

Providing a guerilla marketing model based on the meta-synthesis and fuzzy Delphi methods

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Abstract

Given that marketing and its new methods play essential roles in survival in the current competitive market, the development of new marketing methods is considered the key to the survival of small businesses, and it has thus created guerilla marketing. Therefore, the present research aimed to synthesize extensive literature on guerrilla marketing. The research had an exploratory sequential mixed-methods type in terms of the nature of data analysis methods: In the first step, it was based on the meta-synthesis qualitative approach; in the second step, it determined the indices of the guerilla marketing model and screened them using the binomial t-test, and the fuzzy Delphi method (quantitative method); and in the third step, it introduced the indices agreed upon by the experts and offered a model. The statistical population consisted of studies from 2000 and 2021. In this regard, 250 studies on the target subject were evaluated, and finally, 26 studies were selected purposefully. Using the content analysis and synthesis of the relevant literature, 7 concepts and 5 key categories were selected from a total of 68 codes during the search process and systematic synthesis and were then analyzed and their validity was confirmed using Kaufman's kappa test. After the survey of experts, 61 codes were approved employing binomial test and fuzzy Delphi method. The results indicated that the most important key categories identified included technological tools, human tools, cultural tools, relational tools, and advertising weapons. The present research provided a deep understanding of the existing literature on guerrilla marketing.

Keywords: guerilla marketing, meta-synthesis, Fuzzy Delphi method
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1 Introduction

Guerrilla marketing is one of the most important new marketing methods. Guerrilla marketing, which is a type of irregular marketing to get maximum results using minimum resources, seems appropriate. Guerrilla marketing was designed for small businesses [2]. There are two important interpretations of the concept of guerilla marketing: first, its unexpectedness and novelty help companies to affect consumers' awareness through turbulent advertisements. Second, guerrilla marketing is useful for small, medium, and large companies due to its high productivity. Guerrilla

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marketing enables marketers to reach their target vision, and do it with a minimal budget. This type of marketing uses various tools such as public relations, advertising, and aggressive strategies. Some useful tools include prominent graphic pictures on the streets, strange presentations, memorable events, and viral marketing [14]. The secret of the correct implementation of guerrilla marketing is to have a real effect of comprehensive thinking [1]. Guerrilla marketing is an unusual way to measure and predict behaviour, affect people, and test and determine the quantity and quality of business based on a low budget in enterprises [27]. Guerrilla marketing means being flexible and agile instead of building strong fortresses [27]. The term "guerrilla marketing" describes unconventional and non-contractual marketing strategies or campaigns that should have a significant promotional effect in the organization that uses these strategies [5].

There are important reasons why we chose guerrilla marketing. 1) Guerrilla marketing is unpredictable and remains in the audience's mind, 2) Guerrilla marketing modifies advertising literature, 3) Guerrilla marketing brings credibility and innovation to a brand, and 4) Guerrilla marketing reduces costs. Guerrilla marketing was first used by smaller enterprises against larger enterprises and allowed them to compete with larger enterprises that had larger budgets but changes in the economic status made even bigger companies search for ways to achieve the highest return with a lower budget in their marketing and advertising activities, and pursue guerrilla marketing techniques. Organizations and institutions can communicate with their customers with the help of guerilla marketing at a low cost by complying with social responsibilities, and proper performance, especially in advertising, helps these companies and organizations. According to the review of domestic and foreign studies, there is no integrated framework that clearly and comprehensively expresses the dimensions and components of guerilla marketing. Many domestic studies have not reviewed more than three dimensions of technological, human, and cultural tools and they have used a part of its components, and the researchers have sought to examine all dimensions and not ignore dimensions and components of guerrilla marketing with a systematic study. In this regard, 250 studies on the target subject were evaluated and the experts, who had experience in this field, were questioned through the binomial test and fuzzy Delphi method, and 61 codes were approved. According to the above-mentioned cases, the main issue was to find whether it was possible to provide a comprehensive and clear picture of guerilla marketing based on its main concepts and key categories according to studies in the literature and theoretical background related to the subject.

2 Theoretical bases and research background

Guerrilla marketing can be defined as "any activity that utilizes a tool other than traditional media to communicate and position a brand in target customers' minds [16]". The concept of guerrilla marketing was first introduced by Levinson [24] based on an unconventional way to carry out promotional activities with a very low budget. In recent years, many companies have been looking for ways to get out of the traditional marketing implementation and use guerrilla marketing as one of the marketing communication ways [4]. The term "guerrilla marketing" describes unconventional and non-contractual marketing strategies or campaigns that should have a significant promotional effect on the organization which uses these strategies and it does it with a part of the budget paid by traditional marketing campaigns for the same purpose [5].

The American Marketing Association (AMA) defines guerrilla marketing as follows: "an activity, a set of guidelines and processes for establishing communication, deliver, and exchange of the valuable propositions for customers, partners, and society as a whole [11]". Guerrilla marketing is a tool that allows SMEs to undermine their competitors with small, periodic, and surprising attacks and it requires quick action, creativity, and imagination. what a company should do to differentiate itself from other companies is more important than what it should do to succeed, and its success in reaching customers is higher in guerrilla marketing [4]. Bigat [7] reports that guerrilla marketing is based on creativity and imagination, and thus most of the mixed strategies are carried out in several measures that are different from traditional advertising. This type of marketing provides minimum cost for companies through innovative use of resources and methods [44]. Levinson [24] reports that marketing deals more with people than with objects. It is necessary to understand existing conditions and the views of employees and colleagues. Establishing optimal relationships with other people to better identify them can increase the flexibility of a person, and this is considered a distinctive feature of guerrilla marketing [33].

The review of theoretical bases indicated that each research considered a part of guerilla marketing, for example, Haj Safi [20], Montaseri and Ebrahimi [29], Taghi Ganji [38], Morad Sultan, Mehrmanesh [30], Toulabi, Foroozesh, Mohammadyari, and Sharfi [40], Golshani and Manhaj [18] as fully presented in the meta-synthesis section with reference. Each of these studies referred to a part of the tools (components) of guerilla marketing and none of them presented a comprehensive investigation. According to evidence, studies were unsuccessful during the identification, selection, and implementation of guerilla marketing. This failure was briefly owing to the weakness of past studies in

identifying all components, indicating the gap in the concept of guerrilla marketing; hence, we sought to investigate it based on the meta-synthesis method.

