2022

Marketing Strategies for Automotive Dealerships in Grenada

Keith Wayne Hall
Walden University

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Keith Wayne Hall

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. John Hannon, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Ronald Black, Committee Member, Doctor of Business Administration Faculty

Dr. Gwendolyn Dooley, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2022

Abstract

Marketing Strategies for Automotive Dealerships in Grenada

by

Keith Wayne Hall

MSc, University of Leicester, 2010

BSc, St. George's University, 2006

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

November 2022

Abstract

Some executive-level automotive dealership managers in Grenada lack successful

marketing strategies to sell new U.S. or Japanese vehicles to increase dealership profits.

Executive-level automotive dealership managers are concerned about how dealership

marketing strategies can negatively impact the business's bottom line. Grounded in the

segmentation, targeting, and positioning model, the purpose of this qualitative multiple-

case study was to explore the successful marketing strategies four executive-level

dealership managers used to sell U.S. or Japanese vehicles to increase profit in the

southern region of Grenada. Yin's 5-step thematic analysis of semistructured interviews

and company documents derived four themes: customer retention, product branding,

media promotional strategy, and after-sales service. A key recommendation for the

executive-level automotive dealership manager is to implement two-way communication

with customers to maintain good customer relationships. The implications for positive

social change include the potential for marketing strategies that promote company

sustainability that could result in improved satisfaction of employees and enhanced

lifestyles of their families and communities.

Marketing Strategies for Automotive Dealerships in Grenada

by

Keith Wayne Hall

MSc, University of Leicester, 2010

BSc, St. George's University, 2006

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

November 2022

Dedication

I dedicate this study to my family for their support in accomplishing this higher level of education. Without their help, I could not have made it. Thanks for believing in me and giving me the support I needed during the study period.

Acknowledgements

I would like to use this opportunity to thank Almighty God for the guidance and the inner strength I gained during my studies; without His help, this task would have been impossible. I want express thanks to my wife for her encouragement and moral support during my studies; if it was not for her persistence and honorable support, I could not have made it. I am also eternally grateful to my two sons, who allowed me to focus on my studies and sacrificed valuable family time so I could accomplish this higher goal. To them, I register my thanks. To my chair, Dr. John Hannon, and committee member, Dr. Ronald Black, and university research reviewer, Dr. Gwendolyn Dooley, I register special thanks for your unwavering support during my studies and for helping me accomplish this milestone. Your comments and guidance meant a lot to me, and I welcomed your insightful suggestions. Finally, I would like to thank my friends for the support given to me, which gave me that extra push to fulfill my dream of earning this Walden University doctorate.

Table of Contents

List of Tables

Section 1: Foundation of the Study

Background of the Problem

Preowned vehicles imported into Grenada have caused a decline in new vehicle sales. Traditionally, automotive dealers imported new vehicles from Japan and the United States for sale to increase dealership profit and store performance (Almohri et al., 2019). Customers have been looking for less expensive alternatives. With easy access to the internet and Japanese auto dealer sites, individuals can purchase preowned vehicles from online dealers at an affordable price and in good working condition.

Patty et al. (2021) found that consumers have a low level of product knowledge and brand consideration and depend on companies to furnish sufficient information to make a confirmed decision. Similarly, in the automotive industry, the potential market is not only the main focus in developing a business but also the fitness of the value of the market needs (Ibarra et al., 2018). On the other hand, Nasir et al. (2021) suggested that customers engaging in servicing marketing through word of mouth have an influence on decision-making activities. Notably, automotive dealers must adopt new ways to avoid customer dissatisfaction and acquire strategic methods to retain loyal customers.

To compete with online dealers and to ensure profitability in the businesses, some managers of automotive dealerships import cheaper vehicles from India and China to increase sales. Teece (2018) raised serious concerns that very few dealers adopt dynamic capabilities to carry out the current business of the firm, sustain high performance, and gain competitive advantage. However, with the importation of vehicles, some managers do not possess adequate marketing strategy to successfully sell new U.S. or Japanese

vehicles to increase dealership profit. The current study's findings could expand the literature on successful marketing strategies for automotive dealerships.

Problem Statement

Automotive dealerships need guidance to implement strategies to improve profitability (Almohri et al., 2019). During the period from 2009 to 2014, the growth recorded by store retailers declined by approximately 4%, thereby forcing retailers to develop new strategies (Kumar et al., 2017). The general business problem was that Grenada-based local dealerships import and sell new Indian- and Chinese- made vehicles with lower prices and lower profit margins, which negatively impacts Grenadian dealerships' profitability. The specific business problem was that some executive-level automotive dealership managers in Grenada lack successful marketing strategies to sell new U.S. or Japanese vehicles to increase dealership profits.

Purpose Statement

The purpose of this qualitative multiple case study was to explore successful marketing strategies that executive-level automotive dealership managers in Grenada used to sell new U.S. or Japanese vehicles to increase dealership profit. The sample consisted of four chief executive officers in the Grenadian auto dealership industry. Each participant had successfully implemented marketing strategies that ensured profitability by selling new U.S. or Japanese vehicles. The implications for positive social change were that the findings might help Grenadian automotive dealership managers develop marketing strategies that promote company sustainability, which, in turn, could result in

improved satisfaction of employees and enhanced lifestyles of their families and communities.

Population and Sampling

The purpose of this qualitative multiple case study was to explore successful marketing strategies automotive dealership executive-level managers in Grenada used to sell new U.S. and Japanese vehicles to increase dealership profit. Moser and Korstjens (2018) defined sampling in qualitative research as the process of selecting or searching for situations, contexts, and/or participants who furnish rich data regarding the phenomenon of interest. Additionally, Polit and Beck (2017) revealed that sampling in qualitative research is deliberate, not random. The most commonly used deliberate sampling strategies are purposive sampling, criterion sampling, convenience sampling, and snowball sampling.

The sample for the current multiple case study was four automotive dealerships that had successfully used marketing strategies to increase dealership profit. I used the purposive sampling method to select the participants. The rationale for using a purposive strategy was that I assumed that the participants were knowledgeable about the phenomenon of the study.

When conducting interviews with the participants, researchers should choose settings that are conducive to communication without interruption (D. R. Johnson et al., 2021). Current participants were automotive executive managers who had successfully used marketing to sell U.S. or Japanese vehicles to increase dealership profit. I and each

participant agreed on a suitable place to conduct the interview that was private and free from distraction and that allowed for free flow of information.

Nature of the Study

Three research methods are available to researchers: qualitative, quantitative, and mixed methods. According to Yin (2018), qualitative methodology is most appropriate for a multiple case study because this method enables the researcher to use open-ended questions in more than one organization to compare results among cases. As Park and Park (2016) noted, researchers choose a quantitative method when the study goal is to examine whether significant relationships exist among several variables. Because the objective of the current study was to understand a phenomenon, not examine variables by testing theories or hypotheses, the quantitative method was not a good match for the study goals. In a mixed-methods study, researchers use both quantitative and qualitative methods to investigate a more complex research problem (Mabila, 2017). Because the current goal was to explore marketing strategies, not to quantitatively analyze variables, a mixed-methods approach was not suitable for the study. Therefore, the method used for the current study was qualitative.

Commonly used qualitative designs are (a) ethnography, (b) phenomenology, (c) narrative, (d) case study, and (e) multiple case study (Khaldi, 2017; Marshall & Rossman, 2016). Researchers use an ethnographic design to explore shared patterns of a group culture through observation and interviews to understand that group's culture (Hammersley, 2016; Letourneau, 2015). The ethnographic design was not suitable for the current study because the study goal was not to analyze one or more groups' cultures.

The phenomenological design is used to describe participants' perspectives and interpret the meanings of personal human experiences related to a specific phenomenon (Yin, 2018). A phenomenological design was considered but deemed inappropriate for the current study because my goal was not to explore the personal meanings of the participants' lived experiences with the phenomenon. Narrative researchers focus on the life stories and experiences of participants through the participants' stories (Yin, 2018). A narrative design was not suitable because current participants' historical and personal experiences were not required to meet the study's purpose.

In a case study design, the researcher examines data to recognize themes, patterns, or ideas (Yin, 2018). A multiple case study design is chosen over a single case study when the study involves a comparison of the practices of the subjects to understand and contrast those practices (Wahyuni, 2012). A multiple case study design was appropriate for the current study because the goal was to explore successful marketing strategies that executive-level automotive dealership managers in Grenada can use to increase dealership profit by selling U.S. or Japanese vehicles.

Research Question

The research question was the following: What successful marketing strategies do Grenadian executive-level automotive dealership managers use to sell new U.S. or Japanese vehicles to increase dealership profits?

Interview Questions

The following open-ended questions were asked of the study's participants:

1. What successful marketing strategies are you using to increase dealership profits from selling new U.S. or Japanese vehicles?

2. How have you used technology and innovation to develop strategies to sell new U.S. or Japanese cars to increase profits to sustain your dealership?

3. How, if at all, has the COVID-19 pandemic affected how you develop your marketing strategies?

4. What were the key challenges to implementing your organization's strategies for marketing new U.S. or Japanese vehicles?

5. How did you address the key challenges to implementing your present successful marketing strategies to market new U.S. or Japanese vehicles?

6. What role does promotional strategy play in marketing new U.S. and Japanese vehicles?

7. What processes or procedures do you use to measure the success of your marketing strategies?

8. What additional information would you like to add about the marketing strategies you use to sell new U.S. or Japanese vehicles to increase dealership profits?

<div align="center">**Conceptual Framework**</div>

The segmentation, targeting, and positioning (STP) model coined by Smith (1956) was the conceptual framework for the current study. The STP model, augmented by Kotler (1994), focuses on a special blend for the successful development of a suitable marketing strategy. The following marketing strategies listed are from the heart of

Kotler's augmented STP model: (a) market segmentation, which focuses on various demand schedules; (b) marketing targeting, which is the selection of a target group to focus on a market strategy; and (c) market positioning, which describes how an organization implements the targeting of a chosen segment to achieve desired results. The augmented STP model is a marketing strategy that allows market researchers to access data in imperfectly competitive markets.

The STP model highlights the information required by managers on market structure and preference structure with regard to the incorporation of segment-specific details of the market (Flostrand et al., 2016). By focusing on the STP conceptual framework, decision makers can select appropriate target groups and develop successful marketing strategies when faced with highly competitive environments. Because the STP model provides segment-specific information about market and buyer preferences, I expected using the STP model would enable me to understand how the participants created strategies to successfully market new U.S. and Japanese vehicles to Grenadian customers.

The success of any organization hinges on the quality improvement process. Juran's (1986) trilogy of basic quality-oriented processes (quality planning, quality control, and quality improvement) is the foundation for total quality improvement. Souza et al. (2020) stated that car dealerships must focus on performance and search for continuous improvement for all sales elements. Oschman (2017) found that total quality management enables an organization to achieve competitive, sustainable excellence while improving productivity and profitability initiatives.

Operational Definitions

Business-to-business (B2B) marketing: The sale of one company's product or services to another company rather than consumers (Nunan et al., 2018).

Business-to-consumer (B2C) marketing: Businesses market their goods or services to consumers that are limited in geographical area and/or the number of people in the city, county, or country (Reklaitis & Pileliene, 2019).

Internet marketing: Marketing activities designed for the online marketplace to get the maximum effect from the potential audience on the site (Vynogradova & Drokina, 2020).

Marketing mix: A combination of strategies and activities that a company uses to promote its products and services in the market (Dodor, 2015).

Market positioning: The core of strategic marketing helps to differentiate the focal brand from its competitor and appeals to the customer's needs (Iyer et al., 2019)

Market segmentation: The key strategic concept in marketing, detecting, and clustering the most profitable customers for the line of business of a firm (Zhou et al., 2020).

Marketing strategy: A potential plan to converge with the customer needs and enhance business performance (Finoti et al., 2019).

Market targeting: The schedule of signals received when sharing information with retailers and manufactures to target the snob market (Zhang et al., 2020).

Relationship marketing: Providing customers with long-term value and creating high customer loyalty through building relationships at many levels, whether economic, social, technical, or legal (Huggins et al., 2020).

Assumptions, Limitations, and Delimitations

In this section, I discuss several assumptions, limitations, and delimitations of my study. According to Theofanidis and Fountouki (2018), researchers should report their research limitations, delimitations, and assumptions to improve the quality of their findings and the interpretation of evidence provided.

Assumptions

Assumptions are thoughts that researchers presume to be true (Marshall & Rossman, 2016). Walsh (2015) found that unconscious beliefs or assumptions are accepted as true and can produce biases of perceptions and thoughts. I assumed the participants would provide information to answer the interview questions. I also assumed the selected participants would be a valid representation of the sample population and that participants would fully understand the interview questions. In addition, I assumed that the participants would provide truthful responses during the interview. Additionally, I assumed that business documents would be accurate and complete. My final assumption was that business owners would share information on their marketing strategies.

Limitations

Limitations are the weaknesses of a study that impact the validity of the study (Marshall & Rossman, 2016). The first limitation was that participants may not accurately answer the interview questions. Second, the possibility existed that

participants may not wish to disclose information regarding their successful marketing strategies because of competitive threats. Another limitation was the sample size of four business executive managers within the southern part of Grenada. The sample size of this study did not represent all automotive dealerships in the south region of Grenada.

Delimitations

Delimitations are elements the researcher can control in the study (Theofanidis & Fountouki, 2018). The focus of the current study was to explore marketing strategies for the automotive dealership in Grenada. The setting for the study was the southern section of the island of Grenada. I did not include automotive dealerships that failed in their use of marketing strategies to increase dealership profits. Additionally, the selection of one country limited the generalizability of the research findings.

<div align="center">

Significance of the Study

</div>

The current qualitative multiple case study was significant because the results may help executive-level automotive dealership managers formulate marketing strategies and derivative processes to sell U.S. or Japanese vehicles, which may increase profit and firm sustainability. Teece (2018) found that within the organization, there exist multiple sets of activities such as marketing and production, each of which can be analyzed as a system connected to other systems internally or externally. Using the current study's findings to increase profits might influence executive-level managers to allocate a portion of the profits to give back to the community to enhance the welfare of less fortunate individuals.

Contribution to Business Practice

Because automotive firms are dependent on new vehicle sales to sustain business and profitability, a lack of effective marketing strategies can negatively affect an automotive dealership's bottom line. Increased profits may allow dealerships to create an avenue for community personnel to have access to employment and may improve employees' performance matrices and targets. Szucs (2015) found that the automotive industry is an economic driving force for preowned and new vehicle sales. Business leaders may use or adapt the current study findings to develop strategies to increase product selection options in the Grenadian automotive dealerships to increase sales from new vehicle sales operations' profitability.

Implications for Social Change

Social change for automotive dealers includes creating jobs and community outreach programs for members to engage in service to improve families' living standards. According to Schinckus (2017), social programs such as assisting underprivileged and homeless people and general societal improvement can help enhance communities' spirits. By focusing on the implications for social change, a firm can have a positive long-term impact that can improve the way of life for employees, families, and community members.

A Review of the Professional and Academic Literature

The purpose of a literature review is to provide a thorough analysis of previous research within a specific educational research topic (Snyder, 2019). When conducting a literature review, a researcher obtains an initial and broad overview of a research area,

develops new insights, and identifies scholarly gaps in the existing body of the literature (Kunisch et al., 2018; Linnenluecke et al., 2020). The purpose of this qualitative multiple case study was to explore successful marketing strategies that executive-level automotive dealership managers in Grenada used to sell new U.S. or Japanese vehicles to increase dealership profit. In this section, I provide an extensive review of academic literature to support and understand the phenomenon.

My study was designed to furnish business executives with strategies to increase product selection options and profit. I selected the STP model as the conceptual framework for this study. This section includes the following: (a) search strategy, (b) conceptual framework, (c) alternative theories, (d) strategic planning, (e) marketing trends, (f) new trend in B2B marketing, (g) marketing innovation, and (h) marketing strategies. This section concludes with a summary and transition to Section 2.

Search Strategy

I explored the following databases from Walden University Library to find relevant literature: EBSCOhost, ScienceDirect, Google Scholar, Emerald Insight, and ProQuest Central. The keywords used to extract the data were B2B (Business-to-Business) marketing, B2C (Business-to-Consumer) marketing, marketing strategies, Internet marketing, marketing mix, marketing positioning, marketing segmentation, marketing targeting, and relationship marketing. Because limited literature was available on marketing strategy in the automotive industry, I expanded the literature review to include other sectors such as the retail industry and manufacturing.

STP Model Conceptual Framework

The STP model was the lens through which I formed this study. The STP model is a strategy used in an organization and its marketing process in response to a potential customer base (Vinuales et al., 2019). When the needs and wants of customers are satisfied, the results of increased sales and profits materialize (Kerin & Hartley, 2017). The STP model offers tools to understand the segments of the market and develop marketing strategies (Smith, 1956). STP marketing is a core concept of the current marketing process and helps marketers analyze critical strategies for every product. Schlegelmilch (2016) found STP to be the essential instruction for marketing strategy because this is the main reason for business failures or success in the market. Because a marketer cannot satisfy every person in the market, the STP model was developed to divide the market into segments and positions (Kotler & Keller, 2005).

