Marketing Development – Outlaw Innovation as Source of Marketing Development Methodology

This paper analyzes the phenomenon of outlaw innovation as a source of marketing development methodology meant to improve the outcomes of marketing efforts on modern markets. The paper provides a brief overview of today markets and explains the need for continuous innovation. The author defines the outlaw innovators as users explaining the reason and motives for their activities thus trying to suggest a basic cooperation module between them (as individuals and community) and the IP holders.

Keywords: outlaw innovation, marketing efforts, users, community, marketing instruments, buying intentions.

Introduction

Marketing is integration of different communication processes, which is aimed to present to consumers (individuals and groups) new products and to identify their needs and wishes, so the presented products will meet the consumer requirements for quality, performances and etc.

To do so, marketing is ought to be creative and exploit a variety of instruments that are able to stimulate the consumer’s senses, provoke his curiosity and persuade him to enter into the buying process (purchasing de facto). Moreover, marketing supposes to “fertilize the ground” in terms of leading the consumer to repeatable purchasing in the future and to create some sort of customer loyalty as a result of it. The marketing process involving in itself a vast variety of social science disciplines, like psychology, sociology, economics and etc., is meant to understand consumers and consumers’ needs. In other words, marketing is studying human behavioral characteristics (in terms of reality perception, preferences, abilities) so that to predict customers’ reactions and intentions.
and to understand the motives causing them to react differently to basically the same incitation.

Moreover, marketing (as already mentioned) is demanding a high level of creativity and new, untraditional solutions for very “traditional” problems, because of modern uncertain reality. It seems that there is a need to combine forces with consumers in order to satisfy them and their needs. In other words the marketing process is ought to make consumers the active participants. Consumers should be not only a source for information as “end users”, but also an influential part of the development process. This will be a positive adding for promotion (advertising), information exchange (consumers’ experience) and may influence the buying intentions towards a desired direction.

There is a need to emphasize that regular, everyday “end users” are unable to fulfill such mission. There is a need for creative and enthusiastic individuals and groups (communities), which are capable to contribute to the process success and to reveal the “soft stomach” of it and to soften its “sharp corners”. It seems that the “Outlaw Innovators” (OI) are the most suitable for this task. However, the cooperation between OI and the organization is problematic because of different perception and the point of view on certain things existing between OI’s and manufacturers. Manufacturers see in OI felons and outlaws those who must be prosecuted and punished. For them, those innovators are in many cases no better than a common thief or a hooligan. Because of that the main problem remains the same – how to find ways and methods to create cooperation and coexistence between those two groups.

**The object of the research** is to evaluate the OI as a source of marketing development methodology.

**The aim of the article** is to explore the issue of outlaw innovation as a new marketing instrument that is meant to improve the exposure of new products on today’s saturated markets.

**The objectives of the article** are as follows:
- To introduce the issue of OI, their activities and methods not only as users but also as a reliable and important source of information, new ideas and concepts.
- To introduce the problems, with which modern markets meet introducing to marketers new products.
- To reveal the problems and failures in OI coexistence with IP holders.
- To suggest a cooperation model that will enable the cooperation between the IP holders and OI elements.
- To prove that OI can become a highly contributing and positive marketing instrument and improve the ability to direct customers’ intents due to their activities.

**The research methods**, which are used in the article, include the issue analysis, empirical literature review and an attempt to provide possible solution.

**Modern marketing and the need for innovation**

Marketing is all about the bringing of products and services to consumers’ attention and causing them to risk their money and purchase the offered goods: this is done by preferring particular products to the substitutes offered by competitors. Although this definition is very general, it is still properly defining marketing as a term and presenting it as continuous struggle for the customer's
money and intentions, thus highlighting the issue of competition and competitors. It also reveals that marketing is communication between two or more parts (a provider and a consumer for instance) and that the quality of such communication is what determines the success or failure of marketing efforts. It seems that a secret of success is concealed in the fitting into the environment that is created by the communication struggle between the involved sides. Such a claim can be supported by the research made by J. A. Deighton and L. Kornfeld (2008) that studied the purpose of marketing communication and its importance in modern highly saturated, uncertain and competitive markets.