3 Research methodology

3.1 Qualitative phase

The qualitative meta-synthesis method was used in the present study. There are three key methods in literature review: a meta-analysis, narrative review, and meta-synthesis [23]. The strength of the meta-synthesis method is its ability to identify common categories and create a conceptual framework from the background [8]. In meta-synthesis, the review of previous studies and the process of reframing concepts are done through the interpretative integration of previous results [36] and the researcher seeks to review relevant documents and studies and obtain a result greater than the total [21]. Compared to the quantitative meta-analysis approach, which relies on quantitative data from the literature and statistical approaches, meta-synthesis is focused on qualitative studies and on the translation of qualitative studies to each other and a deep understanding of the researcher. In other words, meta-synthesis is the combination of the interpretation of original data of selected studies [45]. By providing a systematic approach for researchers through the combination of different qualitative research, meta-synthesis discovers new and basic topics and metaphors, promotes current knowledge, and creates a comprehensive and broad view of issues. Meta-synthesis requires that the researcher conduct a thorough and deep review and combine findings of relevant qualitative research. The seven-step meta-synthesis method [36] was used in the present study as shown in Figure 1.

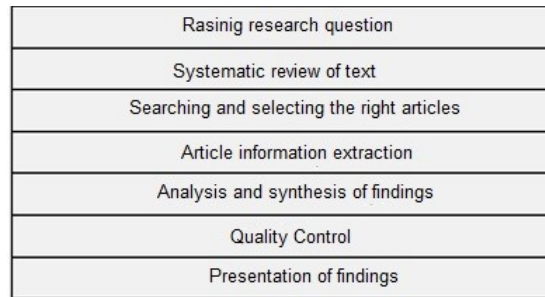


Figure 1: The seven steps of meta-synthesis [36]

3.1.1 First step: Raising the research question

What are the famous elements, components, indices, and concepts in guerrilla marketing literature? After the thematic review of the works, identifying, and taking notes of the key indices, and analyzing the concepts of each one, in what category of concepts and categories they are placed?

Table 1: Research parameters and questions

Research questions	Parameters
Identifying the famous components, elements, indices, and concepts in the guerrilla marketing literature	(Nature) What
Various works, including articles, book chapters, and theses in which the factors and components of guerrilla marketing are further explained and identified.	Population (who)
All works from 2000 to 2021	Time limit (when)
Thematic review of works; identifying and taking notes; analysis of concepts; classification of concepts and identified categories	Method (how)

Source: research findings

The initial phase of the meta-synthesis stage responds to general questions to avoid further ambiguities in this field. Therefore, only works that discuss and mention the most important and effective components and dimensions of guerrilla marketing, should be included in the study.

3.1.2 Second step: Systematic review of texts

In this method, texts and articles included all studies that are related to the research questions. At this stage, the articles were detected using certain keywords. In this research, all searches were done in foreign and domestic databases from 2000 to 2021. Table 2 presents the keyword.

Table 2: Keywords

English keyword	Farsi keyword
guerrilla marketing	Guerrilla marketing
	Guerrilla marketing

Source: research findings

Table 3 presents databases and journals used in this research.

Table 3: Searched database

Database name	Number of articles	Final articles
ScienceDirect	4	0
Springer	2	0
Emerald	3	0
Research Gate	3	1
Google Scholar	42	7
Sid	1	1
Magiran	4	0
Ensani	5	0
CIVILICA	47	8
Sika	1	0
IranDoc	45	6
Noormags	10	1
Various conferences not mentioned above	35	2
Total	202	26

Source: research findings

In addition to examining the database above, all scientific-research journals were also examined separately, and names of the reviewed journals are mentioned below and only one article was used and repeated in the database.

Table 4: Scientific research journals

All reviewed scientific research journals in the field of marketing-business management	
Business research- Institute of Business Studies and Research	Modern marketing research- University of Isfahan- In collaboration with other universities
Development of entrepreneurship- University of Tehran	Business management perspective (former management perspective)- Shahid Beheshti University
Business strategies- Shahed University	Business management explorations- Yazd University- In cooperation with other universities
Business management (former management knowledge), University of Tehran	Brand Management, Al-Zahra University
Innovation Management, Educational, and Research Institute of Defense Industries in cooperation with Iran Technology Management Association	International Business Management, Tabriz University
NAJA Strategic Studies- Amin Police University	Organizational Behavior Studies- Organizational Behavior Management Scientific Association
Consumer behavior studies- University of Kurdistan	Smart Business Management Studies- Allameh Tabatabai University in collaboration with Iran Informatics Association
Iranian Journal of Management Studies (IJMS), University of Tehran, Qom International Campus	International Journal of Business and Development, University of Sistan and Baluchestan

Source: research findings

Table 5: Research inclusion criteria

	inclusion criteria	Exclusion criteria
Geographical area	All regions	-
Language of study	English-Persian	Other languages
Duration of study	2000-2021	-
Research methods	All methods, including meta-synthesis	-
Research population	The above-mentioned databases	-

Source: research findings

3.1.3 Third step: Searching and selecting suitable articles

In meta-synthesis, the author must be able to clearly describe details of searching among the articles and explain their comprehensiveness levels. The texts and articles reviewed in the present study included all studies related to the research purpose. To this end, the articles were detected using certain keywords. The purpose of this step was to remove articles and books in which the findings were not trustable. Therefore, the qualitative assessment tool “Critical Appraisal Skills Program (CASP)” was used. The accuracy, validity, and importance of qualitative studies were determined using ten questions that focused on the following cases: 1) research objectives, 2) method logic, 3) research design, 4) sampling method, 5) data collection, 6) reflexivity, including the relationship between researcher and participants, 7) ethical considerations, 8) accuracy of data analysis, 9) clear expression of findings, and 10) research value. Each question was scored in this step. The studies were scored and those with less than 30 points were excluded based on the 50-point scale of the Critical Appraisal Skills Program.