Market Segmentation

Market segmentation is a strategy adopted to divide a large market into smaller segments of consumers with specific needs, behaviors, and characteristics requiring different market preferences (Dolnicar, 2020). Marketing segmentation theory hinges on the availability of marketing data and the advances in analytical techniques. Liu et al. (2019) found that the overarching point in the market segmentation problem is identifying consumer preferences to make a decision.

Consumer preferences are the points of view and feedback on products intending to purchase (Liu et al., 2019). In the consideration of an automobile, a thorough evaluation of multiple models available, price, maximum speed, and fuel consumption

are weighted to make a decision (Corrente et al., 2016). The evaluation process is a combination of all criteria describing the characteristics of the product.

Individual preference and solution methods are critical functions for the market segmentation approach. Consumers from various segments with marketing policies and specific product needs are targeted to rank the products in preference that can assist the firm in allocating appropriate products to meet consumer expectations (Liu et al., 2019). However, consumers having knowledge of a product compared to consumers with limited knowledge face difficulties in deciding on their preference on the variety of products. Because the demand for products is high, the undecided consumers are eliminated from the product ranking range. Management, however, should analyze the importance of each customer individually and provide guidelines for easy selection of the products.

Consumers make decisions regarding the choice of purchase. S. M. Kim and Park (2020) suggested the importance of understanding local consumers' characteristics in the targeted overseas market to establish a valid global market strategy. According to consumer studies, cultural interest is a vital antecedent factor influencing consumers' overall attitudes and purchase behaviors (Asgari & Hosseini, 2015). Although social media users tend to follow opinion leaders and seek advice on consumer decisions, users know what products and services are available and gravitate to buying or using these products (Tobon & Garcia-Madariaga, 2021). The decision to purchase goods or services is influenced by an individual's ability to informally shape the attitudes, opinions, and behavior of others.

Market Targeting

Market targeting is the process of evaluating each segment's attractiveness by selecting one or more of the market segments and designing different strategies. Zhang et al. (2021) suggested that a market targeting strategy for the fast-fashion brand market of a cobranded product is identified. The fashion brand is willing to forgo either the conformist or the snob market under certain conditions, even when sales are in both markets. Shen et al. (2017) suggested that the branding loyalties of the associate brands may affect the cobranding's performance in the market. However, Colicev et al. (2016) posited that brand performance is determined by customer brand loyalty, which is a fundamental concept in strategic marketing. Although consumers' brand loyalty has emerged as a significant marketing concept for many businesses, consumers with high-level loyalty will spend more money on products and services, demonstrating consumers' purchase behavior.

Consumers are influenced by others' purchasing powers. Zhang et al. (2020) found that the manufacturer has to bear the signaling cost without information sharing, resulting in a decrease in the profit due to a downward sale price. The impact of social influences and information policy, focusing on pricing strategy and marketing strategies, offers some interesting insight on information management for supply chain management. J. Kim et al. (2017) found that social influence interaction and individuals' decisions may be influenced by choices made by members of their social network. Similarly, Alencar et al. (2021) found that a car-sharing system provides individuals with different degrees of influence depending on social relationships. However, the network

choice depends on the magnitude of the type of relationship and social interaction that individuals choose to associate with their peers.

In applying an effective market targeting strategy, organizations must understand their current customer needs in the market environment. Meanwhile, data mining has become a growing trend in targeting marketing. In a recent study, Yoseph et al. (2020) found different marketing segmentation experiments conducted to investigate the variability of customer buying behavior and profitability. The results showed the benefits of understanding the importance of market opportunities and understanding customers' needs in implementing STP strategies.

Market Positioning

Market positioning strategy focuses on a stage to distinguish the product range, compare to competitors' products, and is viewed as the underlying process needed to utilize and transform information that is generated through customers' perception (Iyer et al., 2019; Keller & Kotler, 2015). Although some firms use an explorative learning system to encapsulate customers' existing needs in the market, improved solutions to fulfil those needs are incorporated in the process (Herhausen, 2016). Traditionally, business performance is achieved when the strategic configuration is aligned with internal operations (Iyer et al., 2019).

The evolution of price for products and services in the market has been in response to demand changes. König et al. (2019) conducted a study with several firms and found that suppliers or providers are always price takers rather than price makers. However, customers decide on the price of their purchases in the market. König et al.

(2019) were able to distinguish the successful rear boundary that led to a more profitable market position. The positioning concept is to guide management over time. However, Koch and Gyrd-Jones (2019) argued that positioning is often seen more in identifying a competitive position rather than as a dynamic and intraorganizational process of positioning.

In a competitive market, companies must decide the strategies needed for a competitive advantage. Dombrowski et al. (2018) pointed out that four success factors are required to position within the generic competition strategies: (a) reduced cost or improved benefits, (b) a wide range of products, (c) production process, and (d) delivery time of the product. Once these success factors materialize, strategic positioning in the market is achieved. The idea of positioning in relation to marketing activities was introduced by Trout (1969). Subsequently, several researchers as Ries and Trout (1981), Kapferer (2010), and Keller (2012) agreed that positioning strategy is focused on shaping the preference of consumers from brand's target group and brand positioning. Additionally, Witek-Hajduk and Grudecka (2018) agreed with the positioning strategies from previous researchers, highlighting an increase in customer loyalty and satisfying customers needs.

Relevant Alternative Theories

The STP conceptual framework was chosen for the current study to answer the following research question: What successful marketing strategies do Grenadian executive-level automotive dealership managers use to sell new U.S. or Japanese vehicles to increase dealership profits? I considered three additional theories for the study: general

theory, marketing mix theory, and social marketing theory. Some researchers use alternative theories to better understand marketing strategies. Although I considered these frameworks, each theory lacked one or more constructs for the study. The STP conceptual framework was the most appropriate framework for the study because all theory segments were addressed.

General Theory

The general theory is an overarching theory that seeks to explain the most important fact in a discipline by integrating many concepts to explain the phenomenon. Shaw (2014) found that the general theory was the main focus of leading marketing scholars to advance the market discipline as a social science. Although the general theory was leading systematically, integrating insights from many concepts of marketing and supplying products and services that people demand should be given top priority. The groundwork of the key developments or concepts of marketing strategy was deliberated by historians over the past 30 years.

According to Jones and Shaw (2018), both the practice and thinking about marketing strategy were remarkably refined in the early 20th century. Hunt (2018) argued that enhancing various facets of the literature of strategic marketing within the market discipline needs to be transformed. However, drawing from previous materials and arguments on marketing strategy, the research task to understand the current trend in marketing strategy is promising. Additionally, Shaw (2020) posited that general marketing theory involves marketing management, consumer behavior, and macro marketing.

The marketing system provides the necessary and sufficient conditions for increasing aggregate economic growth in a society. According to Shaw (2020), marketing systems involve buyers and sellers interacting in a dual search process in which customers are seeking goods to purchase and suppliers are looking for customers. Gloukhovtsev et al. (2018) argued that the purpose of a marketing system should be to improve human welfare by providing goods and services to meet a variety of needs. Moreover, a market system perspective offers a comprehensive overview of the decision compared to a simple analysis of transaction cost.

Marketing Mix Theory

When a firm is trying to manage marketing elements with resources to fit the needs of customers, adopting a marketing mix program is important. The marketing mix theory was initiated by Borden in the early 1960s with a set of 12 important deciding elements in theory (Beke, 2018). Additionally, McCarthy (1964) refined the idea of the 12 elements in the marketing mix as a combination of all factors to satisfy the target market. With the refined idea, four elements, namely product, price, promotion and place (or 4Ps), were commissioned to satisfy the target market.

According to Londhe (2014), the marketing mix is a powerful concept that allows the separation of marketing from other activities of the firm and changes the firm's competitive position. Similarly, Kotler and Armstrong (2016) found that the marketing mix offers marketers a set of controllable variables to position and communicate their product brands to satisfy the demands of customers. Most often, different elements of the marketing mix may be used to address sacrifice relating to donation behaviors (Bradford

& Boyd, 2020). Additionally, it is necessary to investigate the concept of sacrifice related to price, or what consumers give up obtaining value.

Moreover, marketing is predicated on the activities and processes that create, communicate, and deliver value to customers, organizations, stakeholders, and society at large (W. M. Lim, 2021). More recently, scholars recognized the need for a stronger classification in the marketing mix. Festa et al. (2016) suggested that the marketing mix can stimulate conceptual and contextual integration for customers, relationships, and retail services.

Social Marketing Theory

Social marketing theory is extended beyond business transactions to any human activity relating to or involving social change (Rundle-Thiele et al., 2019). Social marketers encourage people to change their behavior and adopt a healthy lifestyle that can bring value to the market (Rundle-Thiele et al., 2019). Social marketing theories focus on human behaviors and responses to influences and situations (Fries et al., 2020). Although the idea of the theory is appealing from a theoretical standpoint at a community level, the impact of influences that work to shape behavior to greater exposure is sustainable.

In considering the complication associated with behavioral changes, the key is building an evidence base to understand social marketing. Tweneboah-Koduah et al. (2019) found that the social marketing concept has been used effectively to influence behavior change and to benefit society. However, to achieve change, clear direction is required to assist social marketing practitioners with understanding the individual scope

of what is needed to be done and when and where to make healthier choices (Venturini, 2016). Behavior of individuals in social marketing research may change positively by adopting best practices to create value.

Studies conducted by Cismaru and Levit (2020) suggested that social marketing theory can guide in settings communication and campaign objectives, segmentation and targeting and the 4Ps strategy. However, most popular theories and models identify what needs to be addressed so that behavioral changes are more likely to occur. Once changes are noticeable, social marketing theory has succeeded in achieving the objectives.

Strategic Planning

When an organization embarks on a strategic planning process, there must be a vision statement and a mission statement to guide the process (Northouse, 2018). The leaders and followers must be aware of the organization's ultimate goal to have a competitive advantage and be profitable. Olsen (2012) stated that to implement the strategy assigned for the organization, every facet of the strategic planning must be adhered to by each team member. Managers, however, must develop strategies to achieve a competitive advantage and stay ahead of their competitors. Dyer et al. (2018) revealed that the deliberate strategy creates a pattern of activities to achieve the organization's mission. These plans are monitored constantly and adapted to the industry environment to sustain the competitive advantage.

In sustaining the long-term benefit, stakeholders are the benefactors of the planned strategy. These include the shareholders, banks, customers, suppliers, employees and the community. MacDonald et al. (2019) found that when stakeholders are fully

involved in the organization planning process, each individual sees the need to help generate above-average profit that will benefit all. In an organization, decision-making authorities are centralized with a high degree of control for coordination. However, each stakeholder seeks essential information about how a stakeholder can impact the community and what strategy can be adopted for sustainability development.

The benefits derived from the organization being profitable augur well for the continuation of the business. Bereznoi (2014) suggested that what distinguished, innovative business models from traditional models are the systematic results of developing a set of business innovations. It follows then that, by creating customers value and delivering on time, the organization maintains its competitive advantage.

Marketing Trends

The business-to-business (B2B) environment with an emphasis on marketing has created an avenue to explore. Marketing any business is dynamic and innovative and plays a pivotal role in conceptualizing the marketing strategy. Finoti et al. (2019) found that marketing strategy is accepted and is the core concept in marketing. On the other hand, organizations refer to strategy as critical in decision-making related to the creation, communication, and delivery of valuable products to customers. Additionally, Slijepčević et al. (2020) found that companies need to be visible and linked to target groups to survive in a dynamic environment. However, Big data provides an opportunity for organizations to analyze a high volume of data at speed and predict what may benefit the organization shortly (Lee, 2018). Forecasting outcomes of strategies is vital to advance organizations' service to customers and to stimulate organizations innovativeness.

Batra and Keller (2016) argued that recent development and penetration of new media fundamentally changed the way stakeholders think about products, brands, partnerships and buyer relationship management. In response to these trends, many companies have developed substantially enhanced digital capabilities, skills and practices, to remain relevant and competitive in the market. Boyd and Koles (2019) suggested that current business firms are expected to establish and maintain their social networking sites to enhance buyers' engagement and interaction with their products and brands.

New Trend in B2B Marketing

Hofacker et al. (2020) found that digitalization is a pervasive force in business places. Digitalization has increased competition and further pushed firms to seek unique ways to distinguish themselves in the business to business (B2B) market. Additionally, B2B relationships have not escaped the overwhelming transformative force of digitalization that has been upending the way market's function and the way customers make sense of firms' value offerings. Hofacker et al. (2020) suggested that artificial intelligence, blockchain, data security/integrity, the internet of things and big data analysis are just possible digital trends shaping how B2B relationships are understood and managed.

Paschen et al. (2019) argued that for B2B companies, artificial intelligence can help translate (big) data into information and into knowledge required for developing effective marketing and sales strategies and tactics. Similarly, Singh et al. (2019) suggested that digitization enables digital approaches to access, organize, store and use

sales-related knowledge. Additionally, artificial intelligence technologies concern learning that permits sales artefacts to perform sales or the entire sales autonomously (Syam and Sharma, 2018). Although practitioners expect artificial intelligence to offer B2B marketing and sales practice, Paschen et al. (2019) found that tailoring innovative ways to enhance marketing effectiveness can impact business strategy.

New Trend in B2C Marketing

Firms introducing business-to-consumer (B2C) service innovation provides new benefits to consumers. Dotzel and Shankar (2019) found that B2C service innovation can be sealed to a wider market to generate larger cashflows. Although B2C can be characterized to create value for the firm, the market downturns can also create uncertainty in the level of price premiums different consumers may pay for innovation (Dotzel & Shankar, 2019). Consequently, a firm should anticipate higher returns and also be prepared for higher risk.

Hazimeh (2020) found that marketers look at location as an attribute to develop marketing strategy where potential consumers are reached at their own location rather than consumers coming to the company's own location. Knowing where consumers are located is a huge marketing value that helps business to reach consumers at the right time and the right place. Xu et al. (2020) argued that if B2C e-commerce platform wants to expand market share, much emphasis should be placed on competitiveness through differentiation, which requires the combination of marketing mix and sales. In addition to creating the marketing mix, Xu et al. (2020) found that new media platforms and channels can help build differentiation and focus on people and goods market.

Strategies that offer consumers a steady flow of shopping experiences across various platforms have emerged as a powerful engine for upward mobility. Lim and Winkenbach (2019) found that the retail sector has undergone a transformation from a brick-and-motor retail environment to an online platform. Although retailers develop the click-and-motor hybrid operations via the introduction of an online channel, new strategies are developed for penetration of the market and offering the consumer the fulfilment of last-mile delivery. Lin et al. (2018) agreed with the last-mile delivery because it offers convenience and flexibility. Last-mile delivery is the final business-to-consumer parcel delivery service (Lin et al., 2018). Albeit, the picking, packing, and delivery process align with the last-mile logistics, and the destination point is dictated by the consumer making the purchase.

Business Model

Every organization has a business model process to sustain the business within the business environment. Urmetzer (2021) argued that the business model perspective is initiated to connect the micro-level orientation within firms to align, examine, and determine the outcome on the system level. Urmetzer (2021) further stated that individuals are targeted to contribute to the insight of systemic change while focusing the perspective and innovative activities for a sustainable outcome.

Ammar and Chereau (2018) found that although businesses adapt business models to operate, some lack strategy to create an innovative business model. Although a business may have a plan of action on penetrating a market and being competitive, specific contingencies require adaptation of strategy to fulfil the business model. When

firms decide to operate and develop within a specific industry or environment, there are different models to do so. However, Ammar and Chereau (2018) found that these options are not infinite, and firm tend to follow limited set of part that will ultimately lead to stable configuration.

Initially, a business model is not noticeable in emerging industries where the competition is considered market driven. Parnell et al. (2017) suggested that general management require information and feedback from the market and their environment to understand the condition of the competitive market. The challenges faced by the organization to successfully make correct decisions depend on mixes of strategic, policies, and functional strategies. Scuotto et al. (2020) found that both functional strategies resulted in positive and significant relationships with innovation performance. Notwithstanding, in the global economy, the efficient, systematic organizational environment firms are moving to develop a better interest in the innovation function (Pérez-Luño et al., 2016). However, the information retrieved will guide the management team to adopt the current trend and gain a competitive advantage successfully.

In an automotive cluster, which is a well-suited framework in which members play a supply or buyer role, Zapata-Cantu et al. (2020) found that from the economic importance of the automotive industry in Mexico, it is the most dynamic sector in terms of innovation. However, with strategic innovation for improving the vehicle model, the focus has shifted to consumer wants for new technology in the vehicle cluster. Additionally, Morgulis-Yakushev and Sölvell, (2017) argued that firms inside a cluster are typically networked and connected in many ways, e.g. resource mobility, knowledge

sharing and collaborative projects. Mendoza-Velazquez (2017) discussed that some firms combined geographical clusters and related supporting industries, but specialization correlates knowledge, creation, and diffusion. Additionally, firms having a sustainable business model within the automotive cluster should include activities in various areas of the business models.

Open Innovation

Open innovation is defined as the use of purposive inflows and outflows of knowledge to accelerate internal innovation and expand the markets for external use of innovation (Chesbrough, 2006b). However, Szymanska (2016) found that the concept of open innovation which appeared in 2003 was introduced by Henry Chesbrough. Open innovation concept is an important source of access to new resources and talents, creating opportunities for learning, and influencing the creation of a competitive advantage (Chesbrough, 2017; Szymańska, 2016).

