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Understanding Marketers' Strategy Development Processes Used for Behavior Change

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Walden University
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Abstract

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MBA, University of Maryland, University College, 2013

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Dissertation Submitted in Partial Fulfillment

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Abstract

Studies support the concept that a show of concern by marketing leaders for the consumer equates to consumer loyalty, consumer satisfaction, and positive consumer behavior change. The problem was that processes marketing leaders rely on to develop strategies in California may not show consideration of the campaign's influence on consumers' behavior. The purpose of this narrative inquiry was to answer the research question probing for how the processes marketing leaders rely on to develop marketing strategies in California show consideration of the campaigns' influence on consumers' behavior. The research question asked about the processes marketing leaders rely on to develop strategies that show consideration of the campaign's influence on consumers' behavior. The conceptual framework of consumerism was the lens used to highlight paternalistic processing decisions when analyzing the findings exploring marketing leaders' strategy development processes. Audio data were collected via video conferencing and telephone interviews followed by member checking. Data were subsequently coded and analyzed for emerging themes or patterns. Findings indicated that all participants showed concern for the consumer, which showed in their strategy development processes choices used for behavior change that resulted from exposure to their marketing campaigns. Having a better understanding of these strategy development processes and decisions may help leaders put mechanisms in place to ensure behavior changes are helpful, thereby creating positive social change, thus benefiting managers, employees, and customers alike.

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Dedication

This study is dedicated to my mother, Susie McFadden, who without a high school diploma became the most sought after surgical technician in Maryland, if not the country. She never gave up academically, and she accepted all challenges and opportunities to do better for her children. I also dedicate this study to my late husband, Michael Moseley, who as a high school drop out and later GED recipient, hid from me his intelligence. He only showed it to help *me* pass an English class that I needed to complete my Bachelors in Telecommunications. I also dedicate this study to my children, Sueqethea Jones and Dr. Kerri Moseley-Hobbs, who followed their mother academically and pushed on through academic financial and administrative issues resulting in one currently a Doctorate Candidate in Health Administration, and the other a Scholar with a Doctorate in Education. Their inspiration and help throughout my journey, academically, is the reason why I am here.

Acknowledgements

I would like to acknowledge my six Chairs who each gave me 100%, Dr. Walter McCollum, Dr. Pamela Van Dyke, Dr. Kerry Mitchell, Dr. Mike Vandermark, Dr. Kathleen Barclay, and my current Chair Dr. David Gould. Also, I would like to acknowledge the hard work, on my behalf, from my second committee member Dr. Lisa Barrow, and my URR members Dr. Karla S. Phlypo and Dr. Raghi B. Korrapati. I would like to acknowledge Dr. Sandy Kolberg, who served as my Program Director through the entire journey, except for the last year. Dr. Kolberg never failed to step in when needed to get us all on the same page during my Dissertation journey. I would like to acknowledge the participants in my study. All the participants are high-profile executives in the field of management, and in the practice of strategy development. They all took the time for my academic achievements, that is a major industry accomplishment. Not only was it a milestone for me as the researcher, but for the field of management. I would also like to acknowledge my dissertation buddy, my daughter Dr. Kerri Moseley-Hobbs, a Walden graduate who introduced me to the institution. Her support, such as proofreading, tutoring me through my Excel class, and easing my frustrations through this journey is another reason why I finished my academic journey at Walden University.

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Chapter 1: Introduction to the Study

Examining how the processes marketing leaders rely on to develop strategies in California show consideration of the campaigns' influence on consumer behavior may add to what is already known about effective strategy processes. Learning more about why leaders make certain decisions during the process of strategy development may open the door to knowing more about how to create positive social change and consumer loyalty. I provide the background of the study and state the problem in Chapter 1. The concepts are explained and the research question is outlined. The conceptual framework; the concept that grounds the study is provided along with definitions, assumptions, significance of the study, and a summary.

Background of the Study

In exploring the marketing strategy processes of managers, which are aimed at consumers for behavior change, there was an indication that a show of concern by leaders for those they have influence over results in loyalty. Consumer loyalty can equate to increased revenue. Marketing managers have a need to entice consumers to buy or view what they are selling. Through empirical studies leaders will be aware of new technological advances of today. This new data helps to reduce the gap in literature on effective marketing processes. Certain types of leadership styles produce certain results; the study's data are needed to help reduce that gap and add to what is already known about how leaders show concern for the consumer during the development of strategies that are aimed at influencing behavior.

Paternalistic leadership styles can have a positive influence in transforming behavior (Arbaiza & Guillen, 2016). Liberman (2014) published an empirical study on

the influence of paternalistic leadership on job satisfaction using 469 managers and workers from both Chile and the U.S. The results suggested that paternalistic leadership was used more often in Chile, and it was in Chile where creativity was up because the workers were happy (Liberman, 2014). Paternalistic leadership theory can be defined as a leadership style that is benevolent and moral, and that has a positive effect on the attitudes and behavior of those under their influence (Rawat & Lyndon, 2016).

Marketing leaders face ethical and unethical decision making and can influence the outcomes that affect consumer behavior with their strategies, goal setting, promotions, appraisals, and resources (Brown & Mitchell, 2010). When exploring how marketing leaders decide on certain procedures Gupta and Oirsch (2014) defined marketing ethics as the systematic approach to measuring moral standards to apply them to marketing decisions, behaviors, and institutions. Murphy and Laczniak (2006) studied the use of ethics while developing marketing plans and suggested the normative models of decision making are used more often than others to address marketing problems. Leaders have a comfort level in decision making; however, there is a difference in decision comfort and decision satisfaction (Parker et al., 2016). There is brand association influencing consumers, as well as the influence of high level executive leaders who set the tone for organizations (Ranfagni et al., 2014).

Marketing 4.0 is digitalization of marketing and was studied by Lies (2019) who suggested that it shapes what is noted in the study as marketing intelligence. Managers' practices should be consistently changing because society is changing. Therefore, the processes they decide to take in developing strategic plans must be often formalized, implemented and evaluated. Some studies found ethical implication in the use of

neuromarketing using magnetic resonance and its potential misuse (Stanton et al., 2017). Naghiu-Octavian (2011) published a study on psychological factors that can be controlled by marketing leaders that are responsible for the success or failure of the actions of the strategies. Internet based behaviorally targeted ads have a direct effect on consumer self perception and thereby influence consumers' behavior and self image (Summers et al., 2016). All the marketing mechanisms mentioned can be used during the process of developing marketing strategies.

Problem Statement

When deciding on processes in developing marketing strategies, some marketing leaders may not fully show consideration for consumer behavior change (Naghiu-Octavian, 2011). Marketing leaders' development processes may not show they understand the effect of their strategies on consumer behavior change (Aggarwal et al., 2012). Hastings' (2016) showed that marketing initiatives could encourage unsustainable lifestyles among the poor in a study, that suggested may damage consumers more than HIV/AIDS. An effective marketing strategy development process encourages leaders to evaluate their decisions (Aggarwal et al., 2012). The general problem was that processes marketing leaders rely on to develop strategies in California may not show consideration of its influence on consumers' behaviors (Aggarwal et al., 2012). The specific problem was that processes marketing leaders rely on to develop strategies in California may not show consideration of the campaign's influence on consumers' behavior. For example, by not having components, such as an evaluation, that reviews the effects of the campaign on consumer behavior (Phillips et al., 2001). Most of the literature found indicated an evaluation component in the marketing strategy development process will

reflect an understanding by the manager of the effect of the marketing plan on consumers' behavior (Phillips et al., 2001).

Purpose of the Study

The purpose of this qualitative narrative study was to explore the processes marketing leaders rely on to develop strategies in California for a show of consideration for the campaign's influence on consumers' behavior. The development processes of marketing leaders are defined as the use of mechanisms and devices to influence the buying and viewing behavior of consumers (Morgan & Hunt, 1994). The leadership style applied in this study was paternalism. An increased understanding of marketing leaders' strategy development processes is important due to the burdens, such as financial, that may be faced by consumers who are influenced by some marketing initiatives (Aggarwal et al., 2012).

Research Questions

How do the processes marketing leaders rely on to develop strategies in California show consideration of the campaign's influence on consumers' behavior?

Conceptual Framework

Marketing leaders' decision making in organizations influences subordinates' behavior, as does the decision making of any marketing leader who develop strategies aimed at consumers for behavior change. The concept that grounds this study is marketing leaders' strategy development processes, that influence consumer behavior (Smith & Cooper-Martin, 1997), may be missing the opportunity to create consumer loyalty by not having an evaluation component. Showing concern for the consumer can equate to consumer loyalty (Olsen et al., 2013). Marketing leaders may not know how to

determine strategy boundaries during the development process for potentially controversial issues (Smith & Cooper-Martin, 1997). Conceptually, the exploration of marketing leaders' development processes of strategies may assist in gaining an understanding of how decisions are made. Given the possibility of unhealthy behavior change in some consumers through marketing strategies, the application of paternalism, using benevolent and moral leadership styles, is the conceptual framework for this study (Botha & Atkins, 2005).

The theory of paternalism was applied to this study as the appropriate leadership style that would show consideration for consumer behavior changed by their marketing initiatives. Seeing evidence of the benevolent and moral paternalistic style leadership in the development processes of marketing strategies may mean leaders are considerate of the influence their marketing tools have on consumers' behavior. Paternalism is a management leadership theory used mainly in non-western countries to develop a bond with subordinates (Liberman, 2014). There are three types of paternalistic leadership styles, benevolent, moral, and authoritarian (Arbaiza & Guillen, 2016). Benevolent and moral paternalistic leadership styles are used more often to control subordinates because it is done with love, and it is these styles that also produce trust and loyalty (Arbaiza & Guillen, 2016). Pellegrini et al. (2010) and Brown and Mitchell (2010) found that benevolent and moral paternalism leadership styles in organizations take an interest in their subordinates, which positively affects job satisfaction and commitment to the organization. Parker et al. (2016) addressed the paternalistic leadership theory in their study on the decision-making comfort level of leadership.

The conceptual framework of consumerism was the lens used when analyzing the findings found because of applying the benevolent and moral paternalistic leadership theory when examining marketing leaders' strategy processes in California for a show of consideration of their strategies' influence on consumer behavior. Consumerism focuses on understanding consumers' needs and actions (Dekimpe & Hanssens, 1995). Leaders who gain an understanding of how their decisions, during the process of developing strategies, influence consumers' behavior, may produce strategies that show they are considerate of that influence (Sethi, 1968). An example of a show of consideration for consumers in a marketing development process is seeing an evaluation procedure. Results from an evaluation may have led to the *Do Not Call List* (Murphy & Laczniak, 2006). When the *Do Not Call List* was announced 12 people per second called the Federal Communications Commission (FCC) to get on the *Do Not Call List*, indicating the consumers' desire not to be disturbed by marketing tactics (Murphy & Laczniak, 2006). Consumerism would consider the desire by the consumer not to be disturbed. Consumerism began in 1899 with the establishment of the National Consumers League (Hendrix & Hayes, 2007). Consumerism led to the launch of other agencies (e.g., Food and Drug Administration, and Federal Trade Commission) that advocate for the consumers' needs and self desired actions (Hendrix & Hayes, 2007). Consumerism demands accountability (Heath, 2001). The consumerism lens highlights any paternalistic leadership style of decision making in the processes selected by those marketing leaders participating in this study to help answer the research the question. Consumerism was the lens used in analysis and paternalism was the theory applied in this study during data

collection and analysis. Further details on the theories used in this study are explained in Chapter 2.

Nature of the Study

The nature of the study was qualitative narrative inquiry. Narrative inquiry was selected as the research design method because it allows the interviewer to gather data in the form of stories directly from the participant (Hendry, 2010). Narrative inquiry concentrates on awareness of oneself in the practice of what is being acted out, and of others that also practice in society (Lindsay & Schwind, 2015). In forming the interview questions, I used the three types of narrative inquiry: (a) scientific, which is physical, such as interaction in society (Lal et al., 2012); (b) symbolic, which is the human experience, such as religion or marriage (Riessman, 2008); and (c) sacred, which is metaphysical, such as a religious cross or marriage ring (Dixon, 2019), that allows for a wider scope of exploration of an individual's life experiences (Hendry, 2010). Lal et al. (2012) outlined Dewey's (1938) definition of scientific type or the physical in a comparison study on the use of grounded theory and narrative inquiry, as the interactions of the person in society. Science is culture and community shaped through self criticism and self correction (Hendry, 2010). Science is the nature of the physical world (e.g., interactions with society), the ways used to explain that interaction or stories, and the critic of the stories for distortions (Hendry, 2010). Lal et al. (2012) outlined Riessman's (2008) definition of symbolic sphere or human experience as one's life history. Symbolism is the nature of the human experience (e.g., politics), the interpretation of the experience (e.g., democrats), and the critic of the truthfulness of the experience told, such as creative nonfiction versus nonfiction (Hendry, 2010). Dixon (2019) outlined Dewey's

(1938) definition of sacred sphere as the meta-physic nature of the experience. Sacred is the nature of discovering the unknown (e.g., spirituality), who one is (e.g., Christian), and the critic of ones' show of compassion (Hendry, 2010). This research is grounded in Dewey's theory of the *human experience*, which Lindsay and Schwind (2015) outlined in their study on *narrative inquiry as a practice in mental health* as a self-reflective practice, consisting of the three spheres of inquiry, and the three areas of consideration: (a) one's space in society, (b) ones' life experiences, and (c) ones' organization. Dixon (2019) in a paper on Dewey (1938) as a pragmatist noted that Dewey stated the research problem frames the inquiry; the inquiry ends with facts; facts lead to ideas, and the ideas lead to observations where facts are gathered. Dixon (2019) and Dewey (1938) believed instead of truths, researchers should seek to find facts in narrative inquiry. Dixon (2019) stated Dewey used the term *framework* as construction using people, things and consequences in relations to knowledge (see Figure 1).

Figure 1

Deweys' Theory of Human Experience
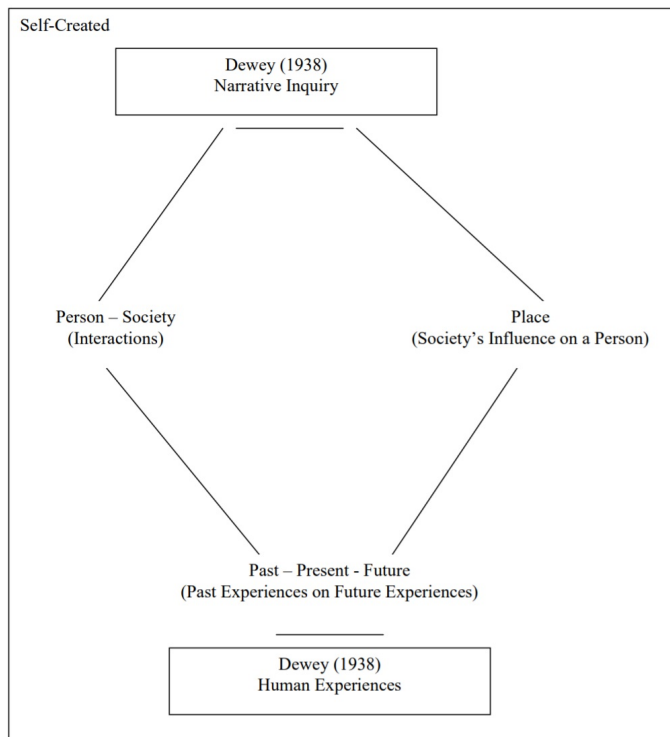
Case studies report on case material that illustrates a problem, the way to solve the problem, and where further research and application is needed (American Psychological Association, 2010). Flynn and Korcuska (2018) in a study on phenomenological research methods used Patton's (2002) definition of phenomenology research as the exploration of the essence of a group of peoples' life experiences. Yin (2004, 2018) suggested traditional case study research is a preliminary way to inquiry and can not be used to describe a phenomenon or test proposition. Giorgi (2008) explored misunderstandings of phenomenological methods and noted Husserl (1970) as the creator of phenomenological research methods out of his concern for the attacks on individuals who sought to gain knowledge. Grounded theory explores a group of individuals' responses to a phenomenon (Northouse, 2010). The grounded theory is a theoretical

framework of thinking, according to Cho and Lee (2014). Motley (2012), in his review of Wertz et al. (2011) credited phenomenology psychological researcher Josselson (2019) for the emergence of narrative analysis as an excepted qualitative method. Narrative analysis has the potential to interpret, but that depends on how well the participants of the study understand their lives (Josselson, 2019). Narrative inquiry, which explores the experiences of an individual (Boje, 2002), such as a marketing manager, was the best choice to answer the research question because it explores a more in-depth human experience.

This study was qualitative because understanding the how and why of marketing decisions during the process of strategy development would allow leaders to use their strategies, aimed at behavior influence, to also create positive social change. Narrative inquiry was the best choice because behaviorists focus on analyzing the behavior of individuals, whereas narrativists will focus on analyzing what is heard, recorded, and interpreted from individuals (Boje, 2002). Obtaining first-hand data from marketing leaders through their stories is important in adding to the body of knowledge on the processes used by managers in developing marketing strategies (Hendry, 2010). Interviews with the marketing managers may result in rich, descriptive data that help in understanding the findings during analysis (Croix et al., 2018). Interviews are the qualitative technique for data collection most used (Barrett & Twycross, 2018). Open-ended interview questions are used to obtain the stories of strategy development processes; however, the interview questions provided were based on the research question that allowed for storytelling by the participant (Barrett et al., 2018). Interviewing the participants was a way to discover a person's experiences and find their

point of view on certain subjects to be explored (Adhabi & Anozie, 2017). Face-to-face interviews were the preference to allow me a chance to verify identification of the participant and to interact to observe facial expressions and other body language that offer valuable information (Vadi, Malkin, Lenart, Stier, Gatling & Applegate II, 2016), but because of the pandemic restrictions video conferencing and telephone interviews were the methods used.

Definitions

Consumerism theory: Consumerism is the concept of understanding the wants and needs of consumers based on insight into the consumer, according to Hamilton (2016), in his study on consumer based strategies.

Neuromarketing: The use of magnetic resonance imagining (MRI) to measure brain activity to study consumer desired practices and behavior is neuromarketing, according to Stanton et al. (2017) in their study on the ethical implications of using neuromarketing.

Paternalistic leadership theory: A form of leadership that produces behavior change using benevolent, moral, and authoritarian styles of guidance is paternalism. The benevolent and moral leadership styles produce trust and loyalty, the most positive effect in changing human attitudes and behavior, and authoritarian does not produce trust and loyalty, according to Rawet and Lyndon (2016).

Assumptions

The assumption presented is that the processes marketing leaders rely on to develop strategies, aimed at changing consumer behavior, may not show consideration of its influence on consumers' behavior. Studying the marketing development processes is

necessary because the presence of components such as an evaluation may provide understanding of the leaders' decision making in developing marketing strategies that influence consumer behavior. Exploration into the process of marketing strategy development is necessary because a show of consideration for the consumer equates to consumer loyalty, and consumer loyalty equates to increased revenue, which is the goal of most managers (Olsen et al., 2013). Exploring the processes marketing leaders take in developing strategies aimed at influencing consumer behavior will address the research problem the researcher believes to be present, that marketers' processes that they rely on to develop strategies in California may not show consideration of its influence on consumer behavior (Aggarwal et al., 2012). Data on the marketing leaders' decision making during the process of marketing strategy development that is aimed at influencing consumer behavior was provided in this study. This data may provide insight into what decisions, made by marketing leaders, were based on for a better understanding of the level of their concern for the effect their strategies have on consumer behavior.

Scope and Delimitations

Exploring the marketing development processes managers rely on to develop strategies in California for a show of consideration of the campaigns' influence on consumer behavior was the focus of this study. Exploration of the marketing development process highlights whether the marketers are showing consideration or not. Focus was on the process of strategy development, not on the behavior of consumers effected by the strategy. The population of marketing managers are from the California area who have developed marketing strategies within the last 5 years. Best choices in this study for the conceptual framework was consumerism as the lens used in data analysis,

and the application of benevolent and moral paternalistic leadership in data collection and analysis. These theories guide the researcher to see any consideration for consumer behavior change during the marketing strategy development processes used by the participating marketers. Showing consideration for the consumers in the choices made during the marketing strategy development processes can produce trust and loyalty from the consumer, according to Olsen et al. (2013) in their study on consumer loyalty.

This study's data is not transferable because it can not be generalized inside and outside the discipline of management with this small nonrandom sample. Transferability in qualitative studies happens when the data can be generalized because of the use of vastly large samples (Barbari & Drummond, 2010). To have effective transferability, an evaluation outside the discipline is required, according to Barbari and Drummond (2010) in their study on economic data transferability.

Limitations

I have experience developing business and public relations strategies that aim to change consumer behavior, which is a bias. That bias was a limitation managed by letting the findings, the stories told by the marketing managers, be the only data analyzed. I did not give an interpretation of the stories told by the marketing leaders, but interpreted only the findings. In addressing the limitations of the chosen design and method for this study, open-ended questions were asked during the interview of the purposefully selected volunteer marketing managers. Marketers are asked about their strategy development processes. Asking specifically about components, such as evaluations, used by marketers was a limitation because the research participants may not want to tell whether they evaluate or not their behavior changing strategies. In discussing these limitations

participants are informed in the invite to participate in the study that their identity would be hidden and data provided from their stories would be presented, as the findings, for analysis and interpretation of what all the stories' repetitive words and phrases are saying.

Significance of the Study

Findings from this study may reduce the gap in the literature related to understanding marketing leaders' decision making during the development processes of strategies they rely on to influence consumer behavior. Aggarwaal et al. (2012) and Hastings (2016) explained that some consumers are easily influenced by marketing tactics. Exploring the processes used in developing marketing strategies may lead to ways of understanding how to use these same strategy development processes to create healthy (e.g., positive) consumer behavior change, thereby creating positive social change. Data collected on the marketing strategy development processes may advance the discipline of management by adding to what is already known about the practice of marketing.

Significance to Practice

Providing data on whether marketing managers include such components as an evaluation, which could be an indicator that marketers have consideration of their marketing strategy's influence on consumer behavior, could advance marketing strategy development into a practice that also positively advances the behavior of man-kind by influencing social change that is beneficial for all. Knowing if processing components such as evaluations are used adds information to what is already known about how and why decisions are made in the practice of strategic development. Knowledge of the process could result in healthy consumer behavior change, such as influencing consumers to spend within their budget, which creates positive social change.