Based on a 50-point scale of CASP, the following scoring system was proposed and any report with a lower than Very Good score (<31) was excluded:

Excellent: 40-50

Very good: 30-40

Good: 20-30

Moderate: 10-20

Low: 0-10.

After detecting the suitable works, the final refinement of articles was performed to extract data.

Table 6: Critical Appraisal Skills Program (CASP) for qualitative assessment of research studies

Dimensions of CASP	0-10: Low	11-20: Moderate	21-30: Good	31-40: Very good	41-50: Excellent
Research objectives					
Method logic					
Research design					
Sampling method					
Data collection					
Reflexivity					
Ethical considerations					
Accuracy of data analysis					
Clear expression of findings					
Research value					

After identifying suitable documents based on the Critical Appraisal Skills Program (attached table), the next step was the final refinement and printing of documents to extract data. The following figure shows the algorithm for refining works and selecting suitable samples.

3.1.4 Fourth step: extracting the text information

In the fourth step, key concepts were extracted separately from the works and presented in separate tables. Systematic and content analysis studies dealt with concepts and categories; hence, literature coding was performed based on these key concepts in the next step. The frequency of repetition of each category among the reviewed works was considered the theoretical support of each category. A total of 5 categories were identified in the form of 7 concepts, and some codes had higher frequencies, indicating their greater importance among different researchers.

3.1.5 Fifth step: analysis and synthesis of qualitative findings

In the present research, the codes were extracted from the previous step and the matrix form of the scales was formed to categorize the concepts. Therefore, an interpretation was obtained beyond a study with all aspects. Due to the findings of this step, a basis was considered for the creation of the research model, and thus 68 final codes were extracted by combining all categories and identifying the main and secondary concepts. Tables (8, 9, and 10) fully categorize the codes, categories, and concepts.

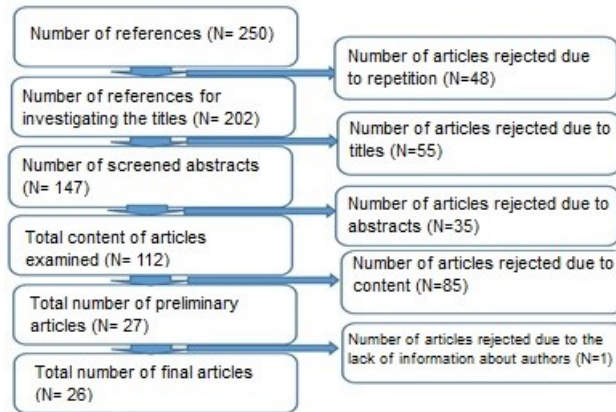


Figure 2: The Algorithm for selecting final articles

Source: research findings

Table 7: Frequency of codes

Code	Frequency out of 28	Importance rank
Sense of humor	12	1
Creativity (innovation)	11	2
Various internet advertisements	9	3
Applications that can be installed on mobile phones, applications, and software under the operating system	8	4

Source: research findings

3.1.6 The sixth step: Quality control

In the present research, theoretical validity was used to measure validity. The validity of the research was taken from two sources:

1. The articles, which were searched for the meta-synthesis process, were valid.
2. Among the searched articles, those which passed the CASP tool filter and scored more than 30, were included in the meta-synthesis.

A total of 26 studies were selected based on the scores. Three studies with a score of 35 had the lowest scores and one study with a score of 46 had the highest score. Furthermore, 11 studies were in the category of excellent scores (40-50) and 15 studies were in the category of very good scores (30-40); hence, the studies selected for data analysis were at an acceptable level. (The method of scoring the studies based on 10 criteria of CASP is presented in the appendix).

The concepts extracted from the comparison of the researcher’s opinion with the expert’s opinion were also used. When two raters ranked the respondents, Cohen’s kappa index was used to assess the agreement between the two raters. The Kappa index is used only for variables with equal measurement levels and also an equal number of their classes. The value of the Kappa index ranges from zero to one, and the more it is close to 1, the more the raters have an agreement, but when the Kappa value is closer to zero, there is less agreement between the raters [25].

The extraction of the codes had good reliability using SPSS at the approximate error level of 0.0171 and the index value of 0.688.

A: Null hypotheses are not considered.

B: The null hypothesis is not considered using unsigned standard error.

Table 8: Research codes and their references

Codes	Persian references	Latin references	Number
1) Applications that can be installed on mobile phones, applications, and software under the operating system 2) Various Internet advertisements 3) Using the computer and electronic tools and supporting the company’s services online (customer-oriented) 4) Using SMS panels 5) Electronic sales 6) New tools	Bayani [6], Ghorbani [15], Najafi Shoja [31], Haj Safi [20], Montaseri and Ebrahimi [29], Mir Emadi et al.[27], Taghi Ganji [38], Morad Sultan, Mehrmanesh [30], Toulabi, Foroozesh, Mohammadyari, and Sharfi [40], Golshani, Manhaj [18], Zarei et al. [44]	Anukam Amaobi, Isaac [22]	12
7) Providing additional services beyond the staff’s obligation 8) Good faith and acceptable behavior of individuals in the service support and appropriate response 9) Variety of services and offering discounts 10) Promotion and introduction of products by provider personnel 11) short and low-cost promotional and cultural films and teasers 13) Attending exhibitions, cultural gatherings, and free conferences 14) Using cultural, artistic, and sports figures in advertisements] 15) Using catalog brochures, postcards, envelopes, etc. 16) Warm and friendly smile 17) Direct eye contact 18) Behavior as a special person 19) Selling in installments 20) Ability to solve problems 21) Ability to innovate 22) Listening carefully 23) Answering questions 24) Surprising	Bayani [6], Ghorbani [15], Najafi Shoja [31], Haj Safi [20], Montaseri and Ebrahimi [29], Mir Emadi, Farhang, and Tasmim Ghatee [27], Taghi Ganji [38], Morad Sultan, Mehrmanesh [30], Toulabi, Foroozesh, Mohammadyari, and Sharfi [40], Golshani, Manhaj [18]	Anukam Amaobi, Isaac [22]	12
25) Using advertising billboards 26) Congratulations on holidays and celebrations 27) Supplying products via the Internet and electronic tools 28) National media advertising and holding conferences 29) Providing diverse and attractive individual services and special discounts 30) Attention to listening to the customer’s voice 32) Answering questions, creating enthusiasm, and attractiveness of telephone behavior, and elevator speech	Bayani [6], Ghorbani [15], Najafi Shoja [31], Haj Safi [20], Montaseri and Ebrahimi [29], Mir Emadi, Farhang, and Ebrahimi [29], Mir Emadi, Farhang, and Tasmim Ghatee [27], Taghi Ganji [38], Morad Sultan, Mehrmanesh [30], Toulabi, Foroozesh, Mohammadyari, and Sharfi [40], Golshani, Manhaj [18]		11
33) Using personality traits as a guerilla marketing weapon 34) Advertisements at sports competitions 35) Attention to special days 36) Cultural advertising 37) Warm and friendly smile 38) Direct eye contact			
39) Proper communication with employees 40) Good behavior of employees 41) Justice among employees 42) Staff training 43) Employee evaluation 44) Encouraging employees	Mohammadi Shamsabadi [28]		1
45) Changing attitude toward competitors 46) Buying competitors’ companies 47) Joint venture with competitors	Mohammadi Shamsabadi [28]		1