Managers and executives are challenged by understanding open innovation as it relates to business to expand the markets for use of innovation. Radnejad et al. (2019) found that open innovation can provide firms with advantages in risk-bearing and cost-sharing. However, relationships must be maintained to develop strategies that will help the company to exploit ideas in different markets.

Open innovation can be divided into two important kinds of knowledge flows: outside-in and inside-out. Focusing on the outside-in part involves opening of a company's innovation process to external knowledge inputs (Chesbrough, 2017). Similarly, with the inside-out open innovation, the organization allows unused and under-

utilized knowledge to go outside the organization for others to use in their business and business models. In testing the business model innovation, Guo et al. (2018) suggested that the impact can enhance the firm's performance. However, some firms use the business model innovation as a decision-making activity to improve efficiency and capture the benefit from such models. It follows then that business innovation models are necessary tools for business strategic positioning in the market.

Firms that pursue an open innovation strategy tend to achieve higher innovative performance. Wilhelm and Dolfsma (2018) found that one of the obstacles for open innovation in the automotive industry is that information processing boundaries were not sufficiently permeable for ideas from small inventors. However, West and Bogers (2017) stated that analysis of the field to go beyond is a firm-centric perspective when researching open innovation is the role of management of open innovation networks.

Marketing Innovation

Marketing innovation on companies' environmental orientation has impacted the business community. Medrano et al. (2020) argued that marketing would play a critical role in achieving sustainable development. However, virtually all companies seek growth, but they need to emphasize sustainable parts to change. The challenge of sustainable development requires new ways of thinking and acting, incorporating new products, services and technologies. Intuitively, companies that engage in marketing innovation will have significant environmental objectives of promoting and sustaining the business (Ashrafi & Zare Ravassan, 2018). Customers looking for the best deal on products and services will gravitate to the business that offers such incentives.

Companies have to adapt to changing customer needs by applying the traditional four Ps of marketing practices, which are: - product, price, place, and promotion. The development of a new product is innovative and dynamic. Prices are regulated to have a competitive edge, while businesses strategically position themselves to attract customers or alternately use online sales. Promotion refers to the use of advertising on printed paper or social media. Similarly, Pekovic et al. (2016) found that marketing strategies are tailored to promote customer satisfaction, sustain the organization and care for the environment.

According to Medrano et al. (2020), firms adapted to undertake marketing innovation does not require large financial outlay. However, they require a clear environmental awareness on the path of managers and, especially, a sustainable organizational culture that enables awareness of these types of innovations' short and medium-term benefits. Therefore, the strategy of sustainability opens up opportunities to innovate in marketing activities strategies. Similarly, Rubera and Kirca (2017) found that firms that focus on innovation can create value for shareholders by satisfying customers.

However, research has shown that a crucial trade-off between satisfying customers and creating value for investors is timely. Rubera and Kirca (2017) also suggest linking the same factors as a firm's branding strategy. The position of market dominance and industry-level competitive force that enhance the effect of innovation depress the effects on customer satisfaction of innovation on firm value interchangeably. More importantly, with innovation signals, some firms' ability to expand their product portfolio in the future is remarkable, thereby increasing its residual value.

Innovation in the automotive industry has a remarkable impact across the range of product offerings. The automotive industry is unique because innovation is essential at every phase of the value chain, from a network of suppliers at the initial stage of the extensive distribution network to future product performance (Talay et al., 2017). More importantly, the billions of dollars of new product development expenses with highly uncertain market outcomes make the stakes even higher for everyone in the value chain (Carolino Sousa Santos Junior, 2018). Innovation has a critical impact on product portfolios in the automotive industry. Talay et al. (2017) found that product line renewals and extensions constitute a reasonably standard process. Car models are regularly scheduled for upgrades or replacements in various areas, such as technology updates, style makeovers, and marketplace positioning.

Marketing Strategies

Effective product and brand portfolio of marketing strategies are ways customers need addressed and created an avenue for competitive advantage in the marketplace. Auto manufacturers that compete in various product categories in the car segment focus on parent brands and car models that are constantly upgrading over time (Kirca et al., 2020). The number of products and brand ports support essential traits of an organization and so depicts the effectiveness of marketing processes as necessary.

According to Brexendorf and Keller (2017), brand architecture is the hierarchal structure as to how the firm's products and services are branded. It highlights valuable assistance in understanding the transfer of various corporate image associations from the corporate brand to any sub-brands and products in its portfolio and any reciprocal

feedback effects. (Carolino Sousa Santos Junior, 2018) found that a brand architecture strategy defines the number and nature of common and distinctive brand elements (i.e., names, logos, symbols, etc.) used across the firms' products, revealing their explicit ordering. Moreover, it suggests which brand elements a firm should apply across new and existing products and services, clarifying the similarities and dissimilarities between the entities involved.

In similar studies, Sheth (2021) found that marketing strategy will go back to basic and focus on managerial marketing. In developing marketing strategies, six managerial marketing areas are considered anchors to shifting the focus back on customers. They are as follows: -

- Creating value for customers: This offers a superior product to customers at a reasonable price backed by superb service.

- Brand value: The brand value is linked to the company's market value and provides royalty to the selected brands.

- Discipline in selling: The imparting of marketing strategy on selling through several avenues such as social media and by personal influence involvement.

- Science of pricing: The ability and willingness to pay for goods and services in the consumer market.

- Reverse Marketing: The focus is on purchasing online in real time, compared to brick-and-mortar retailers where customers have to leave the comfort of their homes to shop.

- Role of marketing in Society: Marketing can enhance customers' willingness

  to pay even if there is no ability to pay. Marketing also has an impact on

  society through social and celebrity as well as peer group influences.

Marketing strategy is likely to revert to managerial marking. However, the marketing

strategy will focus more on customers and community and less on the competition in the

process. Additionally, Morgan et al. (2019) suggested that marketing strategy is a

construct embedded in strategic marketing and is the lens through which the current state

of marketing strategy is examined. Likewise, by developing sustainability marketing

strategies, a firm's performance can be measured by its customer loyalty and external

stakeholders' input.

Supply Chains

Supply chains are dynamic and innovative networks comprising entities, such as

suppliers and customers where information exchange occurs. According to Azzi et al.

(2019), a supply chain is the system of organization, people, and information that

involves moving a product or service from suppliers to customers. Automotive supply

chains using big data are seen as fulfilling the needs of customers at a minimum cost,

thereby improving competitiveness (Vieira et al., 2019). The need to deliver products and

services is part of customers' expectations that supply chains are mandated to perform.

Although customers demand and suppliers' capacity may hinder the delivery of

such products and services, the possible consequences may negatively affect supply

chain's ultimate goal to fulfill the ultimate goal of customers' satisfaction (Vieira et al.,

2019). However, with the organization focusing on improved products, services, and

customer experience and transforming them to a decision-driven unit for sequential information, big data in supply chains will enhance organization performance.

In a supply chain, performance is measured by quality, dependability, and cost. Researchers found that some organizations have access to valuable insight on value performance, which provides them with a better opportunity to strengthen their relationship with customers in a supply chain environment (Gawankar et al., 2020). The accomplishment of a relation-based alliance, Wamba et al. (2017) argued that it depends on the operational and strategic management of the relationship between stakeholders and the supply chain. Moreover, big data is expected to greatly impact the supply chain in various industries, including the automotive industry.

Social Media Marketing

When consumers are in the market to make a purchase decision, social media platforms such as Facebook and Twitter are powerful tools for shaping a decision choice. In a study conducted on digital marketing, Gosline et al. (2017) found that consumer-to-consumer is a powerful medium to spread the news on purchasing decision, highlighting the likes and dislikes of products or services. The stories of brand products with a sample size of 1800 participants were the main focus of the study. Results show that there was an average increase of approximately 32% in purchasing consideration when consumer-based story telling was employed (Gosline et at., 2017). Consumers exposed to stories of brand products had a significant impact of connection and trust with the firm.

According to Compeau et al. (2016), social media relationships have influenced the purchasing intention and behavior of consumers. Shopping, however, allows

consumers to express themselves through affiliation with family and friends (Compeau et al., 2016). The need to associate and share the same shopping experience has a significant meaning for consumers. When relationships are closely knitted, shopping allows the shopper to reinforce and enhance those positive feelings (Compeau et al., 2016). Additionally, the art of shopping expresses oneself to others and allows the communication act to reciprocate.

Social media marketing strategy has a positive influence on consumers buying power. According to Hyun et al. (2021), consumers have adopted new shopping behaviors with the use of social media and interaction with firms. Although some consumers purchasing powers are influenced by social media commerce, the decision to shop online is highly motivated by technological experiences. Wang et al. (2019) posited that social media commerce behavior is viewed as an extrinsic motivation such as benefits. Social media commerce is diverse in sharing online shopping experiences, communication and interactions among participants. Assuredly, the comments and communication from community interaction on social media allow the firm to understand participants needs and strategically plan to fulfil that social media tool. Research done by Rehman et al. (2020) found that when consumers are interacting on social media, the likelihood of social shopping has good potential to increase online sales. Social media has become an outstanding and innovative platform for shopping (Yahia et al., 2018). The level of trust is crucial in the online shopping environment. However, the steady growth of social media usage has allowed the business to perform innovative tactics to reach global and distant customers while increasing market share.

Considering new techniques to reach customers is necessary for business growth. Saura et al. (2019) observed that Big Data analytics is utilized to find trends, patterns or customers preferences to improve the business decision-making process. However, to perform the analysis, it is necessary to search for a database, organize it with text mining techniques, and proceed with the analysis, to make an informed decision on the data retrieved from the search. Nonetheless, the three techniques come with challenges when obtaining the data initially. Therefore, access to the internet worldwide will help to improve the decision-making techniques.

Internet Marketing

Advertising forms an integral part of business marketing strategy. In the early 90s the digital banner was initiated (Pritchard, 2021). Following the digital launch, a number of ways to connect with, entertain, inform and engage consumers, with digital media capabilities disrupting every aspect of the advertising, media and marketing ecosystem (Pritchard, 2021). According to Gordon et al. (2021), digital advertising market is lavishing exceptional innovation to marketers. Although traditional advertising in newspapers was the dominant form of media for marketers, the introduction of radio and television became dominant over time, notwithstanding some inefficiencies in the digital advertising.

Similarly, Pritchard (2021) agreed with digital media now the dominant form of media, marketers are encouraged to utilize the platform to create positive benefits. With positive benefit expecting to achieve, marketers were hoping to solve the problem of advertising waste that has plagued the industry. However, marketers should create a

medium to monitor the numbers of hits on various digital platforms to reduce waste spending.

Consumers are benefiting from the online platform and digital advertising. Porter (2021) found that although consumers are benefiting from the platform and digital advertising, areas of marketing inefficiency must be addressed. Gordon et al. (2021) acknowledges that four areas of marketing inefficiency in digital advertising market have received less attention from competition reviews.

- *Ad effect measurement* is an approximation of progressive effects of advertisement on consumer behaviors. Being unaware of the uncertainty of the outcome of the advertisers' financial position such as budgets, negotiated prices and bids for ads.

- *Organizational inefficiencies* occur within advertising organizations and between advertisers and designated agencies; these inefficiencies may lead to incorrect advertising decisions.

- *Ad blocking* is a consumer technology that prohibits ads from being displayed. Ad blockers may alter advertising revenues and jeopardize the incentive to provide content.

- *Ad fraud* is a collection of practices that misrepresent advertising inventory or disguise machines as human in order to steal advertising expenditure. Most industry estimates indicate that fraud takes 10% - 30% of total digital advertising revenue.

Similarly, firms measure ad effects to quantify the incremental return of their marketing investments. However, Shiller et al. (2018) argued that advertising exposure might be influenced by factors that are arguable independent of consumers' preference for the brands being advertised. Mishra and Ewing (2020) also agreed that financial constraint negatively affects brands capital of intangible investment. However, smaller firms facing constraints continue to increase their intangible assets, while larger firms reduce their intangible investment to remain competitive.

Marketing excellence is a strategy focusing on achieving growth in the market ecosystem. Homburg et al. (2020) observed that effective marketing excellence shows value to investors, which poses a managerial challenge. Similarly, according to a survey conducted, top managers are hesitant to show how financial markets activities can create growth in shareholders' value. However, marketing excellence can adjust, and impact competitors' offers, and also build platforms with multiple stakeholders to secure a firm's place in the ecosystem.

Relationship Marketing

Customers are attracted to businesses where customers experience specialized personal care and long-term relationships. Gilboa et al. (2019) argued that if customers are offered unique and distinctive attention, then social relationships take a crucial role in the business. Bolton et al. (2018) found that large enterprises focusing on managing the company's employees, customers and machines are linking multiple touchpoints in the business to create a customer experience. Furthermore, firms are encouraged to adopt and produce a positive customer experience based on the competitive strategy of the business.

Relationship marketing, as suggested by marketers, is one of the most successful business development portfolios currently utilized by businesses. Putra and Putri (2019) revealed that service quality plays a major role in the sustainability of service companies. However, low service quality reflects negatively on the business. When customers are not happy with the service, they may turn to competitors. The goal is to develop, maintain, and improve the relationship with customers over the long term. Amoako (2019) also agreed that relationship marketing is understanding the needs of customers, how to develop strategies, built trust and commitment, and communicate. Additionally, for firms to gain value through relationship marketing, strategic and competitive benefits are essential for success.

Differentiated relationship marketing strategies can be affected by changes in customers' behavior and personalities that can alter the success of relationship marketing. Interestingly, Caliskan (2019) discovered that relationship marketing is a powerful tool for developing variation in a competitive arena. Although relationship marketing helps to motivate customers and buyers to strengthen word-of-mouth marketing, the openness to experience and building relationships help identify customer personality (Caliskan, 2019). Hence, customer satisfaction and commitment should contribute to both relationship and quality of customer behavior.

Developing strong relationships with customers is important and beneficial for the long-term success of any organization. According to Fazal-e-Hasan et al. (2020), relationship marketing is developing, maintaining and sustaining customer relationships which is beneficial for customer-organization relationships. Adopting the customer

relationship approach, van Tonder and Petzer (2018) revealed that a firm practicing relationship marketing should focus on the provision of core service and must ensure the relationship is customized according to individual's needs. In contrast to these views, researchers also found that relationship quality is a contributory factor to the closeness of the organization and customers for sustaining a competitive advantage.

Integrated marketing is the combination of multiple marketing strategies for online businesses. Vynogradova and Drokina (2020) found out that the integrated marketing tool is built on the traditional "4P" marketing mix concept. Additionally, the marketing mix tool focuses on two blocks of components: constructs of the "4P" model modified to the internet environment and the elements of customers and community services. Similarly, businesses are using integrated marketing as a communication tool by ensuring that messages are received by the right audiences and to make a valuable contribution to the business economy.

Transition

This section of the study detailed the foundation of the study, the background of the problem, problem statement, purpose statement, and nature of the study. I also included assumptions, limitations, delimitations and significance of the study that aligns with the research question. The main research question forms the basis for selecting the interview questions. I used as my conceptual framework: segmentation targeting and positioning model and present relevant literature to support the phenomenon of successful marketing strategies of automotive dealership operations in Grenada. In section 2 of the study, I restated the purpose statement, the role of the researcher, the

participants, research method, research design, population and sampling and discuss

ethical research. Additionally, I covered data collection instruments, data collection

techniques, data analysis and section of reliability and validity.

Section 2: The Project

Section 2 provides the detailed plan to explore the successful marketing strategies that executive-level automotive dealership managers in Grenada use to sell new U.S. or Japanese vehicles to increase dealership profit. The steps outlined in this section provide readers with details about how I conducted my research. Moreover, I provide a perspective for ensuring the validity and reliability of this study.

Purpose Statement

The purpose of this qualitative multiple case study was to explore successful marketing strategies that executive-level automotive dealership managers in Grenada used to sell new U.S. or Japanese vehicles to increase dealership profit. The sample consisted of four chief executive officers in the Grenadian auto dealership industry. Each participant had successfully implemented marketing strategies to ensure profitability by selling new U.S. or Japanese vehicles. The study's implication for positive social change include helping Grenadian automotive dealerships develop marketing strategies that promote company sustainability, which, in turn, could result in improved satisfaction of employees and enhanced lifestyles of their families and communities.

Role of the Researcher

As the researcher, I served as the primary instrument for data collection, organization, and analysis from the interview responses. Cluley et al. (2020) found that in qualitative research, a researcher is responsible to collect, organize, analyze, and interpret responses from the participants. My role was to gather information from and engage participants in answering the interview questions in an accurate manner. I used an

interview protocol to conduct this study that included open-ended questions to permit greater participation.

I was exposed to automotive dealership operations at the time of study in the accounting department. However, my plan for avoiding possible bias in this research was to present the experiences of the participants and to ensure a correct reflection of the participants through data analysis and thematic representation. Bias is part of the research process. Wadams and Park (2018) suggested that researchers may have biases when conducting qualitative research. Based on previous experiences of a researcher, one bias is anticipated outcomes that the researcher may have when conducting the study.