Significance to Theory

Examining the processes marketing leaders rely on to develop strategies in California for a show of consideration of its influence on consumer behavior, will add to what is already known about the discipline of management and the practice of marketing. The general problem was that marketing leaders' development processes they rely on in California may not show consideration of the effect their marketing strategies have on consumers' behavior (Aggarwal et al., 2012). In exploration, if there is a component in the process such as an evaluation that can benefit the consumer, it shows that the marketer is considerate of the effect their strategies have on consumer behavior, and is concerned enough to want to see the results of that marketing initiative. The specific problem was processes marketing leaders rely on to develop strategies in California may not show consideration of its influence on consumers' behavior by not having components such as an evaluation to review the effects of the plan on consumers (Phillips et al., 2001). If the discipline of management is not aware of its marketing processes' influence on consumer behavior or on how that influence affects societal behavior, leadership decisions may not benefit the organization, the consumer or create *positive* social change.

Significance to Social Change

Providing a better understanding of marketing leaders' processes when developing marketing strategies, they rely on to change consumers' behavior, could help to create healthy consumer behavior change, such as influencing consumers to not use illegal drugs. Not using illegal drugs is a behavior change that can help create positive social change. Components such as an evaluation, provide a better understanding of the

outcome of strategy implementation and can measure the positive or negative responses from consumers after exposure to their campaigns' messages (Phillips et al., 2001). Consumer behavior change may help create positive social change, according to Gupta and Oirsch (2014). Findings from this research study could increase understanding of the decision-making processes used during the development of marketing strategies aimed at changing consumers' behavior (Gupta & Oirsch, 2014). Having a better understanding of these strategy development processes may help leaders put mechanisms in place to ensure behavior changes are healthy or positive, such as influencing them to buy a car within their budget.

Summary and Transition

In summary, the background of the study indicates marketing leaders need a willingness to do better by society by showing consideration of the effect of their strategies on consumers' behavior. Literature sources used in the background suggest applying the benevolent and moral paternalistic leadership styles, to see if there was a show of consideration for the influence the participants' marketing strategies have on consumers' behavior, was the best theory to apply in the study. A sign of these leadership styles highlights marketers' willingness to do better by society. Literature searches also support the choice of consumerism as the lens used in this study when analyzing the data. The literature defined consumerism as seeking information that will help to ensure that the needs and wants of the consumers are met, thereby using it as a lens highlighted the decisions made and mechanism used that showed consideration for the consumers' needs and self desired actions (Hendrix & Hayes, 2007). Background of the topic supports the need for marketing strategy processes to have components such as an evaluation and the

need for advanced data gathering tools, such as using social media post, to address a 21st Century society. I outlined the general problem seen by the researcher, that marketing leaders' development processes that they rely on may not show consideration of its influence on consumer behavior.

The purpose statement explained that the goal was to understand the processes relied on by marketing leaders when developing consumer behavior changing strategies in California. Conceptual framework applied was paternalism, and the lens used to analyze the data were that of consumerism. Qualitative was the design of this study and the data gathering method used was narrative inquiry. Qualitative narrative inquiry was the nature of the study because interviews provide the stories and experiences of marketing leaders directly from the source. Chapter 2 covers the review of the literature.

Chapter 2: Literature Review

Addressing the general problem, that processes marketing leaders rely on to develop strategies in California may not show consideration of its influence on consumer behavior (Aggarwal et al., 2012), was the purpose of the literature search. Paternalistic leadership was the conceptual theory applied in this study that used benevolence and moral styles that develop trust and loyalty from the subordinates (Pellegrini et al., 2010). Paternalistic leadership decision making show there is concern for the consumers' behavior change. Benevolent and moral leaders take personal interests in those over whom they have influence (Pellegrini et al., 2010). Consumerism was the lens used during the analysis of the development processes highlighting any sign that there was consideration for the consumers' behavior change. Chapter 2 includes an explanation and rationale of the problem being studied; the marketing strategy development process; why benevolent and moral paternalistic leadership styles of management are the best ones to apply in the study, and the choice of consumerism as the lens used to analyze the findings.

Literature Search Strategy

When searching for literature the keywords and terms used focused on the topic of this study, which was exploring how marketing leaders show consideration for the consumers in marketing development processes. The literature was found in the Walden Library's Business and Management ABI/INFORM, EBSCOHost, Business Source Complete, and PROQUEST databases. Another search engine used was Google Scholar. Used also are previous textbooks provided through Walden University and the University of Maryland. Keywords and terms used in the literature search include *marketing*

strategy, *marketing strategy development process*, *marketing leaders*, *consumerism*,
paternalistic leadership, *consumer–leader relations*, *consumer behavior influencers*,
consumer–orientation, *marketing tools*, *consumer habits*, *consumer loyalty*, *conceptual
framework*, *benevolent leadership theory*, *moral leadership theory*, *evaluation*,
paternalism theorists, behavioral influencers, marketing tools, and *consumerism
theorists*. For most of the literature, the Walden Library and Google Scholar were used by
accessing the Walden *business and management* databases, such as ABI/INFORM and
Business Source Complete, and by searching for the keywords and terms. The limit in
current empirical data on marketing strategy development *processes* was addressed by
offering data from current research on the key terms mentioned that are connected to
marketing strategy development. This offered as much insight as possible into the process
of marketing strategy development.

Conceptual Framework

Looking at the findings through the lens of consumerism was part of the
conceptual framework that allowed exploration of the marketing strategy development
processes of marketing managers for a show of consideration for consumers' behavior
change. Applying the benevolent and moral style of paternalistic leadership in data
collection and data analysis was the concept used to highlight decisions made during the
development process that showed consideration for the consumer. Highlighting these
decisions help us to further understand leaders' decision making during the process of
developing marketing strategies relied on to influence consumer behavior. Consumerism
cares for the needs, desires, and welfare of the target population (Arbaiza & Guillen,
2016). Even in the digital age, consumerism is concern for the vulnerability of consumers

(Kucuk, 2016). The digital age has increased the complexity of consumer vulnerability (Kucuk, 2016). Consumerism is a kind of bill of rights and protection for consumer safety; consumer right to information; consumer right to choose, and consumer right to be heard (Kucuk, 2016). Decisions by marketers during the development processes that show consideration for the consumer results in consumer loyalty and behavior change that is favorable to management (Arbaiza & Guillen, 2016). In a door-to-door survey examining consumer behavior change, results showed consumers remain loyal when an organization showed consideration for their needs, desires, and welfare (Christensen et al., 2015). To address consumer needs, desires, and welfare marketers must identify the motivating force behind those needs, desires, and well-being (Naghiu-Octavian, 2011). Providing data on processes marketing managers take to create loyal consumers, while still meeting the consumers' needs, desires, and welfare, may also help create positive social behavior change. Creating positive social change is the mission of Walden University, enlightening professionals and encouraging them to go out in the world and change society for the better. Highlighting processes that can create positive or healthy consumer behavior change is how this study adds to what is already known about marketing strategy development processes of marketing leadership.

Consumerism, as it relates to marketing, focuses on understanding consumers' needs and actions (Dekimpe & Hanssens, 1995). Leaders gaining an understanding of how their marketing decisions influence consumers' behavior may produce marketing strategy processes that show consideration for the consumer (Xiao & Nicholoson, 2011). Having both the marketing leader and the consumer's needs met is possible using consumer orientation (Hastings, 2016). Consumer orientation stems from the idea that

leaders can create a world where every need and want is supplied, when and wherever the need is (Hastings, 2016). An example of a consumer oriented decision is the use of an evaluation component in the marketing strategy development process (Hastings, 2016). Marketing strategies should be designed to help consumers make better informed decisions about purchases (Hastings, 2016). The benefit of understanding the consumers' needs and actions was seen in 1899 when the National Consumers League was established (Hendrix & Hayes, 2007). The concept of consumerism led to the launch of other agencies, such as the Food and Drug Administration and Federal Trade Commission that advocate for protecting and supplying the consumers' needs and their demand for self desired actions (Hendrix & Hayes, 2007). Consumerism demands accountability by the leaders, such as marketing managers (Heath, 2001). Consumerism was the concept used in a study on understanding the different social climates leaders encounter (MacCormick & Parker, 2010). MacCormick and Parker suggested the climate, both inside and outside of the organization, is related to consumer loyalty, which is influenced by business performance. Public relations practitioners use consumerism when explaining how to integrate marketing communications into public relations, by showing consideration for the consumer (Hendrix & Hayes, 2010).

Looking for the presence of paternalistic leadership was through the conceptual lens of consumerism. Just like a telescope focuses on what it wants to explore, as illustrated (see Figure 2), the lens of consumerism focuses on highlighting marketing strategy development processes that address the consumers' needs and self desired actions (Dekimpe & Hanssens, 1995). Paternalism, the theory applied in the study, is used in nonwestern countries to develop a bond with those the leader has influence over

(Liberman, 2014). There are three types of paternalistic leadership styles: benevolent, moral, and authoritarian (Liberman, 2014). Benevolent is a flexible style of leadership that tries to understand the consumer and moral is a leadership style that looks out for the consumers' welfare (Liberman). Benevolent and moral paternalistic style leadership was applied in Liberman's study because both are concerned about the consumers to a degree one would try to understand the consumer, and the other would try to look out for their welfare (see Figure 2). Exploring whether the study's participants are benevolent or moral paternalistic leaders may help in understanding why they make certain decisions. An understanding of marketing leaders' decisions may add to what is already known about the marketing development processes of strategies that are aimed at influencing consumer behavior (Arbaiza et al., 2016).

Figure 2

Conceptual Framework
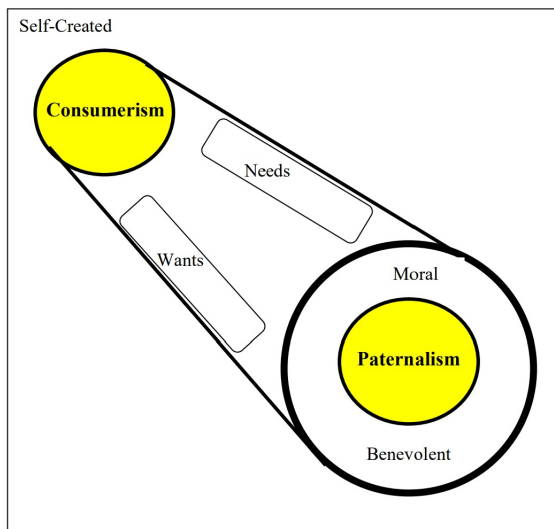
Showing a need to understand how strategies influence consumers' behavior equates to showing consideration for the consumers thus, it may produce consumer

loyalty (Arbaiza & Guillen, 2016). Benevolent and moral styles of paternalistic leadership produce trust and loyalty (Arbaiza & Guillen, 2016). Pellegrini et al. (2010) and Brown and Mitchell (2010) found that benevolent and moral paternalistic leadership styles in organizations take an interest in their subordinates, which has a positive affect on job satisfaction and commitment to the organization. Subordinates, like consumers, are influenced by leadership decisions (Pellegrini et al., 2010). Paternalistic leadership theory was applied in a study by Parker et al. (2016) on the decision-making comfort level of leaders. Results of the study suggested paternalistic leaders can be comfortable with a decision even if the result of the decision is uncertain because of their degree of psychological ease and contentment (Parker et al., 2016). Results also suggested that this comfort level in decision making with uncertain results is not apathy or indifference (Parker et al., 2016). Having a comfort level in decision making is called a soft-positive emotion, in terms of confidence and anticipation (Parker et al., 2016)

Paternalistic leaders invest in personal resources and behave like an elderly family member who is interested in the welfare of subordinates, such as consumers (Rawat & Lyndon, 2016). Subordinates are followers of leaders and their behaviors are influenced by the leaders' decisions (Northouse, 2010), as consumers are influenced by the decisions of marketing managers when developing strategies aimed at influencing their behavior (Arbaiza & Guillen, 2016). Decision making using benevolent and moral paternalistic style leadership in the development processes of the participating marketing strategists may mean leaders are considerate of the influence their marketing tools have on consumers' behavior. Paternalistic leaders have a need to protect people from their own decisions (Jansen & Wall, 2018). Some marketing leaders may not know how to

determine strategy boundaries during the development process for potentially controversial issues (Smith & Cooper-Martin, 1997). Conceptually, the exploration of how decisions are made by marketing leaders' during the strategy development processes may assist in gaining an insight into what marketers understand about the influence their marketing strategies have on the behavior of consumers.

Literature Review

Exploration into the processes marketers take to develop strategies they rely on to influence consumer behavior was in the form of a qualitative inquiry using the narrative form of data gathering. Narrative data, such as stories, come from the marketers in California, who have developed strategies aimed at influencing consumer behavior within the last 5 years. When analyzing the data provided by the participating marketers a conceptual framework of consumerism was the lens used in analyzing the data. The theory applied during data collection and analysis was benevolent and moral paternalistic leadership.

Consumerism Theorists

Twenty-first century researcher Kucuk (2016) focused on consumerism in the digital age and defined consumerism as a consumers' bill of rights and protection, which is: (a) a right to safety, (b) a right to be informed, (c) a right to choose, and (d) a right to be heard. Kucuk defined digital consumerism as the application of traditional concepts of consumer vulnerability in digital markets. Kucuk (2016) research paper surveyed research literature on digital consumerism and found a limit in empirical data on how the digital revolution is transforming the concept of consumerism (Kucuk, 2016). Kucuk found there was an aspect of consumerism in the digital age that may have the potential

to enhance consumer well being, and that consumer vulnerability in digital markets is increasing faster than regulations (Kucuk, 2016). Kucuk offered a model of digital consumerism that empowers consumers and protect them from vulnerability. Acknowledging the effect of the digital age on the concept of consumerism is part of the findings of the Kucuk study. Marketing managers need to be aware of this new vulnerability that affects consumers' needs so that they may address them during the strategy development process (Kucuk, 2016).

Consumer based marketing was a focus of researcher Hamilton (2016), who focused on consumer insight using multiple methods of investigation (Hamilton, 2016). Hamilton (2016) defined consumer based strategies as plans developed from insight into consumers' wants and needs (Hamilton, 2016). Hamilton outlined the difference between consumer based strategies and consumer research. Hamilton noted one seeks to generate insight into the consumer (e.g., consumer research) and the other takes the insight into the consumer and develops a marketing strategy based on that insight. Knowing the difference between consumer research and consumer based strategies will help marketing managers when developing strategies, and the researcher when analyzing the findings. Understanding the needs and wants of the consumers is cost effective for managers (Hamilton, 2016). Managers should also focus on consumers and not *customers* to grow (Hamilton). The findings in this study may add to what is already know about consumerism as it relates to the strategy development process.

Connecting the consideration by the organizational leader to consumer loyalty is most often the focus for consumer theorists Olsen et al. (2013). Their studies focused on how to keep consumers coming back. The authors concluded habit strength is needed to

create consumer loyalty (Olsen et al., 2013). They defined habit strength as a new model of behavior change that is wedged between consumer satisfaction and consumer loyalty (Olsen et al.). In one study, they surveyed 2,063 consumers in Denmark and Spain, and used multigroup structural equation models to analyze the data on consumer loyalty (Olsen et al.). Their theory suggested conscious strategy creates unconscious automatic behavior change, seen as loyalty (Olsen et al.). Their findings suggested when habits are developed, which is an automatic behavior response, they increase the chance of consumers returning (Olsen et al.). Data collection depends on diagnosis, which in organizations consist of the process, the interpretation, and the methods (Paul, 1996). The processes of diagnosis are contracting, data gathering, and feedback (Paul, 1996). Between method triangulation used in analyzing data, according to Paul (1996) in his study on between method triangulation in organizational diagnosis, describes and interprets social reality. Complex organizations require a multitude of data collection methods to mirror the complexity of organizations for description (Paul, 1996). If consumers' return can be influenced by the implementation of certain marketing strategies, the process of how that strategy is developed is key to its effectiveness and was the focus of this study. If marketing managers had data on how they can create consumer loyalty by choosing certain processing steps, such as evaluations, it will show a consideration for the consumers' behavior change, and it may help to increase consumer loyalty with *automatic behavior change* (Olsen et al., 2013).

Consumer theorists Gupta and Oirsch (2014) focused on the bottom of the pyramid (BOP) consumer, a vulnerable population. They measured the ethical evaluations by non-BOP consumers concerning leaders' marketing to BOP consumers in

one study, and concluded non-BOP consumers would act against unethical marketing practices to BOP consumers (Gupta & Oirsch, 2014). Knowing that there is a population that may act against the organization may influence marketing managers' decisions in how they develop marketing strategies relied on to change consumer behavior.

Continued research is needed on the best process to develop behavior changing strategies, and this study may help to add to what is already known about the process of marketing strategy development. Using open-ended questions during the interview with the participants of this study was unstructured, which allowed the researcher to be flexible. Flexibility allowed for changes during the responses from participants to make them feel as though the interview is a conversation to allow for more in-depth data (Jebreen, 2012). The research question in this study helps to guide the participants' conversation, not control it.

Paternalistic Theorists

Paternalistic leadership theory was selected to be applied to this study because two of its three styles of leadership, benevolent and moral, are concerned with the consumers' best interest (Rawat & Lyndon, 2016). Liberman (2014) applied the paternalistic theory to establish a consumer marketing leader relationship and suggested it had a positive impact on consumer behavior. Arbaiza and Guillen (2016) applied benevolent and moral paternalistic leadership styles in a study, and concluded these leadership styles produce trust and loyalty among those influenced by their decisions. These styles of leadership also have a more positive influence on creating compliance and gratitude than the authoritarian style of paternalism (Arbaiza & Guillen, 2016). Benevolent is a flexible style of paternalistic leadership that tries to understand the

consumer (Liberman, 2014). Showing concern for the consumer during the process of developing marketing strategies will have a positive effect on the consumer's behavior change (Liberman, 2014). Moral paternalistic leadership looks out for the consumers' welfare (Liberman, 2014). For example, Liberman conducted a study on journalism paternalism and applied moral paternalistic leadership, and concluded paternalistic leadership style is an open style that is flexible and has changeability. Unlike the old media system of journalism, which is closed and controlling (Liberman, 2014). Another paternalism theorist suggested paternalism as a positive concept for any leader in any industry and can be relevant to journalists who have influence over the distribution of information to the masses (Thomas, 2016).

Applying paternalism in the study was rationale because this style leadership can be used in any field (Liberman, 2014). In a qualitative study on the liberal evolution of paternalism by theorist Rubinstein (2016), the concept of a liberal paternalistic state was explored. Rubinstein suggested that the use of a paternalistic government may result in institutional liberalization, economic freedom. Rubinstein suggested paternalistic leadership appears to show concern when individuals are treated irrational, or the environment is inefficient. Paternalistic leadership theory is a practice that increases loyalty and satisfaction from those influenced by the leaders' decisions (Liberman, 2014).

Brown and Mitchell (2010) found in a study on leadership and ethics that knowing where the ethical line is, can change all the time, thus consistent research is needed. They observed the behavior of marketers in their study and suggested there is emerging research on the dark side or unethical side of leadership, which for paternalism, is the authoritarian style of leadership, which does not care about the needs or wants of

the consumers (Brown & Mitchell, 2010). Authoritarian paternalistic leadership is controlling, not caring, but it does produce consumer behavior retention (Brown & Mitchell, 2010). Applying the benevolent and moral paternalism theories in this study helps to highlight whether the marketing leaders' processes show consideration for the campaigns effect on consumers' behavior, and where their ethical line is. The ethical line between researcher and participant was not crossed in this study because I applied benevolent and moral paternalistic leadership styles when seeking narratives from the volunteer marketers (Thomas, 2016). A member checking procedure was used to verify the accuracy of the narratives provided by the participants in this study as it was used in a study by Naidu and Prose (2018). The Naidu and Prose (2018) research paper was on a South African community based organization using the qualitative narrative inquiry method. Narrative inquiry begins with doubt, such as a problem, and becomes the method of inquiry to understand that doubt (Hendry, 2020).

Moral leadership theorist Kaptein (2019), in a qualitative study, suggested moral entrepreneurs are paternalistic leaders. Moral business owners were found to create the norms of the organization with their actions or conduct, such as the processes marketers take to develop strategies (Kaptein, 2019). Characteristics of paternalistic leadership are idealized influencers or role models; inspirational motivators; intellectual stimulators or one that encourages outside the box thinking, and one who is considerate of individuals (Arnold & Loughlin, 2013). Paternalistic leadership was defined as an emerging concept of leadership that combines benevolent with authoritative styles to help managers take a personal interest in consumers and is a leadership theory in need of international leadership research (Pellegrini et al., 2010). Paternalistic government, as a leadership

style, results in economic freedom through a care state for its citizens (Rubinstein, 2016).

Paternalistic governments also result in an educational state or collaborative state for its

citizens (Rubinstein). Paternalistic marketers have a need to protect consumers or those

under its influence from their own decisions (Jansen et al., 2018).

Paternalistic leadership is usually studied using qualitative methods (Liberman,

2014). Research questions in qualitative methods of research asks *how* and *why* (Yin,

2004, 2018). Qualitative research involves narratives obtained by inquiry into life stories

gained by asking questions, which are directed to the participants in the study (Hendry,

2010). Member checking helps increase the credibility of the narrative results (Birt et al.,

2016). Narrative inquiry explores the experiences of an individual using stories,

metaphors, collages, spiritual symbols, meditation, and music (Lindsay & Schwind,

2015). All research uses three modes of inquiry: purpose exploratory, descriptive, and

explanatory (Yin, 2004, 2018). Benevolent and moral paternalism seeks to address the

needs and welfare of those under its influence, as research participants' stories are under

the influence of the researcher asking the questions (Hendry, 2010). Research is centered

around answering questions or asking questions (Hendry, 2010).

In a qualitative study by Liberman (2014) on the effect of paternalistic style

management on job satisfaction a comparison between delegation practices in the United

States and Chile indicated paternalistic style leadership practices have a positive affect on

job satisfaction (Liberman, 2014). The paternalistic style of leadership is close to

parenting (Liberman, 2014). Paternalistic leadership styles also provide the best results in

multi-cultural workforces because it seeks to learn about the person's culture to better

understand how to inspire loyalty or productivity (Liberman, 2014). That concern for the

consumer provides a return in the form of consumer loyalty (Liberman, 2014). Consumer loyalty is of value to leadership (Liberman, 2014). Rawat and Lyndon (2016) conducted a qualitative study on paternalistic leadership asking questions of Indian employees on the authoritarian paternalistic leadership style they work under. The authoritarian paternalistic leadership style failed to gain trust from its followers (Rawat & Lyndon, 2016). Benevolent and moral paternalistic styles of leadership are found to be more successful (Rawat & Lyndon, 2016). These styles of leadership are so successful that they are used to develop nations by addressing the needs and welfare of the people (Rawat & Lyndon, 2016). Benevolent and moral paternalistic leadership theories frame this research by offering a style of leadership that can be applied to highlight where there was consideration for the consumer in their marketing development processes.

