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Senior Marketing Executives' Strategies to Implement Multicultural Marketing Campaigns

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Derine McCrory

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Walden University
2018

Abstract

Senior Marketing Executives' Strategies to Implement Multicultural Marketing

Campaigns

by

Derine McCrory

MSA, Central Michigan University, 1997

BS, Grand Valley State University, 1991

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

October 2018

Abstract

The population in the United States is expected to increase an estimated 42% by the year 2042; ethnic minorities will become the majority group. Marketing executives must understand the environment in which consumers from diverse cultures respond to marketing stimuli. The purpose of this multiple case study was to explore the strategies senior marketing executives use to implement successful multicultural marketing campaigns. The target population consisted of senior marketing executives from 3 profitable companies in the state of Michigan with experience in the implementation of successful multicultural marketing campaigns. The conceptual framework was the critical multicultural marketing theory. Data were collected from semistructured interviews and organizational documents. Data were analyzed using Yin's 5 stages of analysis: compiled and organized, disassembled into fragments, reassembled into a sequence of groups, interpreted for meaning, and conclusions were drawn. Methodological triangulation and member checking were used to validate the trustworthiness of data interpretations. The findings showed 3 emerging themes: marketing using diversity and inclusion strategies; segmentation, target marketing, and positioning strategies; and cultural competence strategies. The information gathered in this study is valuable to current and future marketing managers with an interest in marketing to multicultural consumers. The implications for positive social change include creating and sustaining an environment of inclusion that proactively and strategically engages underrepresented populations of consumers.

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Dedication

I am dedicating this study to two special people who have had a tremendous impact on my academic achievement for as long as I can remember. First, to my mother, Ethelrine Moulton, you have been my biggest fan and cheerleader for my entire life. This momentous task would not have been achievable without your unwavering faith and support. To my dear Vernon E. Alexander (Uncle Alex), I know you are smiling down from heaven. I often reflect on one of our last conversations when you told me that you knew I could do it. Even when I wasn't as confident, I was encouraged by your belief in me.

Thank you, both.

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Section 1: Foundation of the Study

The expansion of market share in a globally plural and emerging cultural context requires marketers and policymakers to develop a clearer understanding of how consumers from different cultures correspond to products, services, or consumption practices in their daily life (Le, Polonsky, & Arambewela, 2015). From a management perspective, it is important for companies to enhance multicultural awareness and sensitivity to cultural differences as major components of success in the world's marketplace (Tian & Borges, 2011). Le et al. (2015) reported that marketers use multicultural marketing to target and communicate with ethnic minority groups in culturally diverse societies. The multicultural marketing debate has led researchers to explore whether diverse cultural groups require specific marketing approaches (Burton, 2002). The purpose of this qualitative case study was to learn prolific strategies senior marketing executives use to successfully implement multicultural marketing campaigns. Section 1 of this study includes the (a) background of the problem; (b) problem statement; (c) purpose statement; (d) nature of the study; (e) research question; (f) interview questions; (g) conceptual framework; (h) operational definitions; (i) assumptions, limitations, and delimitations; (j) significance of the study; and (k) comprehensive literature review.

Background of the Problem

The U.S. population will increase by 42%, with the largest increase coming from ethnic minorities, which will lead to the combined ethnic minorities becoming the majority by 2042 (U.S. Census Bureau, 2014). As the population in the United States

continues to diversify as it grows from 310 million to 439 million within a 40-year span, the buying power of ethnic minority groups could increase concurrently with population growth (U.S. Census Bureau, 2014). Companies seeking a competitive edge may incorporate varying value proposition strategies in their marketing campaigns to garner loyalty from customers across multiple cultures. The Nielson Company (2015) suggested that multicultural consumers might be the key to the future due to the volume or economic influence and their unprecedented influence on the attitudes and consumption habits of consumers not from the dominant culture, which expands the multicultural market opportunity.

Le et al. (2015) contended that marketers use multicultural marketing platforms to target and communicate with ethnic minority groups in culturally diverse societies. Burton (2002) proclaimed companies use multicultural marketing to place emphasis on social change and transformation, which has generated advancements in critical areas of public policy, social welfare, and ethics in target marketing. Organizational diversity or inclusiveness refers to business practices, such as marketing, corporate strategic change, innovation, and corporate social responsibility, which are essential elements in emerging multicultural marketplaces (Al-Mamun, Yasser, Entebang, Nathan, & Rahman, 2013). However, some senior marketing executives are not proficient in strategies to implement successful multicultural campaigns to increase market share.

Problem Statement

The expansion of market share in a globally plural and emerging cultural context requires senior marketing executives to develop a clearer understanding of the manner

consumers from different cultures correspond to products, services, or consumption

practices in their daily lives (Le et al., 2015). Ethnic minorities compose approximately

37% of the total population in the United States (U.S. Census Bureau, 2014).

Understanding cultural differences is one of the most significant strategies for senior

marketing executives to develop to gain a competitive advantage in business (Calabrese,

Capece, Costa, & Di Pillo, 2015). The general business problem was the loss of

profitability and competitive advantage as a result of inadequate multicultural marketing

campaigns. The specific business problem was that some senior marketing executives

lack strategies to implement successful multicultural marketing campaigns.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies

senior marketing executives use to implement successful multicultural marketing

campaigns. The target population consisted of senior marketing executives in three

profitable companies in the state of Michigan who possess successful experience in the

implementation of multicultural marketing campaigns. The implications for positive

social change may include creating and sustaining a respectful environment of inclusion

that engages underrepresented populations of consumers.

Nature of the Study

The selected research method for the study was the qualitative approach. While

the quantitative research method requires sufficiently large sample sizes to produce

statistically precise quantitative estimates, the qualitative research method requires

smaller samples (Gentles, Charles, Ploeg, & McKibbon, 2015). Gaston (2017) described

positivist philosophical theories and quantitative methods as definite or objective verification while characterizing subjectivist theories and qualitative methods as interpreted observations. Mixed-methods research comprises both qualitative and quantitative data, which is simultaneously collected, analyzed, and interpreted in the same research inquiry (Wamba, Akter, Edwards, Chopin, & Gnanzou, 2015). Researchers use the qualitative research method to construct distinct perspectives while examining their assumptions and biases (Fassinger & Morrow, 2013). I chose the qualitative research method because it was the most appropriate method for this study, to conduct in-depth interviews with senior marketing executives who implemented multicultural marketing campaigns successfully. Data collection in qualitative research includes observation of phenomena in natural settings through field observations, interviews, or recordings (Smiley, 2015).