I aligned my study with the ethical protocols established in the Belmont Report (1979) regarding research participants. I adhered to all ethical protocols for analyzing ethical issues as outlined in the Belmont report. The Belmont report requires researchers to follow three principles: (a) respect for persons, (b) beneficence, and (c) justice (Anabo et al., 2019). I respected the decision of participants, made every effort to secure the well-being of participants, and ensured confidentiality of the identity of participants.

Participants

My participants included four automotive executive officers in the southern region of Grenada who had successfully positioned themselves to adapt marketing strategies that ensured profitability to sustain their business. Choosing participants for qualitative research requires participants to have experience and knowledge of the industry (Crick, 2021; Ji et al., 2019). Some researchers are faced with challenges when seeking to choose participants (Pratt et al., 2020). I used the automotive dealership list

from the auto dealer association of Grenada. I contacted the potential participants by telephone and email. I had no direct business, personal, or other relationship with the potential participants.

Making plans to contact research participants by email may provide new data collection (Lobe et al., 2020). Communication through email can foster a relationship with the potential participants. Once a response from the participants confirmed the consent to participate in the study, I forwarded an official email to establish a relationship with the participants who had successfully used marketing strategies to ensure profitability in automotive dealerships in Grenada.

Research Method and Design

Research Method

Researchers use three research methods to conduct a research study: qualitative, quantitative, and mixed. Some researchers use the quantitative method to examine whether significant relationships exist among a number of variables (Park & Park, 2016). Because I did not intend to examine variables and test hypotheses, the quantitative method was inappropriate for the study. Mixed-methods research includes both quantitative and qualitative methods to investigate a complex research problem (Mabila, 2017). Because the mixed-methods approach includes an element of quantitative analysis that was not part of the current study's goal, the mixed-methods approach was inappropriate for the study.

I used a qualitative method to conduct the multiple case study. The qualitative method enables researchers to use open-ended questions, view documents, and conduct

observations to gain further insights into more than one organization (Yin, 2018). I used

the opportunity to gain an understanding of the problem through observations and

interviews. The qualitative method was appropriate for the study because I was able to

understand the business phenomenon.

Research Design

I used a multiple case study design for the current study. Researchers use several

qualitative designs that include ethnography, phenomenology, narrative, and case study

(Khaldi, 2017; Marshall & Rossman, 2016). Researchers use ethnographic design to

explore shared patterns of a group culture through observation and interview to

understand the culture (Hammersley, 2016). The ethnographic design was not appropriate

for the current study because I was not studying culture in my research. The

phenomenological design includes using several interviews to interpret lived experiences

of participants (Yin, 2018). I did not use the phenomenological design because I was not

researching personal experiences. A narrative design focuses on lifelong experiences of

participants from their stories (Yin, 2018). The narrative design was not appropriate for

my study because the lifelong experiences of participants were not needed to explain the

marketing strategies of businesses.

Researchers use the case study design to understand complex phenomena with a

robust inquiry (Alpi & Evans, 2019). According to Yin (2018), a case study can be single

or multiple bounded by a specific time and location. The multiple case study design

allows researchers to explore multiple cases within one or several locations and examine

data to identify themes, patterns, or ideas (Yin, 2018). I interviewed executive managers of automotive dealerships to collect data from various sources to ensure credibility.

Data saturation is achieved when the information from the participants becomes repetitive (B. Saunders et al., 2017; Tran et al., 2017). Researchers conduct interviews with participants and reach data saturation when no new information or themes emerge (Constantinou et al., 2017; Tran et al., 2017). To ensue data saturation, I conducted and analyzed information provided by the participants until no new data or themes emerged from the interviews.

Population and Sampling

The goal of this study was to explore successful marketing strategies automotive dealership executive-level officers in Grenada used to sell new U.S. and Japanese vehicles to increase dealership profit. Moser and Korstjens (2018) defined sampling in qualitative research as the process of selecting or searching for situations, contexts, and/or participants who furnish rich data regarding the phenomenon of interest. Additionally, Polit and Beck (2017) revealed that sampling in qualitative research is deliberate, not random. The most commonly used deliberate sampling strategies are purposive sampling, criterion sampling, convenience sampling, and snowball sampling.

The sample population for this multiple case study was four automotive dealerships that had successfully used marketing strategies to increase dealership profit. I used purposive sampling to select the participants. The rationale for using a purposive strategy was that I assumed that the participants were knowledgeable in understanding the phenomenon of the study.

When researchers conduct interviews with participants, the settings should be conducive for communication without interruption (D. R. Johnson et al., 2021). Participants were automotive executive managers who had successfully used marketing strategies to sell U.S. or Japanese vehicles to increase dealership profit. I and each participant agreed on a suitable private place to conduct the interview free from distraction to allow for free flow of information.

Ethical Research

Ethical considerations and the informed consent process should be addressed when conducting a study. The researcher must be open and honest with the participants, informing them of the evidence required and what will be done with the information once the research is completed (Kaewkungwal & Adams, 2019). Further research suggested that three core ethical considerations (risks/benefits, vulnerability, and privacy) are required in qualitative research (Thompson et al., 2021).

The decision-making authority for consent, the process for approaching the participants, and the availability of contact for the study were based on ethical principles. Before I contacted the participants in my study, I received approval from Walden University's International Review Board approval no. 06-02-22-1013377. I issued a consent form with a confidentiality statement so the selected participants would understand that the study was voluntary and that they could withdraw from the study at any time (see Yin, 2018).

My overall goal for this study was to ensure that I applied the ethical standards of respect, beneficence, and justice to the participants. According to Brothers et al. (2019),

compliance with the standards of the Belmont Report means to emphasize the

participants' right to withdraw from the study at any time without any penalty. To

withdraw from the study, participants could have contacted me via email or phone

informing me of their choice to withdraw from the study. I also informed participants that

no incentive would be provided for the study and that the study was voluntary.

Data Collection Instruments

I was the primary instrument for this study. According to Yin (2018), in

qualitative research the primary data collection instrument is the researcher. The data

collected were primary data from conducting interviews. The interview protocol (see

Appendix B) allowed me to focus on the interview process, which aided in the study's

reliability (see Yin, 2018). The interview questions I developed consisted of eight open-

ended questions to obtain data about marketing strategies for automotive dealership

operations in Grenada. Although there might have been some challenges whereby some

members of the organization may have found it difficult to disseminate the information, I

explained the nature of the study and the benefits that could be derived from the study. I

assumed that the subjects would be willing to participate.

I conducted a face-to-face interview with each participant, and with permission

the interview was recorded using a voice recorder device. M. Saunders et al. (2015)

suggested that the interview is the most used method for qualitative data collection. To

enhance the reliability and validity of the data collection process, I used member

checking. According to Iivari (2018), member checking allows participants to check,

comment, or approve research data for correct interpretation from the viewpoint of the

informants. I allowed the participants to review the findings and offer any clarification or amendment to the data interpretation.

Data Collection Technique

In this study, I explored successful marketing strategies that executive-level automotive dealership managers in Grenada used to sell new U.S. or Japanese vehicles to increase dealership profit. According to Chu and Ke (2017), three types of interviews are available for researchers: structured, semistructured and unstructured. Yin (2018) pointed out that a structured interview is a formal questionnaire, but an unstructured interview is developed spontaneously at the interview site. For my study, I used semistructured interviews, which allowed me to obtain data from participants. Prior to conducting the interview, participants read and responded to the invitation email (see Appendix A). Chu and Ke (2017) also suggested that researchers prepare a list of interview questions to interact with participants. I conducted the interview using interview protocol (see Appendix B).

When collecting data, there are restrictions that concern the organization regarding the amount of time and resources that will be involved in the request for access (M. Saunders et al., 2015). An advantage of conducting an interview is that rich data through open-ended questions can be collected from the participants to answer the research question (Ciftci, 2019). Being honest regarding the time required and not extending the time will benefit the participant and will encourage participation (Lukacik et al., 2022). If the interview is longer than stipulated, this will prevent further access to subjects. Young et al. (2018) suggested that there are disadvantages when conducting

interviews in that the participants fail to supply information to answer the research question. Additionally, too much information may be collected, and analyzing it may be difficult. I used an audio recording device to provide an accurate rendition of participant responses to the interview questions. After the interview, I listened to the audio recordings and transcribed the information. To enhance the level of validity, I used member checking to provide the participants with a copy of my interpretation of the interviews for validation.

Data Organization Technique

The purpose of the data organization technique is to prepare the data for analysis (Yin, 2018). During the compilation of the data, I kept track of all interviews in an electronic format, using NVivo and Microsoft Excel. The audio device I used to record the information was an Apple iPad with Voice Memos software. The data collected with my notes from the interviews were coded and electronically organized using NVivo and Microsoft Excel. The programs used were suitable to organize and sort the data. I organized the interview data files by naming the file with the participant's interview date and time of the event for identification and retrieval.

I kept all data secure and safe. The information was kept on file on a computer and a password-protected thumb drive to ensure backup of information. I secured hard copies of documents in a locked cabinet. The thumb drive was also stored in a locked cabinet. After a 5-year period, I will destroy all paper documents and delete all electronic data. Access to the locked cabinet was limited to me. According to M. Saunders et al. (2015), data saturation is achieved by the researcher when similar patterns repeat, and no

new information has emerged. I used member checking to provide participants with a copy of my interpretation of the interviews for validation.

Data Analysis

Data analysis involves the search for patterns in the data, interpreting those patterns, and then discovering themes to answer the research question. According to Yin (2018), the researcher has the main role in analyzing and interpreting the data. The purpose of data analysis is to process the data, so it has to yield meaningful, and important, information from the research study. Yin (2018) also points out that the researcher needs to carefully select a systematic and thorough data analysis technique. As such I used thematic analysis as the research study data analysis technique.

According to M. Saunders et al. (2015), thematic analysis is a foundational method to qualitative analysis. However, this type of analysis uses coding as outlined in the approach to identify themes or patterns, which occur across a data set as in interviews and documentation, which is the focus of my case study. In conducting a thematic analysis of the data, I used Yin's five steps which are applicate and includes (a) compiling the data, (b) disassembling the data, (c) reassembling the data, (d) interpreting the data, and (e) drawing conclusions about the data (Yin, 2018).

Compiling the data is the initial stage in finding answers to the research question. Castleberry and Nolen (2018) suggest that compiling data is transcribing the data so that researchers can see the data. First, I defined my research question so that there is a clear understanding of what is to be achieved from the study. I asked the question, and the answer collected from the interview will help to answer the research question.

The next step after compiling and organizing the data is dissembling the data. According to Castleberry and Nolen (2018), dissembling is to separate the data and create meaningful groupings. The process is usually done through coding. I searched through the transcripts looking for codes and repeated themes. After separating the data into codes, the next step is to reassemble the codes or categories into themes. Reassembling is putting back the data together to articulate how different perspectives can be developed from themes. I ensured that all transcripts were in the right format to verify any spelling errors and identify any possible codes.

Once the data has been reassembled through coding, I was able to extract excerpts from the data and view them in relation to each other. Castleberry and Nolen (2018) found that focusing on interpreting what is going on within and across various discussions begins to identify thematic patterns across the data. After the themes are analyzed, the final stage will respond to the research question or state the conclusion.

As I completed the interview process with each participant, as suggested by Yin (2018), I reviewed the data, coded the data and stored the interpretive summaries on a computer in a password-protected file. It is interesting to note that thematic analysis is flexible and is not attached to a particular philosophical position (Saunders et al., 2015). The analysis focuses on identifying key themes, correlating the key issues with prior literature as well as new studies published since writing the current study and aligning the conceptual framework.

Yin (2018) suggested that in conducting case study research, six sources of evidence are attributed to the research, documentation, archival records, interviews, direct

observation, participants-observation and physical artifacts. However, not all the sources will be used in the study at the same time; they can be used interchangeably. The sources of evidence I used are in the form of documentation and interviews. I used member checking to provide the interview participants with a copy of my interpretation to validate my understanding of their discussions.

Reliability and Validity

Reliability and validity are essential standards for determining the quality of a qualitative research study (Yin 2018). The elements required to confirm the reliability and validity of a qualitative study include dependability, transferability, credibility, and confirmability (Moon, 2019). Reliability is attributed to replication and consistency, while validity is a suitable measure for analyzing the results (Yin, 2018). Reliability and validity are measures used to determine if the data is accurate and the trustworthiness of the current study.

Reliability

As a researcher, one of the main goals is to produce the results of a study that are reliable and valid. According to Yin (2018), reliability is the consistency of research study components and their repeatability to yield the same results. I ensured trustworthiness by following the interview protocol. More than one researcher is used within the research project to conduct interviews or observations to realize the goal. Consequently, when external reliability is used, the data collection techniques and analytic procedures would output consistent findings if replicated by another researcher (Saunders et al., 2015). To enhance dependability, I used member checking to provide the

interview participants with a copy of my interpretation to validate my understanding of their discussions.

Trustworthiness

Trustworthiness is a fundamental concept in qualitative research methodology. According to Daniel (2019), the concept of trustworthiness depicts the quality in qualitative research and reinforces both rigor in the research process and the relevance and confidence in the research outcome. Similarly, Cypress (2017) suggested that trustworthiness is an alternative for establishing the validity of the research outcome and truthfulness of findings. Therefore, to achieve trustworthiness in qualitative research outcomes, Daniel (2019) suggested employing a systematic process in organizing and analyzing data to ensure the outcome reflects the views of the sample.

Dependability

Dependability refers to the extent to which the result could be replicated in similar condition to get similar results (Yin, 2018). Researchers consider dependability as an audit trail of research, from research method startup to reporting the research findings (Korstjens & Moser, 2018). The audit trail will provide a detailed record of the development of the data collection and analysis processes. Johnson et al. (2020) suggested that qualitative researchers must adopt a research design stage for ensuring dependability to enhance consistency of the data and trustworthiness of the research findings. To ensure the study's dependability, I used member checking, which covers a range of activities, including sharing study discoveries and understandings with the

study's participants, returning the interview summaries to participants and permitting them to analyze, discover, and provide feedback for verification.

Validity

Validity in qualitative research is the precision in which the findings accurately reflect the data. According to Mohajan (2017), validity evaluates the credibility, instrument tools and methodological suggestion to make it applicable to readers. Similarly, Moon (2019) suggested that triangulation supports reliability and also increases the credibility of the findings of a study. To ensure validity, researchers used member checking to allow participants consent through mutual agreement and understanding (Caretta & Perez, 2019).

Additionally, Caretta and Perez (2019) found that member checking is one way of achieving transactional validity, which has been sighted as a stronger version of validity reach through triangulation. The validity of qualitative research has allowed researchers to triangulate several data sources to validate the interview data and direct observation (Moon, 2019). I observed the protocol process and suggestions to maintain the validity of the study.

Credibility

In qualitative studies, Yin (2018) revealed that credibility ensures validity and the degree to which reporting are fairly. Similarly, Hessels et al. (2019) suggested that credibility is ensuring that the findings from the study are a true description of the phenomenon from the perspective of the participants in the research. To enhance the

degree of credibility of the study, I used Yin's 5-step process by way of collecting and

analyzing data from company financial documents.

Transferability

Transferability enables researchers to apply the results in different settings.

Munthe-Kass et al. (2019) emphasized that transferability refers to how well a researcher

can apply the findings of a study to other studies involving different populations and

similar contexts. I ensured that my research study will show transferability by clearly

identifying the sample, data collection, and coding process.

Confirmability

Confirmability involves the degree to which the research results are free from bias

(Spiers et al., 2018). According to Ibiamke and Ajekwe (2017), confirmability also

confirms that other researchers can confirm a true representation of the information

collected from participants and not the researchers' own thoughts. I maintained an audit

trail and reflective journal and ensured the responses were those of participants and not

my personal bias. To enhance confirmability, I followed the interview protocol, using

probing questions, conducting member checking of my interpretation and triangulating

collected data.

Data Saturation

Data saturation occurs when a researcher obtains rich information to answer the

research question and no new themes emerge from the data collection (Braun & Clarke,

2021). Researchers should align with the data saturation strategies to ensure that the data

is complete and to arrive at a point where no more data collection adds new information

(Constantinou et al., 2017). Additionally, Yin (2018) suggested that researchers use data saturation to confirm transferability and confirmability. The idea of not reaching data saturation affects the overall quality and validity of the research (Johnson et al., 2020).

To ensure that I reached data saturation, I used the same interview protocol for all participants, and when I received the same responses, data saturation was achieved. I used the member-checking technique for data validation by providing my interpretation of participants' answers to the interview questions to each participant to ensure completeness and accuracy in the documentation. I provided a summary of the interpreted interview back to the participant containing specific descriptions or themes completed, offering them an opportunity to confirm pr provide additional material to augment their responses.

Transition and Summary

In this section, the successful marketing strategy for automotive dealerships is explored to increase dealership profit. In section 2 of the study, I restated the purpose statement, identified the role of the researcher, stated the suggested participants, research method, research design, population and sampling and discussed ethical research. I outlined the data collection instrument, the data collection techniques, data analysis and the overview of reliability and validity. In section 3, I presented the findings of the research and discussed the implication for social change, reflections, suggested recommended action, and used the finding for future research.