48) Strategic cooperation in the supply chain 49) Integration with competitors			
50) The positive effect of customer database 51) Appropriate behavior of employees with customers 52) Cleanliness and orderliness of the service place 53) The positive effect of customer orientation 54) Development of customer value proposition on customer relationships	Mohammadi Shamsabadi [28]		1
55) Sense of humor 56) Clarity 57) creativity (innovation) 58) Entertainment 59) Stimulation of emotions 60) Aesthetics 61) Meaningfulness 62) Transparency 63) Emotional stimulation 64) strong effect (high impact) 65) Strange events (surprising) 66) Memorable moments 67) Viral marketing 68) Graffiti	Rabipour and Asgharzadeh [34], Ghorbi, Ghasemi Namaghi [17], Ghaemi Divkaleai [14], Durban [12], Mohammadi Shamsabadi [28]	Yildiz [43], Dinh and Mai [11], Regina and Galer [35], Anukam Amaobi, Isaac [22], Farouq [13], Powrani & Kennedy [32], Tam and Khuong [39], Das et al.[10], Ahmed et al. [3]	15

Source: research findings

3.1.7 The Seventh step: Presentation of findings

The review of all scientific sources from 2000 to 2021 in Latin and Persian references indicated no comprehensive research on guerrilla marketing. Therefore, the most important findings of this section of the research were the investigation, analysis, and classification of guerrilla marketing using a meta-synthesis method. A total of 26 studies, which directly investigated guerrilla marketing, were selected for analysis in this research. Based on the investigation of previous studies and the extracted codes, the main components included technological tools, human tools, cultural tools, relational tools, and advertising weapons.

3.2 Quantitative section

In this section (in the first stage), a questionnaire was given to 20 experts in marketing in a judgmental way to enrich and improve the framework.

3.3 Determination of expert criteria

In this phase, the expert criteria were first determined by investigating similar studies as follows:

- a) Experience in marketing
- b) Education in the field of marketing
- c) Having at least a master's degree
- d) Sufficient motivation to cooperate with the researcher
- e) Ease of access

The questionnaire was a combination of open and closed-ended questionnaires. The questions of the questionnaire included two main parts.

1. General questions: In general questions, an attempt was made to collect general demographic information about the respondents. This section contained 6 questions.
2. There were 63 closed-ended questions and 5 open-ended questions. In designing this part, it was tried to make the questions as understandable as possible. To this end, the following questions were asked from the experts:
 - a) Is the general framework of the research proposal approved?
 - b) Are the research components selected correctly and completely?

Table 9: statistics and frequency of selected final documents in meta-synthesis from various aspects

Axial code	Category	Concepts	Codes
Guerrilla marketing tactics	Technological	Technology tools	1) Applications that can be installed on mobile phones, applications, and software under the operating system 2) Various Internet advertisements 3) Using the computer and electronic tools and supporting the company's services online (customer-oriented) 4) Using SMS panels 5) Electronic sales 6) New tools
	Human tools	Humanity	7) Providing additional services beyond the staff's obligation 8) Good faith and acceptable behavior of individuals in service support and appropriate response 9) Variety of services and offering discounts 10) Promotion and introduction of products by provider personnel 11) short and low-cost promotional and cultural films and teasers 12) Advertising in newsletters and mass media, and environmental advertising 13) Attending exhibitions, cultural gatherings, and free conferences 14) Using cultural, artistic, and sports figures in advertisements 15) Using catalog brochures, postcards, envelopes, etc. 16) Warm and friendly smile 17) Direct eye contact 18) Behavior as a special person 19) Selling in installments 20) Ability to solve problems 21) Ability to innovate 22) Listening carefully 23) Answering questions 24) Surprising
	Cultural tools	Culture	25) Using advertising billboards 26) Congratulations on holidays and celebrations 27) Supplying products via the Internet and electronic tools 28) National media advertising and holding conferences 29) Providing diverse and attractive individual services and special discounts 30) Attention to listening to the customer's voice 31) Discipline and flexibility 32) Answering questions, creating enthusiasm, and attractiveness of telephone behavior, and elevator speech 33) Using personality traits as a guerilla marketing weapon 34) Advertisements at sports competitions 35) Attention to special days 36) Cultural advertising 37) Warm and friendly smile 38) Direct eye contact
	Economic tools	Budgeting	39) Increasing the total income 40) Increasing the sales revenue 41) Reduction of expenditures 42) Reducing the cost of advertising
	Customer acquisition tools	Customer acquisition	43) Using a suitable feedback system, and using the principle of surprising customers and the diversity of the products and services in the company 44) Attention to loyal customers 45) Attention to new customers 46) More visits by current customers
	Relational tools	Relations with employees	47) Proper communication with employees 48) Good behavior of employees 49) Justice among employees 50) Staff training 51) Employee evaluation 52) Encouraging employees
		Competitors' relations	53) Changing attitude toward competitors 54) Buying competitors' companies 55) Joint venture with competitors 56) Strategic cooperation in the supply chain 57) Integration with competitors
		Customers' relations	58) The positive effect of customer database 59) Appropriate behavior of employees with customers 60) Cleanliness and orderliness of the service place