I explored juxtapositions between circumstances and compared profitable marketing business strategies that target multicultural stakeholders and audiences. There are five prominent forms of qualitative research designs: ethnography, hermaneutics, grounded theory, heuristics, and phenomenological, each consisting of varying analytical characteristics (Moustakas, 1994). Baxter and Jack (2008) suggested that a case study is a research design that probes phenomenon in the context of analyzing a variety of data sources where multifaceted occurrences are revealed and comprehended through a series of lenses. This study consisted of a multiple case study design. Researchers use multiple case studies to replicate findings or predict contrasting results based on a theory (Yin, 2014). A case study was the most appropriate design method for this study, as case study

researchers are permitted to conduct a situation analysis of strategies and processes from a real-world perspective (Yin, 2014).

Research Question

RQ: What strategies do senior marketing executives use to implement successful multicultural marketing campaigns?

Interview Questions

I used the following open-ended interview questions in this study:

1. What strategies does your organization use to target consumers of different cultures?

2. How has your organization been successful or challenged when implementing multicultural marketing campaigns?

3. In what way does operational cost determine the strategy for marketing initiatives?

4. How does your organization enlist cultural perspectives to help target your marketing messages?

5. How do you measure return on investment in marketing campaigns?

6. How important are consumers of diverse cultures to you?

7. What percentage of your revenue comes from multicultural consumers?

8. How does your organization determine revenue from multicultural consumers?

9. How are target marketing initiatives for multicultural populations positioned as a priority in your organization's marketing plan?

10. How is increasing market share with multicultural populations included in your strategic planning process?

11. How do you assess or evaluate the effectiveness of your strategies to achieve the desired outcomes?

12. What can you contribute to this interview that I have not asked you regarding strategies you used to implement successful multicultural marketing campaigns?

Conceptual Framework

The conceptual framework guiding this study was the critical multicultural marketing theory. Burton (2002) presented the first attempt at a critical multicultural marketing theory inspired by leading critical theorists. Human emancipation and egalitarianism are guiding themes for critical theory (Alvesson & Kärreman, 2016). Critical multiculturalism is suited as a framework for multicultural marketing research as researchers focus on the conflict approach coupled with the way human beings liberated from social structures limit the development of appropriate analytical situations for those marginalized in today's society (Burton, 2002).

The primary reason I selected critical multicultural marketing theory is because Burton (2002) placed emphasis on inclusion and transformation in marketing strategies yielding organizational profits if implemented appropriately. Demangeot, Broeckerhoff, Kipnis, Pullig, and Visconti (2015) suggested that minimal research studies target market segments to solicit consumer views on being singled out solely by ethnicity during marketing campaigns. The multicultural marketing debate has led researchers to explore

whether different cultural groups require specific marketing approaches (Burton, 2002).

Andrevski, Richard, Shaw, and Ferrier (2014) stated that culturally diverse firms

developing and introducing new competitive, diversified action plans and activities are

more likely to gain market share and profits than firms with homogeneous management

teams. Diversification and inclusion directly relate to this study, through which I sought

to identify the strategies senior marketing executives use to implement multicultural

marketing campaigns successfully.

Operational Definitions

Acculturation: A cultural adaptation of an individual based on language, cultural

behaviors, values, attitudes, and ethnic or heritage identity. Acculturation is the cultural

transformation after intercultural contact (Schwartz et al., 2014).

Critical theory: An interdisciplinary perspective that simultaneously analyzes

contemporary society while envisioning new possibilities (Burton, 2002).

Cross-cultural competence: The ability to work effectively with people from

different cultural backgrounds (Fitzsimmons, 2013).

Cultural identity: An individual recognition of membership in a group with its

values, beliefs, and knowledge (Czarnecka, Brennan, & Keles, 2018).

Culture: A group-level reflective construct described as a set of shared

characteristics reflected in the behavior of individuals within a specific group (Caprar,

Devinney, Kirkman, & Caligiuri, 2015).

Ethnocentrism: A psychological predisposition that partitions the world into

ingroups and outgroups based on symbols, values, and practices. These objects are

viewed as attachments of pride in the ingroups and condescension for the outgroups (Lee & Mazodier, 2015).

Multicultural marketing: The promotion of products or services through different media, including television, radio, print, and online platforms to existing and emergent ethnoscapes or cultures (Burton, 2005; James, Lee, Zhang, & Williams, 2017).

Assumptions, Limitations, and Delimitations

This section covers topics related to the assumptions, limitations, and delimitations of the study. According to Leedy and Ormrod (2013), assumptions, limitations, and delimitations are components of research inquiries. While researchers use assumptions to define theoretical and methodological presumptions made in a study, researchers use limitations to describe uncontrollable factors that constrain the research. Delimitations are factors imposed purposefully on the research to narrow the scope of the study (Bloomberg & Volpe, 2012).

Assumptions

Assumptions define theoretical and methodological presumptions made by a researcher (Bloomberg & Volpe, 2012). Researchers hold assumptions to be true based on the premises of drawing suppositions (Bloomberg & Volpe, 2012). The study included the following assumptions: (a) participants provided honest and accurate responses to the inquiry, (b) all proprietary information remained confidential, and (c) I, as the researcher, conducted the study with an open and unbiased mindset.

Limitations

Limitations are potential weaknesses of a study due to conditions, internal or external, causing a restriction to the scope of research (Bloomberg & Volpe, 2012). The study had the following limitations: (a) culture is a multifaceted and multilayered construct where the exact interaction of culture and leadership is not universal or unequivocal (Mittal, 2015); (b) many companies are uncomfortable disclosing multicultural marketing or strategies related to diversity; and (c) disclosure of marketing budgets, allocations for cultural campaigns, and return on investment is prohibited due to confidentiality.

Delimitations

Delimitations are boundaries interjected in the research to narrow the scope of the study (Leedy & Ormrod, 2013). For this study, delimitations included the population of senior marketing executives successful in decision-making activities in the development and implementation of a strategy to market to multicultural audiences. The study did not include direct observations of the consumer engagement as a result of marketing programs or campaigns. Lastly, I did not attempt to verify financial records or return on investment related to multicultural campaigns.