Section 3: Application to Professional Practice and Implications for Change

The purpose of this qualitative multiple case study was to explore the strategies that executive-level automotive dealership managers in Grenada used to sell U.S or Japanese vehicles to increase dealership profit. The data were collected from semistructured interviews and reviewed archival documents of the participants. The data analysis revealed that four participants were needed to meet data saturation. The findings indicated four themes regarding strategies used by executive-level managers in the south region of Grenada to increase dealership profit: (a) customer retention, (b) product branding, (c) media and promotional strategy, and (d) after-sales service.

In this section, I include (a) a presentation of findings, (b) applications to professional practice, (c) implication for social change, (d) recommendation for actions, (e) recommendations for further research, (f) reflections, and (g) the conclusion. Participants reported that customer retention, product branding, media and promotional strategy, and after-sales service were vital to the success of the automotive business. The answers to the interview questions helped me obtain a clearer understanding of this phenomenon and the findings needed to reach a conclusion for this study.

Presentation of the Findings

The overarching research question for this study was the following: What successful marketing strategies do Grenadian executive-level automotive dealership managers use to sell new U.S. or Japanese vehicles to increase dealership profits? I conducted face-to-face semistructured interviews with four business owners who provided a wealth of information regarding their success in selling automotive vehicles.

To achieve data saturation, I asked all participants the same questions in the same order, and each interview lasted approximately 30 minutes. To ensure confidentiality, I assigned each participant a unique identifier: P1, P2, P3, and P4.

Following the participant interviews, I used Yin's (2018) five steps for thematic analysis: (a) collecting the data, (b) disassembling the data into groups, (c) reassembling the data into themes, (d) interpreting the data, and (e) developing conclusions. In the data process, I highlighted keywords presented by participants, which resulted in four themes (see Table 1). Interview transcription, direct observation, and physical artifact were included in my data analysis. To mitigate bias, I followed an interview protocol (see Appendix B). Each participant was given a summary of the interview transcript for member checking. I asked the participants to correct any errors in my interpretation of the data and return the summary within 1 week.

To understand how some businesses can use marketing strategies to increase dealership profit, I used a multiple case study design. The participants were asked eight open-ended questions, and responses allowed me to gain insight into how business owners use marketing strategies to sell U.S. or Japanese vehicles to remain profitable. Following the discussion, I relate the themes identified in the study with the existing literature on successful marketing strategies and the STP model.

Table 1

Emergent Themes

Participant	Customer retention	Product branding	Media and promotional strategy	After-sales services
Participant 1	X	X	X	X
Participant 2	X	X	X	
Participant 3	X	X	X	X
Participant 4	X	X		X

Theme 1: Customer Retention

The first theme to emerge from the data analysis was customer retention. The degree to which organizations retain their customers is called retention. Having a higher customer retention means a higher market share, which in turn means higher revenue (Sliz & Delińska, 2021). Customer retention was mentioned by all four participants. The data analysis indicated that customer retention is a positive indicator for businesses to generate revenue and increase profit. P1 stated "customer retention is ensuring that the customer is satisfied with the services received, and through word of mouth encourages other customers to patronize a business." P2 revealed that "by developing a strong business relationship with the customers, they always return to the business." P3 added "by educating the customers on the value the business places on customers satisfaction will have the customers returning to the business." P4 said "conducting customers surveys will give a fairly good idea as to what the customers need, and the business owners can use the information as a guide to measure the marketing pulse."

Customer retention is an important component in building firm profitability. Torkzadeh et al. (2022) found that retention is a direct implication for customer lifetime

value and firm profitability. Customers use satisfaction as a primary criterion when comparing choice alternatives to determine whether they remain with the firm and buy its products and services. As customers get closer to earning some reward, they dedicate more financial and nonfinancial resources to the firm, which leads to greater retention (Torkzadeh et al., 2022). Hawkins and Hoon (2020) noted that customer retention also includes the activities that firms undertake to encourage customers to continue buying from the company and supporting their brands. Although higher satisfied customers are often the most loyal customers, dissatisfied customers can spread more negative word-of-mouth marketing than satisfied customers spread positive word-of-mouth marketing, thereby lowing the customer–firm relationship.

Theme 2: Product Branding

The second theme to emerge from the study was product branding. According to Kirca et al. (2020), product and brand portfolio extensions are effective marketing strategies that meet customer needs and create a competitive advantage in the marketplace. Although the product portfolio decision of a firm cannot be effectively scrutinized without considering the brand and branding strategy, the product portfolio and branding decisions are directly linked because a product line usually exists under a brand structure. As automotive dealers focus on different product categories and target different consumers, the spectrum to earn a high return increases the firm's value. P1 stated, well one of the challenges is putting an effective marketing plan in perspective. New products come with new features, so we have to develop new ideas in order to market profitably and that is what we had to do to meet the challenges of our competitors.

P2 declared

> when making a decision to purchase a vehicle, the customer would like to know
> everything about the vehicle. You as a salesperson will stress all the strong points
> tailored around the conversation about the vehicle, so as to allow them to make a
> decision. The customer will have questions about the product and even negative
> thoughts, but you as the salesperson will have to point out all the positive features
> the comes with the vehicle so as to convince the customer to purchase the vehicle.
> Brand quality is expensive, and customers have different ways and abilities to
> finance a vehicle.

R. B. Kim and Chou (2019) suggested that consumers conduct an internal search by recalling their experiences. When an internal search is not sufficient, the consumer engages in an external search, such as word-of-mouth and market communication to obtain information to make an informed decision. Furthermore, there are many vehicle brands that can be used by a consumer and making a purchasing decision depends on the job and the ability to pay for the vehicle. P3 added

> one of the most important we use is education the customer on the product, why
> the product is different from the others, what makes the product superior in terms
> of quality, reliability and very, very important is the after-sales service, this is one
> of the greatest tools that we can offer, or a dealership can offer to their customers.

Branding has emerged as a top management priority due to the growing realization that brands are one of the most intangible assets that firms have. According to Hussain et al. (2022), brand experience commences when a consumer looks for a branded

product, either in person or on a website, and then pursues to purchase the product.

Brands are required to provide consumers with a value that reaches above and beyond the

practical qualities and benefits and instead focuses on a holistic consumer experience (R.

B. Kim & Chao, 2019). P4 revealed "we pride ourselves in knowing the brand product

we supply, and back our service with literature so our customers are knowledgeable on

the product they receive." P4 further added that "although our market is small, we try to

accommodate as many customers as possible, answering questions on the brand we carry

and finding possible solutions for the problems encountered."

MolkAra (2022) stated that branding is an operational strategy to distinguish the

industry; however, presently companies and organizations are not only pursuing

competition for owning the market of products and service, but also making efforts to

align customers' perceptions with themselves (product/brand). Firms that focus on deep

product portfolio benefit from a higher quality brand positioning because these brands

help generate higher cash flows. Kirca et al. (2020) added that most automobile firms

own and market a portfolio of products and brands, and make important strategic

decisions related to portfolio.

Theme 3: Media and Promotional Strategy

The third theme to emerge from the study was media and promotional strategy.

According to Patty et al. (2021), brand managers should have a clear understanding of

which content strategy causes information to diffuse on a social media platform.

Although message strategies influence marketing effectiveness, informational strategies

state the facts about products and services. Similarly, Mrad et al. (2022) suggested that

using the WhatsApp service can produce new opportunities to communicate with consumers. Terkan and Selebi (2020) agreed that WhatsApp changes the way business works although the closest media to WhatsApp is Snapchat, less attention has been paid to how gratifications affect the use of WhatsApp.

Fink et al. (2020) found that Facebook communities were self-selected into communities concerned with specific themes such as entertainment and sports celebrities, which offer an attractive marketing option for growing members of firms. Social influence is defined as an individual tendency to conform behavior to a group or society (Hyun et al., 2021). Social media provides a two-way communication link in which consumers can access most of the firm's products and services in real time.

Current participants explained the use of social media in their organizations related to customer involvement. P1 revealed

> well, our entire outfit is computerized, and we have a mechanism in place to communicate with consumers through social media networks. In our sales department, we track any customer who purchases a vehicle to ensure that they are happy with the product purchase. Additionally, we have a little questionnaire that we encourage our customers to complete to make sure we are meeting the customer's needs.

Similarly, P2 stated

> well, the thing is, you have so many technologies available to you. You have social media communication etc. etc., and there is no one specific way to go at any one customer or quote-on-quote type of customer with social media so you

have to personalize the customer choice of media preference. Some customers use

Facebook to search for products, so you use Facebook to our advantage.

P3 added

we use technology and innovation by training our staff to know the products and

be able to speedily access the information to share with customers. Facebook and

WhatsApp are the main social media platforms we use. Service bulletins are sent

via email to customers and feedback through the same source, thereby keeping in

touch with the customers.

P4 was not using social media platform at the time of the study but had plans to

incorporate the social media platform within a year.

Digital data come with benefits and challenges. According to Cluley et al. (2020),

digital data can be shared and analyzed by different teams across several networks.

However, such rich data must be interpreted and disseminated to make informed

decisions. Digital tools are designed to allow individuals who are not involved in the data

gathering process to use these instruments to present the findings.

Theme 4: After-Sales Service

The final theme to emerge from the data was after-sales service. After-sales

service forms an integral part of customer service within the business organization.

Balinado et al. (2021) revealed that, in the competitive service industry, customers play

an important role in determining the service quality they receive from an organization. To

remain competitive, automotive companies' way of delivering after-sales service is

through customer retention and customer satisfaction. When customers are satisfied with

the service they received, they will return to patronize the business and in return increase profits to sustain the business.

Knapp (2021) found that after-sales service is a critical aspect to increase profit in an organization. Customers judge the service received from an organization when promised commitment time and that time is fulfilled (Pakurár et al., 2019). A customer who has bought a vehicle always has good expectations from the service provider (Baber, 2018). Most customers are satisfied with service when promised a commitment time and the time is fulfilled. Customers are suggesting that with the level of commitment from the dealership, increased profits and sustainability can be achieved.

According to Dal Bó et al. (2018), the after-sales service in the automotive industry undergoes a transformation as an important aspect of business operations becomes retaining customers of after-sales services, which constitutes a key part of profits. The concept of customer retention is applicable not only to the automotive sector industry but also to other sectors focusing on sales and after-sales services. However, relationship marketing is determined by an increase in the number of customers who patronize the firm with a product of ownership, which is considered important to the business as after-sales service.

Participant 1 noted the COVID-19 pandemic had a negative impact on sales and on customer interaction with the business. However, Participant 1 used online platforms such as Facebook and WhatsApp to communicate with customers. The motto of the firm was "we service what we sell," so after-sales service was a top priority for the firm.

Participant 3 emphasized that the Grenadian population relies on a firm with an after-sales service component to transact business.

In the competitive service industry, customers play a significant role in determining the quality of service received. Balinado et al. (2021) found that enhancing customer satisfaction has been highly utilized by automotive repair shops. With customer retention and loyalty, the company can increase profits and have a competitive advantage over other automotive dealerships. P3 stated

> if a customer came to purchase a spare part for their vehicle and the part is out of stick, to satisfy the customer, sales personnel will try to source the part from another dealer outside of the geographical location and give the customer an estimated time when the part should arrive.

Not all customers have knowledge of automotive service, hence the reason for after-sales service and reliance on valuable dealership competitive advantage to promote customer satisfaction.

Correlation to Literature

Automotive dealership managers use several strategies to sustain the business and be profitable. Marketing strategy allows automotive dealership managers to develop ways to target various segments of the market to position their products. Ibrahim and Harrison (2020) revealed that marketing strategy performance is defined as the function of a vibrant interactive process incorporating internal resources and external environmental factors, and competitive action. Although the significance of competitors on marking

strategy effective have been noted recently by many authors, a competitive effect feature in recently developed scale is to measure marketing flexibility.

Fierce market competition has forced many firms to pay particular attention to invest significant resources on customer retention (Zhou et al., 2020). A clear understanding of the features of competition that propel the market can apply, then identify a preferable segment of the market. Positioning strategy is a stage to differentiate the product range compared to the competitor's product, in order to fulfil the customers' needs. Knapp (2021) suggested that the greatest after sales measure is linked to the marketing approach and corporate strategy.

Relevance to the Conceptual Framework

The findings of this study align with Smith (1956) segmentation, targeting and positioning (STP) model. The segmentation, Targeting and Positioning model is useful when creating communication plans since the model helps marketers prioritize proportions in the market. Liu et al. (2019) found that consumer preference provides a basis for various segmentation decisions. As a researcher, different aspects of marketing play a crucial role in the marketing mix of the organization. From the theme emerging for the study, customer retention is linked to the segmentation of the STP mode. Hawkins and Hoon (2020) found that customer retention distinguishes true loyal customers from false loyalty customers. Purchasing power can depict loyal customers.

Product branding can be linked to targeting of the STP model. Automotive firms should consider targeting customers and the customers that are likely to recommend the product or brand to their friends as targets to patronize the business. Kirca et al. (2020)

suggested that product portfolios are related to the enhanced market share of the parent brand in the automotive industry. Product branding is viewed as the capacity that can provide firms with an advantage in the marketplace.

Media and promotional strategy and after-sales services can be linked to the positioning section of the SPT model. Positioning is how to position the company's products. According to Iyer et al. (2019), a firm that moves beyond the traditional sales-led mid-set and implements positioning strategies will reap superior performance. In other words, these positioning strategies are the links to brand performance and market orientation.

Applications to Professional Practice

The findings of this study may provide guidelines to the professional practice of business in many ways. Therefore, business executive managers can apply the results to solve the marketing strategies that organizations face to remain profitable. The themes in the study are customer retention, product branding, media and promotional strategy, and after-sales service. All four themes that emerged from the study are applicable and relevant and support professional business practices in several various ways.

The first theme that emerged from the study was customer retention. All four participants described various methods of how business owners can retain customers. According to Sliz and Delińska (2021), customer retention can be categorized as satisfying customer needs with the products and services offered by the business in a dynamic market environment. Moreover, customer retention has positive consequences

for economic and financial development according to the marketing orientation (Dal Bó et al., 2018).

The second theme emerging from the study, product branding. All four participants strongly agreed on the importance of product branding. Product branding is flexible, allowing firms to position and appeal in different segments in different markets. yields different advantages for firms. Pallant et al. (2022) revealed that consumers invest in brands that allow them to express their self-concept. However, when consumers are allowed to express individuality and meet personal needs, product branding can increase consumer perception of symbolic value.

The third theme emerging from the study is media and promotional strategy. Only three of the participants can identify with media and promotional strategy. In today's business environment, promotional strategy is very important. Promotional strategy plays a significant role because for the brand public to know what products are available. Additionally, promotional strategy showcases the products arousing the public to make a decision to purchase the products and in contributing to the success of the business.

The fourth theme to emerge is after-sales services. This type of service is part of the decision-making process. After-sales services would facilitate communication with customers, in the event of a malfunction the vehicle, the company will be notified and assign a technician to rectify the problem and remedy the problem.

Implications for Social Change

The implications for social change from this study will help automotive dealerships utilize profits generated to provide employment for Grenadian community

members. The significance of the study promoting that social change within the

community, youth will benefit from part of the profits from automotive dealership

organizations in the increased sponsorship of sporting teams and other community-based

activities. Additionally, the profit-sharing from the organization handed out to the

employees at the end of the financial year will help increase the standard of living of

dealership employees, their families and the entire national Grenadian community.

The qualitative multiple case study findings can enhance strategies that managers

lack to ensure profitability in the automotive dealership. According to Braun et al. (2019),

within a business model, the strength of a company should stand out among its

competitors by doing what an organization does well to capture profit. Hence the

strategies adopted should align with the operational performance to drive profitability. By

dealerships focusing on strategies to ensure profitability, the community will gain from

the expertise of the managers' innovative ways to explore self-realization and to stimulate

unearthed strategies that will impact the community for positive social change.

Recommendations for Action

The purpose of this qualitative multiple case study was to explore successful

marketing strategies automotive dealership executive-level managers in Grenada used to

sell U.S. or Japanese vehicles that increase dealership profit. Based on the findings, I

recommend that Grenadian automotive dealership managers use innovative marketing

and strategic plans to increase profit. Customer relationship and loyalty are key factors in

accomplishing how well the business can benefit from their input. Automotive dealership

managers should foster effective two-way communication with their customers to maintain good customer relationships.

I recommend that automotive dealerships use social media marketing technology effectively as sharing information on their website can attract many customers. According to Itani et al. (2020), effective information exchange between buyers and sellers is crucial for a salesperson's success. Within the business environment, buyers serve as a major source of market intelligence for sellers. Additionally, information technology communication between buyers and sellers continues to rapidly progress. Similarly, social media and customer relationship management (CRM) as of late facilitate two-way information exchanges between buyers and sellers and as such provide an additional lever for value co-creation.

The results of this study will be disseminated to all the participants. I submitted the results through the ProQuest/UMI dissertations database, making the study results available to other researchers. Additionally, I plan to present my findings to all other automotive dealerships in Grenada.