Competition on the markets, presenting a wide and difficult problem that is ought to be solved, is the need for continuous improvement and update of the assortment of the offered products and services for to overcome the competitors and their substitutes. In other words, to win the competition for “consumer pockets”, the provider is ought to be innovative not only in his products but in his methods (Porter, 2008) as well. However, this presents an additional problem, which is a multiplication of risks that the provider (manufacturer) is taking on himself. Marketing campaigns demand high financial investments and therefore a failure can seriously jeopardize the organization and its existence (Kotler, Caslione, 2009). Besides, the development of innovative (novel) products is also a very expensive enterprise, which results are questionable and uncertain (Loch, Solt, Bailey, 2007). There is a little doubt that failure in introducing new products to markets and lack of sales may bring the organization towards a disaster. That is why there is a need for a scrupulous planning of investments (financial and others) and a very “tough” control of the results in all stages.

Nevertheless, one of the most common ways to deal with the risk is being ahead of all the others. This means that by presenting novel/innovative products to the markets it is possible to gain the so needed advantage (at least temporary) over the competitors (competitive advantage). But, the innovation should not concern only the products; there is a need to update the traditional marketing methods, which are hardly effective for today’s experienced and “satiated” consumers. The traditional marketing channels, which are meant to inform consumers regarding the existence of a product, its features and capabilities, are no longer valid. Modern consumers are aware of their bargain power and are expecting a high return rate for their money. Modern customers are harder to persuade, less loyal and more demanding than in the past. Therefore there is a need for new, modern and updated methods that may assist in achieving the attention of consumers, gaining their trust by diverting their preferences. As mentioned previously, in the past the primary goal of marketing was to transfer a message concerning the existence of a product and persuade consumers to buy it. Today beside that, a new task is also to overcome the disturbances in transferring the message and be not only a good competitor but a leader of competition as well. The source of the disturbances is in overflowed markets, which are offering many types of rather similar products and force providers to compete with each other in quite limited markets. L. G. Schiffman and L. L. Kanuk (2000) emphasize the importance of the undisturbed message transformation in order to be capable to influence the consumers’ behavior and “navigate” their preferences.
and intentions in desirable direction. They say that disturbances (“noises”) create an interference, which violates the consumers’ attention; it is highly important for marketers to be able to overcome such intrusion and avoid their consumers from the lack of attention. The time proved tactic for gaining the consumers’ attention is to provoke their curiosity. But this aim is hardly achievable in modern markets’ conditions, because of multiple disturbances in the market environment (competitors). Therefore there is a need for new (innovative), previously unexploited methods (Gustafsson, Herrmann, 2007) to provoke the attention of consumers and to encourage them to proceed to actual purchasing.

It seems that the best way to provoke general curiosity for a product is to make people talk about it, exchange information and ideas or in other words- to exploit the power of a “word-of-mouth” (WOM) channel. An extreme efficiency of this simple, but still effective mean is acknowledged by a variety of researchers and proved in all markets. WOM is highly contributive to reducing the suspicious towards the products (especially new ones) and it is very contributing to sales promotion (Villanueva, Yoo, Hanssens 2008; Bush, Underwood, Sherrell, 2007; and others). Moreover, according to D. K. Gauri, A. Bhatnagar and R. Rao (2007) and R. P. Bush et al. (2007), WOM is capable not only in bring into the buying circle a new customer but is positively contributing to the creation of customers’ loyalty towards the organization and its products. An exposure of a product/service to many participants seems like a winning and positively contributing method.

But, there are several problems:

- It is too late to conduct changes and adjustments in a product, which R&D processes are accomplished and finished. If the product will fail the consumers test – there is nothing to do. All the investments in it can be considered as a loss.
- A premature exposure of the product may jeopardize its uniqueness and novelty (information leakage). The competitors might copy it or even improve its features and thus take over the leading position in the market.

To overcome the mentioned problem one needs a small, elite group (or individuals) of users, which are capable to provide full and professional evaluation of the product and its features without jeopardizing it and its context. There is a need for a tight control and supervision over them and their activities, but at the same time they need the “free space” for their work.

**User, enthusiast, outlaw innovator**

The definition of the term “user” may become quite complicated, because of its vast meaning among a wide variety of uses. Some of the researchers define a user as an “end consumer” who in fact determines the success or failure of the product by purchasing (or not purchasing) it (Rothwell et al., 1974). Those users are the development motor for organizations that are encouraged to continue the development and improvement of their products due to their users’ demands and through the evaluation of their responds about the products and updates (Gardiner, Rothwell, 1985). Others see the user as some sort of a partner, who contributes to the understanding of the consumers’ needs and in fact becomes an R&D associate for a manufacturer (the so called firm-level users) (Thomke, von Hippel, 2002). According to S. Thomke and E. von Hippel (2002), this
intra organizational involvement, enables the users to become innovators and design (or guide the design efforts) new, more sophisticated and updated products.