Significance of the Study

This study could contribute value to the business community and have a positive social impact related to strategic multicultural marketing. Ethnic and cultural diversity is not uniquely an American phenomenon; marketplaces worldwide are experiencing increasing ethnic diversity (Czarnecka et al., 2018). Few studies have gone beyond the

direct relationship between multicultural diversity and performance, missing the explanation of how diversity affects firm performance (Andrevski et al., 2014). Minority groups' buying power is approaching $4 trillion dollars and outpacing mainstream markets, which suggests this segment of the population warrants tailored marketing strategies to increase business profitability (James et al., 2017).

This study may also contribute to effective business practices because marketing is a primary function in a firm, providing leadership the capacity to recognize and respond to mandates; therefore, marketing strategies should have a direct correlation with sensitivity towards stakeholder demands (Herremans, Nazari, & Mahmoudian, 2016). From a management perspective, it is important for companies to enhance multicultural awareness and sensitivity to cultural differences as major components for success in the world marketplace (Tian & Borges, 2011). The potential implication for precipitating a positive social change relates to sustaining a respectful environment of inclusion that engages] the underrepresented population of consumers. Transformation in multicultural marketing plays an integral role in social change by placing emphasis on developments in essential areas of public policy, social welfare, and ethics in target marketing (Burton, 2002).

A Review of the Professional and Academic Literature

The purpose of this review of existing literature was to gain an understanding of strategies senior marketing executives use to implement successful multicultural marketing campaigns. Wee and Banister (2016) reported that a literature review could assist researchers in obtaining a current and well-structured overview of research in

specific areas. Callahan (2014) suggested a rigorous literature review has at least five distinct characteristics: it is concise, clear, critical, convincing, and contributive of information.

This study consisted of a critical analysis of literature organized by themes and aligned by relationship to multicultural marketing, target marketing campaigns, critical multicultural marketing theory, and executive marketing strategies. Critical analysis and formal syntheses of research are conceptual in focus and can be traced back for centuries (Houghton, Murphy, Shaw, & Casey, 2015). Today, in the 21st century, the strategy to review the literature is to draw from and build upon resources related to critical multicultural marketing theory using a broad array of reference tools (Callahan, 2014).

The 192 references that contribute to this study include 168 scholarly peer-reviewed articles representing 87.5% of the total, 10 nonpeer-reviewed articles representing 5.2%, six government websites representing 3.1%, and eight books representing 4.1%. The total references published within the 2014-2018 period are 166, which is 86.5% of the total number. The literature review contains 98 references, with 91 references published within the 2014-2018 period, representing 92.8%, and 92 from scholarly peer-reviewed sources, representing 93.8%. Databases to identify appropriate literature for this study included but were are not limited to: ABI/INFORM Global Database, Business Source Complete, EBSCOhost, ProQuest Database, Google Scholar, and Science Direct. My objective was to use Boolean names to identify topics using the following keyword searches: *multicultural marketing, marketing strategy, cross-cultural marketing, critical theory, critical marketing theory, consumer behavior, executive*

marketing management strategies, cross-cultural marketing campaigns, and *profitable marketing campaigns.*

I structured the literature review with a summary of Burton's critical multicultural marketing theory while concurrently evaluating alternate and supportive views of the conceptual framework. First, there was an exploration of Burton's critical multicultural marketing theory, followed by an analysis of interdisciplinary scholarship on multiculturalism, the role of marketing, marketing strategy, and, lastly, consumer behavior (Neverson, 2014; Tadajewski et al., 2014; Venugopal & Viswanathan, 2017; Zembylas & Iasonos, 2015). The conceptual framework for this study was the critical multicultural marketing theory.

Critical Multicultural Marketing Theory

Burton (2002) affirmed the critical multicultural marketing conceptual framework is about inclusive and transformative marketing strategies with the propensity to yield organizational profits when implemented appropriately. A multicultural ideation is an identification with two or more cultures, often defined by ambivalence and complexity (Fitzsimmons, 2013). Theorist Burton (2002) presented the first attempt at a critical multicultural marketing theory in 2002 inspired by leading critical theorists. The marketing implications of critical multicultural marketing theory often question the existing nature of multicultural marketing strategies and focus on how improvements could be more inclusive of underrepresented populations of consumers.

Scholarship aligned with critical theory shares a commitment to human freedom and evolution in thinking (Tadajewski et al., 2014). The critical methodology is grounded

in a critical hermeneutic orientation towards the demystification of hegemonic power relations (Burton, 2002). Organizational process of commodification or transforming ideas into products exchanged across economic systems is often challenged by contradictions identified by activists, policies, and social disparities due to hegemonic influences of culture, ideology, or profitability (Place, Smith, & Lee, 2016). Critical research raises the consciousness of consumers to emancipate them from problematic social relations by placing emphasis on capitalist market relations or marketing practices claiming to benefit the consumer to achieve a company's profit objectives (Tadajewski et al., 2014). Burton (2002) contended critical theory strongly suggested that representations of race, class, gender, and ethnicity should be understood as a form of resistance with the central task of transforming the social, cultural, and institutional relations from which the meaning was generated.

Critical multiculturalism is suited as a framework for multicultural marketing research as it references the conflict approach assessing how liberated human beings often limit the development of analytical situations of those marginalized by 21st century society (Burton, 2002). Neverson (2014) suggested there is a collection of scholars who view critical multiculturalism as an effort to minimize the exclusion of relationships across societal ranking order and origins of culture by emphasizing inclusion and foregoing power and privilege. Critical multiculturalism is considered to be an alternative discourse to multiculturalism by assuming the fractured nature of a cultural montage is constant but does not oppose diversification to achieve an equitable and progressive

society (Neverson, 2014). Critical multiculturalism has a direct correlation to critical theory as they both place emphasis on change (Neverson, 2014).

According to Burton (2002), a philosophical debate is drawn among critical theory, positivism, and interpretivism. Cross-cultural competence is paramount as it offers the ability to work effectively with people from different cultural backgrounds (Fitzsimmons, 2013). A cross-reference of characteristics was conducted across several research methods using ontological, axiological, and epistemological perspectives related to marketing theory. Ontology is a philosophical study of the nature of being, metaphysical reality, and establishing relations with actual things that exist, while epistemological philosophy is concerned with the nature of knowledge itself, validity, scope, and methods (University of Idaho, 2016). Axiology is the study of nature, types, beliefs, and value judgments, especially in ethics. Burton (2002) contended that critical theory is a dynamic force field between subjectivity and objectivity where ontological assumptions are based on the nature of reality.