Studies that are mentioned support the argument that the paternalistic leadership practice can have a positive influence on consumer loyalty, consumer satisfaction and consumer behavior change. However, it is not yet clear how marketing leaders approach this during their strategy development processes. Applying the paternalism theory of leadership when collecting and analyzing the narrative data, such as participants' stories, in the study highlights how the marketing leaders' strategy development processes show consideration for the campaigns' influence on consumers' behavior. A member checking summary was used to verify the narrative data in this study. Turner and Coen (2008) used summary member checking in a study on understanding human geography using volunteer students, and the feedback praised the researchers' study for its accuracy. This allowed the researcher to test the students account of events. The volunteer marketing managers in the study received the summary during the member checking process for

feedback on this study's accuracy of the data they provided. The results may be published in another study continuing this exploration into the benefit of showing consideration for consumer behavior change with processing choices, such as deciding to use an evaluation or seek feedback, during the process of strategy development.

Narrative Inquiry

Narrative inquiry in this research study is grounded in Dewey's theory of *inquiry into the human experience*, a self-reflective theory, using three areas of consideration: (a) space in sociality or personal social connection, (b) temporality or past–present–future, and (c) place or landscape (Lindsay & Schwind, 2015). Narrative inquiry was used in a study by Lindsay and Schwind (2015) on unconventional methods of inquiry with the mentally challenged using activities and other creative dialogue for them to communicate their answers. Dewey influenced research design with the concept of inquiry into the human experience and as a pragmatist, he focused on the link between knowledge, meaning of truth and value (Dixon, 2019). Dewey spent his career studying the relationship between science and human value to reconstruct society (Dixon, 2019). Social mobility, or the reconstruction of society, is a process not a one-way activity, according to Archer (2008) in a study on human reflexivity and social mobility. Reflexivity is how you think over different ways, over time, to communicate a human experience (Archer, 2008). Using narrative inquiry in this study was also supported by Hendry (2010). Hendry suggested narrative inquiry is a data gathering process that includes science, symbols, and sacred beliefs. Lindsay and Schwind (2015) stated narrative inquiry is centered around a person's practice of self reflection to transfer knowledge into practice. In comparing narrative inquiry with other research

methodologies to determine the best choice for the study, grounded theory was

considered because it is like narrative inquiry in that it is inductive by letting the data

dictate which theory to use or what categories data should be stored in for analysis (Cho

& Lee, 2014). However, it is used for both quantitative and qualitative methods because

it's a general way of discovery using both creativity in its interpretation of the data and

rigor in data analysis (Cho & Lee, 2014). For this study, it was only the experiences of

the participants' strategy development process sought, with no interpretation of what they

say, but a rigor data analysis and interpretation of the findings. Knaft (1991) in a research

paper on triangulation used Denzen's (1989) definition of triangulation as rigor research

establishing a link between the research design, such as qualitative unstructured, and the

methodology, such as narrative inquiry interviews. A research article by Flynn and

Korcuska (2018) on the use of phenomenology research, noted that Patton (2002) made

the methodology into a *contemporary* method of qualitative research. Thus, the

phenomenological method was considered for this study. However, phenomenology

seeks to explore the *essence* of the human experiences (Flynn & Korcuska, 2018). Flynn

and Korcuska (2018) also defined *essence of the human experience* in their study as a

perception or an imagination of that human experience without an understanding, which

includes semistructured interviews. Phenomenology is a philosophy created by Husserl

(1859–1938), according to Giorgi (2008) in a research paper on the essence of the

phenomenological design and was formed out of Husserl's interest in changing the

skeptism in society that he saw towards those who wanted to obtain knowledge. Giorgi

(2008) also noted Husserl (1970) wrote two volumes of *Logical Investigation* in the

1900s to demonstrate the possibility of gaining knowledge or developing a new

perspective towards solving philosophical problems, and he called it the phenomenology research method. Phenomenology is interested in *how* the phenomena lived, the rationale in understanding the phenomenon, and the science perspective of the phenomenon (Giorgi, 2008; Husserl, 1970). Therefore, phenomenology was not selected because this study seeks to explore the actual processing experiences of the marketers, not the researchers' perception of it or imagination of it. The exploration of the actual activities of the marketing managers are needed to understand marketers' decision making while developing strategies aimed at influencing consumer behavior. This allows a view into the process to see if there was a show of consideration of the strategy's influence on consumer behavior. Exploring the stories of marketing strategy development processes through narrative inquiry supports the conceptual framework choice of consumerism as the lens to view the data during analysis for consideration of the strategy's influence on consumer behavior. Narrative analysis looks at the form and content of the data as they relate to the storyteller (Mihas, 2019). The data in this study was analyzed from multiple perspectives, such as from values and character. Josselson (2019) in a special issue of *Qualitative Psychology,* stated that life stories change over time like identities, and that identities can only be explained narratively.

Consumerism, in practice, protects consumers' personal rights (Kucuk, 2016). As a lens for this study, in analysis, consumerism highlighted what processing procedures used by the marketers that showed considerate of consumers' behavior change. Sanjari et al. (2014) in their qualitative study on the challenges of researchers, suggested that narrative inquiry for data gathering allows one to learn where the ethical line is. That ethical line was not crossed when dealing with participants throughout the study by using

ethical guidelines (see Appendix D). The guidelines this study used in protecting the

participants' rights are provided by Walden University and approved by the IRB that

require certain procedures be implemented, such as getting written permission to question

participants and hiding the identity of the participants (see Appendix D). Most studies

found on consumerism and paternalism were qualitative in nature as well, with the data

collected as narratives. To obtain stories from the marketing managers participating in the

study questions about their experiences were how the narrative inquiry was made.

DeKimpe and Hanssens (1995) used narrative inquiry in a study by using a root test to

measure marketing effects on sales stability for a chain of stores. Using narrative inquiry

by asking the marketers questions was best to get to the specifics of decisions made

during the processes of strategy development. Stories directly from the individual who

decides on the processes creates trustworthiness in the data (Feng et al., 2017). During

the data gathering, triangulation was used to ensure a more in-depth exploration, which

included multiple narratives such as participants' stories; multiple participants; multiple

theories (e.g., consumerism and paternalism), and multiple methods of analysis, such as

consumerism and paternalism analysis, to add further understanding of the processing

decisions made by marketing managers during strategy development (Johnson et al.,

2017). Johnson et al. (2017) used Denzen's (1970) description of triangulation as a

method of research that reveals a different aspect of reality that would not otherwise

come from using just one source of data collection. Knafl and Brietmayer (1991) outlined

Denzen's (1989) four aspects to triangulation: (a) methological, such as qualitative

narrative inquiry (e.g., interviews); (b) source of data, such as who, where, how many and

what time; (c) theory, and (d) unit of analysis, such as behavior, thoughts or narratives,

and interactions, in a chapter on triangulation in *Qualitative nursing research: A contemporary dialogue* edited by Morse (1991). Johnson et al. (2017) also mentions Guba's (1981) definition of triangulation in a research article on truthfulness of naturalistic inquiries, as that which produces trustworthiness in the data, and increases the credibility, dependability, and confirmability of the study. Triangulation, or the use of multiple sources, can be used not only in the method of gathering data, such as interviews, but in the way data is gathered, such as having a time limit, a place to conduct the interview, a certain number of volunteers, and a certain number of theories used in the study. This study used three types of inquiry (e.g., science, symbolic, and sacred), developed by Dewey (1938) to explore the human experience, because all the types of inquiry work together inter-connected and interdependent with the nature of the study, according to Hendry (2010) in a paper on narrative inquiry. The aim of this study was to gather data that is a more in-depth consideration of the processes, marketers take in developing strategies than previously studied. Narrative inquiry, by asking questions, helps to make the study transferable (Barbari & Drummond, 2010); its findings confirmable (Tausch et al., 2007); its results dependable (Horsman, 2018), and gives the study credibility (Kandori, 2018). Thus, narrative inquiry to gather data from marketing managers on their strategy development processes was the best choice to answer the research question for the study. Lal et al. (2012) used Polkinghome's (1988) definition of narrative inquiry in their research paper examining how grounded theory and narrative inquiry could be combined in a study, as gained experiences of life lived (e.g., history); life written, such as any authored literature; life spoken (e.g., criticism); life thoughts, such as ones' psychological state of mind, and life reasoning (e.g., philosophy).

Consumerism

Consumerism focuses on the needs of the consumer to inspire loyal behavior (Olsen et al., 2013). Leaders set the tone for organizational goals and behavior, and controls outcomes, goal setting, appraisals, promotions, and strategies, such as marketing plans (Brown & Mitchell, 2010). Relationship marketing is cost effective, (Bojei et al., 2013). Showing concern for the consumer will help to build consumer loyalty, which equates to consumer retention (Bojei et al., 2013). Marketing leaders control the choices used during marketing strategy development processes (Bojei et al., 2013). If concern for the consumers' behavior change is shown in the goal seeking and the strategy development processes, then maybe the outcome will equate to an increase in revenue because of consumer retention and loyalty.

Using the lens of consumerism, when analyzing the stories told by the marketing managers from California, helped to highlight the paternalistic leadership application (see Figure 2). Concerning oneself with the needs of consumers is consumerism, and was defined by Gibbs (2018) as satisfying desires of the consumer or stakeholders. A study with a focus on the topic of consumerism suggested human and environmental problems are the result of human behavior, and that problems can be resolved by changing that behavior with behavior changing marketing tools (Hastings, 2016). Lewins' *Three Step Change Model* was used in analyzing findings from a study on tools of behavior change, which concluded most attempts at behavior change fail because of the lack of new technology adaptation (Levasseur, 2001). For those that have adapted, the use of behavior change tools such as brand driven methods are most successful because they offer familiarity and major discounts for consumers (Aaker, 2003). Knowing that consumers

have the power and can force major companies into action, such as Coke when it was forced by consumers to go back to the *Classic* ingredients that the brand changed at one point because of the familiar taste it offered, influences decision making (Hastings, 2016). Consumerism researches to find out what the consumer needs are so that the benevolent and moral paternalistic entrepreneurs can fill those needs (Xiao & Nicholoson, 2011). Data from this study may also add to what is already known about behavior change tools to help marketing leaders when making decisions during the development process of strategies that aim to influence the behavior of consumers. The data is rich because reflexivity was used in forming the interview questions for data collection. Reflexivity is a way of exploring the processes marketers take in strategy development by having them critically reflect on themselves (e.g., self reflection), society (e.g., ethics), and on what it is to be human, such as ones' past interactions (Ben-Ari, 2018). In a review by Ben-Ari (2018) of Evens et al. (2016) book *Reflecting on reflexivity: The human condition as an ontological surprise,* he stated that reflexivity includes: (a) social science, (b) ethics, (c) practice and embodiment, (d) self and others, and (e) democracy and government. In Macquire (2007) review of Archer's (2008) *Making ourway through the world: Human reflexivity and social mobility* he described reflexivity in research as having four categories of reflection: (a) communicative, such as ones' conversations); (b) autonomous, which is ones' self contained internal dialogue; (c) meta, such as self reflection and position in society; and (d) fracture, such as ones' internal conversation stress level.

Marketing Development Processes

Evidence of consideration for the consumers' behavior change in the marketing strategy development processes was what this study sought to explore to answer the research question asking how do the processes marketing leaders rely on to develop strategies in California show consideration of the campaigns' influence on consumers' behavior? General marketing processes tend to find a target population, find a way to reach that target population, and then sends a message. Effects of strategic market planning messages on performances should be determined by evaluations (Phillips et al. 2001). An evaluation component added to the process includes what the marketing plan has accomplished, what should be changed, and what should be kept in place (Phillips et al., 2001). An evaluation component can be added to the marketing process to gain information on the results of the strategy and the presence of an evaluation also shows that leaders are concern about the influence their strategies have on consumers' behavior (Phillips et al., 2001). In an exploration of a cognitive evaluation theory it is suggested consumers have an innate need to control their own outcome (Tse et al.2018).

There is concern about marketing to vulnerable populations, like young people and the bottom of the pyramid consumer (Gupta & Oirsch, 2014). In some cases, the public acts (Gupta & Oirsch, 2014). When exploring the influence marketing leadership decisions have on consumers there is a decision comfort level that leaders have formed with some decisions that have an uncertain outcome (Parker et al., 2016). Developing a comfort level to decision making is because they have an emotional tie to influencing trends, such as new media tool, cell phones, and iPods (Parker et al., 2016). Consumers are using more mobile technology and they have a prominent presence online, according

to a study by Ferrell et al. (2010). Ferrell et al. found the use of technology in direct marketing brings results to decision making uncertainty. Decision making by leaders that have a comfort level does not indicate apathy or indifference, just a degree of psychological contentment and well being felt from that decision (Parker et al., 2016). Marketers are expected to make ethical decisions; however, research shows they still target the vulnerable consumers (Parker et al., 2016). Targeting the vulnerable consumer is because the bottom of the pyramid patrons are the most profitable population and marketers are comfortable with that decision (Parker et al., 2016). Understanding why marketers decide on using certain processing procedures, such as using new technology tools like social media network and devices, such as cell phones and iPods, will help the researcher see the emerging terms or keywords indicating consideration or not for the consumers' behavior change. That understanding was obtained through the stories told by the marketers during the research interview. The participants' stories are a way for them to think about their experiences and communicate them through story telling (Xu & Connelly, 2009). Knowing why marketers are comfortable making certain decisions through their stories is how experiences are expressed in qualitative studies (Xu & Connelly, 2009).

Consumer-Leader Relations

Consumer-leader relationships rely on feedback, like from a poll or questionnaire, and are vital to establishing that relationship (Harms & Crede, 2010). There is also a leader follower relationship with consumers that can be developed using relationship marketing tools, such as the rewards programs, customer service, customer feedback, loyalty incentives, and community outreach (Bojei et al., 2013). Benevolent and moral

paternalistic leaders are more likely to develop that relationship link because they are more concerned for the consumer's welfare than the authoritarian paternalistic leader (Liberman, 2014). Leadership-member exchange and the effect of paternalistic leadership both use consumer leader relationship building to create problem solving behavior change (Pellegrini et al., 2010; Rawat & Lyndon, 2016). Benevolent and moral paternalistic styles of leadership have a positive effect on both attitudes and behavioral outcomes, and can be used to build trust in leadership (Rawat & Lyndon, 2016). These types of leadership styles act like an elderly family member showing concern for the welfare of those it influences, which forms an emotional bond (Rawat & Lyndon, 2016). Long-term relationships with consumers result in a competitive advantage for organizations (Nihai-Octavian, 2011). Thus, it is important for marketing managers to identify the motivating force behind consumer reactions to reach their desired marketing success (Naghiu-Octavian, 2011). Consumerism can also form consumer leader relationships because it acts and maintains the emotional reversal of work and family (Gibbs, 2018).

The effects of branding decisions on consumers' behavior suggested behavior change decisions are based on the leaders' goal to have consumers assimilate to their brand's trait, not on what the consumer wants or needs are (Aggarwaal & McGill, 2012). Understanding that the consumer will help the marketing leader fill their business goals if their strategy processing decisions show consideration for the consumer's welfare will result in consumer leader relationships that equates to consumer loyalty (Olsen et al., 2013). Confidentiality and informed consent decreases ethical concerns when addressing consumer behavior-change tactics (Adhabi & Anozie, 2017). Brand influencers have

shown how consumers can be programmed to behave a certain way (Aaker, 2003). In a textbook of case studies, it outlined the many reasons why showing consideration for the consumer is logical and will build consumer leader relationships (Murphy & Laczniak, 2006). The practice of public relations is centered around relationship building and is the best tool in consumer relationship building to inspire loyalty (Heath, 2001).

Marketing Strategies

A well thought out plan to introduce a brand to consumers is the definition Samiee and Chirapanda (2019) gave for a marketing strategy. There are new marketing tools that need further examination, such as neuroimaging (Stanton et al., 2017). Neuroimaging is a controversial marketing tool that marketing strategies may use to measures the cognitive activities of the consumer (Stanton et al., 2017). Neuroimaging, as a marketing tool to gain insight into the wants and needs of the consumer, uses Magnetic Resonance Imaging (MRI) (Stanton et al., 2017). Neuromarketing is used to match a product with people by retrieving hidden information in the brain (Ariely & Berns, 2010). A study on neuromarketing suggested it seeks to influence the individual subconsciously to buy their brand (Ariely & Berns, 2010). Neuromarketing shows a person a picture or commercial and measures the brain's response in the form of blood oxygenation levels visible through neuro-imaging (Ariely & Berns, 2010). There are ethical issues that may arise such as risk to consumers' autonomy, privacy, and control, but according to Stanton et al. (2017) findings show it has the potential for a positive affect on society and consumers.

In a qualitative study where 50 United Kingdom hotels provided data from a 17-page questionnaire on marketing and performance, results showed that the effects of

strategic market planning and performance is positive for relationship building between the organization and the consumers (Phillips et al., 2001). Most effective marketing strategies address the analytical, behavioral and organizational aspects (Phillips et al., 2001). Marketing strategies drive social problems, such as inequalities, community breakdown, and spiritual welfare, which offers materialist solutions to life's problems (Hastings, 2016). Understanding the effect of marketing tools, such as neuroimaging used to gain insight into the behavior of consumers, may give marketing managers insight also into the most ethical or moral processes to use in strategy development.

There are marketing strategies and tools for social networks that influence consumer behavior (Vassileva, 2017). Internet and social media are giving the consumers the power and making them content providers (Vassileva, 2017). According to a study of 700 Bulgarians ages 21-54 via a questionnaire by Vassileva (2017), the majority of the users of social media were all right with receiving information from brands. There are also psychological factors that can be controlled by marketers with marketing tools that can pre-determine consumers' behavior (Naghiu-Octavian, 2011). Using media tool for marketing purposes is rising and is called Integrated Marketing Communications (IMC), which can lead to higher levels of marketing performance (Tafesse & Kormeliussen, 2013). Integrated marketing messages can be used on multiple channels to reach a wider audience to achieve the desired behavior response (Tafesse & Kormeliussen, 2013).

When exploring the tools marketing strategists use to influence consumer behavior Hastings (2016) compared past marketing tools with current day tools. He found that the practice of marketing should think beyond regulating to rethinking the fundamentals of marketing (Hastings, 2016). Marketing to consumers should be designed

to help them make better informed decisions about purchases, and to do this it is suggested marketing managers need factual and verifiable information (Hastings, 2016). In his conclusion, Hastings (2016) noted that bad consumer choices, such as smoking cigarettes that lead to lung cancer, can be resolved by the consumers choosing not to smoke, and marketers know how to influence them to do so. Marketing leaders spend five-times more money on acquiring new consumers than they do on keeping existing ones (Bojei et al., 2013). In comparing major corporate marketing strategies with local small business marketing strategies, the conclusion was that size did not matter when it came to the effect of marketing tools (Zhan et al., 2017). What mattered when it came to strategy effectiveness was the type of marketing tool (Zhan et al., 2017). To have an effective marketing strategy one must have the correct insight into consumers' wants and needs (Zhan et al., 2017).

Another marketing tool used by marketing strategies is the life cycle theory of change that involves cognitive and moral development (Martin et al., 2009). Strategic tools of change direct the way decisions are made in the behavior change process (Martin et al., 2009). Behavior change strategies should focus on understanding what the consumer wants and needs are (Hamilton, 2016). The practice of consumerism, was used as the lens in analysis, focusing on finding what the wants and needs of the consumer are, and if used may result in positive social change (Rawat & Lyndon, 2016). Positive social change is the result of positive behavior change (Rawat & Lyndon, 2016). Participating marketing developers who showed consideration for consumers' behavior change during the development processes, through certain types of decision making, projects a desire to understand the consumers' wants and needs (Rawat & Lyndon, 2016). Showing concern

for the consumers' welfare, according to Rawat and Lyndon (2016), may result in consumer loyalty and satisfaction. Parental types of strategies that care for the consumers' wants and needs result in brand assimilation, as seen in the findings of the study by Aaker (2003) on the power of branding. Marketing to consumers *as if they mattered* is a theory that results in consumer loyalty (Hastings, 2016). Marketing strategies are now consumer-oriented with a focus on customer satisfaction (Hastings, 2016). Consumer satisfaction can be the force to evoke positive outcomes by choosing *citizen responsibility* during the marketing development decision-making processes (Hastings, 2016). Martin et al. (2009) suggested in their study on marketing tools used by marketing strategist for behavior change, that multimechanisms of change should be used simultaneously. Sustainable behavior marketing depends on ones' selection of behavior change tools (Hall, 2013). To use behavior-change strategies using technology, one must understand the consumers' needs and the effects of that technology on their behavior (Capon & Glazer, 1987). Exploring how marketing leaders consider the needs of the consumer and how marketing leaders show that consideration in their decision making during the strategy development processes was the focus of the study.

Concern for the consumer may show in the development processes of marketing strategies by the choice of marketing tools. Caring for the consumers' best interest, while increasing consumer loyalty, relates to this study because it sought to answer the research question of how the processes marketing leaders rely on to develop marketing strategies in California show consideration of the campaigns' influence on consumers' behavior? Marketing tools of a benevolent and moral paternalistic leader may be present in the processes used by the marketers participating in this study.

Behavioral Influencers

Influencers are defined as opinionated leaders in a population, according to Wieki (2020) in a study on digital influencers. Keller and Fay (2016) defined influencers as everyday consumers. They also suggested influencers are more likely than the average person to seek out information, share that information, share their ideas on that information, and is the person others recommend to go to for information and opinions (Keller & Fay, 2016).