		61) The positive effect of customer orientation 62) Development of customer value proposition on customer relationships
Advertising weapons	Advertisement	63) Sense of humor 64) Clarity 64) Clarity 65) creativity (innovation) 66) Entertainment 67) Stimulation of emotions 68) Aesthetics 69) Meaningfulness 70) Transparency 71) Emotional stimulation 72) strong effect (high impact) 73) Strange events (surprising) 74) Memorable moments 75) Viral marketing 76) Graffiti

Table 10: Classification of research categories, concepts, and codes

	the amount	Approximate standard error	Approx. Tb	Importance (approximate)
Agreed Kappa	0.688	0.0171	3.570	0.002
Number of valid materials	68			

Source: research findings

Table 11: Final results of the Kappa test

	Value	Approximate standard error	Approximate Tb	Importance (Approximate)
Agreed kappa coefficient	0.688	0.0171	3.570	0.002
Number of valid cases	68			

- c) Are the indices sufficient for each component?
- d) Are the indices for relevant components appropriate?

Mention the appropriate indices and components (if it is necessary to change the components). It should be noted that the experts' opinions were used during open interviews and discussions to benefit from their views.

3.4 Analysis of the open-ended questions of the questionnaire and the results of the experts' interviews

After collecting the data obtained from the experts' opinions, the researcher analyzed them and tried to identify the main concepts in their opinions and ideas, differentiate between the opinions and ideas, and put together different opinions that included the concept for complete understanding and better conclusions. Changes were made in the initial framework, and finally, the final framework of the guerrilla marketing model was presented after extracting the concepts from the data collected from this stage.

Some codes were similar in some studies but they were used in different concepts and they were classified according to the literature, theoretical bases, and guidance of professors and experts in the form of close concepts, for example, the codes of careful listening, answering questions, direct eye contact, and smile were used in both human and cultural concepts, and the code of surprise was used in both human and customer attraction tools. Furthermore, transparency and clarity, which were used in the concept of advertising weapons, were considered in the same sense and used as transparency, and repetition was avoided. In general, 61 out of 68 codes, which were adopted in the first stage of research (meta-synthesis), were approved by experts.

3.5 Analysis of closed-ended questions based on binomial test

As the number of experts was equal to 20 in the binomial *t*-test, the binomial test was used to examine the presence or absence of research indices and their appropriateness. Given that the 5-point Likert scale was used in the questionnaire and considering the median of 3 for opinions, the opinions higher than 3 for each index were considered agreeable opinions and those lower or equal to 3 were opposing opinions, and thus, a binomial test was measured for each index and the index was rejected or approved based on the exact sig index. If the exact sig index was higher than

0.05, it was accepted, and if it was less than 0.05, it was rejected. Since this test was non-parametric, the existence of normal data distribution was not mandatory. We were dealing with bi-state data in this study; hence, the distribution of such data would be binomial. The data obtained from the sample may be quantitative, but we can separate them into two classes or two states using a cutoff point.

Table 12: Binomial t-test

Question	Number	Observed Prop	Significance value	State
1	9	0.45	0.825	Appropriate
	11	0.55		
	20	1		
2	8	0.40	0.821	Appropriate
	12	0.60		
	20	1		
3	12	0.60	0.823	Appropriate
	8	0.40		
	20	1		
4	10	0.50	0.727	Appropriate
	10	0.50		
	20	1		
5	14	0.70	0.824	Appropriate
	6	0.30		
	20	1		
5	14	0.70	0.824	Appropriate
	6	0.30		
	20	1		
6	9	0.45	0.624	Appropriate
	11	0.55		
	20	1		
7	13	0.65	0.114	Appropriate
	7	0.35		
	20	1		
8	12	0.60	0.651	Appropriate
	8	0.40		
	20	1		
9	13	0.65	0.263	Appropriate
	7	0.35		
	20	1		
10	10	0.50	0.333	Appropriate
	10	0.50		
	20	1		
11	8	0.40	0.44	Appropriate
	12	0.60		
	20	1		
12	12	0.60	0.636	Appropriate
	8	0.40		
	20	1		
13	13	0.65	0.844	Appropriate
	7	0.35		
	20	1		
14	12	0.60	0.526	Appropriate
	8	0.40		
	20	1		
15	3	0.15	0.03	Inappropriate
	17	0.85		
	20	1		
16	11	0.55	0.871	Appropriate
	9	0.45		
	20	1		
17	13	0.65	0.512	Appropriate
	7	0.35		
	20	1		
18	10	0.50	0.274	Appropriate
	10	0.50		
	20	1		
19	12	0.60	0.636	Appropriate
	8	0.40		
	20	1		

20	13	0.65	0.503	Appropriate
	7	0.35		
	20	1		
21	11	0.55	0.579	Appropriate
	9	0.45		
	20	1		
22	12	0.60	0.836	Appropriate
	8	0.40		
	20	1		
23	15	0.75	0.461	Appropriate
	5	0.25		
	20	1		
24	10	0.50	0.844	Appropriate
	10	0.50		
	20	1		
25	17	0.85	0.223	Appropriate
	3	0.15		
	20	1		
26	8	0.40	0.736	Appropriate
	12	0.60		
	20	1		
27	16	0.80	0.744	Appropriate
	4	0.20		
	20	1		
28	12	0.60	0.239	Appropriate
	8	0.40		
	20	1		
29	10	0.50	0.691	Appropriate
	10	0.50		
	20	1		
30	17	0.85	0.849	Appropriate
	3	0.15		
	20	1		
31	8	0.40	0.041	Inappropriate
	12	0.60		
	20	1		
32	17	0.85	0.255	Appropriate
	3	0.15		
	20	1		
33	17	0.85	0.579	Appropriate
	3	0.15		
	20	1		
34	11	0.55	0.833	Appropriate
	9	0.45		
	20	1		
35	10	0.50	0.355	Appropriate
	10	0.50		
	20	1		
36	12	0.60	0.889	Appropriate
	8	0.40		
	20	1		
37	16	0.80	0.686	Appropriate
	4	0.20		
	20	1		
38	13	0.65	0.409	Appropriate
	7	0.35		
	20	1		
39	19	0.95	0.323	Appropriate
	1	0.5		
	20	1		
40	17	0.85	0.514	Appropriate
	3	0.15		
	20	1		
41	12	0.60	0.854	Appropriate
	8	0.40		
	20	1		
42	11	0.55	0.665	Appropriate
	9	0.45		
	20	1		