Critical theory. Patton and Bondi (2015) asserted that an essential characteristic of critical theory is to critique and change society versus solely studying and understanding society. Significant scholarly research associated with critical theory is committed to human freedom (Tadajewski et al., 2014). New social realities have started to emerge as a result of a culturally integrated world creating a paradigm shift beyond the orthodox comprehension of marketing, which can benefit from engagement with critical theory (Eteokleous, Leonidou, & Katsikeas, 2016). Critical theory was explored to a limited degree in marketing and consumer research related to raising the consciousness of

consumers (Tadajewski et al., 2014). Burton (2002) reported critical theory places

emphasis on social, historical, and political context in a space where social relations take

place and allow the marketing community the opportunity to assess approaches toward

multicultural marketing with the goal of meeting the demands of the consumer. The

emancipation of consumers occurs by highlighting unequal or problematic social

relations, capitalist market relations, and marketing practices of companies that claim to

benefit them (Tadajewski et al., 2014).

Ontological research methods are associated with conceptualization. However,

there are contrasts in the identification of relevant terms which formulate semantic

relations that account for their intended meaning (Silavi, Hakimpour, Claramunt, and

Nourian, 2016). Independent researchers use critical theory to focus on questions that

certain groups may be reluctant to answer as it relates to underrepresented groups

(Burton, 2002). Researchers identify ontologies to progressively establish a privileged

solution for formal representations of knowledge and specifications of a domain-based

concept (Silavi et al., 2016). Suarez and Grodal (2015) called for an alternative view

opposing the ontology of philosophy and metaphysics, which concerns itself with the

meaning of singular fixed existence, instead focusing on the ontological turn recognized

for a plurality of ontologies that vary both over time and from society-to-society in any

given time.

Positivism. Burton (2002) reported positivism as context independent and

acknowledges tangible causes exist while the critical theory is described as recognizing

real causes exist, that are value free and nomothetic. Positivism as a philosophy is

identifiable by the rejection of epistemology, reliance on logical analysis, and a belief in the scientific progress of human history (Heidelberg, 2018). Marketing and consumer research are dominated by positivism as the overriding paradigm with contemporary research reporting characteristics of seeking causes of phenomena, adopting a realist view, and substantiating unobservable factors while historical research describes opposing views (Hunt, 2014).

Interpretivism. The interpretivism paradigm identifies with lived experience of human beings and the concept that people in their daily lives replicate practices that have been encountered (Tadajewski et al., 2014). However, critical theory is forward thinking, imaginative, and strives to unmask practical application. An analysis of structural processes appears in critical research compared to those seen in interpretive research by focusing on intersectional systemic constraints that limit agency and contribute to a sense of powerlessness among low-income consumers (Saatcioglu & Corus, 2014). Serving as a change agent toward inclusive marketing strategy may require multiple philosophies resulting in organizations placing analytical thinking as a priority to identify deficits in cultural relations versus merely observing various forms of engagement.

Multiculturalism

Multiculturalism is essential to the development of multicultural marketing strategies. It is important to have a clear understanding of the multiple forms as they contain very distinct characteristics. This concept is often complex, as it requires comprehension of the consumer's cultural identity, which is an individual recognition of membership in a group with its values, beliefs, and knowledge (Czarnecka et al., 2018).

According to Burton (2002) ethnic categories are social and political constructs essential to the development of a distinct epistemological framework for critical multicultural marketing research. The optimal distinctiveness theory suggests that individuals pursue an ideally distinctive identity when their collective identity no longer sustains the balance between the need for assimilation and differentiation (Moon & Sung, 2015). The use of categories reinforces the idea of internal sameness containing minimal empirical meaning except in the most stereotypical ways and does contribute to gaining an understanding of complex empirical realities of the population (Burton, 2002).

Zembylas and Iasonos (2015) presented a collection of multiculturalisms with varying characteristics and marketing implications such as critical, conservative, liberal, pluralist, commercial, and corporate. The rhetoric of multiculturalism claims to value cultural diversity and focuses on how people of diverse cultural backgrounds coexist while research on multiculturalism documents the way people negotiate senses, emotions, and relations across intercultural contact zones (Shan & Walter, 2015).

Critical multiculturalism. The first element in the collection of multiculturalism being evaluated is critical. This form of multiculturalism promotes pluralism. Critical multiculturalism requires marketing strategies to be more inclusive, placing emphasis on power and privilege due to oppressive approaches often nestled and interwoven between ethnic groups (Burton, 2002; Green & Linders, 2016). The appreciation of diversity is essential to a firm's interaction with various publics by providing practitioners, educators, and learners tools to help break barriers and critique relationships between power, knowledge, and any potential oppressive discourses (Santamaria, 2014). Critical

multiculturalism diverts from the concept of a one-size-fits-all tactical plan for cultural citizenship and participation (Neverson, 2014). Strategic marketing executives integrate plausible consumer bias into their planning to neutralize unfavorable preconceptions. Although often uncomfortable to discuss in an open forum, marketing executives should be cognizant of perceived racism when developing strategies. Racism is viewed as the prediction that skin color or ethnicity is the basis of economic value, intellectual development, and attributions of moral fiber (Tadajewski, 2016).

  Conservative multiculturalism. The next form of multiculturalism is conservative, which focuses on the status quo. Conservative multiculturalism emphasizes an ideology of an unchanging national identity and encourages social and cultural separatism (Pakulski, 2014). Critics have differentiated between multiculturalism that has the potential for social change and conservative multiculturalism that serves the interest of capital and the status quo (Lim, 2014). There are often no specific multicultural marketing strategies aligned with the conservative multicultural philosophy (Burton, 2002; Zembylas & Iasonos, 2015). Marketing professionals who adopt this form of multiculturalism do not seek new or innovative strategies to attract diverse audiences. Instead, general marketing strategies are utilized.