Influencers of consumer behavior can not only be mechanisms, marketing strategies or techniques, but a person who can change another person's actions or desires (Tanase et al., 2018). Tanase et al. (2018) studied identifying influencers in groups to learn more about who are normally the influencers. Targeting that influencer is their answer to the *reducing cost* problem, so they needed to know what influencers do to target them with their product information and messages (Tanase et al., 2018). They used evaluations of the contributions all members had on a group and measured those contributions in three areas: (a) their status in the group, (b) their cultural social norms, and (c) their socialization within the group (Tanase et al., 2018). The authors scored in those areas according to what they perceived as valuable (Tanase et al., 2018). Findings in the Tanase et al. (2018) study suggested influencers are labeled by the group, are easier to communicate with then other group members, and has identifying characteristics that include their values, competence and physical location.

To influence students to use *innovative digital tools* such as mobile-based mechanisms like wireless technology and mobile devices, Nikou and Economides (2019) sent a questionnaire to 161 science, technology, engineering, and math teachers from 32

European countries. The findings suggested what influenced its use was not the teachers, but the ease of using the mobile-based mechanisms, how the mechanisms facilitated conditions in class, and the type of output, such as information or messages sent to them (Nikou & Economides, 2019).

Attitudes, according to Nilsson et al. (2019), do not influence behavior. Nilsson et al. (2019) argues that exploring behavior rather than attitudes will provide the richest data in influencers of outcomes (Nilsson et al., 2019). Influencing attitudes relies on understanding the person's behavior and the link that connects them (Nilsson et al., 2019). Stimulus, in terms of response, acts on sense receptors (O'Neil, 1965). Stimuli have three categories that are social influencers: (a) distal or outter, (b) molecular or small, and (c) semantic or physical (O'Neil, 1965). For example, Levine and Abelson (2010) in their study on humor as a disturbing stimulus suggested humor (e.g., distal) is a stimulus used to amuse, but noted the same humor stimuli may make some people laugh and others not laugh. Levine and Abelson (2010) discussed Freud's theory of humor as one that attributes pleasurable effects of humor stimuli to the need for gratification and tension release, and how the reduction of anxiety is a primary element to the humorous stimuli.

In a study on influences of online shopping motivation and decision making Rishi (2016) interviewed a group of youth. The findings indicated reliability, accessibility, and convenience are influencers of online shopping motivation among that population (Rishi, 2016). Reluctance and preference were said to be the influencers of online shopping decision making (Rishi, 2016). In the conclusion, Rishi (2016) suggested as part of the

process marketers take in strategy development, they must give these factors consideration when designing online marketing strategies to be effective.

Moon and Han (2011) suggested consumers search online for information before purchases at platforms such as blogs. In a study on what blogs are more influential than others Moon and Han (2011) used the *qualitative influence model* (QIM) to measure the bloggers. They explored popular bloggers versus influential bloggers (Moon & Han, 2011). The authors argued that a popular blogger is not necessarily an influencer (Moon & Han, 2011). The QIM method of measurement focuses on interpersonal similarity, the degree of information provided, and the number of readers the blogger attracts (Moon & Han, 2011). The study included the NaverBlog users in Korea, the largest blog service with 19 million active blog users and 13,000 new bloggers added each day (Moon & Han, 2011). Findings suggested the influential blogs have social ties and are not necessarily celebrities or high-profile bloggers (Moon & Han, 2011). Marketers are now focusing their strategies and resources at targeting the influential bloggers with their marketing campaigns instead of a population of people (Moon & Han, 2011).

Social media users are now influencers of consumer motivations and decision making in purchases and interests, such as television shows they watch, and was the focus of a study on the effect of social media influencing consumer purchases by Lim et al. (2017). Two hundred social media users, such as on Facebook, Twitter, Instagram and Youtube, were examined to determine effectiveness in source credibility; source attractiveness; product match-up, and transference of messages or information (Lim et al., 2017). Findings in the *social media user as influencers study* indicated social media users help drive brand messages to target populations by regularly updating their social media

pages and engaging with their follower (Lim et al., 2017). These influencing social media users, according to Lim et al. (2017), have celebrity followers and are now the target of marketers to be their brand ambassadors.

Marketing Tools

Marketing tools target a population for various reasons and at various stages of the marketing strategy development process, like to gather data, send a message, or provoke an emotion (Shaughnessy, 2017). Advertising is a well-known marketing tool to communicate messages to consumers to influence their buying and viewing behavior (Shaughnessy, 2017). Advertising began with commerce, and grew in use with the industrial revolution and mass production, which created mass marketing (Tellis & Ambler, 2007). Advertising and marketing campaigns are used to influence on a political level (Shaughnessy, 2017). Those political campaigns are called *propaganda* and are marketing tools used to sell a political idea or way of life (Shaughnessy, 2017). The Nazi propaganda *campaign* used it so much to a degree that it became part of their culture, as well as in China and Russia (Shaughnessy, 2017). However, according to a study on *political marketing tools* by Shaughnessy (2017), the Nazi Germany, China, and Russia used the political marketing tool of propaganda for three different reasons: (a) Nazi Germany used it as a way to convert certain people to Hitler's way of life, (b) China used it for social governmental control over its peoples' actions, and (c) Russia used it to sell an ideology to its people. Hitler felt a continued stream of unified messages to the people would provoke certain behavior or fears (Shaughnessy, 2017). China felt its propaganda advertising campaign, with a feel-good tone, would sell the public on the governments' actions without question (Shaughnessy, 2017). Russia, under Putin, knew how well

propaganda marketing tool could work when he hired an American public relations firm, Ketchum. Ketchum was hired to implement a public relations campaign to make Putin's case about Russia's ideology to the people of the United States, and according to the findings in the study by Shaughnessy (2017) it worked.

Netnography, an internet based qualitative research method, was the focus of a study by Xharauina et al. (2020) to explore the opportunities this marketing research tool had on the fashion industry in Southeast Europe. Their findings suggested that *digital marketing tools* such as the internet are revolutionizing marketing (Xharauina et al., 2020). They argued that netnography can gather information on online communities and consumers' online behavior before marketing strategies are developed (Xharauina et al., 2020). Evidence suggested netnography as economical, unobtrusive, and having the ability to assist in finding marketing trends (Xharauina et al., 2020). They cited Nokia as a company that used netnography as a marketing research tool to gather information (e.g., feedback) on a new cell phone design (Xharauina et al., 2020).

The Four "S" Model is a marketing research tool for the healthcare industry and was part of the focus of a study by Jena (2020), who defined the Four "S" Model as the gathering of the *size* of the market, the *shape* or condition of the market, the *share* return on investment in the market, and a description of how the market will *soar* or the economic overview of the market. Data are collected in advance of marketing strategy development, like the netnography data or consumerism data, and used to the advantage of marketers (Jena, 2020). Jena (2020) argued the use of marketing in the healthcare industry has risen 75% in 2 years because of competition. Findings suggested the growth

of consumerism is driving the demand for effective marketing plans to deliver value to its consumers (Jena, 2020).

Gong et al. (2017) conducted a study on tweeting as a marketing tool in the television industry. The study calls tweeting a form of micro-blogging, and explored Twitter users in the United States and Weibo users in China. They define tweeting and weiboing to provide short posts of information or messages to ones' *followers* (Gong et al., 2017). Findings suggested there are 500 million tweets posted a day in the United States and 100 million weibo posts in a day in China (Gong et al., 2020). They noted that 78% of *Fortune 500* companies have active Twitter accounts, compared to 960,000 in China that have Weino accounts (Gong et al., 2020). Findings also suggested Tweeting, aside from being economical, increases a company's exposure because the posts can be retweeted by followers, and then retweeted again by their follower's followers (Gong et al., 2020).

Warokka et al. (2020) explored marketing tools used online. Findings suggested the usage of the Internet as a marketing tool has grown worldwide and is the most effective marketing tool as a worldwide interactive medium (Warokka et al., 2020). Shopping by consumers has changed from face to face to online (Warokka et al., 2020).

Nikunen et al. (2017) studied microenterprise as a *digital marketing tool* for building consumer relations. Nikunen et al. (2017) defined microenterprise as a digital marketing tool used in strategy development. Two digital marketing service providers were interviewed by Nikunen et al. (2017). Findings in the Nikunen et al. (2017) study suggested microenterprise creates stronger consumer relations for businesses with limited capital and is a form of competitive advantage. Nikunen et al. (2017) suggested the

microenterprise digital marketing tools include emails, websites, search engines, blogs, ecommerce, and Facebook or other social media pages, such as Twitter and Instagram.

Internal marketing tools are a new concept that was examined by Ahmed and Rafiq (2002) and is noted by the authors as created by researcher Berry in 1981 as a purposed solution to the problem of lack of high quality performance by staff. According to Ahmed and Rafiq (2002) the meaning of internal marketing tools was not clear enough to be applied on a grand scale by marketers who gave their own definitions of the term, which did not make much sense and thereby hindered its implementation. The authors suggested internal marketing tools are a way of marketing to staff as if they were consumers to get quality work performance (Ahmed & Rafiq, 2002). Ahmed and Rafiq (2002) suggested consumers are buying staff's performance results, thus satisfying staff is the motivator to producing high quality performance results that consumers want to purchase or view. Marketers are staff too, that need to be satisfied so that they are motivated strategy development to provide a plan of quality that satisfies and motivates the consumer to buy or view what they are selling (Ahmed & Rafiq, 2002). Ahmed and Rafiq (2002) suggested staff have inconsistencies in performance results thereby inconsistencies in the quality of their performance results. The authors concluded that Berry's meaning behind internal marketing tools is simply viewing staff as internal consumers and their jobs as the internal product that the organization wants consumers to buy, such as performance results (Ahmed & Rafiq, 2002). An internal product, such as the head of an organizations, seeks to satisfy the needs and wants of the internal consumer, such as staff, such that the objectives of the organization, which is to increase revenue, are met (Ahmed & Rafiq, 2002). The authors concluded, to have satisfied

consumers you should satisfy the staff, that consumers buy staff performance results, and

that it is important to treat staff as consumers (Ahmed & Rafiq, 2002). Ahmed and Rafiq

(2002) also concluded that the only negative aspect of internal marketing tool, as far as

the staff is concerned, is that by satisfying the staff they may feel obligated to act a

certain way or make certain decisions the organization wants, even if the staff personally

feels it is negative or wrong (Ahmed & Rafiq, 2002).

Innovative marketing communication tools were the focus of the Masterman and

Wood (2006) study examining the use of events as a marketing communication tool.

They argued that to develop and sustain communications with your market, data on that

population need to be analyzed first (Masterman & Wood, 2006). The analysis of this

data is to discover the target population's needs, behavior, trends, and who the

organization's competitors are (Masterman & Wood, 2006). The authors concluded the

gathering of information and analysis of the data is to determine how to attract

consumers, and should be done throughout the process of marketing strategy

development to measure achievement (Masterman & Wood, 2006).

Summary and Conclusion

The conceptual lens of consumerism used to analyze the narrative data from the

participants, and the theoretical application of moral and benevolent paternalistic

leadership styles when collecting and analyzing the findings, helps to highlight data that

may reduce the gap in needed empirical data on marketing strategy development

processing decisions made by managers.

Concern for the consumer was the bases for applying the benevolent and moral

paternalistic leadership styles in this study (Gibbs, 2018). The bulk of the literature, such

as Hastings' (2016) study on marketing, applied the paternalistic leadership theory of caring for the consumer. Many sources that explored consumerism indicated the benefit of focusing on the needs and wants of the consumer, such as the study by Bojei et al. (2013). Fiore et al. (2017) suggested the importance of using suitable marketing tools. However, it is not yet clear how marketing leaders approach this during their strategy development processes. There is a lack of empirical research, published in the last 5 years, on the topic of marketing strategy development processes that use modern data collecting tools, such as two-way Billboards, cell phones, social media post, and neuro-imaging (Fiore et al., 2016). Tafesse and Korneliussen (2013) concluded, in their study on online marketing tools, that empirical data on marketing processes is limited.

What the literature on marketing processes showed was that choosing the most effective marketing tool is essential for behavior change strategies and strategic goal achievement success, that a show of consideration for the consumer during marketing leaders' decision-making throughout the strategy process results in consumer-loyalty, and that consistent consumer loyalty results in habit change. Chapter 3, includes the research method, such as justification for cited sources; the role of the researcher; how participants were recruited; justification for the data collection instrument; the population used to collect the narratives; how the data was gathered; the trustworthiness of the findings and the study's processes, and the official documents needed to gain access to the participants.

Chapter 3: Research Method

The purpose of this qualitative study was to explore how the processes marketing leaders rely on to develop strategies in California show consideration of the campaign's influence on consumers' behavior. This exploration was to gain an understanding of processes marketing leaders use in developing strategies aimed at consumers for behavior change. The development processes of marketing leaders are defined as the use of mechanisms and devices to influence the buying and viewing behavior of consumers (Morgan & Hunt, 1994). Focusing on the processes used while developing marketing strategies adds to what is already known about the practice of marketing strategy development, because not much scrutiny of the marketing strategy process is conducted (Fiore et al. 2017).

The rationale and design of the research study is discussed in Chapter 3, along with the role of the researcher; any relationship I may have with participants and any bias held because of those past experiences; the methodology; the issues of data honesty, reliability and dependability, and ethical procedures. Chapter 3 ends with a summary of the content previously mentioned.

Research Design and Rationale

I used the qualitative tradition, gathering data through narrative inquiry or stories. Quantitative data would not work for this study because the goal was not to compare variables but to seek in-depth answers and stories of life experiences from the participants. The focus of the research was to explore how the processes marketing leaders rely on to develop strategies in California show consideration of its influence on consumers' behavior. Qualitative research in the narrative style was the most appropriate

to answer any research question, according to Boje (2002). All research is narrative because the data gathering method is to ask questions, and questions, not the method, is the center of research (Hendry, 2010). Narratives from this study consist of stories that speak on the processing experiences derived from the practice of marketing strategy development (Lindsay & Schwind, 2015). Josselson (2019) suggested stories can change over time, and may bring a problem of consistency and recommends during narrative analysis to interpret the stories based on how well one understands the story tellers' lives. Stories told by the volunteers of the study came from their experiences developing marketing strategies. Research that uses narrative is exploring a person and their identity, constructed narratively through discourse of who they were, are and hope to become (Josselson, 2019).

Reflexivity was used in this study in forming the interview questions to allow for data on the participants' movements in society as it relates to the study's findings when analyzed (Dodgson, 2019). For the participating marketers to speak on their internal thoughts about the fullest extent of their experiences while deciding on processes to use in developing strategies is reflexivity (Archer, 2008). Reflexivity is the science of the process, the ethics of the process, and the practice of strategy development process (Ben-Ari, 2018; Evens et al., 2016), and it was used in formulating the interview questions to obtain rich and full data. Findings obtained from the participants of this study are their experiences, which helps to answer the research question asking how do the processes marketing leaders rely on to develop strategies in California show consideration of the campaigns' influence on consumers' behavior? There are few instruments for qualitative research (Onwuegbuzie et al., 2010). The researcher is considered the main instrument

used to collect, analyze, and interpret the data gathered (Onwuegbuzie et al., 2010).

Stories obtained about the development processes of strategies are the strength of this

method of exploration (Adhabi et al., 2017). The data's emerging repetitive words and

phrases from the marketers' stories of decision making during the process of developing

the strategies aimed at influencing consumers' behavior were analyzed, and the findings

presented in the conclusion of the study. The findings were interpreted to provide an

answer to the research question, which is restated in the conclusion.

Exploring for the presence of a show of consideration for consumer's behavior

change in the development processes of marketing strategies may explain marketers'

decision making. Exposing marketers' consideration for the influence their marketing

strategies have on consumers' behavior may inspire consumer loyalty (Bojei et al., 2013).

To obtain stories that explain marketers' processes, I used narrative inquiry to obtain data

on their *human experience*. Narrative analysis analyzes by exploring the science,

symbols, and sacred cultural norms (Hendry, 2010). Narrative analysis shows the

potential to interpret the stories based on how well the story teller understands their lives

(Josselson, 2019). Narrative analysis of the science, symbols, culture was not used, but

consumerism, which is the exploration of the wants and needs of the consumer, and

moral and benevolent paternalism analysis, which is the exploration of processing

decisions made by marketers. Interpretation of the story teller, the visuals or symbols, and

the lifestyle or culture is not the goal, but interpretation of what the stories facts are

indicating in answering the research question.

Vo et al. (2012) suggested in their study on rigor and relevance, that academic

research should include both rigor and relevance. The narrative theory of pragmatism

seeks to find out if the story told is relevant to the world, what level of knowledge the narrative inquiry is based, and how things in the world relate to their narrative data (Vo et al., 2012). Pragmatism finds out whether there is a link between academia data and the actions of practitioners to prove the narrative data is credible, well founded, and reliable, and if it advances the field (Vo et al., 2012). In Motley's (2012) review of Wertz et al. (2011) book on five ways to conduct qualitative analysis, he stated qualitative narrative inquiry explores the experiences lived by the study's participants, and includes such elements as literary, historical, sociological, psychological, and cultural elements. Experiences are shared through activity and dialogue to explain or answer questions (Lindsay & Schwind, 2015). Interviews used open-ended questions that allowed the researcher to obtain in-depth information on the participants' experiences making marketing decisions during the development process (LeCompte, 2010). Research interviews are used to understand behavior, provide a flexible process that places the participants at the center of the study (Croix et al., 2015).

Narrative inquiry allows the interviewer to gather data on marketing strategy development processes in the form of stories that come directly from the participating marketers (Hendry, 2010). Narrative inquiry consists of three types of research: (a) scientific, which is the physical; (b) symbolic, which is a human experience; and (c) sacred, which is meta-physical experience (Hendry, 2010). The three types of inquiry used for this study in forming the interview questions are grounded in Dewey's theory of inquiry into the *human experience*, which is a self-reflective theory using three areas of consideration: (a) space of sociality, personal–social; (b) temporality, past–present–future; and (c) place, landscape (Lindsay & Schwind, 2015). When conducting interviews

with marketers who volunteered for the study, I could obtain an in-depth look into the processes they take in developing marketing strategies by inquiring about the decision-making part of the development process, and the human and moral experiences of the process. These types of inquiry allow for a more thorough scope of exploration of an individual and that individual's experiences (Hendry, 2010). The three dimensions of an individual's experiences during data gathering provided a more in-depth view of the emerging data found from the narratives (Lindsay & Schwind, 2015). Unlike narrative inquiry that explores *the experiences* of individuals, other research methods such as case studies, explores a *life event* (Yin, 2009/2018), which is examined in-depth (Edwards, 1991; Giorgi, 2008). Phenomenology, explores multiple people who have had the same experience, but can not be used to generalize (Giorgi, 2008), and the grounded theory research method, which explores the development of a theory with a group of individuals that have experienced the same phenomenon, would not yield the data this study seeks (Reynolds, 2007). Choosing qualitative was the best choice because understanding the *how* and *why* of marketing development processing decisions may allow leaders to use their strategic planning to create positive social change.

Role of the Researcher

As a researcher, I am the primary instrument for data collection in the study. The task of the researcher is to observe, collect, and analyze the data gathered from the participants and other data sources to answer the research question (Dodgson, 2019). The researcher's role is to conduct the interviews and describe or interpret or analyze the data (Dodgson, 2019). Interactions between the researcher and the participants, in the form of reflexivity, may affect the results obtained during the research process (Dodgson, 2019). I

tried not to interact too much with participants and to be neutral. Trying to be neutral is so that I was not affecting the results in my understanding of the narratives during analysis. I tried to be neutral when asking the interview questions by eliminating discussion and recording their response to the question as it was given. In conducting the interviews, I tried to reduce any bias by storing for analysis only what was said by the study's volunteers (Dodgson, 2019), not my interpretation of what they said.

My interactions with the participants was only to grasp their views and perspectives to help reduce any bias during the interview (Dodgson, 2019). I tried not to indicate an understanding or lack of understanding of the narratives stated during the interview. I worded my questions in a way that did not show any judgment on the interviewees' choices of development processes. I worded my questions using reflexivity, such as focusing on stories of self reflection, ethical interactions in society and past or historical interactions in society, to provoke conversation and a desire to tell their story. Any insight in this area of expertise by me came into use in selecting the appropriate population, interview questions, theoretical theory, and the conceptual framework. To decrease the chance of bias, I discussed any relationships I may have with the participants; I did not interpret what was said, but interpreted all the data after analysis of what was said; I used interview notes; I used open-ended interview questions (see Appendix B), and I used a member checking process providing a one to two-page summary to participants of the data collected from them for feedback on accuracy (see Appendix A).

Methodology

I explored the strategy development processes of marketers in this qualitative study. Data were collected using a narrative inquiry research design, and analyzed using triangulation of the human experience to increase the credibility and dependability in the study and its findings by focusing on the type of data; the theories applied; the method of data gathering, and the types of analysis (Denzin, 1989; Knafl et al., 1989; Morse, 1991). The plan I outlined to ensure participants' privacy was approved by the Walden University's Institutional Review Board and supplied an approval number for this study of 05-05-21-0482498. Data sources, such as business or public relations marketers; theories used, like consumerism and paternalism; the methodology, such as interviews, and unit analysis was used because it provided a more in-depth exploration (Denzin, 1989; Knafl et al., 1989; Morse, 1991). See Figure 3 for an illustration.

Figure 3

*Denzen's Triangulation of Data Theory*
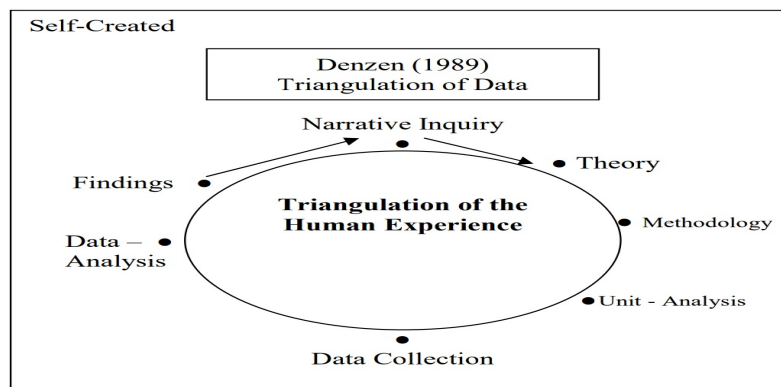
This exploration was on the processes California marketing leaders rely on to develop strategies in the last 5 years to see if the participants' decisions show consideration of the campaigns' influence on consumers' behavior. Selection from the

population of marketers was purposefully selected from a list of practitioners found online, at LinkedIn and Public Relations Society of American (P.R.S.A.), where membership access is offered, who work in California (see Appendix A). Criteria to participate in the study are that the marketer must have developed a strategy in the last 5 years and practice in California (see Appendix A). Four to eight participants of the purposefully selected marketers, that confirmed willingness to volunteer, participated in the study (see Appendix A). Narrative data from the participants was stored in the NVivo program for qualitative data. All legal documentation needed to justify the selection of volunteers, and gain authorization to recruit and interview participants was included (see Appendix E). I am the data collecting instrument. I conducted one interview per day until all participants were interviewed. I was flexible with the design of the study to allow for an inductive process that considered unexpected events while collecting the data and that, during the data analysis process, allowed the codes, categories, and themes to be developed from the data (Cho & Lee, 2014). The themes are a pattern of responses that have a meaning within the findings (Jebreen, 2012). I allowed for additional time for participants to answer the interview questions. Using NVivo helped to highlight, when analyzing the data, the repetitive emerging words and phrases used by the participants. Those emerging words and phrases are the findings and shows how they connect to the research question. The NVivo program also assisted in illustrating a possible solution to the problem.