If so, than the most suitable determination of the term “user”, for the benefit of the present article is as follows: an enthusiast, whose interests are beyond the planned use of a product and who is able (knowledgeable enough) to gain additional added value from a standard product. The ability to “see beyond”, makes the user - the innovator. Therefore, the ability to go further is in fact an innovation. The problem begins, when firms that manufacture products, see in such a user and in his activities a violation of their rights (intellectual property - IP). It is obvious, that a user who is conducting modifications and improving the product (by updating its abilities or by adding additional, none planned features) is violating the IP legislation and the manufacturer’s exclusivity. The manufacturer, who is wishing to protect his investments (in R&D, production, marketing etc.) by every available mean, definitely will oppose such an attempt to improve/upgrade/change his products.

But, those “outlaw innovators” (OI’s), are unavoidable phenomena in the today’s very developed technological world (von Hippel, 2005; 1998) and cannot be ignored. Highly skilled, well-educated individuals became the motor of OI (Chesbrough, 2003) due to their need to improve and update the existing products and because of the frustration they feel towards the limitations posed on them (Flowers, 2006). As mentioned above, those “elite individuals” (Mollick, 2005) are the basis of innovation, even if many consider their way of creation as an outlaw activity.

The OI’s are enthusiasts who are guided and motivated by their desire to improve, who go beyond the planned and test their own abilities and skills. The problem of the IP rights violation during those improvements is considered by those enthusiasts as an annoying obstacle, which does not deserve too many considerations. To avoid possible conflicts with the IP owners and holders all the improvement activities are made in environment of isolation and “undercover”. This is the reason why the majority of their activities (and improvements) are not widely known and therefore only few participants of this limited society may enjoy the benefits of such an activity (Flowers, 2006). It seems that the OI group is unable to present practical benefits and will always remain as a group of outlaw felons, whose contribution to the benefit of others, is low or even does not exist. Contrary to that, S. Flowers (2008) and E. Mollick (2004) research suggest that although OI are harmful for the manufacturers and violate their IP rights, there are certain ways, which can allow the manufacturers to positively exploit and gain profit from this problematic group. If OI users will freely expose the innovations they make to the manufacturers, they can implement innovations into a new or updated products and gain financial profits from selling those improved products on the markets (Jeppesen, Frederiksen 2006; Mayrhofer, 2005). Of course the manufacturers must abandon the prosecutions against the innovators and to encourage OI’s to reveal their secrets.

Another possible solution, which can be very contributory for the manufacturers, is to establish the so called “innovation communities”, which will evaluate the products and identify possible improvements that may upgrade and improve the existing product’s features. Those com-
munities, which will be some sort of the users’ β sites, may operate under the close manufacturer’s supervision what will enable him to control the data flow and avoid its leakage outside the frame. In addition, the β sites can provide its members the support, a feeling of belonging, social identity (recognition) and all the required instruments the users/innovators need (von Hippel, 2007; Wellman et al. 2002).

No doubt, that this will require a new type of upgraded and more developed form of the “manufacturer – OI” coexistence. In fact this requires converting those who been treated as outlaw individuals (felons) (Braun, Herstatt, 2008) into rightful members in the external (and internal) environment of the manufacturing organization. Although there are significant advantages for such operations, there still exist certain hazards that need to be evaluated. Different types of motives and interests drive innovators and therefore prior to their full partnering, all possible aspects need to be evaluated and considered. According to C. Schulz and S. Wagner (2008), there are two (2) prime users’ community types:

1. A community, which is mainly interested in the products of a particular manufacturer, in other words, the community, which is mainly interested in a particular domain or field. The members of such a community assist each other in developing their interest-related products and in information gathering. This is a common interest community (Hienerth, 2006), which is using different products that are of the same domain (like “port or extreme outdoor activity”).

2. This type of community consists of users, which use similar products, study and evaluate them for better implementation (Wenger 2004). Contrary to the first type of community, this usually gains no positive acknowledgment for their actions and are perceived by the majority of manufacturers as very problematic, because of its independent existence and because its members create innovations by bypassing legal and technical aspects, thus conflicting the original manufacturer’s intentions (Mollick, 2004). A good example of such a community is hackers, who are modifying software and hardware applications.