  Liberal multiculturalism. Researchers use this concept to identify inequality as it relates to race. Liberal multicultural rationales of integration accentuate enlightenment, the legacy of secularism, individualism, and matter of choice, and often displace conservative nationalism (Pakulski, 2014). Liberal multiculturalism involves racial triangulation and the simultaneous processes of hyper-racialization and deracialization

(Hassinger, 2014). Racial or cultural positions often categorize the inequality of marginalized groups concealing social inequality, resulting in adverse impacts on profit margins due to categorizing differing values by superior versus inferior (Kumhof, Rancière, & Winant, 2015). Hyper-racialization disguises existing structural inequalities and privilege under the muted disguise of celebration, inclusion, and spectacle (Annisette & Prasad, 2016). Deracialization is an analytical construct assessing the viability of outcomes from the perspective of structural change, which is then advanced to critical discourse analysis within social networks of power and influence (Johnson, 2014). There are marketing executives who adopt a stance of prioritizing the value of racial groups, thus determining the allocation of resources for campaigns based on the value placed on them.

Pluralist multiculturalism. The next form of multiculturalism reviewed for this study is a pluralist perspective. Poulis, Poulis, and Yamin (2013) contended that pluralist multiculturalism does not undervalue the role of ethnicity. Instead, pluralist multiculturalism examines the concept of interactions amongst ethnicities resulting in diverse acculturation outcomes and the prospect of extending the boundaries of impactful marketing studies. Acculturation is a cultural adaptation of an individual based on language, cultural behaviors, values, attitudes, and ethnic or heritage identity. Acculturation is the cultural transformation after intercultural contact (Schwartz et al., 2014). A result of acculturation ensues when members of different groups, usually consisting of an immigrant group and the dominant culture, interact, resulting in the occurrence of learning and adaptation in both groups (Lawton et al., 2014).

Poulis et al. (2013) contended that pluralist methodological assortments have four distinct inadequacies existing within the multicultural marketing literature: (a) imbalance between inter- and intranational studies, (b) ongoing neglected interactions between ethnically diverse consumers, (c) lack of cross-pollination between multicultural services marketing and social psychology literature, and (d) limited breadth of the scope of research. The evolution from general to total market strategies are related to the idea of balancing culturally inclusive and targeted approaches into the core of every change seen in marketing (Burgos, 2014). The development of distinct yet interrelated propositions contributes to the expansion of discussions on concepts such as culture, ethnicity, and acculturation in meaningfully augmented marketing discourses (Poulis et al., 2013). Over time, various marketing philosophies have emerged.

Commercial multiculturalism. The next form of multiculturalism for review is commercial, which takes a more inclusive approach. Commercial multiculturalism is evolving as the United States transitions into a majority versus minority nation. The twenty-first century senior marketing executives are eager to understand what total market means and, more importantly, they want to learn how to manage their brands within this new normal. Commercial multiculturalism is inclusive of diversity in the marketplace and considers the conflicts that exist between cultures in the integration of multicultural marketing strategies (Burton, 2002; Green & Linders, 2016). The growing size and influence of a cultural divide in the United States, the industry appears to acknowledge the fact that mainstream markets are multicultural and not single dimensional (Burgos, 2014).

Corporate multiculturalism. The final form of multiculturalism is corporate, which is multidimensional in its approach. Pearce (2016) stated corporate multiculturalism touts that individuals engulfed in the role of constructing identity groups, a form of performativity, draw on a plethora of resources, consisting of symbolic, cultural, economic, legislative, or political resources. Corporate multiculturalism seeks characteristics to manage cultural differences for the public or private sectors, which utilize strategies initiated by a variety of circumstances (Burton, 2002; Green & Linders, 2016). Executive marketing professionals are continuously seeking innovative methods to enhance profits, and corporate multiculturalism uses strategic tactics that engage cultural differences versus ignoring them.

Role of Marketing

Marketing is the action or business of promoting and selling products or services and includes market research and advertising. Marketing is also a set of institutions and processes for creating, communicating, delivering, and exchanging products and services that offer value for customers, clients, partners, and society at large. Venugopal and Viswanathan (2017) proclaimed during the exploration of methodological approaches, marketing scholars were ideally positioned to inform policy and organizational interventions aimed at transforming the lives of the underprivileged. An element in the construction of a critical multicultural marketing theory is a focus on social transformation and social struggle (Burton, 2002). Products and services should provide a solution to an unfulfilled need in the marketplace. The term marketplace was derived from the perspective of individuals and communities in subsistence contexts while the

term market assumes the perspective of the external marketing organization and carries

the connotation that markets exist for the marketing organization to serve (Venugopal &

Viswanathan, 2017).

The marketing process continues by establishing prices, letting potential

customers know about products and services, and then making them available while

generating profits for the business (Jackson & Ahuja, 2016). As early as the late 1800s,

the first constructs of Scott, an applied psychologist who strongly recommended

advertisers or marketers question consumers about their reactions to various

advertisements or marketing strategies, are recognized as the beginning of market

research (Scott, 1916). Scott (1916) also declared successful marketers should study

human nature or psychology, either personally or professionally, to understand what will

create interest in consumers versus what will not yield desired results by comprehending

how the human mind acts, what it repels, and what it attracts. Although this statement

was shared well over 100 years ago, it still reigns true, especially when marketing to

multicultural audiences. Researchers use critical multicultural marketing theory to

question the existing nature of multicultural marketing strategies and focus on how

improvements could be more inclusive of underrepresented populations of consumers

(Burton, 2002).

According to the American Marketing Association (AMA, 2017) as early as 1935,

the officially sanctioned first definition of marketing, was: "Marketing is the performance

of business activities that direct the flow of goods and services from producers to

consumers" (para. 1). In 1985, the AMA (2017) revised the definition to "Marketing is

the process of planning and executing the conception, pricing, promotion, and

distribution of ideas, goods, and services to create exchanges that satisfy individual and

organizational objectives" (para. 3). By 2004, the definition read "Marketing is an

organizational function and a set of processes for creating, communicating, and

delivering value to customers and for managing customer relationships in ways that

benefit the organization and its stakeholders" (AMA, 2017, para. 4). The modified

definition debuted in 2007 recalling "Marketing is the activity, set of institutions, and

processes for creating, communicating, delivering, and exchanging offerings that have

value for customers, clients, partners, and society at large" (Anker, Sparks, Moutinho, &

Gronroos, 2015, p. 536). In 2013, the AMA deemed it necessary to amend and approved

the definition to reflect "Marketing is the activity, set of institutions, and processes for

creating, communicating, delivering, and exchanging offerings that have value for

customers, clients, partners, and society at large" (AMA, 2017, para. 1).