I selected narrative inquiry for this study because the qualitative inductive data collection method allows for the gathering of stories from the participants who can talk about their marketing strategy development processes (Hendry, 2010). Narrative data

gathering allows for an inquiry into the practice of marketing strategy development to explore the processes taken by the participating marketers to offer the volunteers a chance of self reflection (Lindsay & Schwind, 2015). Self reflection takes what they have learned from their life experiences and put them into practice in the future (Lindsay & Schwind, 2015). Narrative inquiry helps the readers of the study to understand the experiences of the participants (Lal et al., 2012). In a study on comparing narrative inquiry with grounded theory Lal et al. (2012) stated that Chase (2005) suggested narrative inquiry, in the form of life experiences, first appeared in the research works of the Chicago School of Sociology in the 20th Century. Maquire (2008) in exploring the human experience used Archer's (2007) reflexivity theory, which he defined as the ability to talk about internal thoughts. In achieving reflexivity with this study, I explored the participants' life stories by wording my interview questions in a certain way that provokes explanation of those views (LeCompte, 2018). Using the narrative inquiry data collection method to assemble stories of processes used for developing marketing strategies, may provide the data needed to answer the research question. In the Lal et al. (2012) study comparing narrative inquiry with grounded theory they highlighted that Polkinghome (1988) defined narrative inquiry as the ability to obtain a person's history on life experiences, any written or spoken evidence of life experiences, and ones thoughts and reasoning on life experiences (see Figure 4).

Figure 4

Polkinghome's Reflexity Theory
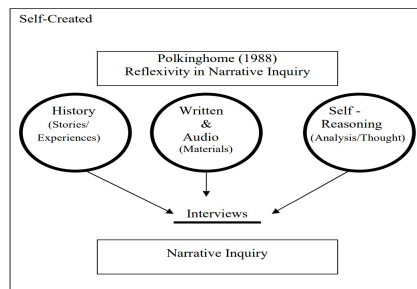
Dewey, considered the founder of the narrative inquiry theory of *human experiences,* defines it as interaction and continuity (Lal et al., 2012). Dewey's theory sought to inquire about a person's interactions with society, society's influence on the person's experiences, and the influence a person's past experiences have on the person's future experience (see Figure 2) according to (Lal et al., 2012). Narrative inquiry helped to explore what decisions marketers make and why they made those decisions during the strategy development process. Using unstructured open-ended questions may allow the participants to expand the details with in-depth stories in their own words (Zull, 2016).

The qualitative narrative inquiry research method, according to Hendry (2010), provides data in the form of participant's stories. Narrative inquiry can offer stories, as well as metaphors, visuals, spiritual symbols, and music (Lindsay & Schwind, 2015). Research using narrative inquiry has reinvigorated the psychological study of self and identity, which can only be constructed narratively (Josselson, 2019). Lal et al. (2012) explored ontology, which is metaphysics, and used Riessman's (2008) definition of ontology as a very popular way to explore *what* the story is saying. However, narrative inquiry took its place in the late 20th Century because it explores *how* the story is told, *whose* story is being told and *why* the story is told in the process taken to understand (Lal

et al., 2012). Dixon (2019) defined ontological transformation as the reconstruction of the unknown. Participant's processing experiences in developing marketing strategies provided an in-depth exploration of how decisions were made, who made them and why they were made during the process of developing the marketing plans. First-hand data results in in-depth descriptive data (Zull, 2016).

Dewey (1938) believed that life is education and education is life, and suggested when the two are separated or forced to become one the result is *miseducation*, according to Xu and Connelly (2009). In the Xu and Connelly (2009) study on narrative inquiry for teacher education and development, it uses Dewey's definition of narrative inquiry as a way of thinking about life and communicating that life experience through stories. The use of open-ended questions in the interview with the participants, to obtain first-hand data, were a way for the research volunteers to explore their own experiences and tell of that experience in the form of stories (LeCompte, 2010). The conclusion and findings of the study's data rely on the stories collected from the participating marketers and what the emerging repetitive themes and keywords are. Reflexivity, a reflection of ones' work, was used during data collection of the stories because it inspired answers of the fullness of what it is to be human, thereby taking into consideration: (a) social science and ethics; (b) the practice and embodiment; (c) themselves and others; and (d) democracy and government, when exploring the stories (Ben-Ari, 2018; Evens et al., 2016).

Participant Selection Logic

The population in this study was volunteers from a purposefully selected group of marketing leaders in California (see Appendix A). The criteria for the participants were that they are marketers with experience in developing business or public relations

strategies in California within the last 5 years (see Appendix A). The purposefully

selected marketers from California were found online, at LinkedIn and Public Relations

Society of American where membership access is offered, and placed on a list where

every other name was sent a formal invitation to participate in the study. The first four to

eight participants who volunteered and met the criteria were chosen to be interviewed

(see Appendix A). Qualitative narrative inquiries tend to use one or two participants,

unless a collective story is used (Huber & Whelan, 1999). Having four to eight

participants, the largest number of volunteers that I have found in literature using

narrative inquiry, helped complete the study on time with extensive data. This number

also ensured a saturation of data (Charmaz, 2006).

California is the location of the researcher, and thus, it was the most convenient

and cost effective location to conduct the study. The common processes of marketing

strategy development include planning or structuring, implementing, and evaluation or

audit (Murphy & Laczniak, 2006). These common strategy development processes mean

the criteria for the purposeful sample of marketing leaders, who have developed

strategies in the last 5 years, was the best representative of the population.

Those marketers found online at LinkedIn and P.R.S.A., who met the criteria was

part of the pool of potential candidates invited to participate in this study. A formal

invite, which included a consent form, was sent via what method was found available,

such as USPS or email, to every other name on the list of marketers found at LinkedIn

and P.R.S.A., that work in California. The four to eight purposefully selected volunteers,

from the pool of marketers found online, were asked to be interviewed by the researcher.

Participants were asked to reply to the invite with the signed consent, either with a print-

out or electronically. After the initial interview, as the study progress, participants are asked to reply to the researcher if there are follow-up questions until data saturation. The saturation of data is when the researcher finds the data during analysis is consistently saying the same thing, which signals no more narrative data is necessary (Charmaz, 2006). Participant recruitment continued from the list of potentials until four to eight participants were confirmed. The purposeful sample size provided enough data to explore how the processes marketing leaders rely on to develop strategies in California show consideration of its influence on consumers' behavior.

If no reply was received within 1 week, a call, text, USPS letter, depending on what contact information was available, was sent to invite again. If no response from the invite was received in another week after the second invite, then a replacement potential volunteer was selected from the list and recruited. The protocol was to send an invitation to marketers on the list until enough participants have agreed to participate. The invitation informed the participants that their interview with the researcher was to explore marketing strategy processes that they have developed within the last 5 years (see Appendix A). The invite informed the marketers that their confidentiality would be maintained (see Appendix A) and that they would receive a summary during member checking of their interview responses for feedback on its accuracy (see Appendix A). Member checking is a way of verifying the accuracy of the data once the researcher has finished collecting and analyzing the data (Naidu & Prose, 2018).

A code name, such as P1 for Participant 1, was given to each volunteer in the study to provide confidentiality. Confidentiality is secure because the stories' key words and phrases are attached to code names. Any brand name mentioned in the interviews are

given a code name with alphabet, such as OM for Ogilvy and Mather, thereby the brand

is mentioned as P1s' company OM. The qualitative data management software program

used was NVivo. NVivo is software for qualitative studies which has data storage and

organizing components that can sort and manage complex non-numerical data. The data

management software used stored the coded words, phrases, and brand names from the

stories told by the participants. The coding of participants and brand names was part of

the interview protocol (see Appendix B). The transcript of the interview, with emerging

key words and phrases, was stored in the qualitative data management software program.

Instrumentation

Interview preference was face to face; however, because of the pandemic online

video conferencing and telephone interviews were used. The interviews were conducted

privately between just the researcher and the participant, and then recorded. Online video

conferencing or audio recorded interviews was via Zoom. The interview with the

participants used open-ended questions to allow for in-depth explanations (see Appendix

B). Face to face and video conferencing were preferences because it ensured the answers

to the interview questions are from the participants and not an assistant or secretary. With

telephone or online audio with no video interviews, one can be unsure if it is the

participant talking and could miss the full message without seeing or hearing the

nonverbal communications that can be recorded (Vadi et al., 2015). Interviews were used

to understand behavior (Croix et al., 2018).

I am the data collection instrument. Using only the researcher in data collection

ensures increased confidentiality in the participants' narratives and their identity. The

interview with the participants consisted of 16 questions (see Appendix B), and each

interview was given an estimated 60 minutes, which included the introduction. An audio device recorded the interview. The interview was conducted in a mutually agreed upon way between the participant and the researcher. As soon as the volunteers confirmed participation, interviews were scheduled. Scheduling did not include more than one interview per day. Two to 3 weeks was the estimated length of time provided to complete four to eight interviews that average an estimated hour, at one interview per weekday.

Procedures for Recruitment, Participation, and Data Collection

The participant selection process consisted of retrieving names of marketers found online at LinkedIn and P.R.S.A., which as members that work in California. That list consisted of marketing leaders who fit the criteria (see Appendix A) of practicing marketing development in the California area in the last 5 years. An invite to participate was sent to every other name on that list through email (see Appendix A). The invite had a consent form attached that, when returned, indicated acceptance of the consent process; an understanding of the study; have strategy development experience in the last 5 years, and resided in California. Of those that responded, confirming they met the criteria and would like to volunteer for the study by returning the consent form indicating an understanding of the study, the first four to eight were selected.

Using only the researcher in data collection ensured increased confidentiality in the participants' narratives and their identity. Triangulation in data gathering, which is the use of multiple data gathering sources, was used by selecting four to eight marketers from the business and public relations industries to ensure credibility in the data (Denzin, 1989; Knafl & Breitmayer, 1991; Morse, 1991). Data collection consisted of one interview per weekday. Member checking summaries were issued to participants that

consisted of the data they provided to increase credibility and dependability in the findings. Member checking consisted of emailing participants a 1-2-page summary of the data they provided to obtain feedback and comments on whether their stories were accurately recorded. The member checking process took place after the data were collected. After feedback from the participants was received, the data were analyzed and the findings interpreted in the conclusion. Member checking is a process used in qualitative research to increase trustworthiness of data (Birt et al., 2016). Participant data was audio recorded. I transcribed and stored in the NVivo qualitative data management software program the narrative data obtained from the participants used during data analysis to find the repetitive emerging words and phrases.

Email was the primary communication channel used because it was the fastest way to reach participants. Data collection of the stories from the volunteer marketers was through interviews. There was a telephone interview request by a participant, which was recorded and transcribed later (see Appendix A). The rest of the participants agreed to an online Zoom interview. The interview questions were open ended (see Appendix B) to allow the participants a chance to give their data in the form of stories. The participants allowed me to return with a follow-up interview request to ask questions to confirm my understanding of their answers during analysis or to probe for additional data (see Appendix B), this was detailed in the consent form. The interview was semistructured to allow the participant an opportunity to discuss in detail their development process for marketing strategies.

After the interviews were completed, I sent the participants a 1-2-page summary of the data they provided for member checking purposes (Naidu & Prose, 2018). Member

checking is used in various stages of the research study (Birt et al., 2016). Member

checking can happen to verify a transcript of the interview or a preliminary interpretation

(Birt et al., 2016). Member checking can also be a summary of the data and the analysis

of the data (Turner & Coen, 2008). Any issues raised by member checking are often

published as a reexamination of the initial findings because of the feedback that may

affirm or refute the initial findings (Turner & Coen, 2008). Member checking was used in

this study, submitted to participants as a summary after the data had been collected and

before data was analyzed. This narrative data, in the form of stories, are the findings. The

findings are included in the conclusion of the study. The member checking summary

process was indicated in the formal invite, which also included a consent form, and sent

to marketers asking them to participate in this scientific exploration into the processes

marketing leaders take in development marketing strategies aimed at consumer behavior

change. Any data or feedback from participants provided via email, USPS mail, or text

was verified by a phone call from the researcher to ensure they were the sender. The data

provided by the marketing leaders was stored word for word in the NVivo data

management software program, on a password protected laptop, without interpretation to

minimize any bias for 5 years. All interviews were recorded, transcribed, and stored in

the Nvivo data management program in this way for 5 years after the study.

Data Analysis Plan

I used the three types of inquiry during data analysis, focusing on (a) the physical

(Dewey, 1938; Lal et al., 2012), (b) the human experience (Dewey, 1938; Riessman,

2008), and (c) the metaphysical (Dewey, 1938; Dixon, 2019), that provided a more in-

depth exploration of the marketers' processing experiences developing strategies (see

Figure 2) (Hendry, 2010). To organize all these data sources, I transferred the data to storage software, which included all the narratives, such as the stories, collected during the used during analysis. Nvivo data management software made it clearly to see the emerging keywords and phrases, which are part of the findings of this study. In analysis, repetitive words and phrases create themes that are highlighted in a chart (see Tables 1, 2, 3, and 4), to show patterns in the data (Jebreen, 2012).

Dewey's narrative inquiry theory of the *human experience* was used when analyzing the data collected, such as a participants' interactions in society, influencers on future actions, and society's influence on participants' actions in society (Dewey, 1938; Lindsay & Schwind, 2015). The Dewey theory is a reflective theory and during analysis the influence of the participant's place in society or interactions in society, their past – present–future experiences or past interactions' influence on future interactions, and their environment or society's influence on participants' interactions was considered (see Figure 2) and Lindsay and Schwind (2015). This type of analysis is flexivity (see Figure 4). Flexivity allows for an in-depth exploration of the human experience by drawing from social interaction over time (Archer, 2007; Maquire, 2008). To use narrative ontology, which is metaphysics, it would mean exploring *what* the story is saying only, but narrative inquiry also explores *how* the story is told, *whose* story is being told, and *why* the story is told in the process taken to understand (Lal et al., 2012; Riessman, 2008). The *human experience* analysis is what Macquire (2008) suggested, in the book review of Archer's (2007) *Making out way through the world: Human reflexivity and social mobility*, is called sociological analysis.

All narratives, in the form of stories, were stored and coded. The participants had confidentiality maintained by having a code name assigned, such as P1 for Participant 1. The data were classified, sorted, and arranged in a way to highlight any relationships in the data. The highlighted repetitive words and phrases developed themes that are the findings of the study. Emerging patterns, such as repeated words and phrases, bring understanding of the narrative data, and that data were used to answer the research question (Jebreen, 2012). The stories collected from the participants were focused on answering the research question. I present the findings and interpretation in the conclusion. Any data that is contrary to what most of the findings are indicating is mentioned in the study's conclusion.

Issues of Trustworthiness

The trustworthiness of the data is information that is valid, reliable, and credible (Kandori, 2018). Credible information establishes the appropriate methodology to apply to the study (Kandori, 2018). Transferable information is when the findings show other leaders can apply it (Kandori, 2018). Dependable information is when the findings go through comparison with similar results (Kandori, 2018). Confirmable information is when the data has gone through a member checking procedure (Kandori, 2018). Evidence of ethical knowledge is seen when the participants' identification has been confidentiality maintained throughout the study (Kandori, 2018). The interview protocols, the participant selection procedures, the participant criteria requirements, the choice of open-ended interview questions, and the confidentiality of their identity help establish the trustworthiness of the data (Kandori, 2018). This section includes the credibility, transferability, dependability, confirmability, and ethical procedures of the study.

Credibility

The credibility of the data collected by the researcher in this study depends on methodology, approach to research, realization, familiarization of participants, and evaluation of the scientist (Kowalik, 2018). The data collecting instrument in this qualitative study was the researcher. I established a member checking process to ensure participants receive a summary of the data they provided during the interview with the researcher (see Appendix A) for feedback on its accuracy. Having a member checking process gives the data credibility (Birt et al., 2016). Member checking stimulates critical inspection, on-going analysis, more exploration into the data, and a new understanding of the topic, which increases the integrity of the research (Turner & Coen, 2008).

The credibility of a study is based on the researchers' interview protocols, procedures applied, research processes, and the evaluation or member checking results (Kowalik, 2018). By ensuring the accuracy of the participants' stories by analyzing only their words, this increased the study's credibility through its approach to research (Kowalik, 2018). I am the only instrument used in data collection and storage, review, coding, and data analysis. I interviewed four to eight business and public relations marketers; multiple theories, such as consumerism and paternalism; multiple methodologies, such as interviews and feedback, and multiple unit analysis, like thoughts, interaction, and behavior, which is triangulation used to increase credibility in the findings (see Figure 3) (Denzen, 1989; Knafl & Breitmayer, 1991; Morse, 1991). The participants were purposefully selected and interviewed with open-ended questions related to the research question until there was saturation of data from the four to eight marketing participants. These procedures were done to ensure credibility.

Transferability

The data collected in the study can be used by any leader because the findings from the answers to the interview questions by the participants can be helpful to all managers. Managers can use the data when considering the tasks taken in strategy development, such as marketing, public relations, business operations, accounting, and advertising, a process done by all managers. Transferable information is when the findings show other leaders can apply it (Kandori, 2018). All marketing strategies involve understanding the consumer (Capon & Glazer, 1987). A sample of business or public relations marketers are found online, at LinkedIn and P.R.S.A. The population was diverse because the criteria was simple, which was to have work experience in the last 5 years developing marketing strategies in California. Marketers, in general, are continually developing plans to acquire new consumers (Bojei et al., 2013), thus all industries of business can meet the criteria for participating in this study. Marketing strategy processes in all practices of business have the same essential processing components-planning or structuring, implementing, and evaluation or audit (Murphy & Laczniak, 2006). The process of this qualitative narrative study may be transferable; however, the findings are not, given the small sample and geographical size.

Dependability

The dependability of data requires a research plan that is implemented and analyzed in a way that provokes confidence in the accuracy of the findings (Horseman, 2018). The participants have experienced in-depth marketing strategy development processes and explored multiple research studies seeking information needed for developing marketing strategies that meet organizational goals. They make decisions,

design plans, and experience the success and or failure of implementing those strategies. A comparison of those experiences from the population was valuable data that I used in the analysis of the findings. I conducted interviews with the participants using open-ended questions that resulted in in-depth data, and the protocol was structured (see Appendix B) in a way that reduced any bias. There was no outside source used to audit the study.

To help establish dependability, I am the only one involved in the data gathering, data storing, and analysis of the data. In the analysis, I compared the findings with other similar studies. I used triangulation to ensure dependability in the findings and the study. This was done by using multiple data sources in data collection, which included four to eight business and public relations marketers who have developed strategies in the last 5 years in California; multiple theoretical perspectives, such as consumerism and paternalism, to increase knowledge; multiple methodologies, such as interviews and feedback, and multiple unit analysis or dimensions of a person, like what is within and between or across someone (see Figure 3) (Denzen, 1989; Kanfl & Breitmayer, 1991; Morse, 1991). The interview protocol was easy enough to create data consistency and repeatability by others who may read the study (see Appendix B) and want to duplicate it. Reliability leans on dependability, according to Kafi et al. (2018), thus minimizing the number of individuals handling the data increased its reliability. Triangulation used in a study is considered a metaphor for data strength, trustworthiness, and comprehensiveness (Guba, 1981; Johnson et al., 2017). I used the summary member checking procedure after data collection, and before analysis and interpretation of the findings, which results are included in the conclusion. The participants were given an opportunity to provide

feedback on its accuracy, during member checking, to increase or decrease the data's

dependable. Member checking feedback affirmations indicate research that is reliable

(Turner et al., 2008). The data collected in this study was to answer the research question.

I used the exact words and phrases of the volunteer participants when forming the

categories in analysis and when storing their data in the qualitative software NVivo. Any

audit or evaluation of the study will show data gathering used no interpretation as to what

the individual participant said, but interpreted what all the participants were saying after

analysis of all the findings. Storing and analyzing only the participants' words increased

dependability in the data during any audit or evaluation of the study.

Confirmability

Confidence in the research process is confirmability. Confirmability is the ease in

which the data can be verified (Tausch et al., 2007). The member checking procedure

served as an audit trail detailing the process of verifying the findings, which provided a

level of confidence in the data (Tausch et al., 2007). The interviews to gather the stories

or data from the participants increased confirmability because the data can be verified

through the member checking process (Cope, 2014). Inductive analysis of the study's

methodology helps to increase confidence in the research process. The inductive research

strategy is a philosophical approach to understanding textual data (Jebreen, 2012).

Inductive means the stories are based on the research questions and focuses on the goal of

the study (Jebreen, 2012), which is to answer the research question. I did this by being as

flexible as possible, such as giving any participant who requested it more time to answer

the interview questions, or set up a day and time to be interviewed or to respond to the

member checking summary. Content analysis is flexible by using inductive analysis of

the data (Cho & Lee, 2014). The inductive method was used in this study to create the keywords, phrases, and categories, to not predetermined the data as is done in deductive analysis (Cho & Lee, 2014). Dewey (1989) suggested that one should not seek the truth but seek facts, according to Dixon (2019). Flexibility and using only the words and phrases given by the participants during the interview helps to verify the data and increase confidence in the research process.