Nevertheless, even the second type of community can be very contributing. This is the actual “elite” of the innovators. Those individuals are very skilled and talented and through proper management can make a significant contribution to the upgrade and improvement of the existing products. According to E. Mollick (2004), user innovators are in majority motivated by a desire to innovate and improve rather than harm and vandalize. Therefore, it is rather obvious that by finding a possibility for a symbiotic coexistence, manufacturers may gain significant profit from such an innovation pattern.

If so, than the question is: can OI’s been positively exploited and assist the marketers in promoting the products on the markets? Can they become an effective WOM channel and contribute to a wider exposure of a product?

Exploitation of OI as new marketing method

All that was said previously concerning the OI theme leads towards unavoidable conclusion – properly managed and controlled, OI’s are capable to positively contribute and assist the marketers in promoting the products on the markets. It seems that here, it is all about mutual trust
and respect. The manufacturers ought to change their point of view regarding the OI and their IP owning rights. They can and should use the enthusiasm and ego motives of the OI community members and provide them with all the necessary conditions to enable their creation. Of course all this need to be controlled and continuously evaluated regarding the expected outcomes of such a process. In other words, the original IP owners ought to decide about the limit of penetration into the “source knowledge”. This would prevent some undesired events like: information leakage and industrial espionage.

But, manufacturers are not the only one that may gain sufficient benefits from OI’s. The OI individuals and communities may become a powerful instrument, which may assist the marketers in their task, or in other words it is very beneficial to “pirate the pirates” (Harbi, Grolleau, 2008). The OI may become not only the product prerelease β site, not only R&D “ideas source” but also a valuable “curiosity provoking” instrument, which is capable to introduce the product (or service) for a vast variety of users, in their level. This may reduce a level of suspicious towards the product, because the acknowledgment of its existence and features (and satisfaction) will arrive from the users and not the manufacturers or promoters as usual. After all WOM is effective, due to the fact that information about the product is arriving from those who have already exposed themselves to it, made a use of it and are able to provide information about it.

Not only this, but by exploiting the abilities of OI, it seems that customer satisfaction can be achieved easily and more effectively (Grant, 2007). After all, nobody is able to predict the needs and desires of consumers better than themselves (and OI’s are consumers and users). Marketing processes which including surveys and market research are meant to evaluate consumers’ needs, wishes and markets’ preferences, are very expensive and demanding significant time. These spendings can be reduced significantly and effectiveness can be higher if OI’s gain their operation freedom (of course with in certain limits). No doubt that this positively donates the risk reduction regarding the campaign investments.

Moreover, the marketers’ task to define new products (in correlation for the consumers’ needs) will be easier and more effective. All this is for the same reason – demands and needs are defined by the users and on the same level with users.

The mentioned reduction of marketing costs does not mean that OI’s are free of charge. There is no doubt, that everything in our world has its own price. But, because of the fact that OI’s are enthusiasts whose ego demands the need to be acknowledged, their behavior (Wellman, Boase, and Chen, 2002) allows the assumption that alternative forms of compensation can be used here. After all, OI’s are looking for recognition of their efforts and this recognition can be provided to them by official acknowledgment of their achievements (even in written form). Initiation of competition among the OI’s groups with certain prices for the winners can be additional stimulus for the OI’s activities and future generation products development. Moreover, the participants of OI groups will no doubt announce their participation in such a project (need for achievements acknowledgment, enthusiasm and ego – Wellman et al., 2002), to their friends and relatives and will become a highly effective part of
WOM channel. There experience with the product, deep knowledge about it and its features, will positively contribute to the reduction of suspicion towards it and will encourage others to experience the use of it. And of course their message will be cleaner and less disturbed by external/ internal “noises”.

In addition to it, as already mentioned previously, the product will be more suitable for the consumers needs and is expected to gain customer satisfaction easily. The existing marketing “trick”, where satisfied consumers praise the product and its features in local newspapers and wide media, seems to be “unprofitable” and in majority of cases is failing deliver the expected benefits. There is always a suspect that those “happy customers” are in fact motivated by “interests” or in other words – are rewarded (no matter how) to do so. The problem is that it is not possible to contact those persons, discuss the product directly with them. But, if the product is designed and developed in tight cooperation with future users and through precise and true evaluation of the users “actual needs”, it seems that marketers will be able to achieve a high level of trust towards such a product. After all, one of the aims of marketing is creating trust and confidence in organization and it products.