Marketing mix. Fan, Lau, and Zhao (2015) supported McCarthy's introduction

of the marketing mix paradigm is comprised of a simple four element framework:

product, price, promotion, and place. For decades, practitioners and academics embraced

the marketing mix paradigm considering it as the toolkit of transaction marketing, the

archetype for operational marketing planning and an indispensable element of marketing

theory and operational marketing management. The Small Business Association (2016)

defined the marketing mix to contain four key components: (a) products and services

require concentration on a product line, the development of a highly specialized product

or service, and providing a package of high-quality service; (b) promotion focuses on the

advertisement and direct customer interaction; (c) pricing maximizes total revenue; and (d) placement and distribution require manufacturers and wholesalers to determine how to distribute their products.

Periodically there are assumptions that executive management and key marketing practitioners possess the knowledge and skills to be effective marketers. Price theory or parameter theory became the pivot of Danish marketing thinking as an attempt to create a general theory of demand determinants, including managerial command variables and a significant element of behavioral science theory (Tadajewski & Jones, 2014). An area of concern is cognitive acumen around customer behavior, market segmentation, and effective communication. There are marketing managers with professional qualifications that fail to apply marketing techniques in their roles to achieve a sustainable competitive advantage.

Multicultural Marketing

The multicultural marketing debate has expounded in the context of concluding whether different cultural groups require specific marketing approaches (Burton, 2002). The promise of multicultural theory is to achieve higher degrees of social justice and equity regarding ethnicity, national origin, gender, other differences (Anastasiou, Kauffman & Michail, 2016). Burton (2002) contended that multicultural marketing is an emergent focal area and described the existing state of research in the area as underdeveloped. Anastasiou et al., (2016) suggested the plurality of views in multicultural theory is enriching because it provides accounts of complex phenomena

regarding diversity, tolerance of well-founded perspectives and promotion of rational

debates.

Trends in academia are ponderous compared to practitioners in organizations who

take minority marketing initiatives seriously by developing multicultural marketing

groups and hiring ethnic minority staff to gain an insider perspective (Burton, 2002).

Ambiguity contributes to the analysis of the congruency between leadership, culture,

market research, and strategy. When compiling resources for multicultural campaigns,

diversity of the consumer should not be the only consideration, but it is also essential to

consider inclusive messaging and diverse staffing. Andrevski et al. (2014) stated racially

diverse firms who develop and introduce new competitive, diversified action plans, and

activities are more likely to gain market share and profits versus firms with homogeneous

management teams because of the ability to respond effectively and neutralize the effect

of their actions if they are not inclusive. Redefining the relationship between businesses

and customers can help increase demand for products and services ultimately yielding a

boost in revenue.

Marketers revere multicultural approaches that focus on general markets, adopt

total market concepts and successfully transcend cultural boundaries (Burgos, 2014)

(Burgos, 2014). As companies conduct business surpassing geographic borders, it is

logical to incorporate marketing strategies transcending one-dimensional appeal. Often

the emphasis in multicultural campaigns starts with the executive team who will allocate

resources for the initiative. Rusch and Swarts (2015) reported that advertisements with

ethnically resonant cues have been effective in breaking through multimedia overload to

create favorable viewer responses. When leadership and organizational culture are in alignment, staff productivity, and efficiency often operate at their highest levels. In an effort to identify how leadership contributes to the shaping of organizational culture, a clear definition of the terms needs to be provided for consistency in communication. Consequently, if consumers are more likely to notice and respond favorably toward marketing efforts containing ethnic cues targeting them, then companies would benefit from developing ad campaigns with such cues.

Consumer Behavior

When comparing various approaches to research theories on consumer behavior, there are unique characteristics that set each theory apart, consisting of attributes to assist in the achievement of the desired outcome strategy. Sniehotta, Presseau, and Araújo-Soares (2014) in the theory of reasoned action-based attitudes or a set of norms as influential in performance behavior leading toward specific outcomes. The influence of subjective norms is presumed to capture the social pressures decision makers feel when determining to make a purchase or not (Muk & Chung, 2015). There are a variety of indicators that can influence purchase decisions based on cultural background. For critical commentators, the promotion of the marketing concept is representative of an attempt to omit the structurally unequal relationship between consumers and the business community (Tadajewski & Jones, 2014). Burton (2002) conveyed a critical theoretical standpoint focused on equality, emancipation, social change and justice due to ethnic minorities being marginalized in existing marketing discourses.Therefore, senior

marketing executives should find that different cultural backgrounds might require different marketing strategies if expanding market share is the goal.

The ability to encourage the design of diverse marketing campaigns will affect consumer behavior influencing the field by increasing profits for companies. Although the marketing field has progressed with the utilization of marketing mix matrices, research may have paid less attention to what drives managerial use of marketing tools, financial metrics, and patterns (Mintz & Currim, 2015). According to Hauser (2014), there is compelling evidence that consumers use heuristic decision rules to select consumable products or services. Economic status, neurosciences, and cultural anthropology affect consumer behavior, influencing a firm's profitability based on engagement tactics. (Belch & Belch, 2015). Consumers may use informal and formal integration rules when comparing attributes of products, which could include compensatory and noncompensatory integration strategies (Belch & Belch, 2015). Both the decision-making process and the heuristic decision rules enable consumers to screen products rapidly with reduced cognitive and exploration costs leading to fast and frugal consumption (Hauser, 2014). Consumer behavior cannot be predicted from any single part of a firm's marketing campaign and, therefore, cannot be controlled (Mason & Dobbelstein, 2016).

Marketers utilize multifaceted perceptivity on the role consumers play in business models, cases of consumer sovereignty or control contain a path that is detrimental to the firm's marketing system (Kennedy & Laczniak, 2016). Consumer behavior is complex and rarely follows traditional economic theories of decision-making, yet it is increasingly

more relevant to current pecuniary trends (Frederiks, Stenner, & Hobman, 2015). From a business perspective, many companies are discovering how previously ignored ethnic groups are growing in market power, and meeting their needs is an opportunity for increased profitability (Demangeot, Broderick, & Craig, 2015).