Ethical Procedures

Ethical procedures are put in place to ensure the protection of the sample population. In the study, I ensured the participants' confidentiality was maintained by assigning them a coded identification. Protecting participants' identity is an ethical action and ethical leaders are perceived as credible and legitimate (Kaptein, 2019). Confidentiality was also provided by coding brand names mentioned in the stories told when storing the data for analysis. That protection of the participant also included obtaining permission from the Walden institution's Internal Review Board to conduct the study. I used a recruitment plan to obtain a purposefully selected population (see Appendix A), and a data collection method that addressed early withdrawal and predicable adverse events (see Appendix B). Including those ethical procedures adds reliability in this study, because accuracy depends on the participants' knowledge of the study (Zhan et al., 2017). The participants' knowledge influences their interpretation of the study's processes, goals, and guidelines (Zhan et al., 2017). Participants who are noted as active from beginning to the end, are the purposeful sample population. In the invite to the participants I outlined the ethical procedures used in the study to ensure that

there was no bias, and to show the study offers confidentiality. The invite included a consent form.

The accuracy of the contact information found online influenced the choice as to who to recruit. Marketers who are known to work in California on developing marketing strategies obtained through various websites are invited to participate. The invite explained the focus of the exploration and how only those with marketing strategy development experience in the last 5 years qualify. The invite explained how their contribution to the study on the processes of marketing strategy development can give academia and marketing leaders a clearer understanding of effective processing choices. The participants were chosen from those marketing leaders were found at LinkedIn and P.R.S.A. websites who fit the criteria (see Appendix A). The chosen participants were the first four to eight who responded with a confirmed consent form, that they fit the criteria.

The storing of the stories from the participants was in the Nvivo data management software program used during analysis. I did not interpret their stories. I addressed any ethical concerns related to data collection in the recruitment invite, which included a consent form (see Appendix A), when obtaining the required IRB documentation, and through the interview protocol (see Appendix B). Anyone who agreed to participate and withdraws midway or near the end of the study was mentioned in the conclusion. I included in the findings all repetitive emerging words and phrases from the narratives obtained from the participants who stayed until the end. That included all data that was contrary to what most marketers are saying. I analyzed the findings of only those who stayed with the study until the end. I gave as much time as possible to any participants who asked because of issues beyond their control. There is password protection on the

laptop where the Nvivo program used to store the data to ensure the confidentiality of the data. After the research is published, the data will be destroyed 5 years from its publication date by shredding any printed documents, dumping all digital files, and destroying all thumb drives with data stored on them.

The expertise I have as a business and public relations strategist provided insight into what I see as a problem that processes marketing leaders rely on to develop strategies in California may not show consideration of the campaigns' influence on consumers' behaviors. Marketing processing components such as evaluations show that marketing leaders are considerate of their strategy's influence on consumer behavior (Phillips et al., 2001). Concern for the consumer equates to consumer loyalty (Bojei et al., 2013).

The use of my skills in strategic planning helped in selecting an appropriate conceptual lens to see the problem and in selecting an appropriate conceptual theory to apply in solving the problem. I picked a qualitative narrative inquiry exploration because it limits ethical issues (Brown & Mitchell, 2010). Narrative inquiry provides data in the form of stories from the participants. I provide no incentive for the participants to share their narratives for this scientific exploration as not to be bias or influential in any way in the data collection.

Summary

In summary, the purpose was to gain an understanding of the processing choices made during strategy development by marketing leaders. The exploration was to answer the research question asking how do the processes marketing leaders rely on to develop strategies in California show consideration of the campaigns' influence on consumers' behavior? Included is an explanation of the role of the researcher, who is one who

observes, collects and analyzes the data, and who addresses ethical issues. An explanation on the choice of a qualitative narrative inquiry was made, so other researchers can replicate the study if needed. An explanation as to how triangulation of the data gathering and analysis ensured the findings are confirmable and dependable was made. Explaining the selection procedures of choosing a purposeful population of four to eight marketing volunteers in California is outlined. Justification and the criteria for selection of marketers as the population are explained. Clarification, in detail, is included on how the four to eight participants were purposefully selected and given confidentiality. Included is an explanation as to why the researcher is the only data collecting instrument, why narrative inquiry was the best data gathering tool, and how the credibility of the content is obtained. The procedures for recruitment, participation, and data collection are explained along with the interview protocol and questions (see Appendix A and B). Provided in detail are the data analysis procedures. Addressed is the credibility, transferability, dependability, confirmability, and ethical procedures of the study. An explanation is included on the choice of consumerism as the conceptual framework lens used during analysis to see the problem, and benevolent and moral paternalistic leadership styles applied when gathering and analyzing the data to highlight any show of consideration for consumer behavior change. Qualitative narrative inquiry was the nature of the exploration and it describes that this choice was because interviews provide rich data, which are the stories and experiences of the marketing leaders' strategy developing processes. It explained how reflexivity was used for data gathering. It explained that triangulation and the *human experience* theories are used in analysis.

Chapter 4 includes the findings of the study. The participants' demographics and characteristics that are relevant to the study are explained. The number of participants volunteering for the study; their location; data collection method; frequency of the data collection, and the data collection instrument is included. How the data from the participants was recorded and collected is addressed. Outlined is any unusual circumstances during data collection. The process of coding the data, the categories and themes during analysis of the collected data is discussed. Discrepancies in data is factored into the analysis and how credibility, transferability, dependability, confirmability in the study is addressed. In the next chapter, Chapter 4, the research question is restated and an outline of the data found and analyzed is included. Nonconfirming data is provided as part of the findings. In summary, in the next chapter the answer to the research question is provided, and it ends with a transition to the last chapter, Chapter 5.

Chapter 4: Results

The purpose of this qualitative narrative inquiry was to answer the research question probing for how the processes marketing leaders rely on to develop marketing strategies in California show consideration of the campaigns' influence on consumers' behavior. A description of the research setting; any personal or organizational conditions that may have influenced participants; their demographics; how the data were collected; the number of participants; the location, frequency, and duration of the data collection; the data collection instrument, and how the data were recorded is included. All variations of the data collection, as presented in Chapter 3, are repeated in this chapter.

How data were coded and categorized is covered. For evidence of trustworthiness a description of the implementation and adjustments to credibility strategies, stated in Chapter 3, is described. The results of the data collection, analysis and interpretation is outlined as it relates to the research question. Chapter 4 ends with a summary answering the research question and provide a transition to the last chapter in the study, Chapter 5.

Research Setting

The 2019-2021 Covid-19 pandemic restrictions forced all interviews online through Zoom or telephone. Three of the four participants were interviewed during a private Zoom video conference session through my Zoom account. The participants (e.g., P1, P2, and P4) entered the session with audio only leaving the video option their choice. I informed them that the session was being recorded audio only before the interview began. The fourth of the eight that confirmed participation was unexpectedly called on the set of a film and could not do a Zoom interview, thus a telephone interview was the

choice for P3. All participants were what most would call high profile practitioners in communications, public relations, and marketing.

During the member checking process three of the four sent the interview summary back with elaborations on what they had said, for example *feedback was sent to client* was changed to "feedback was sent to the client once a week to keep them updated on the progress." For easy access to answers to the interview questions each, per their comment, used one marketing campaign as oppose to accessing multiple campaigns developed in that 5-year span.

Each participant, because of the pandemic, for the first time developed and implemented strategies using only online tools, with no in-house staff. All strategies were on a major level, as far as client's world recognition, not budget size. Participants expressed a lot of interest in the subject of the study and were interested in learning the results, my interpretation, and the conclusion of the study.

Demographics

Participant 1. P1 is from a large city in California. Participant 1 is the founder of GSP, a public relations, marketing, and management company with a client list of mostly Jazz musicians, but have clients in other genres of music, such as Pop. Company size for P1 is limited, but GSP hires out when in need. Experience for P1 as a publicist, manager, and strategy developer spans 30 years. The strategies developed by P1 are made to bring awareness to the public about the client's products (e.g., albums, concert tickets or singles). Practitioner P1 expressed a belief that if the normal Jazz clientele's consumers listened to the Pop album they would want to see the client perform the album; would want to watch them on television; read about them in the media, and eventually purchase

the product. Participant 1 is a graduate of IC with a Bachelor of Science in

Communications Management.

Target audience. The strategy selected by P1 to answer the interview questions

about strategy development processes is for a national Pop group, known in the study as

TP. The target audience was current fans and potential fans from P1s current Jazz

clientele's fans and the public in general. The campaign was to help bring awareness to

TB's new album.

Marketing strategy. Participant 1 used the popularity of TP and their record label

to get placement on national television shows and in national teen magazines. The aim

was also to get TP on popular national tours as opening act.

Table 1

Participant 1 Strategy Development Process

P1 Processes Used	Processing Decisions	Delivery Method	Results of Campaign
Press Releases	Distribute press releases Know demographics of consumer	Emailed	Received national media coverage
Television Performances	National television appearances	Television network	Received increased national exposure and performance opportunities.
Opening act for national tour	VI Tour	Concerts	Received increased national exposure
Feedback	Feedback reports as information comes in periodically	Emailed	Had to teach client about difference in P.R. and marketing numbers. Campaign succeeded in increasing the national exposure of TP

Note. Emerging words and phrases from interview conducted and audio recorded via Zoom with permission of the participant.

Participant 2. P2 is from a small city in California. Participant 2 is the founder of ESP, a public relations company. Experience for P2, as a publicist and strategy developer in public relations, spans 34 years. Hiring staff outside the company is normal for P2, and how many staff depends on the project. The strategies developed by P2 are created for high profile and emerging artists, and executives in the entertainment business to bring awareness to their products, events or projects.

Target audience. The strategy selected by P2 when answering the interview questions was for the current project for ESPs legendary client BD. Client BD had a national movie and broadcasting network launch. The target population P2 believed would be interested in buying, attending or viewing is BDs loyal fans and those that may like BDs body of work once they are aware of it.

Marketing strategy. This strategy P2, because of the pandemic, used online tools, such as social media, live streams, and online media. The campaign was to help market and bring awareness to the BD film's national theatrical release and the network launch.

Table 2

Participant 2 Strategy Development Process

P2 Processes Used	Processing Decisions	Delivery Method	Results of Campaign
Press Releases	Distribute press releases Research about your target market	Emailed	Media Interest

Interviews	Obtain coverage from the media	Online, television and print media	People were reading, viewing and commenting
Social Media	Used Facebook, Twitter and Instagram platforms	Online platforms	People were viewing the post and commenting
Feedback	Send report of media coverage hourly, daily and at the end of the campaign	Report sent as results came in via email	People were excited about the new film project of BD

Note. Emerging words and phrases from interview conducted and audio recorded via Zoom with permission of the participant.

Participant 3. P3 is from a large city in California. Participant 3 is the founder of EBC, a communications company. Company size for P3, because of the pandemic, was limited to just P3 and staffed out when needed. Participant 3 has worked as a strategy developer in Communications for 32 years. The strategies developed by P3 is used for clients who are Gospel artists and executives.

Target audience. For this study P3 selected the current project for CWL, a high profile legendary Gospel singer who released a new album. The process used by P3 is to bring awareness to CWLs new album and concert events. The target population P3 felt would be interested are CWLs current fans and Gospel music lovers who are not aware of the project.

Marketing strategies. For this study P3 selected the strategy development process for a worldwide release of client CWLs record album using only online tools, such as social media, live streaming, and media coverage, because of the pandemic restrictions. The campaign was to help market the album by bringing awareness to CWLs worldwide album's release.

Table 3

Participant 3 Strategy Development Process

P3 Processes Used	Processing Decisions	Delivery Method	Results of Campaign
Press Releases	Distribute press releases	Emailed	Media coverage received
Technology	Live streaming performances	Online platform	Large number of views and comments
Social Media	Used Facebook Twitter and Instagram platforms Use word of mouth	Online platform	People were viewing and making commenting
Feedback	Send weekly feedback reports	Emailed	Wider exposure because pandemic forced strategy to use online sources

Note. Emerging words and phrases from interview conducted via phone and recorded with permission of the participant.

Participants 4. P4 is from a large city in California. Participant 4 is the founder of RBC, which hires outside the company if additional staff is needed. Participant 4 has worked as a radio personality and producer, digital magazine publisher and strategy developer in Communications and media for 38 years. The strategy development processes used by P4 are used to bring awareness to their online magazine and other business ventures.

Target audience. For this study P4 selected the last strategy development process implemented which was used to launch a new entertainment Podcast. The target audience was P4s magazine readers and social media followers.

Marketing strategy. The strategy used by P4 involved sending media a press release of who-what-where, posting the Podcast on the digital magazine website, and posting it on the Youtube and social media pages. The campaign was to help market the Podcast by bringing awareness to it.

Table 4

Participant 4 Strategy Development Process

P4 Processes Used	Processing Decisions	Delivery Method	Results of Campaign
Press Releases	Distribute press release	Emailed	Media coverage received
Website	Post Podcast on online platforms	Online platforms	Impressive number of views and comments
Social Media	Use on Facebook Twitter, Instagram, and LinkedIn platforms	Online platforms	People were listening and commenting
Feedback	Receives feedback on progress	Comments under Podcast posts	People were anticipating the next Podcast

Note. Emerging words and phrases from interview conducted and audio recorded via Zoom with permission of the participant.

Data Collection

Of the eight practitioners that confirmed participating in the study only four provided an interview date and time, conducted the interview and responded to the member checking summary in the time allowed. Three of the four gave data from their current or just completed strategies (e.g., P2, P3, and P4). The other participant, P1, gave data on a strategy conducted years ago that was a large campaign to allow for more in-depth answers.

Data were collected during online, via Zoom, and telephone interviews within a week. Each interview lasted for about an hour. The audio was recorded by Zoom for the online interviews and I recorded the telephone interview with hand notes, and transcribed all recorded interviews. The one telephone interview was recorded by my short-hand notes because P3 did not call ahead of time to schedule a time, but called in when available, thus I was not able to record the audio. The recording and short-hand notes were transcribed and stored in the Nvivo program. The emerging words and phrases helped in presenting and interpreting the data.

There were no variations in data collection as discussed in Chapter 3. Conducting the interviews online using Zoom, because of the pandemic, was an unusual circumstance. Three of the four strategy processes explored by Participants P2-P4 were forced, because of the pandemic, to be developed using only online tools and no staff.

Data Analysis

When presenting the data from the interviews, the research question formed the categories: processing decisions, delivery method, and results of campaign. The emerging words, such as press releases, interviews, and social media, and phrases, such as *feedback sent to client*, placed under the categories allowed for the organization of the data. The data are the findings because of exploring the marketing strategy development processes used by the participants. Paternalistic leadership is the concept applied and triangulation the method used during data analysis when answering the research question. Discrepant cases were factored into the analysis when presenting the data to show any support that the problem the researcher saw and supported with cited cases is not supported by the findings in this study.

Each participant indicated that they use press releases, which are sent to media outlets in search of exposure. The press releases were noted as a processing tool that provided the campaign content placement in the media, a process that reaches consumers. For all the participants, seeking interview requests from the media means guaranteed contact to consumers with the campaign's message.

Media coverage was indicated by all as a strategy development processing tool used to reach the consumers. The media coverage was received because of the distribution of the press releases. Participant 2 indicated an actual number of 25 media interview requests received because of sending press releases. Different from the press releases that place the content of the *release* in the media, an interview request by a journalist, in most cases, provides an even wider reach, such as syndicated journalists. This was noted by P3 when commenting that, because the pandemic restrictions limited them to the use of only online tools, the result was *reaching more consumers* than normal.

Using websites as an online tool was a process selected by Participant 4 because their website is popular and the new product being marketed was a Podcast. Deciding to house the Podcast there, as well as on social media and Youtube platforms, was to take advantage of the history RBC has with loyal website visitors that averages 185,000 a week. None of the other participants mentioned the use of websites as a tool.

All participants used feedback as a processing tool, but none associated it as a form of evaluation. When asked about using evaluations they each said they did not, but did offer clients feedback from consumers. When I explained that feedback is a form of evaluation, they understood and could explain more in depth about their feedback

process. Sending media coverage proof to clients was used by Participants P1, P2, and P3, as a form of evaluation or feedback, with the only difference as to the frequency the feedback was sought (see Tables 1, 2, and 3). The feedback reports about consumer reach, according to P1, may not be understood by clients thus for this reason P1 cites a processing decision to have payments from clients made in advance. Teaching your client as to what the feedback is saying is a task P1 and P2 indicated they must do to keep their clients satisfied with their progress of the campaign. For P4 the strategy and feedback results were done for self reflection.

Each participant admitted using social media as a processing tool. Social media use was not as popular during P1s campaign for TP, but the exposure obtained by the teen magazines and national television shows was enough to proclaim the campaign a success. Social media was used by P4 to provide access to the Podcast the campaign was marketing. Social media was used by P3 to host live concerts to expose the client CWLs album. Social media was used by P2 to post some of the media interviews obtained for client BD.

All participants admitted that they have decided to use technological tools more often in the future because of the experiences from the pandemic restrictions, in regards to red carpeted events, and face to face meet and greet events and interviews. Though used, the technological tools, such as websites, social media, and live streaming, were all most of the participants could use.

The categories were inductively selected from the research question, and the emerging words and phrases of the participants during the interviews were sorted accordingly. The categories helped to organize the data, provided because of the

interview questions exploring the processes used, to see indication in their processing decisions that there was concern for the influence the campaign had on changing consumer's behavior.

Processing decisions. The choices made while developing the campaign are the processing decisions. Processing decisions became a category and was derived from the research question to explore the decisions made by marketing leaders during strategy development. Decisions is a major part of the strategy development process. The decisions made during the development of the strategies explored in this study can indicate how the consumers are viewed. The choices used by P2, P3, and P4 were affected by the pandemic restrictions. For P1, a small but well known company, the choices were affected by the massive popularity of their client.

Delivery method. How the tools or mechanisms chosen sends the campaign message is the delivery method. The delivery method became a category because it explains how the marketer reaches the consumer. It became a category to explain why a certain delivery method choice was made. For example, the use of social media by P2, P3, and P4 to send their message, was a method that was not normally used, but because of the limitations caused by the pandemic it became a major tool. Thus, social media became a major part of the campaign's success and it offered instant consumer *comments*, a form of feedback. Emails were used by all participants as the primary communication choice for reaching their clients, the media and their consumers.

Results of the campaign: The results of the campaign are feedback of what happened after the strategy's implementation. Results of the campaign became a category to explain what happened because of the choices made during the strategy development

process. All participants indicated successful campaigns, which for them meant their client's exposure to the consumer was increased.

Evidence of Trustworthiness

Credibility

The credibility of the data, collected by the researcher, depends on the methodology used; the approach to this research; the realizations discovered; the familiarization of the participants, and the evaluation of the scientist (Kowalik, 2018). The data collecting instrument in this qualitative study was the researcher. As the researcher, I established a member checking process to ensure participants received a summary of the data they provided during the interview with the researcher for feedback on its accuracy (see Appendix A). Having a member checking process gives the data credibility (Birt et al., 2016). Member checking stimulates critical inspection, on-going analysis, more exploration into the data, and a new understanding of the topic, which increases the integrity of the research (Turner & Coen, 2008).

The credibility of the study is based on the researchers' interview protocols (see Appendix B), procedures applied (see Appendix A), research processes, and the evaluation or member checking results (Kowalik, 2018). By ensuring the accuracy of the participants' stories by analyzing only their words, increases the study's credibility through its approach to research (Kowalik, 2018). I was the only instrument used in data collection and storage, review, coding, and data analysis. I used multiple volunteer sources, such as four to eight business and public relations marketers; multiple theories; multiple methodologies, such as interviews and feedback in the form of member checking, and multiple unit analyses, which is triangulation. Triangulation was used to

increase credibility in the findings (see Figure 3) (Denzen, 1989; Knafl & Breitmayer, 1991; Morse, 1991). The participants were purposefully selected from marketing practitioners found online at P.R.S.A. and LinkedIn websites, and interviewed with open-ended questions related to the research question until there was a saturation of data from the participants (see Appendix C). These procedures were done to ensure credibility.

Transferability

The data collected in this study can be used by any leader in management because the findings from the answers to the interview questions by the participants can be helpful to all organizations. Managers can use this data when considering the tasks taken in strategy development for marketing, public relations, promotions, business operations, accounting, and advertising, a process done by all industries. Transferable information is when the findings show other leaders can apply it (Kandori, 2018). All marketing strategies involve understanding the consumer (Capon & Glazer, 1987). How the participants view the consumer was one of the questions asked during the interview. The population was diverse because the criteria was simple, which was to have work experience in the last 5 years developing marketing strategies in California. Marketers, in general, are continually developing plans to acquire or get the attention of new and existing consumers, so all industries of practitioners meet the criteria for participating in the study (Bojei et al., 2013). Marketing strategy processes in all practices of business have the same essential processing components—planning or structuring, implementing, and evaluation or audit or feedback (Murphy & Laczniak, 2006). This study's process may be transferable; however, the findings are not because of its small sample size.

Dependability

The dependability of data requires evaluation and comparison (Horsman, 2018). The participants have experienced in-depth marketing strategy development processes and explored multiple research studies seeking information needed for developing marketing strategies that meet organizational goals. They make decisions, design plans, and experience the success and or failure of implementing those strategies. A comparison of those experiences from the population is valuable data that I used in the analysis of the findings. I conducted interviews with the population using open-ended questions (see Appendix C) that resulted in in-depth data, and the protocol was structured in a way that reduced any bias (see Appendix B).

To help establish dependability, I was the only one involved in the data gathering, data storing, and analysis of the data. In the analysis, I compared the findings with other similar studies. I use triangulation in data collection and analysis to ensure dependability by using multiple data sources in data collection, which included four to eight marketers who have developed strategies in the last 5 years in California; multiple theoretical perspectives to increase knowledge; multiple methodologies, and multiple unit analysis or dimensions of a person (see Figure 3) (Denzen, 1989; Kanfl & Breitmayer, 1991; Morse, 1991). The interview protocol created data consistency and repeatability by others who may read this study and who may want to duplicate it (see Appendix B). Reliability leans on dependability, according to Kafi et al. (2018), thus reducing the number of individuals handling the data increased its reliability.

Triangulation used in a study is considered a metaphor for data strength, trustworthiness, and comprehensiveness (Guba, 1981; Johnson et al., 2017). I used the

member checking summary procedure after data collection to confirm its accuracy, which

was before analysis and interpretation of the findings. That interpretation of the findings

is included in the conclusion. Member checking feedback affirmations indicates research

that is reliable (Turner et al., 2008). The data collected to answer the research question

for this study asks how do the processes marketing leaders rely on to develop strategies in

California show consideration of the campaigns' influence on consumers' behavior? I

used the exact words and phrases of the volunteer participants when coding and storing

their narrative stories in the qualitative software NVivo. Any audit or evaluation of the

study will show data gathering used no interpretation as to what the individual

participants said. The interpretation, after analysis, is on what all the findings indicate

when answering the research question. Storing and analyzing only the participants' words

increased dependability in the data during any audit or evaluation of the study.