43	10	0.50	0.343	Appropriate
	10	0.50		
	20	1		
44	15	0.75	0.852	Appropriate
	5	0.5		
	20	1		
45	16	0.80	0.899	Appropriate
	4	0.20		
	20	1		
46	11	0.55	0.329	Appropriate
	9	0.45		
	20	1		
47	16	0.80	0.888	Appropriate
	4	0.20		
	20	1		
48	10	0.50	0.444	Appropriate
	10	0.50		
	20	1		
49	13	0.65	0.612	Appropriate
	7	0.35		
	20	1		
50	11	0.55	0.493	Appropriate
	9	0.45		
	20	1		
51	12	0.60	0.861	Appropriate
	8	0.40		
	20	1		
52	17	0.85	0.389	Appropriate
	3	0.15		
	20	1		
53	10	0.50	0.443	Appropriate
	10	0.50		
	20	1		
54	10	0.50	0.383	Appropriate
	10	0.50		
	20	1		
55	12	0.60	0.671	Appropriate
	8	0.40		
	20	1		
56	13	0.65	0.806	Appropriate
	7	0.35		
	20	1		
57	11	0.55	0.868	Appropriate
	9	0.45		
	20	1		
58	16	0.80	0.422	Appropriate
	4	0.20		
	20	1		
59	12	0.60	0.633	Appropriate
	8	0.40		
	20	1		
60	17	0.85	0.894	Appropriate
	3	0.15		
	20	1		
61	11	0.55	0.119	Appropriate
	9	0.45		
	20	1		

Source: research findings

As shown in the table above, a binomial test was performed for all questions and the comparison of the values of columns indicated that the significance level (sig) of higher than 0.05 indicated the appropriate status, and the value of lower than 0.05 indicated the inappropriate status. In such case, question (15) about using catalog brochures, postcards, envelopes and question (31) about using personality traits in the form of guerilla marketing weapons were inappropriate and removed from the list of indices for guerrilla marketing

3.6 Statistical population, samples, sample size, and collection method

In the quantitative phase, the statistical population consisted of experts in the subject. After identifying the experts and university professors and those with lived experiences, there were twenty experts in the binomial t-test phase and ten experts in the fuzzy Delphi phase and they were different from the first population. The sampling method was non-judgmental for the statistical sample. The period of collecting answers was 22 days, and almost one hour was spent on each questionnaire explaining the items. In the binomial test, 9 questionnaires were emailed and explained by phone, and 11 questionnaires were delivered and explained in person. In the Fuzzy Delphi phase, only 4 questionnaires were delivered in person, and the remaining 6 were explained and sent by email and phone.

4 Fuzzy Delphi technique

In the second stage, the fuzzy Delphi method was used for verification and the final screening. The use of the fuzzy Delphi technique for screening can be done in one round. The logical justification is that the researcher first performs the preliminary screening according to the existing literature and t-test and based on experts' views, and the fuzzy Delphi technique is confirmatory. The implementation steps of the fuzzy technique were as follows: **First step: Collecting experts' opinions**; In the first stage of Delphi, a structured questionnaire was designed based on the results of the first stage, and the experts were asked to specify the importance of each steps using the verbal variables, namely very low, low, moderate, high, and very high.

4.1 Second step: Converting verbal variables into triangular fuzzy numbers: In this step, verbal variables were defined as triangular fuzzy numbers according to Table 13

Table 13: Conversion of verbal variables into triangular fuzzy numbers

Corresponding triangular fuzzy numbers to verbal variables	
Verbal variables	triangular fuzzy numbers (l, m, u)
Very high	(0.75, 1, 1)
High	(0.5, 0.75, 1)
Moderate	(0.25, 0.5, 0.75)
Low	(0, 0.25, 0.5)
Very low	(0, 0, 0.25)

Source: Habibi et al [19]

4.2 The third step: Data analysis of the fuzzy Delphi-quantitative phase

Each answer had three values: the lowest value of n_1 , the most reasonable value of n_2 , and the highest value of n_3 [26]. Various methods are proposed to aggregate the opinions of n respondents [37, 42]; These aggregation methods are experimental methods presented by different researchers. Equation 1 was used for fuzzy calculations in the present research [37].

$$\tilde{a}_{ij} = f_i = (l_i^k, m_i^k, u_i^k) =, \quad i = 1, 2, 3, \dots, n; \quad k = 1, 2, 3, \dots, m$$

$$F_{AVE} = \left(\left\{ \frac{\sum l_k^i}{n} \right\}, \left\{ \frac{\sum m_k^i}{n} \right\}, \left\{ \frac{\sum u_k^i}{n} \right\} \right) = (l_{ij}, m_{ij}, u_{ij}) = (m_1, m_2, m_3) \quad (4.1)$$

where the index k refers to the expert and $f_i = (l_i^k, m_i^k, u_i^k)$ represents the triangular fuzzy number of experts' views. The calculation of the fuzzy mean is the simplest method to aggregate the experts' opinions. When the appropriate fuzzy range is selected and the fuzzy operation is performed on the values, the fuzzy results will be finally obtained. These fuzzy results are not easy to understand and interpret; hence, they must be converted to definite (ordinary) numbers. The process of converting fuzzy numbers into definite numbers is called defuzzification. The defuzzification process is to use the results of the ranking process of each component to determine its importance level. This ranking process is used to determine the presence or absence of indices [26]. Therefore, fuzzy numbers must be converted into definite numbers. Various methods have been proposed for defuzzification [41]. In the present research, we used the arithmetic mean method to de-fuzzy the weights of parameters.