Planned behavior. The theory of planned behavior is influenced by both direct and indirect effects in belief systems, resources, and opportunities to achieve the performance of given behaviors (Sniehotta et al., 2014). Planned behavior model assumed people make informed, considered decisions regarding targeted behavior prompted by antecedents, like the consumers' level of knowledge on the topic, and the knowledge needed to make truly informed decisions (Reichert, 2016). Critical multicultural marketing theory questions stereotypical assumptions of ethnic minority groups and dominant ideology of Euro-American epistemology, which focuses on sameness rather than internal variation (Burton, 2002)

Buyer behavior. The theory of buyer behavior as defined by Chen and Duan (2016) consists of four interchangeable constructs that include input variables, output variables, hypothetical constructs, and external variables. Mukiira, Musau, and Munyao (2017) presented an experiential study of consumer behavior based on concrete, hands-on, real-world experiences, all of which in a usual context influenced satisfaction and loyalty. Therefore, knowing how to execute accurate and diverse marketing methods accessible in different settings can be instrumental for companies to build efficient and lasting relationships with their customers while increasing competitiveness in the market (Panniello et al., 2014).

Strategies and Tactics

Multicultural marketing is the promotion of products or services through different media, including television, radio, print and online platforms to existing and emergent ethnoscapes or cultures (Burton, 2005; Warde, 2015). Marketing and consumer research has drawn on relational ontological frameworks to reconfigure theoretical and practical knowledge of markets and consumption events (Hill, Canniford & Mol, 2014). Using culture interchangeably can be perplexing for marketers who target consumers strictly by demographic variables considering products take on different meanings between one identity and another (Burton, 2002). Based on a defined strategy, marketing executives within a firm prepare the marketing tactics and tools in accordance to the marketing mix (Medarac, Vignali, & Vignali, 2015). Extant marketing strategies contain the integration and transformation of specialized competencies offering value propositions with prolific market potential (Edvardsson et al., 2014).

Target marketing. Campaigns that focus on the transformation in multicultural marketing strategies offer marketing practitioners a platform of inclusiveness when communicating and advertising to diverse populations. Marketing messages often appeal to consumers based on their identities. Messages that explicitly connect a specific brand to consumer identity increase the salient of external determinants and reduce the consumer's perception of the firms in the marketing expression (Bhattacharjee, Berger, & Menon, 2014). Marketing practitioners disseminate multicultural messaging based on a customer's heuristics according to a collection of variables, including groups of

stigmatized minorities or the marginalized consumers who routinely are subjected to marketplace discrimination (Ijabadeniyi, Govender, & Veerasamy, 2015).

Multicultural campaigns. Marketing practitioners use theory, resources, analysis, and strategy to develop comprehensive campaigns. Ethnoscapes or multicultural-scapes can present enthralling and quintessential challenges for marketers (Burton, 2002). Basic marketing theory often points to guiding a company's positioning of products or services in the marketplace to maximize profits, so consumers see a particular benefit or believe they are in need of the specific product or service (Ashe-Edmunds, 2014). Marketing professionals play a critical role in managing marketing assets, identifying opportunities to appease stakeholder demands, and employing a company's response to these demands (Sanzo, Álvarez, Rey, & García, 2015). Compilation and analysis of data cast marketing as a tool to aid organizations to promote goods, services, and products. Companies utilize inclusive public relations tactics and strategic marketing campaigns to introduce new commodities, modify current, establish pricing, or select channels, for distribution in the marketplace or community (Ashe-Edmunds, 2014).

Strategists working towards inclusion in messaging consider ethnocentrism when planning. This psychological predisposition partitions the world into ingroups and outgroups based on symbols, values, and practices. These objects are attachments of pride in the in-groups and condescension for the out-groups (Lee & Mazodier, 2015). Leadership practice promoting multiculturalism, social justice, or equity is an essential trait in marketing management. The data companies use in marketing may include

customer or client demographics, key performance indicators, information on

competitors, trends, and industry statistics (Ashe-Edmunds, 2014). Therefore, marketing

strategies should have a direct correlation with sensitivity to stakeholder demands to gain

profitability (Herremans et al., 2016). Practitioners without marginalized marketing

educational and professional experiences may contribute to increased multicultural

understandings, alternative perceptions, and practices of applied leadership due to

consumer sensitivity (Santamaria, 2014). When considering the magnitude of

multicultural marketing and the profits it is capable of yielding, there is not an exhaustive

amount of research on the topic.

Diverse firms and strategy may relate to this study as it encompasses the question

of identifying the strategies senior marketing executives need to implement successful

multicultural marketing campaigns. Strategy embodies effective and efficient plans, or

methods of approaching or completing tasks towards a goal (Vitalone-Raccaro, 2017).

Strategic marketing plans contain distinguished tactics requiring conceptual actions

implemented as one or more specific tasks (Gross, 2015). Careless companies face

potential pitfalls or discover to their dismay cultural differences in human interactions

such as language, nonverbal communications, religion, color, manners, customs, as well

as food preferences influence consumer behavior (Beck, Chapman, & Palmatier, 2015).

Senior marketing executives are charged with identifying allies in multicultural campaign

development to increase consumer buy-in. Demangeot, Broderick et al. (2015) suggested

although ethnic groups are targeted as market segments, little research has been

undertaken to solicit the views of individuals about how they feel towards being singled

out based on ethnicity.

This form of strategic rationale is often complex and multifaceted to reach diverse

consumers. Belch and Belch (2015) crafted a multidimensional list of external factors

that influence consumers' purchase decisions that include:

- Culture is a group-level reflective construct described as a set of shared

    characteristics reflected in the behavior of individuals within a specific group

    (Caprar et al., 2015).

- Subculture and cultural identification are rooted in an individual's recognition

    of membership in a group or segments of society with similar values, beliefs,

    and knowledge that distinguish them from larger mainstream culture

    (Czarnecka et al., 2018). Categories may be identified by age, geography,

    race, religion, lifestyles, and ethnicity.

- Social class refers to relevant groupings of members of society categorized by

    occupational status, educational attainment, lifestyle, behaviors, and source of

    income based on economics, lifestyles, values, norms, interests, and behaviors

    (Durante, Tablante, & Fiske, 2017).

- Situational determinants intervene with external variables that mediate the

    relationship between persistent involvement and marketing effectiveness

    impacting consumer behavior (Grant, Bailey, & Ogbuehi, 2017).