Recommendations for Further Research

I conducted a qualitative multiple case study to explore successful marketing strategies that executive-level automotive dealership level managers use to sell new U.S or Japanese vehicles to increase dealership profits. The study population consisted of four automotive dealership managers in the southern region of Grenada who answered open-ended questions in the interview. The sample size is one of this study's limitations. Another limitation of the study is the geographical location. In this study, I presented the

findings that may serve as a foundation for research on all automotive dealerships in Grenada. I recommend that future researchers build on the results of successful marketing strategies of automotive dealerships throughout the island of Grenada by interviewing a larger sample of participants; the information collected will offer substantial findings through analysis and data saturation. Researchers could conduct a quantitative study on the correlation between geographical location and profits.

Reflections

As I reflect on my doctoral journey, I must say the undertaking of this study has been challenging but overall rewarding in arriving at the results. The software mentioned at the proposal stage was not used. The reason is, after reviewing some literature and noticing that Nvivo software can be used and the software is available to download, I opted to go for the more widely used software for qualitative study in terms of analyzing data at a higher academic level. I was able to run many scenarios with the data to analyze better and interpret the findings. I depended on my participants to provide the information needed to complete my study. I enjoyed conducting the interviews and gained valuable insight into the successful marketing strategies used to sell vehicles. I am happy that the participants were enthusiastic about sharing their knowledge on the questions asked in the interview.

Having gone through the findings, I have broadened my scope of better understanding of the strategies used to initiate, keep the interest, and seal the decision to purchase a vehicle. A salient point worth mentioning is that the objective of the dissertation was fulfilled. Moreover, spent on this research study has proven that much

can be accomplished with a good plan, tenacity, focus and determination. I am grateful that the doctoral journey I embarked upon has allowed me to develop my research skills and gain a better understanding and appreciation of successful strategic marketing strategies to sell U.S or Japanese vehicles in Grenada.

Conclusion

The purpose of this qualitative multiple case study was to explore successful marketing strategies automotive dealership executive-level managers in Grenada used to sell U.S. or Japanese vehicles to that increase dealership profits. I conducted semistructured interviews with four executive managers who successfully used marketing strategies to increase dealership profit. According to this research, four emergent themes emerged from this study were: customer retention, product branding, media and promotional strategy, and after-sales service. I correlated the results of this study to the current literature related to strategies for automotive dealerships to sell U.S or Japanese vehicles to increase profit. Implementation of this study's findings by automotive dealership managers can result in positive social change through higher living standards. To increase profit and sustain the business through successful marketing strategies, I recommend that current and potential automotive dealership management utilize these strategies to remain profitable.

References

Alencar, V. A., Rooke, F., Cocca, M., Vassio, L., Almeida, J., & Vieira, A. B. (2021). Characterizing client usage patterns and service demand for car-sharing systems. *Information Systems*, *98*(1), 1–10. https://doi.org/10.1016/j.is.2019-101448

Almohri, H., Chinnam, R. B., & Colosimo, M. (2019). Data-driven analytics for benchmarking and optimizing the performance of automotive dealership. *International Journal of Production Economics*, *213*(1)*,* 69-80. https://doi.org/10.1016/j.ijpe.2019.03.004

Alpi, K. M., & Evans, J. J. (2019). Distinguishing case study as a research method from case reports as a publication type. *Journal of Medical Library Association*, *107*(1), 1-5. https://doi.org/10.5195/jmla.2019.615

Ammar, O., & Chereau, P. (2018). Business model innovation from the strategic posture perspective. *European Business Review*, *30*(1), 38–65. https://doi.org/10.1108/EBR-09-2016-0119

Amoako, G. K. (2019). Relationship marketing, orientation, brand equity and firm value: The mediating role of customer-value – An emerging market perspective. *Journal of Relationship Marketing*, *18*(4), 280–308. https://doi.org/10.1080/15332667.2019.1639589

Anabo, I. F., Elexpuru-Albizun, I., & Villardón-Gallego, L. (2019). Revisiting the Belmont Reports ethical principles in internet-mediated research: perspectives from disciplinary associations in the social sciences. *Ethics & Information Technology, 21*(2), 137-149. https://doi.org/10.1007/s10676-018-9495-z

Asgari, O., & Hosseini, M. S. (2015). Exploring the antecedents affecting attitude,

    satisfaction, and loyalty towards Korean cosmetic brands. *Journal of Distribution*

    Science, *13*(6), 45-70. https://doi.org/10.15722/jds.13.6.201506.45

Ashrafi, A., & Zare Ravasan, A., (2018). How market orientation contributes to

    innovation and market performance: The roles of business analytics and flexible

    IT infrastructure. *Journal of Business & Industrial Marketing*, *33*(7), 970-985.

    http://doi.org/10.1108/JBIM-05-2017-0109

Azzi, R., Chamoun, R. K., & Sokhn, M. (2019). The power of a blockchain-based supply

    chain. *Computers & Industrial Engineering*, *135*(1), 582-592.

    https://doi.org/10.1016/j.cie.2019.06.042

Baber, H. (2018). Service quality perception of customers – A study of Toyota Motors in

    India. *Organizations & Markets in Emerging Economies*, *9*(2), 311-323.

    https://doi.org/10.15388/omee.2018.10.00016

Balinado, J. R., Prasetyo, Y. T., Young, M. N., Persada, S. F., Miraja, B. A., & Perwira

    Redi, A. A. N. (2021). The effect of service quality on customer satisfaction in an

    automotive after-sale service. *Journal of Open Innovation*, *7*(2), 116.

    https://doi.org/10.3390/joitmc7020116

Batra, R., & Keller, K. L. (2016). Integrating marketing communications: New findings,

    new lessons, and new ideas. *Journal of Marketing*, *80*(6), 122–145.

    https://doi.org/10.1509/jm.15.0419

Beke, G. O. (2018). Demystifying McCarthy's 4 P' of the marketing mix: To be or not to

    be. *European Journal of Business and Management Research*, *3*(4), 1–3.

https://doi.org/10.24018/ejbmr.2018.3.4.14

Bereznoi, A. (2014). Business model innovation in corporate competitive strategy. *Problems of Economic Transition*, *57*(8), 14–33. https://doi.org/10.1080/10611991.2014.10.1042313

Bolton, R. N., McColl-Kennedy, J.R., Cheung, I., Gallan, A., Orsingher, C., Witell, L., & Zaki, M. (2018). Customer experience challenges: Bringing together digital, physical and social realms. *Journal of Service Management, 29*(5), 776-808. https://doi.org/10.1108/JOSM-04-2018-0113

Boyd, D. E., & Koles, B. (2019). Virtual reality and its impact on B2B marketing: A value-in-use perspective. *Journal of Business Research*, *100*(1), 590–598. https://doi.org/10.1016/j.jbusres.2018.06.007

Bradford, T. W., & Boyd, N. W. (2020). Help me help you! Employing the marketing mix to alleviate experiences of donor sacrifice. *Journal of Marketing*, *84*(3), 68–85. https://doi.org/10.1177/002224292091227

Braun, M., Latham, S., & Cannattelli, B. (2019). Strategy and business models: Why winning companies need both. *Journal of Business Strategy*, *40*(5), 39. https://doi.org/10.1108/jbs-01-2019-0005

Braun, V., & Clarke, V. (2021). To saturate or not to saturate? Questioning data saturation as a useful concept for thematic analysis and sample-size rationales. *Qualitative Research in Sport, Exercise and Health*, *13*(2), 201–216. https://doi.org/10.1080/2159676X.2019.1704846

Brexendorf, T. O., & Keller, K. L. (2017). Leveraging the corporate brand. *European*

Journal of Marketing, *51*(9/10), 1530–1551. https://doi.org/10.1108/ejm-07-2017-0445

Brothers, K. B., Rivera, S. M., Cadigan, R. J., Sharp, R. R., & Goldenberg, A. J. (2019). A Belmont reboot: Building a normative foundation for human research in the 129 21st century. *Journal of Law, Medicine & Ethics*, *47*(1)*,* 165–172. https://doi.org/10.1177/1073110519840497

Caliskan, A. ((2019). Applying the right relationship marketing strategy through big five personality traits. *Journal of Relationship Marketing, 18*(3), 196-215. https://doi.org/10.1080/15332667.2019.1589241

Caretta, M. A., & Pérez, M. A. (2019). When participants do not agree: Members checking and challengers to epistemic authority in participatory research. *Field Methods, 31*(4), 359-374. https://doi.org/10.1177/1525822X19866578

Carolino Sousa Santos Junior, E. (2018). Brand portfolio strategy and brand architecture: A comparative study. *Cogent Business & Management*, *5*(1), 1. https://doi.org/10.1080/23311975.2018.1483465

Castleberry, A., & Nolen, A. (2018). Thematic analysis of qualitative research data: Is it as easy as it sounds? Currents in Pharmacy Teaching and Learning, 10(1), 807-815. https://doi.org/10.1016/j.cptl.2018.03.019

Chesbrough, H. (2006b). Open innovation: A new paradigm for understanding industrial innovation. In H. Chesbrough, W. Vanhaverbeke, and J. West (Eds.). *Open Innovation: Researching a New Paradigm:* 1-12. Oxford: Oxford University Press

Chesbrough, H. (2017). The future of open innovation. *Research-Technology*

Management, 60(1). 35-38. https://doi.org/10.1080/08956308.2017.1255054

Chu, H., & Ke, Q. (2017), Research methods: What's in the name? *Library and*

Information Science Research, 39, 284-294.

https://doi.org/10.1016/j.lisr.2017.11.001

Ciftci, S. (2019). Metaphors on open-ended question and multiple-choice tests produced

by pre-service classroom teachers. *International Electronic Journal of Elementary*

Education, 11(4), 361-369. https://doi.org/10.26822/rejec.2019450794

Cismaru, M., & Levit, T. (2020). Marketing social marketing theory to practitioners.

International Review on Public and Non-Profit Marketing, 17(2), 237-252.

https://doi.org/10.1007/s12208-020-00245-4

Cluley, R., Green, W., & Owen, R. (2020). The changing role of the marketing researcher

in the age of digital technology: Practitioner perspective on the digitization of

marketing research. *International Journal of Marketing Research, 62*(1), 27-42.

https://doi.org/10.1177/1470785319865129

Colicev, A., O'Connor, P., & Vinzi, V. E., (2016). Is investing in social media really

worth it? How brand actions and user actions influence brand value. *Service*

Science, 8(2), 152-168. https://doi.org/10.1287/serv.2016.0143

Compeau, L. D., Monroe, K. B., Grewal, D., & Reynolds, K. (2016). Expressing and

defining self and relationships through everyday experiences. *Journal of Business*

Research, 69(3), 1035-1042. https://doi.org/10.1016/j.jbusres.2015.08.016

Constantinou, C. S., Georgiou, M., & Perdikogianni, M. (2017). A comparative method

for themes saturation (CoMeTS) in qualitative interviews. *Qualitative Research,*

17, 571-588. https://doi.org/10.1177/1468794116686650

Corrente, S., Greco, S., & Ishizaka, A. (2016). Combing analytical hierarchy process and

Choquet integral within non-additive robust ordinal regression. *Omega, 61,* 2-18.

https://doi.org/10.1016/j.omega.2015.07.003

Crick, J. M. (2021). Qualitative research in marketing: What can academics do better?

Journal of Strategic Marketing, 29(5), 390-429.

https://doi.org/10.1080/0965254X.2020.1743738

Cypress, B. S. (2017). Rigor or reliability and validity in qualitative research:

Perspective, strategies, reconceptualization, and recommendations. *Dimensions of*

Critical Care Nursing, 36(4), 253-263.

https://doi.org/10.1097/DCC.0000000000000253

Dal Bó, G., Milan, G.S., and de Toni, D. (2018). Proposal and validation of a theoretical

model of customer retention determinants in a service environment. *RAUSP*

Management Journal, 53(2), 202-213.

https://doi.org/10.1016/j.rauspm.2017.06.004

Daniel, B. K. (2019). Using the TACT framework to learn the principles of rigor in

qualitative research. *The Electronic Journal of Business Research Methods, 17*(3),

118-129. https://doi.org/10.34190/JBRM.17.3.002

Dodor, A. (2015). Exploring marketing mix for building a Viable Agro Business. *British*

Journal of Education, Society and Behavioral Science. 6(2), 78-86.

https://doi.org/10.9734/BJESBS/2015/14877

Dolfsma, W., & Wilhlem, M. (2018). Managing knowledge boundaries for open-

Innovation – lessons from the automotive industry. *International Journal of Operations & Production Management, 38*(1), 230-248. https://doi.org/10.1108/IJOPM-06-2015-0337

Dolnicar, S. (2020). Market segmentation analysis in tourism: A perspective paper. *Tourism Review, 75*(1), 45-48. https://doi.org/10.1108/TR-02-2019-0041

Dombrowski, U., Krenkel, P., & Wullbrandt, J. (2018). Strategic positioning of production within the generic competitive strategies. *Procedia CIRP, 72*(1), 1196-1201. https://doi.org/10.1016/j.procir.2018.03.007

Dotzel, T., & Shankar, V. (2019). The relative effects of business-to-business (vs business-to-consumer) service innovations on firm value and firm risk: An empirical analysis. *Journal of Marketing, 83*(5), 133-152. https://doi.org/10.1177/0022242919847221

Dyer, J., Godfrey, P., Jensen, R., & Bryce, D. (2018). *Strategic management: Concepts and cases* (2nd ed.) John Wiley & Sons.

Fazal-e-Hasan, S., Mortimer, G., Lings, I., & Kaur, G. (2020). How gratitude improves relationship marketing outcomes by young consumers. *Journal of Consumer Marketing, 37*(7), 713-727. https://doi.org/10.1108/JCM-10-2019-3446

Festa, G., Cuomo, M. T., Metallo, G., & Festa, A. (2016). The (r)evolution of wine marketing mix: From the 4Ps to the 4Es. *Journal of Business Research, 65*(5), 1550-1555. https://doi/org/10.1016/j.jbusres.2015.10.015

Fink, M, Koller, M., Gartner, J., Floh, A., & Harms, R. (2020). Effective entrepreneurial marketing on Facebook – A longitudinal study. *Journal of Business Research,*

113(1), 149-157. https://doi.org/10.1016/j.jbusres.2018.10.005

Finoti, L., Toaldo, A., Schwarzbach, L., & Marchetti, B. (2019). Marketing strategy

process: Analyzing the sequential relationships among its strategic activities.

Review of Business Management, 21(1)*,* 767-787.

https://doi.org/10.7819/rbgn.v2115.403

Flostrand, A., Ho, J. Y. C., & Krider, R. E. (2016). Implementing "Marketing Me."

Journal of Marketing Education, 38(2), 83-89.

https://doi.org/10.1177/0273475316643567

Fries, S., Cook, J., & Lynes, J. K. (2020). Community-based social marketing in theory

and practice: Five case studies of water efficiency programs in Canada. *Social*

Marketing Quarterly, 26(4), 325-344. https://doi.org/10.1177/1524500420971170

Gawankar, S. A., Gunasekaran, A., & Kamble, S. (2020). A study on investments in the

big data-driven supply chain, performance measures and organizational

performance in Indian retail 4.0 context. *International Journal of Production*

Research, 58(5). 1574-1593. https://doi.org/10.1080/00207543.2019.1668070

Gilboa, S., Seger-Guttmann, T., & Mimran, O. (2019). The unique role of relationship

marketing in small businesses' customer experience. *Journal of Retailing and*

Consumer Services, 51(1), 152-164.

https://doi.org/10.1016/j.jretconser.2019.06.004

Gloukhovtsev, A., Schouten, J. W., & Mattila, P. (2018). Toward a general theory of

regulatory arbitrage: A marketing system perspective. *Journal of Public Policy &*

Marketing, 37(1), 142-151. https://doi.org/1 0.1509/jppm.10.0178

Gordon, B. R., Jerath, K., Katona, Z., Narayanan, S., Shin, J., & Wilbur, K. C. (2021).