All this will be possible unless the current OI’s prosecution will continue. According to V. Braun and C. Herstatt (2008), today’s situation where companies are prosecuting every bit of outside innovation in which they see an outlaw activity, forcing the innovators to conceal their activity and become fugitives and felons (Mollick, 2005; 2004). But, today reality where outside innovation is in fact unavoidable (Chesbrough, 2003), the organizations realizing that they can’t beat the OI and therefore it is better to combine forces with them (SONY digital pat for example). For now, the majority of efforts are aimed to new products development and consumers’ participation in marketing efforts is also becoming visible (Abela, Murphy, 2008; Grau, Garretson-Folse, 2007; Kwak, Jaju, Larsen, 2006).

It seems that there is a need for new marketing model that is able to assure the proper participation of the users in marketing process. This model is ought to be based on the exploitation of OI communities and free information exchange not only with organization (marketers) but also with other participants of the business environment.

In this model, the marketers are not only the target for marketing activities but also a direct connection to R&D and other organizational structures. This communication channel is ought to assure direct and undisturbed information exchange and availability of all the needed resources. Moreover, the marketers ought to provide the possibility of information exchange with potential consumers, who revealing interest in a product are provided with the opportunity to express their thoughts, wishes and suggest their point of view on the events. The implementation of this model is capable to provide wide exchange of ideas, beneficial exploitation of wide scale benchmarking and high level of the product’s adequacy to the consumers’ needs. Finally wide exposure of the product is done even before its release and before any investments is made in its advertising and promotion. Such an exposure will definitely increase the interest to it and acknowledge its existence.

Figure 1 is an attempt to suggest such a module.
The model is based on the exploitation of the free information exchange principle. The OI communities, that sharing the information among them (full line) and the organization, are at the same time in contact with potential consumers of the product. The potential consumers are in contact with OI communities (dashed line) and the organization, which becomes the “nerve center” of the enterprise. The nerve center is monitoring the activity: directs and adjusts it. The exposure of the activities is wide and therefore the exposure to market is wide as well. This exposure and attention towards the product, allows assuming that the investments in marketing activities (to achieve same level of exposure and interest), will be considerably lower so is the total cost of the marketing process in general. This is true even if the time-to-market product delivery will be longer than usual. This will be the compensated by the reduction of risk in delivery and presenting of an inapplicable product to market (reputation and investments losses).

**Conclusions**

The activity of Outlaw Innovators is unavoidable. Even so, those individuals and groups are considered to be felons and organizations persecuting their activities in every possible way. According to organizations, the OI’s are jeopardizing their IP
rights and posing a treat on their knowledge and competitive advantage. Nevertheless, the OI's are highly skilled and talented persons able to contribute significantly to the improvement of the organizational management processes in terms of costs reduction, opening of new marketing channels, gaining customers’ satisfaction and releasing the products to the market. The main purpose of the presented article was to study, evaluate and suggest possible ways to combine those individuals and their activities into marketing process.

This article is about changing the patterns of thinking and management processes. It seems that it is better to combine forces with OI than struggle their activities. The advantages of such a union are quite perceptible and they can be measured in terms of profit/lose. Moreover, it looks like those “felons” deserve a change in attitude towards them and their activity and the need to be renamed. It seems that EKT (External Knowledge Teams), suits them better in describing their activities. After all, those individuals are indeed providing the organization with external information and new ideas, which may significantly contribute to the organization and may assist the organization to achieve its objectives. To do so, the organization ought to abandon the traditional managerial patterns and adopt new, less constraining methods of management.

Additional contribution of the EKT is for the improving of marketing “on market” activities. It seems that the use of EKT can become a new marketing method, which is capable to achieve a high level of influence on the customer behavior and of the consumers’ intentions towards the products. The main problem of the modern (global) marketing is in clean and undisturbed message transferring from the source (marketer) to the consumer. The overflowed markets, offering a huge assortment of products and services, are confusing the consumer and makes him very suspicious. It seems that by increasing the use of WOM (word-on-mouth) channel, it is possible to reduce the level of suspicion and mistrust because the customer is offered to relay not on promises, but on other consumers’ experience. The EKT are first of all users/consumers and customers. Their modifications are meant to improve the product and its features and to adjust it better to the consumers’ needs and wishes. By using this fact, it is easier to gain the customers’ trust in a product and the organization that produces it and thus, to divert and navigate the customers’ intentions towards it. Moreover, this can be achieved at low costs, if the marketers exploit wisely the personal characteristics of the EKT participants: direct their ego and the need for achievements and acknowledgment of their activity.

