirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	Pazarlama çalışmalarımda bilimsel arařtırmaları (insanların algısı,etkilenme tarzı..vb) ve kültürel farklılıkları dikkate alırım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX F

STATISTICAL ANALYSIS TABLES FOR REJECTED HYPOTHESIS

Hypothesis 1

Test of Homogeneity of Variances

Personal Characteristics

Levene Statistic	df1	df2	Sig.
,215	2	95	,807

ANOVA

Personality Characteristics

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1,219	2	,610	2,115	,126
Within Groups	27,382	95	,288		
Total	28,602	97			

Hypothesis 2

Test of Homogeneity of Variances

Personal Characteristic

Levene Statistic	df1	df2	Sig.
,128	2	95	,880

ANOVA

Personality Characteristics

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,774	2	,387	1,321	,272
Within Groups	27,827	95	,293		
Total	28,602	97			

Hypothesis 3

Test of Homogeneity of Variances

Personality Characteristics

Levene Statistic	df1	df2	Sig.
1,307	5	92	,268

ANOVA

Personality Characteristics

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2,363	5	,473	1,657	,153
Within Groups	26,238	92	,285		
Total	28,602	97			

Hypothesis 5

Test of Homogeneity of Variances

Marketing Practices

Levene Statistic	df1	df2	Sig.
,287	2	95	,751

ANOVA

Marketing Practices

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,647	2	,323	1,136	,326
Within Groups	27,054	95	,285		
Total	27,701	97			

Hypothesis 6

Test of Homogeneity of Variances

Marketing Practices

Levene Statistic	df1	df2	Sig.
1,352	5	92	,250

ANOVA

Marketing Practices

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2,901	5	,580	2,152	,066
Within Groups	24,800	92	,270		
Total	27,701	97			

APPENDIX G

TABLE OF TUKEY TEST FOR MARKETING PRACTICES AMONG DIFFERENT TYPES OF EXPORTERS

(I) Types of Exporters	(J) Types of Exporters	Mean Difference (I-J)	Std. Error	Sig.
Direct Exporters	Brokers	-,33073*	,12400	,024
	Sectoral Foreign Trade Companies	-,41880	,30505	,359
Brokers	Direct Exporters	,33073*	,12400	,024
	Sectoral Foreign Trade Companies	-,08807	,31779	,959
Sectoral Foreign Trade Companies	Direct Exporters	,41880	,30505	,359
	Brokers	,08807	,31779	,959

*. The mean difference is significant at the 0.05 level.

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