Confirmability

Confidence in the research process is confirmability. Confirmability is the ease in

which the data can be verified (Tausch et al., 2007). The member checking procedure

serves as an audit trail detailing the process of verifying the findings, which provides a

level of confidence in the data (Tausch et al., 2007). The interviews to gather the stories

or data from the volunteer participants increased confirmability because the data can be

verified through the member checking process (Cope, 2014). The inductive analysis

method of the study's methodology, such as using interviews and member checking

feedback, helps increase confidence in the research process. The inductive approach

means the stories are based on the research questions and focused on the goal of the study

(Jebreen, 2012), which is to answer the research question. I used the inductive approach

by being as flexible as possible, such as giving any volunteer who request it more time to answer the interview questions or confirm an interview day/time. Content analysis was flexible by using inductive analysis of the data (Cho & Lee, 2014). The inductive method was used in the study, to create the codes and categories to store and analyze the data from the stories told, to not predetermined the data and the categories as in deductive methods (Cho & Lee, 2014). Dewey (1989) suggested one should not seek the truth but seek facts, according to Dixon (2019). Flexibility and using only the words and phrases given by the participants during the interview helped verify the data and increase confidence in the research process.

Study Results

The research question asks how the processes marketing leaders rely on to develop strategies in California show consideration of the campaigns 'influence on consumers' behavior. The following interview questions were presented to the participants in the study. The answers from all participants is summarized in an attempted to answer the research question (see Tables 1, 2, 3, and 4).

Do you work in a large or small city in California? P1, P3 and P4 responded that they work in a large city, and P2 responded they work in a small city in California.

How long have you worked in California as a marketer? P1, P2 and P3 have worked in the field of strategy development for an average of 30 years, and P4 has worked in the field as a strategist for an average of 40 years.

Can you tell me of a time when you had a very successful marketing campaign and what was it that made it so successful? P2, P3, and P4 selected a campaign they were either currently working on that was in the implementation stage or just recently

completed. Participant 1 selected a campaign that was implemented years ago. All participants said the campaigns were successful because of either an increase in feedback; media interview requests or media exposure numbers.

Can you share with me the processes you take when developing marketing strategies? All participants acknowledged the use of *press releases* distributed to the media for potential exposure or publicity (see Tables 1, 2, 3, and 4). All the participants decided to use *social media* to get their message out to the consumers. Participant 1 used the popularity of client TP because of their connection to DR, a major record label, so major magazine and television exposure was easier to obtain to increase their exposure and publicity (see Table 1). Participant 2 had a process that consist of *gathering information* about BD, her client, and the product being marketed, such as the launch of a new television network, to find out from the client their expectations and to gage how best to market the products or message (see Table 2). Participant 3 had a process, which was a result of the pandemic restrictions, which used all the technology that was available, such as live streaming concerts with her client CWL. Also, the use of *social media* platforms, which was not a major tool until the pandemic limitations, was a process used by P3 (see Table 3). For P4 it was business as usual, with the disbursement of *press releases* to the media and the use of online platforms, such as *social media* and website (see Table 4).

Can you tell me a story about your most successful marketing strategy? Participant 1 worked with a nationally known teen Pop singing group TP who were on the DR major label to help promote their new album. The DR label reach allowed P1 to use his media contacts to bring major attention to the new album (see Table 1).

Participant 2 worked with BD, a nationally known actor, producer and director who was about to appear in a WBP movie and launch his own television network. The pandemic forced P2 to use online tools more than normal, such as *social media*, and because most journalists were restricted to home as well, the request for interviews with BD increased. Thus, BD received more exposure than in previous campaigns (see Table 2). Participant 3 worked with a nationally known singer CWL on the release of a new album. Restricted to use online platforms because of the pandemic, P3 organized several live streaming performances by CWL of the songs on the album. The live streaming performances resulted in lots of interest about the album and more singing performances on major networks (see Table 3). Participant 4 worked on their own project, the launch of a Podcast, that had P4 sharing on it the entertainment news that is also offered on their widely known and heavily visited website. The Podcast was posted not only on the website but also on *social media* platforms and their Youtube channel. The placement of the Podcast on social media and Youtube provided the consumers a change to provide immediate feedback about the Podcast in the form of comments (see Table 4).

How do you feel your plan might have affected the consumer's behavior? All participants indicated that they receive the results from the consumers they were hoping for. Participant 1 indicated that their media contacts were used to receiving messages about Jazz clients, and was surprised when P1 was working with a Pop group, TP. Therefore, P1 indicated that the approach to TPs strategy had to be different from the previous plans, such as get TP onto major tours with major Pop acts and placement in major media outlets, such as teen magazines that cater to Pop artists (see Table 1). Therefore, the behavior provoked by the campaign was anticipation as to where TP

would be seen. Participant 2 indicated that the use of online platforms produced excitement from the consumers about the movie and new television network launches not seen in previous campaigns. Therefore, the behavior provoked by the BD campaign was a heighten excitement from the consumers for both projects (see Table 2). Participant 3 indicated that the use of online platforms gave the client CWL what was desired, consumers who heard the lyrics to the songs and gained a sense of hope that they would get through their pandemic experience (see Table 3). Client CWL, at this point, had not released an album for 4 years. Participant 4 indicated that the launch campaign for the Podcast gave what was desired, regular website readers watching (see Table 4). A former syndicated radio personality P4s voice is highly recognized. Therefore, the behavior provoked from the campaign was a heightened excitement about hearing that voice give the news again, verbally. Participant 4 expressed delight in seeing all the comments left under the Podcast by consumers expressing a desire to see the next Podcast.

If your marketing strategy development process did not include an evaluation component to review the affects of your plan on consumer behavior can you please explain in detail why? All, but P2, stated they had a feedback process, but was not sure if that was an evaluation. After asking if it was an evaluation, and the researcher confirming that feedback is a *form* of evaluation, they understood and explained a little more about their feedback process. However, P2 said, "All my campaigns have an evaluation." Indicating knowledge of the many forms of evaluations available to monitor results. Participant 1 said the feedback from the campaign for TPs album release was sent periodically to the client, however P1 stated that the client wanted *numbers* of consumers increased interest in buying the album (see Table 1). The P1 feedback report to the client

is proof that the P1 TP campaign had an evaluation process. Participant 2 said the feedback from the campaign for BD's role in the WBP movie and new television network launch was sent "hourly, daily and at the end of the campaign" (see Table 2). This allowed BD to see the response from consumers in real-time, along with P2, from the campaigns effect on them. Participant 3 said the feedback from the campaign for CWLs album release was sent weekly (see Table 3). This allowed CWL to see the response from the consumers. In addition, Participant 3 said the feedback from the consumers found under the live stream events were effective evaluations as to the goal of the campaign to provoke *hope* in the listeners of the album. Participant 3 said, "Normally I don't get to hear people say 'CWL is everywhere.'" Participant 4 said the feedback from the Podcast launch campaign was evidence that "we received traffic for each Podcast," making the campaign successful (see Table 4).

Share an example of what your evaluation revealed? Evaluations to P1s client revealed that they did not understand the difference in public relations and marketing campaign feedback *numbers*. P1 had to explain to the client that the campaign was a public relations strategy that would only show the numbers associated with the readership or distribution of the media outlets that provided exposure, not the number of new consumers gained by the campaign (see Table 1). Evaluations to P2s client BD revealed the online tools used because of pandemic restrictions increased media exposure stating, "In two to three weeks he has 25 (media) interviews" (see Table 2). Evaluations to P3s client CWL revealed that consumers, which are listeners of the album, were hearing the lyrics, excited about CWLs return with a new album, and showing an increase level of hope, as desired, that everything will be all right despite the pandemic (see Table 3).

Feedback noted by P4 indicated that consumers were coming to view the Podcasts, the goal of the campaign (see Table 4).

Can you please explain in detail the results of your strategy processes on completing your marketing goal? Participant 1 indicated the choice of tools because TP already had national exposure, helped in reaching the goals of the campaign. However, P1s client indicated the *numbers,* "its not enough," because they did not understand how public relations campaigns are measured, such as how many exposure placements, as oppose to how marketing campaigns are measured, such as how many product buys. Participant 1 said an article on TP placed in *USA Today* proved the media outlet can "make an artist." Participant 2 indicated checking the feedback "as it occurs" for BD helped to work "in the now." Working in the now gives one a chance to immediately change tools or methods if needed, however P2 admitted the campaign accomplished the goal (see Table 2). Participant 3 indicated using only online tools helped "cover more ground." With more exposure to CWLs album release it was noted by P3 as helping to reach the goal of the campaign (see Table 3). Participant 4 indicated the comments under the Podcast was proof that the campaign reached its goal (see Table 4).

If you had to make any changes based on your evaluation of the strategy results what do you think you would do differently? Participant 1 said educating clients were done a lot because "half of my clients are self funded independent artists." Participant 1 continued, "My job is to lead the horse to water." Participant 1 stated there would be no changes because the *press releases* used was sent to over 200 media contacts and most of those P1 said, "followed up with performance opportunities." The press release resulted in performance work, which leads to consumer purchase, as well as media performance

reviews (see Table 1). Participant 2 confirmed ESP would be willing to change the strategy based on feedback because, "you never know what will change" (see Table 2). Participant 3 revealed there are more than just the main networks like ABC, CBS, and NBC that one must work with, but now "with cable there are over 500 channels," which means more work for the marketers. However, P3 indicated, based on the feedback received from the consumers, there would be no changes as well (see Table 3). What P3 said EBC would do, based on feedback, is "broaden my way of thinking." Participant 4 said the feedback received would not cause any changes to the strategy development process normally used (see Table 4).

How did you decide which process to use during the development stage of your marketing strategies? All the participants, except P1, was forced to conduct their campaigns using only online tools because of the restrictions caused by the pandemic. Thus, the decision of what tools to use for the campaign was made for them. Participant 1s strategy development decisions were made before the pandemic; however, the decisions were influenced by the previous high level exposure client TP already had because of their affiliation to the DR record label.

How do you see the consumer in the marketing development process? Participant 1 said the consumers were seen as Jazz music lovers that have to be convinced to listen to Pop music, "even the journalists." Participant 2 said the consumers were seen as an important audience that gives immediate feedback for the client. Participant 3 said the consumers were seen as "just people we are trying to get hope into their home, getting the music played." Participant 4 said that the consumers were seen as people, "I'm trying to reach."

Can you please explain how might, how you see the consumer effects your choice of marketing tools? Participant 1 said looking at the consumers' demographics helps in choosing the right tools. P1 said you have to know, "are they 18-34, are they talking about Jazz?" Participant 1 indicated one of the processes used was knowing all about the consumer before choosing strategy tools (see Table 1). Participant 2 agreed that how they see the consumer does effect their choice of tools used. Participant 2 noted you have to know the consumer because it is not smart to send R&B music to those that like Hip-Hop music (see Table 2). Participant 3 said because the campaign was forced to use online tools it was revealed that *social media* brings marketing back to "word of mouth," and an easy and accessible way for the consumer to see CWL perform during the pandemic (see Table 3). Participant 4 indicated that you have to "look for people you know want what you have" and "get to them in various ways." P4 continued "just knowing your market is the best practice."

Could you please give me an example of how it might affect your choices? Participant 1 said you have to find out where the consumer gets their newspaper, "My mother is 78 and still gets the newspaper delivered to her door." Also, P1 suggested finding out what *social media* platforms consumers use before strategy development (see Table 1). Participant 2 indicated how important it is to "pick the right market" (see Table 2). Participant 3 indicated using *social media* more often after the pandemic for future campaigns. Participant 4 indicated nothing would change, as far as their view of consumers, because RBC knows about their consumers' wants and needs, and thereby know what they like.

Question 8 asking the participants to share an example of what their evaluations revealed was answered by all in Question 7 asking participants to explain why they did not use an evaluation. They all indicated using an evaluation and explained how, why and gave an example. Question 1 asked if an evaluation was not used would they used one in the future and Question 12 asked for an example of how they would use an evaluation were already addressed in the answer to Question 7 by all participants.

The interviews revealed that all the participants used a form of evaluation, such as feedback, as part of their marketing development process. Participant 1, P2, and P3 indicated that the feedback process was to give updates to their clients on the campaign results. Participant 4, who developed the strategy for the Podcast project, indicated the feedback was for the purposes of confirming the consumers' interest in the project. The frequency of the evaluation process varied between participants, arranging from whenever feedback is received, to once a day, to once a week, to at the end of the campaign (see Tables 1, 2, 3, and 4).

There was no discrepant data provided by any of the research participants. All participants indicated the use of the same processes, such as *new releases* distribution, *feedback* reports, *social media* platforms, and *media* coverage and interviews (see Tables 1, 2, 3, and 4). Participant 2, P3, and P4 indicated the same reasons for using those processes selected, which was because of the pandemic restrictions. However, P1s campaign was developed before the pandemic and listed several marketing processes that the others could not use, such as concert tours and red carpeted events, but would have used (see Table 1).

Summary

The purpose of this study was to explore the processes used by marketers, located in California, to see if there is a show of concern for the consumer's behavior change. The problem I saw with the practice of marketing strategy development processes that leaders rely on, was that they may not be showing consideration of its influence on consumers' behavior, even though evidence suggests a show of concern for the consumer means increased consumer loyalty. Four of the eight public relations and communication practitioners that confirmed participating followed through with an interview date and time, the actual interview, and the member checking summary confirmation reply. The interview questions were multi-layered and focused on gaining rich data about the participants' development processes, in attempt to answer the research question asking, how do the processes marketing leaders rely on to develop strategies in California show consideration of the campaigns' influence on consumers' behavior?

The interview questions were asked in a way to gain the participants demographics, thought processes, processing methods, and processing tools through exploring the choice selection. All participants are highly sought after, what their industry would call *celebrity publicists* because their clients are what are called *high profile celebrities*. With that, the audience reach is vast, therefore budgets are very large. Participant 2, P3, and P4 focused on campaigns they were currently working on. Participant 1s campaign had been implemented years before.

All participants, when asked, felt their strategies were successful, all for different reasons, such as P4 saying "traffic is there, people are listening," or P3 saying "we covered more ground," or P2 saying "in two or 3 weeks he has 25 interviews," and P1

saying "received stories in the *L. A. Times* and *USA Today*. *USA Today* can make an artist." Participant 1, P2, and P3 indicated doing research on their target consumers to learn more about their wants and needs, which show a form of consumerism in action. Participant 3 and P4 indicated a process used to fill the needs of the consumers such as hope. When participants were asked if they used an evaluation to see how their strategies influenced their target consumers' behavior, P1 and P4 asked whether their feedback processes were evaluations. This indicated that they are not aware that they *are* concerned about the influence their campaigns have on consumer behavior change. Participant 2 and P3 said that their evaluations were in the form of feedback, indicating knowledge of the evaluation processes. Therefore, all the participants used an evaluation process to gauge the behavior response of the targeted consumers after seeing or hearing their message.

Participants 2, P3, and P4 during the development and implementation processes, had to cope with the pandemic, which stopped travel and face to face contact. Those participants who had to cope with the pandemic restrictions, which limited them to using only online resources and marketing tools, expressed the limitations made their campaigns much stronger, as far as reach. Participant 1, P3, and P4 indicated they would not change the strategy process they used because of feedback received. Participant 2 indicated their process would change based on feedback.

The purpose, nature and reason for the study are restated in Chapter 5. The key findings interpreted; limitations of the study's trustworthiness outlined; any recommendations for future research addressed; a description of the theoretical

implications; any recommendations for the practice of marketing management, and

concludes with a closing message that captures the key essence of the study.

Chapter 5: Discussion, Conclusion, and Recommendation

The purpose of this qualitative narrative inquiry was to explore the processes marketing managers rely on when developing strategies aimed at influencing consumer behavior to see if their choices of marketing tools show they are concern about that influence. Some marketing tools, as shown, may infringe on consumers' rights of privacy, right to choose and right to be heard (Kucuk, 2016). Exploring what the consumers' needs and wants are is consumerism in practice. Consumerism was the lens used in the study to identify any choices that indicate a show of concern. It has been shown that a show of concern for the consumers wants and needs equates to consumer loyalty (Olsen et al., 2013). Consumerism, as a lens, helped to highlight decisions made by the participants that have a paternalistic style mine-set that indicates a management that caters to the needs and wants of the consumer to strategically gain consumer loyalty through benevolent and moral leadership decisions (Both & Atkins, 2005). The narratives from the participants on their processing decisions helped to answer the research question probing for how the processes marketing leaders rely on to develop strategies in California show consideration of the campaigns' influence on consumers' behavior. The narrative data analyzed in this study came from a purposefully selected population of management practitioners who have developed marketing strategies in the last 5 years. The findings of the study are the emerging words and phrases from the data, taken from the stories told by the practitioners.

In search of the data to answer the research question I conducted interviews with four marketing practitioners located in California. The questions were centered around their processing choices. Participants were specifically asked whether they used an

evaluation tool, which is shown to indicate an interest in knowing if the campaign influenced the consumer's behavior (Phillips et al., 2001). Interviews for this study were conducted in a private setting online via Zoom and by telephone. Participants answered 16 questions where reflexivity, such as self reflexion, ethical reflexion, and past experience reflexion, was used to form the questions to ensure the participants did a critical reflection on themselves (Ben-Ari, 2018). Triangulation was used (e.g., multiple participants, multiple theories, and multiple narratives) to ensure rich data was gained, and that the data are trustworthy (Johnson et al., 2017). Interviews lasted no more than 60 minutes. Code names were provided and used to identify the participants, which included P1 for Participant 1, P2 for Participant 2, P3 for Participant 3, and P4 for Participant 4. Code names were also given to the participants' companies, such as GSP for P1, EBC for P2, ESP for P3, and RBC for P4.

A review of the data, stored in Nvivo software, helped to identify the categories needed to organize the data, and the themes taken from the emerging words and phrases (see Table 1, Table 2, Table 3, and Table 4). The emerging words and phrases became clearer once the categories were established. The emerging words and phrases about their marketing processing tools included *press releases*, *social media*, *feedback*, *email*, and *online platforms* (see Tables 1-4). These words and phrases, when analyzed, help to answer the research question asking if the processes show consideration of the consumers' behavior change because of the campaign targeted at them."

Interpretation of Findings

The findings, the emerging words, and phrases, form a theme that shows a choice to use digital mechanisms to carry the message of the marketing campaign to the

consumer through online devices because of the pandemic restrictions. The findings indicated that all participants showed concern for the consumers' behavior change in their processing choices. That show of concern was seen in the use of an evaluation or feedback report process and in their need to know more about what the consumer wants and needs. The findings in this study do not match the problem I noted that California marketers may not be showing concern for the consumer's possible behavior change, as supported by the findings of Aggarwal et al. (2012) in their study that suggested marketers' strategy processes may not show they understand the effects their campaigns have on consumers' actions. However, the sample size of four indicated the need for a more transferable study that offers a larger population. Feedback sought by all participants show an interest in knowing how the consumers reacted to their campaign messages. Wanting to know about consumers is consumerism in action. Hendrix and Hayes (2007) defined consumerism as a mechanism that ensures the needs and wants of the consumer are met by learning what those needs and wants are. Participant 1 was concerned with which media outlets were interested in the message about TPs' album release, and thus provide media exposure (see Table 1). The media was the consumer for P1 and the public was the consumer for TP and the media. Everyone were concerned about whether they met the needs and wants of their consumer. Participant 2 was concerned about whether the media would provide client BD with enough interview opportunities that would yield nationwide media exposure for the message of BDs' WB movie role and the BD new broadcasting network (see Table 2). The media was P2s' consumer and the public was BDs consumer. Both P2 and BD were concerned about whether they were meeting the needs and wants of their consumer. Participant 3 was

concerned about whether the consumers saw CWLs free live stream performances, heard the lyrics of the songs from the new album, and was inspired with a feeling of hope (see Table 3). Participant 4 was concerned about whether the loyal consumers to the RBC popular website were watching the new Podcast, and if so, would want to see more Podcasts (see Table 4). This concern by all the participants was shown in their choice of using feedback from the consumer to either inform or modify the campaign.

Hendrix and Hayes (2007) conducted a study on public relations practitioners' use of consumerism and suggested consumerism as an integrate tool of public relations. This supports the participants' use of consumerism as public relations and communications practitioners. When searching for where concern for the consumer was coming from in the thought processes of marketers, such as being worried about the consumers' behavior change being unhealthy, or wanting to influence consumers to buy products they can not afford, or just addressing a client's request to be updated with campaign results, all participants had similar reasons for using feedback. All the participants, but P4, had a *feedback* process included in their strategies to show the campaign results to their clients (see Table 1, Table 2, and Table 3). Participant 4s feedback was to confirm that their loyal consumers were seeing the Podcasts (see Table 4). Participant 2 also used another tool that showed concern for the consumer; *free live stream concerts* on social media and television, to inspire in the public hope (see Table 2). The goal for P2s client CWL was to give listeners of her album hope during the pandemic, thus free concerts are a show of concern for the consumer's behavior change. All the participants' processing decisions are paternalistic in style because of their show of concern for the consumers' behavior. Liberman (2014), in a study on paternalistic leadership using the staff in United States

and Chile, suggested benevolent paternalistic leaders try to understand the consumer, as all the participants have shown, and moral paternalistic leaders look out for the consumers' welfare, as P3 did.

Participant 1 and P4 were not sure if feedback was a form of evaluation, indicating feedback for them was a normal marketing development process not a conscious choice like P2 and P3. Participant 2 and P3, who knew feedback was a form of evaluation, both suggested the feedback results may change their marketing processing choices in the future. Evaluations found in marketing strategy development processes, as supported by Phillips et al. (2001) in their study on the link between strategy marketing planning and performance, reflect an understanding by the marketing managers that their campaigns will influence the consumer's behavior. All repetitive words and phrases from the participants' stories that show a theme of choosing to use digital marketing processing mechanisms during the pandemic restrictions, reflect an understanding of how they can reach the consumers for behavior change with their campaign messages.

Participant 1, P2, and P3 saw the consumer as a target population that should be studied to discover what their needs and wants are, and then use that information to introduce their client's projects in away that ensures the consumer that their product is what they need and want. Participant 4 saw the consumer as people they already had the attention of, which made it easier to introduce the consumers to the Podcast project. Kucuk (2016) conducted a study on digital consumerism and found digital consumerism has the potential to enhance consumer well-being, as P3s campaign did providing hope in the lyrics of the songs being marketed digitally.