    Inefficiencies in digital advertising markets. *Journal of Marketing, 85*(1), 7-25.

    https://doi.org/10.1177/0022242920913236

Gosline, R. R., Lee, J., & Urban, G. (2017). The power of consumer stories of digital

    marketing. *MIT Sloan Management Review, 58*(4), 10.

    http://mitsmr.com/2qAM9mU

Guo, B., Pang, X., & Li. (2018). The role of top management team diversity in shaping

    the performance of business model innovation: A threshold effect. *Technology*

    Analysis & Strategic Management, 30(2), 241-253.

    https://doi.org/10.1080/09537325.2017.1300250

Hammersley, M. (2016). Reflection on the value of ethnographic re-studies: Learning

    from the past. *International Journal of Social Research Methodology, 19*(5), 537-

    550. https://doi.org/10.1080/13645579.2015.1056578

Hawkins, L., & Hoon, S. (2020). The impact of customer retention strategies and the

    survival of small service based businesses. *IUP Journal of Marketing*

    Management, 19(2), 7-34. https://doi.org/10.2139/ssrn.3445173

Hazimeh, M. M. (2020). Important B2C aspect of location based marketing. *Izesstia,*

    Journal of the Union of Scientists – Varna, Economic Sciences Series, 9(3), 48-

    51. https://doi.org/10.36997/IJUSV-ESS/2020.9.3.48

Herhausen, D. (2016). Unfolding the ambidextrous effects of proactive and responsive

    market orientation. *Journal of Business Research, 67*(7), 2585-2593.

    https://doi.org/10.1016/j.jbusres.2015.10.139

Hessels, L. K., Franssen, T., & Scholten, W. (2019). Variation in valuation: How research qroups accumulate credibility in four epistemic culture. *Minerva, 57,* 127-149. https://doi.org/10.1007/s11024-018-09366-x

Hofacker, C., Golgeci, I., Pillai, K. G., & Marius, D. (2020). Digital marketing and business-to-business relationships: A close look at the interface and a roadmap for the future. *European Journal of Marketing, 54*(6), 1161-1179. https://doi.org/10.1108/EMJ-04-2020-0247

Homburg, C., Theel, M., & Hohenberg, S. (2020). Marketing excellence: Nature, measurement, and investor valuations. *Journal of Marketing, 84*(4), 1-22. https://doi.org/10.1177/0022242920925517

Huggins, K. A., White, D. W., Holloway, B. B., & Hansen, J. D. (2020). Customer gratitude in relationship marketing strategies: A cross-cultural e-tailing perspective. *Journal of Consumer Marketing, 37*(4), 445-455. https://doi.org/10.1108/JCM-08-2019-3380

Hunt, S. D. (2018). Advancing marketing strategy in the marketing discipline and beyond: From promise, to neglect, to prominence, to fragment, (to promise?). *Journal of Marketing Management, 34*(1-2), 16-51. https://doi.org/10.1080/0267257X.2017.1326973

Hussain, R., Paul, J., & Koles, B. (2022). The role of brand experience, brand resonance and brand trust in luxury consumption. *Journal of Retailing and Consumer Services, 66*(1), 1-16. https://doi.org/10.1016/j.jretconser.2021.102895

Hyun, H., Thavisay, T., & Lee, S. H. (2021). Enhancing the role of flow experience in

social media usage and its impact on shopping. *Journal of Retailing and Consumer Services.* https://doi.org/10.1016/j.jretconser.2021.102492

Ibarra, D., Ganzarain, J., & Igartua, J.I. (2018). Business innovation through industry 4.0: A review. *Procedia Manufacturing, 22*(1), 4-10. https://doi.org/10.1016/j.promfg.2018.03.002

Ibiamke. A., & Ajekwe, C. C. M. (2017). On ensuring rigour in accounting research. *International Journal of Academic Research in Accounting, Finance and Management Sciences, 7*(3), 157-170. https://doi.org/10.6007/IJARAFMS/v7-i3/3284

Iivari, N. ((2018). Using member checking in interpretive research practice: A hermeneutic analysis interpretation of their organizational realities. *Information Technology & People, 31*(1), 111-133. https://doi.org/10.1108/ITP-07-2016-0168

Itani, O. S., Krush, M. T., Agnihotri, R., & Trainor, K. J. (2020). Social media and customer relationship management technologies: Influencing buyer-seller information exchanges. *Industrial Marketing Management*, *90*, 264–275. https://doi.org/10.1016/j.indmarman.2020.07.015

Iyer, P., Davari, A., Zolfagharian, M., & Paswan, A. (2019). Market orientation, positioning strategy and brand performance. *Industrial Marketing Management 81*, 16-29. https:///doi.org/10.1016/j.indmarman.2018.11.004

Ji, J, Plakoyiannaki, E., Dimitratos, P., & Chen, S. (2019). The qualitative case research in international entrepreneurship: A state of the art and analysis. *International Marketing Review, 36*(1), 164-187. https://doi.org/10.1108/IMR-02-2017-0052

Johnson, D. R., Scheitle, C. P., & Ecklund, E. H. (2021). Beyond the in-person
   interview? How interview quality varies across person, telephone, and skype
   interviews. *Social Science Computer Review, 39*(6), 1142-1158.
   https://doi.org/10.1177/0894439319893612

Johnson, J. L., Adkins, D., & Chauvin, S. (2020). A review of the quality indicators of
   rigor in qualitative research. *American Journal of Pharmaceutical Education,
   84*(1), 138-146. https://doi.org/10.5688/ajpe7120

Jones, D. G. B., & Shaw, E. (2018). Avoiding academic irrelevance in the marketing
   discipline: The promise of the history of marketing thought. *Journal of Marketing
   Management, 34*(1-2), 52-62. https://doi.org/10.1080/0267257X.2017.1398771

Juran, J. M. (1986). The quality trilogy. A universal approach to managing for quality.
   Quality Progress, 19-24. http://www.juran.com

Kaewkungwal, J., & Adams, P. (2019). Ethical consideration of the research proposal and
   the informed-consent process: An online survey of researchers and ethics
   committee members in Thailand. *Accountability in Research: Policies & Quality
   Assurance,* 26(3), 176-197. https://doi.org/101080/08989621.2019.1608190

Kapferer, J. –N. (2010). *A New Strategic Brand Management: Creating and Sustaining
   Brand Equity Long Term.* London

Keller, K. (2012). *Strategic Brand Management: Building, Measuring and Managing
   Brand Equity,* 4th ed. Prentice-Hall

Keller, K. L., & Kotler, P. (2005). *Marketing Management* (12th ed.). Pearson Prentice
   Hall

Kerin, R. A., & Hartley, S. W. (2017). *Marketing: The core* (7th ed.). McGraw-Hill

   Education.

Khaldi, K. (2017). Quantitative, qualitative, or mixed-method research: Which research

   paradigm to use? *Journal of Educational and Social Research, 7*(2), 15-24.

   https://doi.org/10.5901/jesr.2017.v7n2

Kihm, A., & Vance, C. (2016). The determinants of equity transmission between the new

   and used car markets: A hedonic analysis. *Journal of the Operational Research

   Society, 67*(10), 1250-1258. https://doi.org/10.1057/jors.2016.16

Kim, J., Rasouli, S., & Trimmermans, H. J. P. (2017). Investigating heterogeneity in

   social influence by social distance in car-sharing decisions under uncertainty: A

   regret-minimizing hybrid choice model framework based on sequential stated

   adaptation experiments. *Transportation Research Part C: Emerging

   Technologies, 85*(1), 47-63. https://doi.org/10.1016/j.trc.2017.09.001

Kim, R. B., & Chao, Y. (2019). Effects on brand experience, brand image and brand trust

   on brand building process: the case of Chinese millennial generation consumer.

   Journal of International Studies, 12(3), 9-21. https://doi.org/10.14254/2071-

   8330.2019/12-3/1

Kim, S.M., & Park, M. J. (2020). Evaluation of cross-national global market

   segmentation and strategy: The case of Korean Wave for ASEAN countries. *Asia

   Pacific Management   Review*, *25*(4), 207–215.

   https://doi.org/10.1016/j.apmrv.2020.04.001

Kirca, A. H., Randhawa, P., Talay, M. B., & Akdeniz, M. B. (2020). The interactive

effects of product and brand portfolio strategies on brand performance: Longitudinal evidence from the U.S. automotive industry. *International Journal of Research in Marketing, 37*(2), 421-439. https://doi.org/10.1016/j.ijresmar.2019.09.003

Knapp, A. (2021). Strategic importance of after-sales measures for small and medium-sized medical technology companies in Germany: Empirical evidence. *International Journal of Healthcare Management, 14*(1), 219-225. https://doi.org/10.1080/20479700.2019.1640496

Koch, C, H., & Gyrd-Jones, R, I. (2019). Corporate brand positioning in complex industrial firms: Introducing a dynamic, process approach to positioning. *Industrial Marketing Management, 81*(1), 40-53. https://doi.org/10.1016.j.indmarman.2019.03.011

König, C., Caldwell, N. D., & Ghadge, A. (2019). Service provider boundaries in competitive markets: The case of the logistics industry. *International Journal of Production Research, 57*(18), 5624-5639. https://doi.org/10.1080/00207543.2018.1535203

Korstjens, I., & Moser, A. (2018). Series: Practical guidance to qualitative research. Part 4: Trustworthiness and publishing. *European Journal of General Practice, 24*1), 120-124. https://doi.org/10.1080/13814788.2017.1375092

Kotler, P. (1994). *Marketing management: Analysis, planning, implementation, and control.* Prentice Hall.

Kotler, P. & Armstrong, G. (2016). *Principles of Marketing,* (16th Ed.) Pearson

Education

Kotler, P. & Keller, K. L. (2005). *Marketing Management* (12th ed.). Pearson Prentice

Hall.

Kotler, P., & Keller, K. L. (2015). *Marketing Management.* (Global Edition). Pearson

Education.

Kumar, V., Anand, A., & Song, H. (2017). Future of retailer profitability: An organizing

framework. *Journal of Retailing, 93*(1), 96-119.

https://doi.org/10.1016/j.jretai.2016.11.003

Kunisch, S., Menz, M., Bartunek, J. M., Cardinal, L. B., & Denyer, D. (2018). Feature

topic at organizational research methods: How to conduct rigorous and impactful

literature reviews? *Organizational Research Methods, 21*(3), 519-523.

https://doi.org/10.1177/1094428118770750

Lee, H. L. (2018). Big data and innovation cycle. *Production and Operations*

Management. 27(9), 1642.1646. https://doi.org/10.1111/poms.12845

Letourneau, J. L. H. (2015). Infusing qualitative research experiences into core

counseling curriculum courses. *International Journal for the Advancement of*

Counseling, 37(1)*,* 375-389. https://doi.org/10.1007/s10447-015-9251-6

Lim, S. F. W, T., Jin, X. & Srai, J. S. (2018). Consumer-driven e-commerce: A literature

review design framework, and research agenda on last-mile logistics models.

International Journal of Physical Distribution an Logistics Management, 48(3),

308-332. https://doi.org/10.1108/IJPDLM-02-2017-0081

Lim, S. W. F. T., & Winkenbach, M. (2019). Configuring the last mile in business-to-

consumer e-retailing. *California Management Review 61*(2), 132-154.

https://doi.org/10.1177/0008125618805094

Lim, W. M. (2021). A marketing mix typology for integrated care: the 10 Ps. *Journal of Strategic Marketing, 29*(2), 453-469.

https://doi.org/10.1080/0965254.2020.1775683

Linnenluecke, M. K., Marrone, M., & Singh, A. K. (2020). Conducting systematic literature reviews and bibliometric analyses. *Australian Journal of Management (Sage Publications Ltd), 45*(2), 175-194.

https://doi.org/10.1177/0312896219877676

Liu, J., Liao, X., Huang, W., & Liao, X. (2019). Marketing segmentation: A multiple criteria approach combing preference analysis and segmentation decision. *Omega, 83,* 1-13. https://doi.org/10.1016/j.omega.2018.01.008

Lobe, B., Morgan, D. & Hoffman, K. A. (2020). Qualitative data collection in an era of social distancing. *International Journal of Qualitative Methods, 19*(1), 1-8.

https://doi.org/10.1177/160940692093785875

Londhe, B. R. (2014). Marketing mix for next generation marketing. *Procedia Economics and Finance, 11*(1), 335-340. https://10.1016/S2212-5617(14)00201-9

Lukacik E.-R, Bourdage, J. S., & Roulin, N. (2022). Into the void: A conceptual model and research agenda for the design and use of asynchronous video interviews. *Human Resource Management Review, 32*(1).

https://doi.org/10.1016/j.hrmr.2020.10078

Mabila, T. E. (2017). Postgraduate students' understanding of mixed methods research

design at the proposal stage. *South African Journal of Higher Education, 31*(5), 136-153. https://doi.org/10.28535/31-1498

Marshall, C., & Rossman, G. B. (2016). *Designing qualitative research* (6th ed.). Sage.

McCarthy, E. J. (1964). *Basic Marketing: A Managerial Approach.* Irwin.

Medrano, N., Cornejo-Cañamares, M., & Olarte-Pascual., C. (2020). The impact of marketing innovation on companies' environmental orientation. *Journal of Business & Industrial Marketing, 35*(1), 1-12. https://doi.org/10.1108/JBIM-10-2018-03119

Mendoza-Velazquez, A. (2017). The effect of industrial competition on employment: a Porter's approach to the study of industrial clusters in Mexico. *Competitiveness Review, 27*(4), 410-432. https://doi.org/10.1108/CR-02-2016-0011

Mishra, S., & Ewing, M. T. (2020). Financial constraints and marketing investment: Evidence from text analysis. *European Journal of Marketing, 54*(3), 525-545. https://doi.org/10.1108/EJM-01-2019-0090

Mohajan, H, K. (2018). Qualitative research methodology in social sciences and related subjects. *Journal of Economic Development, Environment and people, 7,* 23-48. https://doi.org/10.26458/jedep.v7il.571

MolkAra, M. (2022). The role of strategic branding in sustainable competitive advantage. *International Journal of Business Management and Entrepreneurship, 1*(1), 6-10 Retrieved from http://mmajournal.ir/index.php/IJBM/article/view4

Moon, M. D. (2019). Triangulation: A method to increase validity, reliability, and legitimation in clinical research. *JEN: Journal of Emergency Nursing, 45,* 103-

105. https://doi.org/10.1016.j.jen.2018.11.004

Morgan, N. A., Whitler, K. A., Feng, H., & Chari, S. (2019). Research in marketing strategy. *Journal of the Academy of Marketing Science, 47*(1), 4-29. https://doi.org/10.1007/s11747-018-0598-1

Morgulis-Yakushev, S. and Sölvell, Ö. (2017). Enhancing dynamism in clusters: a model for evaluating cluster organizations' bridge-building activities across cluster gaps. *Competitiveness Review, 27*(2), 98-112. https://doi.org/10.1108/CR-02-2016-0015

Moser, A., & Korstjens, I. (2018). Series: Practical guidance to qualitative research. Part3: Sampling data collection and analysis. *European Journal of General Practice, 24*(1), 9-18. https://doi.org/10.1080/13814788.2017.1375091

Mrad, M., Farah, M., & Mehdi, N. (2022). WhatsApp communication service: a controversial tool for luxury brands. *Qualitative Market Research: An International Journal, 25*(3), 337-360. https://doi.org/10.1108/QMR-10-2021-0132

Munthe-Kass, H., Nokleby, H., & Nguyen, L. (2019). Systematic mapping of checklists for assessing transferability. *System Reviews, 8*(1), 22-30. https://doi.org/10.1186/s13643-018-0893-4

Nasir, M., Adil, M. & Dhamija, A. (2021). The synergetic effect of after sales service, customer satisfaction, loyalty and repurchase intention on word of mouth. *International Journal of Quality and Service Sciences, 13*(3), 489-505. https://doi.org/10.1108/IJQSS-01-2021-0015

Niduthavolu, P. S., S., & Vedanthachari, L. N. (2021). Analysis of content strategies of

selected brand tweets and its influence on information diffusion. *Journal of Advances in Management Resea64rch, 18*(2), 227-249. https://doi.org/10.1108/JAMR-06-2020-0107

Northhouse, P. G. (2019). *Leadership: Theory and practice* (8th ed.). Sage.

Nunan, D., Sibai, O., Schivinski, B. and Christodoulides, G. (2018). Reflection on social media: influencing customer satisfaction in B2B sales and a research agenda. *Industrial Marketing Management, 75.* 31 -36. https://doi.org/10.1016/j.indmarman.2018.03.009

Olsen, E. [virtualstrategist]. (2012, September 5). *Overview of the strategic planning process* [Video file]. Retrieved from https://youtu.be/sU3FLxnDv_A

Oschman, J. J. (2017). The role of strategic planning in implementing a total quality management framework: An empirical view. *Quality Management Journal, 24*(2), 41-53. https://doi.org/10.1080/10686967.2017.11918508

Pakurár, M., Haddad, H., Nagy, J., Popp, J. & Oláh, J. (2019). The service quality dimensions that affect customer satisfaction in Jordanian Banking Sector. *Sustainability, 11*(4), 1113. https://doi.org/10.3390/su11041113

Pallant, J. L., Karpen, I. O., & Sands, S. J. (2022). What drives consumers to customize products? The mediating role of brand experience. *Journal of Retailing and Consumer Service, 64*(1), 1-9. https://doi.org/10.1016.j.jretconser.2021.102773

Park, J., & Park, M. (2016). Qualitative versus quantitative research methods: Discovery or justification? *Journal of Marketing Thought, 3*(1)*,* 1-7. https://doi.org/10.15577/jmt.2016.03.01.1

Parnell, B. D., Stott, R., Stone, M., Aravopoulou, E., & Timms, L. (2017). Business

    model innovation, strategic information and the role of analyst firms. *Bottom*

    Line, 30(2), 151 – 162. https://doi.org/10.1108/BL-06-2017-0012

Paschen, J., Kietzmann, J., & Kietzmann, T. C. (2019). Artificial intelligence (AI) and its

    implications for market knowledge in B2B marketing. *Journal of Business &*

    Industrial Marketing, 34(7), 1410-1419. https://doi.org/10.1108/JBIM-10-2018-

    0295

Patty, M. J. B. P., Nurhayati, P. & Muhibuddin, F.W. (2021). Business development

    strategy through value creation analysis in automotive e-commerce platform

    (Case study: XYZ Platform). *Journal of Physics: Conference Series, 1764*(*2021*).

    https://doi.org/10.1088/1742-6596/1764/1/012037

Pekovic, S., Rolland, S. & Gatignon, H. (2016). Customer orientation and organizational

    innovation: The case of environmental management practice. *Journal of Business*

    & Industrial Marketing, 31(7), 835-848. https://doi.org/10.1108/JBIM-11-205-

    0228

Pérez, L. A., Saparito, P., & Gopalakrishnan, S. (2016). Small and medium-sized

    enterprise's entrepreneurial versus market orientation and the creation of tacit

    knowledge. *Journal of Small Business Management, 54*(1), 262-278.

    https://doi.org/10.1111/jsbm.12144

Polit, D.F., & Beck, C.T. (2017). *Nursing research: Generating and assessing evidence*

    for nursing practice, (10th ed.) Lippincott, Williams & Wildins

Pratt, M. G., Kaplan, S., & Whittington, R. (2020). Editorial essay: The tumult over

transparency: Decoding transparency from replication in establishing trustworthy

qualitative research. *Administrative Science Quarterly, 65*(1), 1-19.

https://doi/org/10.1177/0001839219887663

Pritchard, M. (2021). Commentary: Half my digital advertising is wasted. *Journal of

Marketing, 85*(1), 26-29. https://doi.org/10.1177/0022242920971195

Putra, I. W. J. A., & Putri, D. P. (2019). The mediating role of relationship marketing

between service quality and customer loyalty. *Journal of Relationship Marketing,

18*(3), 233-245. https://doi.org/10.1080/15332667.2019.1589246

Radnejad, A. B., Nguyen, B., Cordeiro, J., & Vredenburg, H. (2019). Meta-organizations:

A practical tool for open innovation. *IEEE Engineering Management Review,

47*(3), 57-64. https://doi.org/10.1109/EMR.2019.2931653

Rehman, Z. U., Baharun, R., & Salleh, N.Z. M. (2020). Antecedents, consequences, and

reducers of perceived risk in social media: A systematic literature review and

directions for further research. *Psychology & Marketing, 37*(1), 74-86.

https://doi.org/10.1002/mar.21281

Reklaitis, K., & Pileliene, L. (2019). Principle differences between B2B and B2C

marketing communication processes. *Management of Organizations Systematic

Research, 81,* 73-86. https://doi.org/10.1515/mosr-2019-005

Ries, A., & Trout, J. (1981). *Positioning: The battle for your mind.* McGrawHill. NY

Rubera, G., Kirca, A.H. (2017). You gotta serve somebody: the effects of firm innovation

on customer satisfaction and firm value. *Journal of the Academy of Marketing

Science. 45*(1)**,** 741-761. https://doi.org/10.1007/s11747-016-0512-7

Rundle-Thiele, S., David, P., Willmott, T., Pang, B., Eagle, L., and Hay, R. (2019).