4.3 The fourth step: Determining the acceptability of components and consensus

Two prerequisites were completed to determine the acceptability of the components and the percentage of experts' consensus on the indices. First, the acquired value of each index was compared with the threshold level. According to the research type and the 70/30 rule, and following the studies [42], the acceptable limit of the criterion was about 0.7. If the defuzzified value of the triangular fuzzy number is close to 0.7 or more according to experts, it is an acceptable criterion. Table 13 presents the fuzzy Delphi model output which includes the approved codes of meta-synthesis and binomial t-test in the first part of the research.

Table 14: One-step fuzzy method

Indices (codes)	Mean Likert range	M3	M2	M1	Mean defuzzification	Threshold level	Accept/Reject
Applications that can be installed on mobile phones, applications, and software under the operating system	4.1	0.5058	0.75	0.95	0.86666	0.7	Accepted
Various Internet advertisements	4.5	0.548	0.875	1	0.7352	0.7	Accepted
Using the computer and electronic tools and supporting the company's services online (customer-oriented)	4	0.5058	0.75	0.95	0.803	0.7	Accepted
Using SMS panels	3.9	0.5058	0.725	0.9	0.7352	0.7	Accepted
Electronic sales	4.7	0.5639	0.925	1	0.7102	0.7	Accepted
New tools	4.4	0.5523	0.9	0.97	0.8296	0.7	Accepted
Providing additional services beyond the staff's obligation	4.7	0.5696	0.975	1	0.8091	0.7	Accepted
Good faith and acceptable behavior of individuals in the service support and appropriate response	4.7	0.5639	0.95	1	0.8482	0.7	Accepted
Variety of services and offering discounts	4.3	0.5357	0.833	0.97	0.8379	0.7	Accepted
Promotion and introduction of products by provider personnel	4	0.5174	0.75	0.92	0.7804	0.7	Accepted
Short and low-cost promotional and cultural films and teasers	3.9	0.5174	0.75	0.92	0.7308	0.7	Accepted
Advertising in newsletters and mass media, and environmental advertising	4	0.529	0.75	0.95	0.7228	0.7	Accepted
Attending exhibitions, cultural gatherings, and free conferences	4	0.5290	0.75	0.95	0.7430	0.7	Accepted
Using cultural, artistic, and sports figures in advertisements	1.6	0.4883	0.15	0.15	0.7430	0.7	Accepted
Using catalog brochures, postcards, envelopes, etc.	4.7	0.5755	0.925	1	0.2627	0.7	Rejected
Warm and friendly smile	4.4	0.5523	0.85	0.97	0.8335	0.7	Accepted
Direct eye contact	4.1	0.5232	0.75	0.95	0.7924	0.7	Accepted
Behavior as a special person	4.5	0.5476	0.83	1	0.7410	0.7	Accepted
Selling in installments	4	0.5232	0.725	0.95	0.7936	0.7	Accepted
Ability to solve problems	4	0.5232	0.75	0.9	0.7327	0.7	Accepted
Ability to innovate	4.7	0.5697	0.925	1	0.7244	0.7	Accepted
Using a suitable feedback system, and using the principle of surprising customers and the diversity of the products and services in the company	4.4	0.5581	0.85	0.97	0.8315	0.7	Accepted
Using advertising billboards	4.7	0.5697	0.925	1	0.743	0.7	Accepted
Congratulations on holidays and celebrations	4.7	0.5697	0.925	1	0.8315	0.7	Accepted
Supplying products via the Internet and electronic tools	4.3	0.5465	0.825	0.97	0.8315	0.7	Accepted
National media advertising and holding conferences	4	0.5348	0.75	0.92	0.7821	0.7	Accepted
Providing diverse and attractive individual services and special discounts	4.1	0.5348	0.7775	0.95	0.7366	0.7	Accepted
Attention to listening to the customer's voice	4	0.5116	0.7	0.92	0.7532	0.7	Accepted
Discipline and flexibility	4	0.5174	0.75	0.95	0.4122	0.7	Accepted

Answering questions, creating enthusiasm, and attractiveness of telephone behavior, and elevator speech	1.8	0.5	0.2	0.07	0.7391	0.7	Accepted
Using personality traits as a guerilla marketing weapon	4.7	0.5639	0.92	1	0.25830	0.7	Rejected
Advertisements at sports competitions	4.4	0.5523	0.85	0.97	0.8296	0.7	Accepted
Attention to special days	4.7	0.5813	0.92	1	0.7924	0.7	Accepted
Cultural advertising	4.4	0.5813	0.87	0.92	0.8354	0.7	Accepted
Proper communication with employees	4.7	0.5930	0.95	1	0.7937	0.7	Accepted
Good behavior of employees	4.7	0.5813	0.92	1	0.8476	0.7	Accepted
Justice among employees	4.3	0.5581	0.825	0.97	0.8354	0.7	Accepted
Staff training	4	0.5406	0.75	0.92	0.7860	0.7	Accepted
Employee evaluation	4.1	0.5535	0.775	0.95	0.7385	0.7	Accepted
Encouraging employees	4	0.55	0.75	0.94	0.7595	0.7	Accepted
Changing attitude toward competitors	4	0.55	0.75	0.95	0.7481	0.7	Accepted
Buying competitors' companies	3.8	0.5384	0.7	0.92	0.75	0.7	Accepted
Joint venture with competitors	4.7	0.5986	0.925	1	0.7211	0.7	Accepted
Strategic cooperation in the supply chain	4.4	0.5810	0.85	0.97	0.8412	0.7	Accepted
Integration with competitors	4.1	0.5555	0.775	0.95	0.8020	0.7	Accepted
The positive effect of customer database	4.5	0.5785	0.85	1	0.7610	0.7	Accepted
Appropriate behavior of employees with customers	4	0.5441	0.75	0.95	0.8095	0.7	Accepted
Cleanliness and orderliness of the service place	3.5	0.5075	0.625	0.85		0.7	Accepted
The positive effect of customer orientation	4.7	0.6093	0.925	1	0.6660	0.7	Accepted
Development of customer value proposition on customer relationships	4.4	0.5887	0.85	0.97	0.8447	0.7	Accepted
Sense of humor	4.7	0.6083	0.925	1	0.8045	0.7	Accepted
Clarity	4.7	0.6034	0.925	1	0.8444	0.7	Accepted
Creativity (innovation)	4.3	0.5803	0.825	0.97	0.8428	0.7	Accepted
Entertainment	4	0.555	0.75	0.92	0.7934	0.7	Accepted
Stimulation of emotions	4	0.5480	0.725	0.92	0.7435	0.7	Accepted
Aesthetics	4	0.56	0.75	0.95	0.7326	0.7	Accepted
Meaningfulness	4	0.5625	0.75	0.95	0.7533	0.7	Accepted
Emotional stimulation	3.8	0.5434	0.7	0.92	0.7541	0.7	Accepted
Strong effect (high impact)	4.7	0.6309	0.875	1	0.7228	0.7	Accepted
Strange events (surprising)	4.5	0.6309	0.875	1	0.8492	0.7	Accepted
Memorable moments	4	0.5875	0.75	0.95	0.8353	0.7	Accepted
Viral marketing	3.5	0.5921	0.75	0.9	0.7625	0.7	Accepted
Graffiti	4.7	0.6805	0.925	1	0.7473	0.7	Accepted