Using strategy development processes that influence consumers to buy, listen to, watch, and understand messages can also help create positive social change. This concept was stated to the participants before the interview and was understood by all who stayed after the interview to discuss the concept further. This is an indication that the more the concept of showing concern for the consumer's behavior change in the choices made by marketing leaders during the development processing is explored and studied in published papers, the closer we get as a society to understanding the processes used by leaders to influence behavioral change. Once society understands the processes of influencing behavior, those same processes can be used to not only meet the business goals of the organization, but help to increase positive change in society. Rawat and Lyndon (2016) suggested in their study on the practice of consumerism, that positive social change is the result of positive behavior change, and that a show of concern for the consumer's welfare may result in consumer loyalty and satisfaction.

Limitations of the Study

Trustworthiness of the findings in this study is strengthened because the data, in the form of stories, that came directly from the people that would make decisions during the marketing strategy development processes (Feng et al., 2017). Using triangulation during the analysis of the collection and data analysis also increased the trustworthiness of the data. Conducting the study during the Covid-19 pandemic restrictions limited the choices in how the study would be conducted, such as online versus face to face, and for most of the participants it limited them in what processes they could use during their strategy development stage of their campaign, like using only online tools.

However, what was a limitation in the beginning of the study became an advantage for both the researcher and the participants. The forced Zoom and telephone interviews gave the participants easier access to me. This worked to my advantage because the participants who responded were high-level practitioners, it made it more convenient for them to participate, and schedule interview dates. The restricted use of online tools also worked for the participants P2 and P3s advantage because they talked about how using only online marketing tools increased their reach to media and consumers. Participant 1s campaign was developed before the pandemic and P4, as a digital magazine publisher, used only online marketing tools before the pandemic. The online tools mentioned that would be used in the future included social media tools like live streaming, and Zoom type online interviews with major media outlets instead of face to face. Face-to-face interviews, according to P3 during the interview, means spending money on travel expenses. Thus, these are the types of online tools P2 and P3 stated they would be using in the future, even after the pandemic restrictions are completely lifted (see Table P2 and Table P3).

Recommendations

Consistently publishing empirical data on marketing development processes is recommended and supported by some researchers cited in this study. The use of *emailed press releases* to the media or the use of *posts on social media* platforms supports the theme that emerged, that all participants used *online tools*. The use of digital mechanisms (e.g., email, social media and live stream) as marketing processing tools was forced on three of the participants, because of the restrictions from the Covid-19 pandemic. Needing current data on technologically advance marketing processes was a limitation

and was needed to explore more in-depth the processes marketers take in developing

strategies aimed at influencing consumers' behavior. Since the participants were forced to

use only digital processes it is not clear whether they would have known of the benefits

of social media, Podcast or live streaming marketing processes. Findings of this study

indicated that they *would* have known of the digital processes available because they used

them in combination with traditional tools (e.g., press conferences or live venue

concerts), but they *would not* have known how effective they could be as the only process

because of the lack of current data on technologically advanced marketing processing

tools.

Influence from leaders, such as marketing managers, on certain populations'

behavior is often studied, but not the processes they take to influence. This was a

limitation for the study, which sought to answer the research question. That limitation in

published studies on marketing strategy development processes, creates a picture, with

the data published, that leaders are more authoritarian when it could be that most leaders

are benevolent and moral. Therefore, current empirical studies on marketing development

processes, such as digital mechanisms, are recommended to provide a clearer picture of

what is currently most effective for marketing managers. Once the managers, who

influence with their campaigns, understand the extent of that influence they may start

including more processes that are paternalistic in nature, thereby helping to create

positive social change. This study has shown that some marketers do have that

benevolent leadership style, such as P3. The study only focused on the processing

decisions of marketing leaders, but evidence has indicated in areas of advanced

technology, researchers need technologically advanced research tools that would provide

more reliable data. Constantly updating research data is needed because of the ever-changing world of people and technology. Some studies cited included exploration into technology and suggested in their conclusions that more research was needed because the data gathering tools are not advanced enough, such as Brown and Mitchell (2010) who studied ethics and leadership, and Pellegrini et al. (2010) who studied international use of paternalistic leadership styles compared to the use of paternalism in the United States.

Participant 2 and P3 needed to use only online tools because of the pandemic and the result was campaigns that provided more reach than previously received. That limitation ended as a strength for the study because it made it clearer to see the participants' use of evaluations, which was in the form of immediate feedback to their client. Participant 2, P3 and P4 received immediate feedback because of the use of the *comment* feature offered on most online platforms, such as social media, and that was a strength. Kucuk (2016), who studied consumerism in the digital age suggested the digital age is increasing consumers' vulnerability, and that research on that subject was limited.

Finding out as much information as possible about target consumer's needs and wants will be cost effective as suggested by Hamilton (2016) in a study on consumer based strategies. Participant 4, whose focus was on reaching loyal consumers for the launch of the Podcast, supports Olsen et al. (2013) conclusion in their study on consumer loyalty that habits or automatic behavior increases the chance of consumers returning, which they did (see Table 4). Paternalistic leadership was shown by all participants, but in difference ways and some directed at different groups. Participant 3 had a campaign to spread hope during the pandemic by disseminating the client's songs to the public by any means available online, thereby showing a benevolent and moral style of decision making

by caring for the consumers' welfare. Participant 1 and P2 were concerned about the needs and wants of their clients by using the media outlets to carry their message to their consumer, thereby displaying a moral style of decision making with processing choices that cost the client nothing extra but would give them more exposure. Participant 4 displayed a moral paternalistic leadership style of decision making by providing loyal consumers with another vehicle to get to their entertainment news content. Concern for those one has influence over is benevolent and moral paternalistic leadership in practice, as stated by Rawat and Lydon (2016) in their study on effective leadership styles. Arbaiza and Guillen (2016), in their study on benevolent and moral paternalistic leadership, suggested it produces trust and loyalty from those who are influenced by their decisions. Participant 2 and P4 sought knowledge about their target consumers, and P1 gathered information on their client. Liberman (2014) suggested in his study on journalism-paternalism that understanding the consumer is benevolent paternalistic leadership, and doing something to protect the consumers' welfare is moral paternalistic leadership, which is flexible and changeability. Both P2 and P3 indicated that because of feedback they would change something, which Liberman (2014) stated is moral paternalistic leadership in action. Thomas (2016) suggested journalists can be paternalistic leaders by providing positive content to people who are influenced by their information. Kaptein (2019) suggested *moral* entrepreneurs, who influence subordinates, are paternalistic leaders also. Emailed press releases to the media, posts on social media platforms, and live streaming are digital marketing mechanisms used by the participants as effective processes to reach the consumer for possible behavior change. This is current

empirical data that will help any manager reading this study and reduce the gap in data needed on effective marketing processes that show concern for consumers.

Implications

Understanding that deciding on the use of procedures, such as evaluations and feedback, that show one is concerned for the effect on the targeted population's behavior will equate to consumer loyalty will help marketers. Knowing this concept has been scientifically proven may open the minds of leaders to how they can use those same processes to help create positive social change. Evaluations and feedback processes in marketing strategies provide information on the consumer, as consumerism does, that can be used to influence behavior. That information in the hands of leadership that seek to fill the needs and wants of the consumers, such as paternalistic leaders, will help to increase positive social change.

Participant 1 showed concern for consumer behavior change by their strategy processing decisions was shown in their use of a feedback process. The concern began for the client, with the need to provide them feedback as to the results of the campaign implementation, and on how much media coverage was obtained on TPs new album. The feedback from P1s client from the report on media coverage and how consumers felt about TP helped P1 to fill the needs and wants of the consumers by exposing them to the new music through print stories and interviews, and through performances on tours and broadcasting shows (see Table 1). Participant 2s show of concern for consumer behavior change by their strategy was also shown by their use of a feedback process to their client BD on how much media coverage was obtain about BDs role in the WBP movie and the launch of the new broadcasting network. That feedback report not only showed there was

interest BDs projects, but the goal of introducing BD to younger consumers was realized with the increase in media interest (see Table 2). Participant 3s show of concern for consumer behavior change by their strategy was shown in their feedback report process that was sent to their client CWL on media exposure, viewing numbers like social media *likes* and consumer comments. That feedback report not only showed there was interest in P3s client CWLs new album, but that the goal of providing hope during the pandemic to CWLs fans was reached as indicated in the comments left on social media by the consumers who saw the performances or heard the songs (see Table 3). Participant 4's show of concern for consumer behavior change by their strategy was shown in their feedback report in the form of social media *likes* and comments under the Podcast at the website, on social media and Youtube (see Table 4). All participants showed concern for what the consumer was thinking about when introduced to their marketing messages and if the consumer's behavior, because of receiving that message, indicated that the consumer tried to view, hear, or buy what they were presenting to them. Participant 3's strategic goal to spread hope during the pandemic was a marketing process that shows concern in a way that helps to increase positive social change.

A multimethod, such as mixed methods using both qualitative and quantitative research, may have made the findings transferable, but for this paper one method was selected (e.g., qualitative narrative inquiry) that would allow the data to come directly from marketers from California who have developed strategies in the last 5 years. This qualitative method, with a member checking procedure, made the study dependable. Using benevolent and moral paternalistic leadership as the theory applied in how the study was analyzed, and consumerism as the lens used to highlight any paternalistic

decision making during the process of strategy development during data collection and analysis, was the best choices to answer the research question asking how the processes marketing leaders rely on to develop strategies in California show consideration of the campaigns' influence on consumers' behavior?

For the practice of marketing management, I recommended that organizational leadership invest in educating themselves and staff, consistently, on the latest research studies that outline the different marketing tools available, how they are used, and what types of behavioral changes each provoke in consumers. Establishing a reputation as a benevolent and moral paternalistic leader, as oppose to authoritarian paternalistic leaders which are used mostly in the United States, will help to increase positive social change and consumer loyalty. Using multiple theoretical frameworks, such as consumerism and paternalism, and triangulation for a rigor search (e.g., methodology, source of data, theories, and unit of analysis) in data collection and analysis helped make the findings dependable and credible. The relevance of the research topic to the practice of management was shown in how the participants' development processes for marketing campaigns that influence the consumers' behavior are structured.

Conclusion

The decisions made by managers influence not only staff but the public through marketing campaigns aimed at changing viewing, listening or buying behavior. The marketing strategy development processes that marketing leaders decide on was an indication of how they view the consumer. How the marketing leaders show consideration for the campaigns' influence on consumer's behavior determined the success of the campaign's goal. Studies suggested a show of concern for the consumers'

wants and needs equates to consumer loyalty. Consumer loyalty means consistent revenue.

Findings of this study, not only add to what is already known about the marketing strategy development processes, but indicate that effective processes often change. Change in processes require the marketing strategist to adjust to that change to reach their campaign goal. Researchers suggest; however, that more updated empirical research is needed to stay knowledgeable of those changes so that marketing leaders have the information needed to make effective adjustments, as was done in this study by the marketing participants. Most of the participants in the study needed to seek different types of marketing processes and use different types of marketing tools, because of the pandemic restrictions than they would have normally used, such as live streaming on social media or online media conferencing interviews, and concert events that required technology more-so than people. Aside from a show of benevolent and moral paternalistic leadership styles in the participants' decisions, such as deciding to gather information on the consumers' wants and needs in advance, and then trying to fill those wants and needs, or deciding to provide free to the public the client's music and live performances, the participants also showed consumerism in action. Consumerism in the form of evaluations or feedback helped to highlight consumers' wants and needs. Feedback told the participants how the consumer should be approached with the campaign message.

Though the sample was small the findings still may be an indication that marketing leaders *are* showing consideration for the influence their campaigns have on consumer behavior. This was shown by the participants trying to gather as much

information as possible on the consumer, in the form of feedback, and then choosing a process that uses that information, such as online live stream appearances. However, it also shows that more study is needed focused on the processes marketing leaders rely on to influence consumer behavior change.

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Appendix A: Participant Selection Criteria

A formal invite, which also includes a consent form, was sent to potential marketing participants found online at LinkedIn and Public Relations Society of American websites, who are in California. Names are a purposefully selected sample and were placed on a list of potential volunteers.

(a) Every other name from the list of marketers in California, found at LinkedIn and P.R.S.A., is selected until four to eight are chosen.

(b) The purposeful sample of potential marketing participants were emailed an invite to participate in the study. The invite also included a consent form.

(c) The invite and consent form outlined that there is no monetary compensation or incentives to participate in this study, but an executive summary of the completed study; that the criteria to participate is to have developed strategies in the last 5 years and live in California; that the documentation indicating authorization to conduct the study is available; that they are to be interviewed about their experiences developing marketing strategies; that a second follow-up interview may take place for additional information needed to clarify data during analysis; that they can pull out of the study at any time by notification; that a member checking process is included providing them with a summary (e.g., brief statement) of their interview answers for feedback on its accuracy; that the summary is sent 7 days after their interview, before all the data is analyzed for

interpretation, and that they will be informed how any bias held by the
researcher is handled.

(d) If there was no response to the emailed invite in one week, the researcher
called the participant, text or, send a second invite to ensure receipt of the
invite.

(e) If there was no response from the second invite within an additional week,
the recruitment process started over until four to eight volunteers are
confirmed.

II.   The first four to eight volunteers to confirm a willingess to participate were
the population for the study.

(a) Volunteers were given a code name with alphabet and number, such as
"P1 for Participant 1," to provide confidentiality.

(b) A day, time, and place to conduct the interview was secured by four of the
eight once the volunteers confirmed participation.

(c) Notification of the use of code names for any brand name mentioned was
included in the invite.

(1) Brand names were replaced with a code name with alphabet and
or number, such as "P1 Brand/OM" for "Participant 1
brand/Oglivy & Mather."

(d) Notification to participants of possible follow-up questions or
clarifications during the analysis of all the data was provided in the invite
and again mentioned before the interview was conducted.

(e) For member checking purposes, participants were given, the more than 7 days after their interview, a one to two-page summary of what they said for feedback on the data's accuracy.

III.   Content from the interview was categorized, coded and stored in the NVivo qualitative data management software program in a way to increase confidentiality.

Appendix B: Interview Protocol

- Introduction of the researcher to the participant to be interviewed and disclosure of over 40 years in the field of management and marketing strategy development.

- Inform participant that they can stop the interview at any time.

- Turn on audio recorder and take out note-pad.

- Start the recording by introducing the purpose of the interview, the name of the researcher, the code name of the participant, the study's title and focus, and the day, year, and time of the interview.

- Begin interview starting with warm-up Q1, Q2 and Q3. Ask follow-up questions if needed.

- Once the warm-up interview is complete, start with the research interview questions Q4 to Q10 and ask follow-up questions Q11 to Q16 if needed.

- End interview by asking if participant has anything else they want to add that has not been asked. Inform participant that there may be follow-up questions or a need to clarify statements during analysis. Inform participant what will happen next and their role in research from this point.

- Thank participant and make sure contact information is correct, by repeating it to the participant.

- End Protocol.

Appendix C: Interview Questions

The following are interview questions that are open-ended to allow for explanation to learn the processes used by marketing leaders when developing strategies aimed at influencing consumers' behavior. The questions attempt to determine how processing decisions are made and why certain methods or mechanisms are used in determining if their processes are showing consideration of the strategy's influence on consumers' behaviors.

Warm-up questions:

● IQ: Do you work in a large or small city in California?

● IQ: How long have you worked in California as a marketer?

● IQ: Tell me a story of a time when you had a very successful marketing campaign and what was it that made it so successful?

Research interview questions:

● IQ: Share with me the processes you take when developing marketing strategies?

● IQ: Tell me another story about your most successful marketing strategy?

● IQ: How do you feel your plan might have affected the consumers' behavior?

● IQ: If your marketing strategy development process did not include an evaluation component to review the affects of your plan on consumer behavior can you please explain why?

● IQ: Share with me an example of what your evaluation revealed?

● IQ: Please explain in detail the results of your strategy processes on completing your marketing goal?

● IQ: If you had to make any changes based on your evaluation of the strategy results what do you think you would do differently?

Follow up questions:

● IQ: Please share with me how you might see yourself using an evaluation (or feedback) component in your marketing strategy development processes in the future if one was not used in the past?

● IQ: Could you please give me an example?

● IQ: How did you decide which process to use during the development stage of your marketing strategies?

● IQ: How do you see the consumer in the marketing development process?

● IQ: Please explain how the consumer effects your choice of marketing tools?

● IQ: Please give me an example of how it might affect your choices?

Appendix D: Invite

Dear _____,

You are invited to take part in a study on marketing strategy processes. I am Eunice Moseley, a doctoral student at Walden University. I am completing my doctoral dissertation and I need your help gathering data for my study. This invite is being sent to marketers on a list of randomly selected practitioners in California. I am looking for those who have developed strategies within the last 5 years. Your name was found via websites that have marketers as members. You are invited to take part in a research study about the decisions made by marketers during the process of strategy development. The first 15-20 volunteers who reply to this invite, by returning the consent form, confirming their participation will be selected to be in this study titled "Understanding Marketers' Strategy Development Processes Used for Behavior Change: A Paternalistic Perspective." There are no incentives (e.g., monetary compensation) to volunteer.

Volunteers will be asked to be interviewed by the researcher and answer 16 questions on the topic. The interview will take place via Zoom video conferencing and will be recorded using audio and or video. The research will highlight key words and phrases presented in the answers given by all the volunteer participants in this study retrieved during the interviews. At the end of the interview the researcher will ask if you have anything else you want to add that was not asked that can be included as part of your experiences.

The volunteers will receive a one to two-page *member check summary* for feedback, three days after their interview has been conducted, on its accuracy. The summary will be one to two-pages of the researcher's interpretation of the interview. That

collection of key words and phrases found in all the participants' interviews is the findings. The findings, after feedback is received, are to be analyzed and interpreted for the conclusion. The participants' feedback maybe published in another study by the researcher on this topic. The data, after published, will be read by other marketing practitioners, scholars, and researchers.

The volunteers' identity will be protected by providing each participant with a code name and number (e.g., P1 for participant one). Any brand names mentioned during the interview will be given a code name and number (e.g., P1 B/OM for participant one's brand/Ogilvy and Mather) for confidentiality. Data from the stories told during the interviews will be stored in the NVivo qualitative data storage program on a password protected laptop. This study is being conducted by Eunice Moseley, MS, MBA, MPhil, who is a doctoral student at Walden University.

Included is a consent form that has additional information so you can better understand the study before deciding. The purpose of this study is to explore the choices made by marketing leaders in the California area during the process of developing marketing strategies that are aimed at influencing consumer behavior to see if there is evidence of concern for that potential behavior-change.

Researcher's Signature:

_____

Appendix E: Consent Form

Dear _____,

My name is Eunice Moseley, a doctoral student at Walden University. I am completing my doctoral dissertation to understand marketers' strategy development processes used for consumer behavior-change by applying a paternalistic perspective when exploring. I am inviting marketers who are practitioners who have developed strategies in the last 5 years, and resides in California. I am seeking 15-20 participants for this study. This document is part of a process called "informed consent," to allow you to understand this study before deciding whether to participate.

Background Information:

The purpose of this study is to explore the choices made by marketing leaders in the California area during the process of developing marketing strategies in the last five years that are aimed at influencing consumer behavior to see if there is evidence of concern for that potential behavior-change.

Participants and Procedure:

Participating in this study is voluntary. You can stop at any time. If you decide to stay for the whole process you will be asked to:

● Be interviewed in a private setting by answering questions presented by the researcher, which will take an estimated 60 minutes, via Zoom video conferencing. Sample questions include: "Tell me a story of a time when you had a very successful

marketing campaign and what was it that made it so successful?" "Can you please explain in detail the results of your strategy processes on completing your marketing goal?" and "How long have you worked in California as a marketer?"

- Answer any follow-up questions after the initial interview, if needed, and give feedback on my interpretation of your interview within a week. It should take about five minutes to review the summary I will send you.
- Share documents, such as your strategic marketing plan of development, as appropriate per your organizational policies.

Voluntary Nature of Study:

Research should only be done with those who freely volunteer. Thus, your decision to join or not join will be respected. Individuals will be treated the same whether they join or not join the study. If you join the study you can change your mind later. You may stop at any time by telling the researcher "I withdraw." You may refuse to answer any questions you feel are too personal at any time.

Risk and Benefit of Volunteering:

This study poses no risk and the only discomfort may be in discussing personal thoughts and experiences made while making private processing choices that are aimed at influencing consumers' behavior. The benefit is that collectively the findings can highlight the most effective processing choices that will not only influence consumer behavior positively but will also answer the research question asking if those decisions were based on consideration for the consumers' behavior-change.

Payment:

Participants in this study will not be compensated for their time volunteering in this study. However, an executive summary of the completed study will be sent to all participants through the contact method used for the research interviews.

Privacy:

I am required to protect participant's privacy. Your identity will be confidential within the limits of the law. I will not use your personal information for any purpose outside of this research project. Participant names and all data collected will be coded throughout the process and all brands will be renamed with a code to maintain confidentiality. All data (e.g., narratives) will be stored in the NVivo qualitative data management program for storage on a password protected laptop, and used in analysis. The data will be kept in this program for 5 years, as required by Walden University, before being destroyed by shredding print documents, dumping electronic files and destroying thumb-drives. The researcher and Dissertation committee will have access to this data throughout the study. All participants have a right to withdraw from the study at any time.

Potential Conflict:

As a public relations/business management strategist you may know of me, however this study is separate from that role.

Contact Information:

You can reach the Walden University student researcher, Eunice Moseley. If you want to talk privately about your rights as a participant or any negative parts of the study, you can contact Walden University Research Participant Advocacy for any questions about your rights as a participant in the study by calling 612-312-1210 or emailing IRB@mail.waldenu.edu. The IRB approval number for this study is 05-05-21-0482498 and it expires May 4, 2022. All participants are urged to keep a copy of this consent form for their records or they can ask Walden University for a copy at any time using the contact information above.

Statement of Consent:

If you understand the study well enough to make a decision about participating, please reply to this email with the words "I Consent" or if you received a paper version of the consent form, please sign below. I will then connect with you to explain the process. Thank you.

Print Name: _____

Date of Consent: _____

Participant's Signature (electronic signature acceptable):

_____

Researcher's Signature:

_____