    Social marketing theory development goals: An agenda to drive change. *Journal*

    of Marketing Management, 35(1-2), 160-181.

    https://doi.org/10.1080/0267257X.2018.1559871

Saunders, M., Lewis, P., & Thornhill, A. (2015). *Research methods for business students.*

    (7th ed.). Pearson Education Limited.

Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam B., Burroughs, H.,

    & Jinks, C. (2017). Saturation in qualitative research: Exploring its

    conceptualization and operationalization. *Quality & Quality, 52,* 1893-1907.

    https://doi.org/10.1007/s11135-017-0574-8

Saura, J. R., Herráez, B. R. & Reyes-Menendez, A. (2019). Comparing a traditional

    approach for financial brand communication analysis with a Big Data analytics

    technique. *IEEE Access, 7*(1), 37100-37108.

    https://doi.org/10.1109/ACCESS.2019.2905301

Schinckus, C. (2017). Financial innovation as a potential force for a positive social

    change: The challenging future of social impact bonds. *Research in International*

    Business and Finance, 39(Part B), 727-736.

    https://doi.org/10.1016/j.ribaf.2015.11.004

Schlegelmilch, B. B. (2016). Segmentation, targeting and positioning in global markets.

    International Global Marketing Strategy, 63-82. Springer International

    Publishing. https://doi.org/10.1007/978-3-319-26279-6-4

Scuotto, V., Garcia-Perez, A., Nespoli, C., & Messeni Petruzzelli, A. (2020). A

repositioning organization knowledge dynamic by functional upgrading and

downgrading strategy in global value chain. *Journal of International*

Management, 26(4). 1-14. https://doi.org/10.1016/j.intman.2020.100795

Shaw, E. H. (2014). The quest for a general theory of the marketing system. *Journal of*

Historical Research in Marketing, 6(4), 523-537. https://doi.org/10.1108/JHRM-

07-2013-0041

Shaw, E. H. (2020). Constructing a partially formalized general theory of the marketing

system: Insights from the history of marketing thought. *Journal of Historical*

Research in Marketing, 12(2), 263-283. https://doi.org/10.1108/JHRM-11-2019-

0046

Shen, B., Choi, T.-M., & Chow, P.-S. (2017). Brand loyalties in designer luxury and fast

fashion co-branding alliances. *Journal of Business Research, 81,* 173-180.

https://doi.org/10.1016/j.jbusres.2017.06.017

Sheth, J. (2021). New areas of research in marketing strategy, consumer behavior, and

marketing analytics: the future is bright, *Journal of Marketing Theory and*

Practice, 29(1), 3-12. https://doi.org/10.1080/10696679.2020.1860679

Shiller, B., Waldfogel, J., & Ryan, J. (2018). The effect of ad blocking on website traffic

and quality. *RAND Journal of Economics (Wiley-Blackwell), 49*(1), 43-63.

https://doi.org/10.1111/1756-2171.12218

Slijepčević, M. Radojević, I., & Perić, N. (2020). Considering modern trends in digital

marketing. *Marketing (0354-3471), 51*(1), 34-42.

https://doi.org/10.5937/mrkt2001034s

Sliz, P., & Delińska, L. (2021). Measuring customer retention in the European automotive sector. *Central European Management Journal, 29*(3), 63-85. https://doi.org/10.7206/cemj.2658-0845.53a

Smith, W. R. (1956). Product differentiation and market segmentation as alternative marketing strategies. *Journal of Marketing, 21*(1), 3-8. https://doi.org/10.2307/1247695

Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research, 104*(1), 333-339. https://doi.org/10.1016/j.jbusres.2019.07.039

Souza, M. A., Borchardt, M., Pereira, G. M., & Viegas, C. V. (2020). TMQ at car dealership with better sales performance: A multiple case study. *Total Quality Management & Business Excellence, 31*(14), 1621-1638. https://doi.org/10.1080/14783363.2018.1503047

Spiers, J., Morse, J. M., Olson, K., Mayan, M., & Barrett, M. (2018). Reflection/commentary on a past article: Verification strategies for establishing reliability and validity in qualitative research. *International Journal of Qualitative Methods, 17,* 1-2. https://doi.org/10.1177/1609406918788237

Szucs, G. (2015). The financial analysis of the Hungarian automotive industry based on profitability and capital structure ratios. *Central European Business Review, 4*(1), 61-73. https://doi.org/10.18267/j.cebr.119

Szymańska, K. (2016). Organizational culture as a part in the development of open innovation – the perspective of small and medium-sized enterprises. *Management,*

20(1), 142-154. https://doi.org/10.1515/manment-2015-0030

Talay, M. B., Akdeniz, M. B., & Kirca, A. H. (2017). When do the stock market returns to new product preannouncements predict product performance? Empirical evidence from the U.S. automotive industry. *Journal of the Academy of Marketing Science,45*(4), 513-533. https://doi.org/10.1007/s11747-016-0507-4

Teece, D. J. (2018). Dynamics capabilities as (workable) management systems theory. *Journal of Management & Organization, 24*(3), 359-368. https://doi.org/10.1017/jmo.2017.75

Teece, D. J. (2019). China and the reshaping of the auto industry: A dynamic capabilities perspective. *Management and Organization Review, 15*(1), 177-199. https://doi.org/10.1017/mor.2019.4

Theofanidis, D., & Fountouki, A. (2018). Limitations and delimitations in the research process. *Perioperative Nursing, 7*(3), 155-163. https://doi.org/10.5281/zenodo.2552022

Thompson, A., Stringfellow, L., Maclean, M., & Nazzal, A. (2021). Ethical considerations and challenges for using digital ethnography to research vulnerable populations. *Journal of Business Research, 124*(1), 676-683. https://doi.org/10.1016/j.jbusres.2020.02.025

Tobon, S., & Garcia-Madariaga, J. (2021). The influence of opinion leaders' eWOM on online consumer decision: A study on social influence. *Journal of Theoretical & Applied Electronics Commerce Research, 16*(4), 748-767. https://doi.org/10.3390/jtaer16040043

Torkzadeh, S., Zolfagharian, M., Yazdanparast, A., & Gremier, D. D. (2022). From customer readiness to customer retention: The mediating role of customer psychological and behavioral engagement. *European Journal of Marketing, 56*(7), 1799-1829. https://doi.org/10.1108/EJN-03-2021-0213

Tran, V. T., Porcher, R., Tran, V. C., & Ravaud, P. (2017). Predicting data saturation in qualitative surveys with mathematical models from ecological research. *Journal of Clinical Epidemiology, 82*(1), 71-78. https://doi.org/10.1016/jclinepi.2016.10.001

Trout, J. (1969). Positioning is a game people play in today's me-too marketplace. *Industrial Marketing, 54*(6), 51-55

Tweneboah-Koduah, E. Y., Adams, M., & Acheamong, G. (2019). The role of theories in social marketing in predicting physical activity behavior among the youth. *Journal of Social Marketing, 9*(4), 398-417. https://doi.org/10.1108/JSOCM-01-2018-0005

Urmetzer, S. (2021). Dedicated business models: Connecting firms' value with the systemic requirements of sustainability. *Journal of Business Models, 9*(2), 87-108. https://doi.org/10.5278/jbm.v9i2.3459

van Tonder, E., & Petzer, D. J. (2018). The interrelationships between relationship marketing constructs and customer engagement dimensions. *Service Industries Journal, 38*(13/14), 948-973. https://doi.org/10.1080/02642069.2018.1425398

Venturini, R. (2016). Social marketing and big social change: Personal social marketing insights from a complex system obesity prevention intervention. *Journal of*

Marketing Management, 32 (11-12), 1190-1199.

https://doi.org/10.1080/0267257X.2016.1191240

Vieira, A. A. C., Dias, L. M. S., Santos, M. Y., Pereira, G. A. B., & Oliveira, J. A.

(2019). Simulation of an automotive supply chain using big data. *Computers &*

Industrial Engineering, 137(1), 1-14. https://doi.org/10.1016/j.cie.2019.106033

Vinuales, G., Magnotta, S. R., Steffes, E., & Kulkarni, G. (2019). Description and

evaluation of an innovative segmentation, targeting, and positioning activity using

student perceived learning and actual student learning. *Marketing Education*

Review, 29(1), 24-36. https://doi.org/10.1080/10528008.2018.1493932

Vynogradova, O., & Drokina, N. (2020). The structure of an integrated internet

marketing complex, based on the marketing-mix concept. *Acta Scientiarum*

Polonorum Oeconomia, 19(3), 117-126.

https://doi.org/10.22630/ASPE.2020.19.3.34

Wadams, M., & Park, T. (2018). Qualitative research in correctional settings: Researcher

bias, western ideological influences, and social justice. *Journal of Forensic*

Nursing, 14(2), 72-79. https://doi.org/10.1097/JFN.0000000000000199

Wahyuni, D. (2012). The research design maze: Understanding paradigms, cases,

methods and methodologies. *Journal of Applied Management Accounting*

Research, 10(1)*,* 69-80. http://www.cmawebline.org

Walsh, R. (2015). Wise ways of seeing: Wisdom and perspective. *Integral Review, 11*(2),

156 – 174.

Wamba, S. F., Gunasekaran, A., Akter, S., Ren, S. J., Dubey, R., & Childe, S. J. (2017).

Big data analysis and firm performance: Effects on dynamic capabilities. *Journal of Business Research, 70*(1), 356-365. https://doi.org/10.1016/j.jbusres.2016.08.009

Wang, W., Chen, R. R., Ou, C., & Ren, S. J. (2019). Media or message, which is the king in social commerce? An empirical study of participants' intention to repost marketing messages on social media. *Computers in Human Behavior, 93*(1), 176-191. https://doi.org/10.1016/j.chb.2018.12.007

West, J., and Bogers, M. (2017). Open innovation: current status and research opportunities, *Innovation, 19*(1), 43-50.

Witek-Hajduk, M. K. & Grudecka, A. (2018). Positioning strategies of retailers' brands in the emerging market – a cluster analysis. *International Journal of Emerging Markets, 13*(5), 925-942. https://doi.org/10.1108/IJoEM-06-2017-0224

Xu, X., Bu, Z., & Fan, Z. (2020). Research on marketing strategy of B2C e-commerce platform based on marketing strategy triangle model. *5th International Conference on Financial Innovation and Economic Development (ICFIED 2020),* 314-319. https://doi.org/10.2991/aebmr.k.200306.055

Yahia, I. M., Al-Neama, N., & Kerbache, L. (2018). Investigating the drivers for social commerce in social media platforms: Importance of trust, social support and the platform perceived usage. *Journal of Retailing and Consumer Services, 41*(1), 11-19. https://doi.org/10.1016/j.jretconser.2017.10.021

Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). Sage.

Young, J. C., Rose, D.C., Mumby, H.S., Benitez, C. F., Derrick, C. J., Finch, T., Mukherjee, N. (2018). A methodological guide to using and reporting on interviews in conservation science research. *Methods in Ecology & Evolution, 9*(1), 10-19. https://doi.org/10.1111/2041-210X.12828

Yoseph, F., Ahamed Hassain Malim, N. H., Heikkila, M., Brezulianu, A., Geman, O., & Paskhal Rostam, N. A. (2020). The impact of big data market segmentation using data mining and clustering techniques. *Journal of Intelligent & Fuzzy Systems, 38*(5), 6159-6173. https://doi.org/10.3233/JIFS-179698

Zapata-Cantú, L., Rialp, J., & Rodriguez, A. O. (2020). Relative absorptive capacity as a booster of innovation in an automotive cluster. *Competitive Review: An international Business Journal, 30*(2), 175-193. https://doi.org/10.1108/CR-12-2018-0086

Zhang, Q., Chen, J., & Lin, J. (2021). Market targeting with social influences and risk aversion in a co-branding alliance. *European Journal of Operation Research. 21*(1), 25-27. https://doi.org/10.1016/j.ejor.2021.05.022

Zhang, Q., Chen, J., & Zaccour, G. (2020). Market targeting and information sharing with social influences in a luxury supply chain. *Transportation Research Part E 133,* 101822. https://doi.org/10.1016/j.tre.2019.101822

Zhou, J., Zhai, L., Pantelous, A, A. (2020). Market segmentation using high-dimensional sparse consumers data. *Expert Systems with Applications, 145,* 113136. https://doi.org/10.1016/j.eswa.2019.113136

Appendix A: Recruitment Letter

[Date]

Re: Invitation for Research Study

Dear [Name]

My name is Keith Wayne Hall, and I am a doctoral candidate at Walden University pursuing a Doctor of Business Administration. The title of my doctoral study is Marketing Strategies for Automotive Dealerships Operations: A Focus on Grenada. I would like to invite you to participate in this study through an interview that should take no more than 45 to 60 minutes. I am reaching out to you because you meet the following criteria:

- You are a leader in the automotive industry.

- You are knowledgeable and of experience with business strategies that have helped to sustain your organization.

- You are employed at an automotive dealership located in Grenada.

Your participation in this study is voluntary, and you have the right to withdraw at any time. I have attached the consent form which provides additional information about the study. To prevent compromise of your confidentiality in the study, your name and the name of your organization are confidential and only known to me. If you are interested in participating in this study, please reply to this email.

Sincerely,

Keith Wayne Hall

Appendix B: Interview Protocol

Guidelines

1. The interview will be conducted face to face in the participant's office at a
   suitable time for both participant and researcher.

2. The interview questions will require about 45 to 60 minutes of uninterrupted time
   to complete.

3. I will conduct member checking by drafting a summary page for the participants
   by email following each interview.

4. I will be considerate of my participant's time by allowing enough time to respond
   to my questions.

5. With the participant's approval, I will record the interview.

6. Upon the completion of the interview, I will thank the participants for taking the
   time to participate in the study.

Interview Questions

1. 1What successful marketing strategies are you using to increase
   dealership profits from selling new U.S. or Japanese vehicles?
      I will ask follow-up questions.

2. 2How have you used technology and innovation to develop strategies to
   sell new U.S. or Japanese cars to increase profits to sustain your
   dealership?
      I will ask follow-up questions.

3. How, if at all, has the Covid-19 pandemic affected how you develop your marketing strategies?

I will ask follow-up questions.

4. What were the key challenges to implementing your organizations' strategies for marketing new U.S. or Japanese vehicles?

I will ask follow-up questions.

5. How did you address the key challenges to implementing your present successful marketing strategies to market new U.S. or Japanese vehicles?

I will ask follow-up questions.

6. What role does promotional strategy play in marketing new U.S. and Japanese vehicles?

I will ask follow-up questions.

7. What processes or procedures do you use to measure the success of your marketing strategies?

I will ask follow-up questions.

8. What additional information would you like to add about the marketing strategies you use to sell new U.S. or Japanese vehicles to increase dealership profits?

I will ask follow-up questions.