Source: research findings

In the Table above, columns M1, M2, and M3 show the mean fuzzy, and the next column shows the defuzzified mean which is compared with the threshold value of 0.7, if it is higher, it is confirmed; otherwise, it is rejected. As shown, only questions 15 and 31 are less than the threshold value and are removed.

5 Discussion and conclusion

The present research comprehensively investigated guerrilla marketing with a different perspective using the meta-synthesis method. Guerrilla marketing was the best marketing method due to its low cost and ability to attract a large number of customers, as explained, guerrilla marketing was examined in terms of 5 categories and seven concepts in 61 codes. The present research provided a deep understanding of the existing literature on guerrilla marketing. According to the comparison of the results of this research with studies by Bayani [6], Ghorbani [15], Najafi Shoja [31], Haj Safi [20], Montaseri and Ebrahimi, [29], Mir Emadi et al. [27], Taghi Ganji [38], Morad Sultan and Mehrmanesh [30], Toulabi, Foroozesh, Mohammadyari, and Sharfi [40], Golshani, Manhaj [18], Zarei et al. [44], they were consistent in terms of component (category) of technological tools.

In terms of human tools, the results were also consistent with studies by Bayani [6], Ghorbani [6], Najafi Shoja [31], Haj Safi [20], Montaseri and Ebrahimi [29], Mir Emadi, Farhang, and Tasmim Ghatee [27], Taghi Ganji [38], Morad Sultan and Mehrmanesh [30], Toulabi, Foroozesh, Mohammadyari, and Sharfi [40], Golshani and Manhaj [18]. In terms of cultural tools, the results were consistent studies by Bayani [6], Ghorbani [6], Najafi Shoja [31], Haj Safi [20], Montaseri and Ebrahimi [29], Mir Emadi, Farhang, and Tasmim Ghatee [27], Taghi Ganji [38], Morad Sultan and Mehrmanesh [30], Toulabi, Foroozesh, Mohammadyari, and Sharfi [40], and Golshani and Manhaj [18].

In terms of relational tools, the results were consistent with research by Mohammadi Shamsabadi [28]. A total of 63 codes obtained from the previous research section (meta-synthesis), which were tested by experts once for further confirmation, were tested again by fuzzy Delphi method for further confirmation, and the results approved the results of the t-test after screening based on the fuzzy Delphi method. Question (15) about using catalogue brochures, postcards,

and envelopes, and question (31) about using personality traits as a guerilla marketing weapon were inappropriate and removed from the list of guerrilla marketing indices.

Only the concepts and categories of guerrilla marketing are shown in the figure due to the large number of codes and the limitation of the screen to display the entire model.

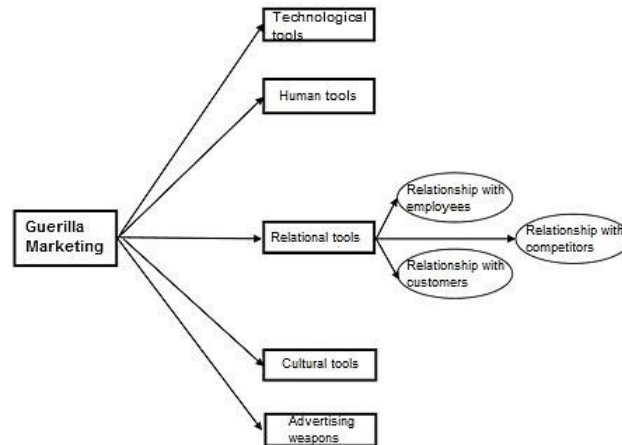


Figure 3: The identified components of guerrilla marketing in a model

Source: research findings

This model seeks to provide a proper structure and division of concepts, using meta-synthesis and can be a basis for future research. The following suggestions are offered to organizations and companies: 1) A feedback system should be strengthened in different industry sectors. 2) Strengthening the necessary technologies to support the industry to increase industrial power is a requirement. 3) Educational and explanatory classes about guerrilla marketing should be held for managers and employees, and they can create motivation, commitment, and participation in employees towards the organization, innovation, and creativity in advancing the goals of institutions and companies. 4) Managers of institutions should prioritize the recruitment of specialized and experienced personnel. 5) Strengthening their relationships with customers, and thus the industry must try to solve this deficiency according to the current competitive environment in the world. **Suggestions to the government and legislators (governance):** Guerrilla marketing indices should be included in policy-making, planning, and measures of the governance bodies; The determination and effort of the elites and the will and determination of the officials; The generation of ideas; and The formulation and approval of reform plans. **Suggestions to marketing managers:** According to the research results and the rejection of using brochures and catalogues, postcards, and envelopes for the optimal use of advertising costs, we focus on other components of the human tool. In the field of cultural tools, personality traits should not be the priority of advertisements and focus should be placed on other components.

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