While basing on the mentioned so far, it is possible to reach the following conclusions:

- Exploitation of the OI activity can be considered as an innovative marketing and sales promoting activity. Of course there is a need for additional research to establish a final theory.

- Implementation of the OI/EKT into the organization’s operations management is capable to reduce the investments into R&D and marketing activities. Additional research is required for deeper investigation of the issue and its practical implementation.

It seems that there is time to reevaluate and update the existing, traditional marketing methods in order to modernize them in accordance with new environment demands.
References


Šiandieninės pristotinės rinkos kelia daug rintų problemų, kurie nori pateikti naujus ir patobuliintus produktus modernei vartotojams. Marketingo ir pardavimų specialistai privalo ieškoti naujų būdų ir instrumentų, kaip pritraukti vartotojų dėmesį ir „iššifruoti“ jų pirkimo ketinimus tam, kad organizacijos galėtų įvesti savo produktus į rinką. Sugebėjimas pasirinkti ir pritaikyti naujų ir anksciau nenaudojų marketingo (pardavimo skatinimo) instrumentų yra tikro, kad gali pagerinti ir sustiprinti konkurcinį pranašumą, kuris yra tarpe veiksniių labiausiai įtaka įvairių organizacijos veiklą bei pelningumą. Nuolatinių kovų dėl naujų metodų ir instrumentų kartais lemia neįprastų sprendimų priėmimą ir neetiketinio metodų vaizdą. Akių vaizdą, jog produkto egzistavimo pripažinimas ir smalsumo apie jį skatinimas yra pagrindiniai marketingo veiklos tikslai. Taip pat nekelia abejonių, kad labai svarbus yra vartotojo pažinimas ir jo poreikių (norų) supratimas, be to, niekas taip gera nepažįsta vartotojo kaip jis pats. Atrodytų, kad vartotojas turi tapti ne tik marketingo specialistų (marketingas vis tik yra mokslas) taikiniu, bet ir būti marketingo proceso dalimi bei lygiateliai nariu galinčiu suteikti informaciją ir pasiūlyti patobulinimus.

Problema yra tai, kad nuolatiniai „tiesioginiai vartotojai“ vairu ar gali būti tokios veiklos šaltinių. Panašu, kad geriausiai su šia užduotimi galėtų susitvarkyti taip vadinami „neteisėtinių inovatoriai" (angl. outlaw innovators).

Neteisėtos inovacijos (sutr. angl. OI) arba parazitinės inovacijos – tai yra grupių (ar individų) veikla pagranda pagal tam tikras metodologijas ir susijusi su produktų patobulinimu, keitimui, modifikavimui, pritaikymu arba perkelimui, kadangi jų nuomone šie produktai nėra „pakankamai geri“, jog patenkintų jų „iššiškintų skonio".

Nors šią veiklą gamintojai bei teisės priežiūros organizacijos traktuoją kaip nelegalią, šiandienos realybė patvirtina, kad tai gali būti novatoriškas produktų patobulinimo šaltinis ir papildomas jų pervertinimas, leidžiantis įs nauju apsvarstyti produktų savybes, įdiegtus metodus tuo būdu sukurti naujas pažangesnius produktus ir jų savybes (Flowers, 2006).

Kita vertus, OI gali atstoti papildomų informacijos, dėmesio ir susidomėjimo nauju produktu šaltinių bei įtako potencialių vartotojų pirkimo ketinimus. Šalia tradicinių marketingo kanalų neteisėtos inovacijos gali būti naudojamos kaip neoficialus (tačiau efektyvus) rėmimo kanalas.

Straipsnio autorius mėgina įvertinti neteisėtos inovacijos fenomeną ir pasiūlyti marketingo specialistams naujas kryptis skatintant ir tobulinant instrumentus veikiančius vartotojų norus ir pasirinkimus. Siūloma tai daryti sukurtant (skatinant) labai neprastas ir paprastai priešiškas bendruomenes ar individus.

Autorius mano, kad tariamai problematiniškas bendruomenės, suboriniųčios tuos vartotojus, kurie nenori priimti „anspauduotų faktų", gali tapti (teisingai valdomos ir naudojamos) labai naudingu instrumentu ir ženkliai pagerinti marketingo veiklos rezultatus.