From a marketing system point of view, an assortment of tactics is generated to

increase diversity in elements from the place, setting, logics, governance, and customers

(Layton & Duan, 2015). Diversity for its own sake is not the goal. However, commitment to social justice is the goal (Burton, 2002). The measurement of diversity plays an essential role in linking marketing system structure and function, environmental change, and system-wide outcomes (Layton & Duan, 2015). Measuring diversity can be perplexing for marketing executives.

　　Diversification. Measurement of diversity initiatives can challenge marketing systems converting intangible experiences and ideas into distinct elements resulting from inappropriate choices of taxonomies, hierarchical attribute sets, and inconsistencies in classification variables (Layton & Duan, 2015). Consumer-to-consumer communication via social media has transformed the control marketing executives historically maintained presenting both threats and opportunities to marketers and their competitors (Valos, Mavondo, & Nyadzayo, 2017). An additional area of challenge in measuring diversity arises from the impact of digital and other technologies regarding products, services, experiences, and concepts acquired and accumulated by buyers (Layton & Duan, 2015). Valos et al., (2017) reported previous marketing campaigns largely controlled what was communicated in terms of information describing products and brand positioning. However, the interactivity, immediacy, and individualization made possible in the digital era have excited and challenged marketing strategies.

　　There are business ethics courses that incorporate diversity discussions with objectives to increase a practitioner's awareness of cultural assumptions and biases (Ijabadeniyi et al., 2015). An element of the construction of the critical multicultural marketing theory focuses on transformation and social struggle (Burton, 2002). Indepth

dialogue on diversity can contribute to the resolution of business problems and provide

an opportunity to enhance marketing practitioners' understanding of the variation of a

customer's experiences depending on their race, ethnicity, sexual orientation, age,

physical appearance, or handicap (Ijabadeniyi et al., 2015).

Consumer identities epitomize the different facets of self varying across time and

context used to socially categorize themselves and express who they are (Bhattacharjee et

al., 2014). Accordingly, consumers are thought to respond more favorably to messages

that invoke their identity and show how it fits with a given brand (Mittal, 2015). Identity

marketing can backfire. Marketing messages that explicitly connect consumers to a

specified brand may inadvertently reduce purchase decisions (Bhattacharjee et al., 2014).

The notion that targeting one market segment may alienate other consumers is well

understood. Target marketing strategies have the potential for consumer backlash against

a clearly relevant brand even including the targeted segment (Bhattacharjee et al., 2014).

Culture is perceived as the group-level reflective construct described by a set of

shared characteristics reflected in the behavior of individuals within a specific group

(Caprar et al., 2015). Zembylas and Iasonos (2015) posited the rapid unification of

diverse cultural groups into mainstream culture via universal citizenship would result in

limited adaptation of marketing strategies and places restrictions on products and services

based on consumption locale. Target marketing often uses similar tactics when

attempting to reach diverse consumers by valuing ethnicity and the diversity of culture.

Compass model. Shimizu (2016) offered a consumer-focused marketing mix

referenced as the 7Cs compass model to provide a complete picture of the nature of

marketing (Madhav, Sandeep, & Caleb, 2014). The 7Cs compass model is an alternative

to the 4 Ps marketing mix model that places emphasis on demand. A customer centric

version, it enumerates the following: (a) commodity describes goods and services created

for the consumers or citizens; (b) cost takes production, sales, purchasing, and social

expenditures into consideration; (c) communication is multidimensional involving

advertising, sales promotion, public relations, publicity, corporate identity, and internal

communication; (d) channel addresses the flow of goods to the consumer; (e) company

and competitor, organization, stakeholder (COS) occurs within the business via

consideration and prioritization of compliance, accountability, competitors, and

stakeholders; (f) consumers or customers can be explained with the acronyms that

coincide with the first characters of four directions marked on the compass: N = Needs,

W = Wants, S = Security, and E = Education; and (g) circumstances are external

environmental influence which also refers to directions on a compass described as N =

National and International, W=Weather, S = Social, Cultural, and E = Economic

(Shimizu, 2016).

The nonprofit association SCORE dedicates itself to helping small businesses

increase productivity, efficiency and achieve their goals through education and

mentorship with the support of the Small Business Association (SBA). To successfully

implement multicultural marketing campaigns, senior marketing executives start with

comprehensive marketing plans. Market planning is the logical sequence of activities

leading to establishing marketing objectives and the formulation of plans to achieve them

(McDonald, 1992). Although the following steps appear easily comprehendible and

implementable, marketing firms experience obstacles in successful campaigns coming to

fruition. SCORE recommended marketing plans consist of the following:

1. Review the market.

2. Identify target customers.

3. Design strategies and tactics.

4. Develop a budget.

McDonald (1992) defined marketing planning as a series of activities in a logical

sequence with established objectives and a plan to implement them. Consequently,

McDonald described primary barriers and contextual problems prohibiting the successful

execution of marketing planning as:

- Confusion between strategies and tactics. A strategic marketing plan involves

  scanning the environment, identifying the forces stemming from it, and

  developing appropriate strategic responses involving all levels or the firm's

  management team, while tactics are executable actions (Yadav & Pavlou,

  2014).

- Isolation of the marketing function from operations. Market planning is a set

  of actions often referred to those performed in a silo by the marketing

  practitioners, excluding those with vested authority across the organization's

  professional spectrum like product development, accounting, customer

  services and sales (Dixon, Karniouchina, van der Rhee, Verma, & Victorino,

  2014).

- Confusion between the marketing function and the marketing concept. Marketing is the management process of the entire organization that is utilized to satiate the needs of customers to achieve objectives defined by both of them, thus exuding a state mind versus a mere series of functional activities (Kumar, 2015).

- Organizational barriers. Many companies consist of corporate functions like personnel, finance, production, distribution, operation, and marketing. However, obtaining a cross-sectional commitment to marketing initiatives can be difficult (Conger, 2014).

- Lack of in-depth analysis. Managers would be at an advantage if they incorporated marketing metrics in audits on product life cycles, product portfolios, and productivity enhancements. However, a lack of adequate information for analysis is a common point of dissension (Iyer et al., 2015).

- Confusion between process and output. An analysis of strengths, weaknesses, opportunities, and threats (SWOT) is viewed as a powerful analytical tool presenting assumptions, objectives, strategies, and budgets. However, it is rarely used efficiently. Marketing plans are based on information, which generates intelligence used to describe the marketing plan, followed by the intellectualization of manager's perception of market competition, transcending into objectives that are accomplished over a specified timeline, which drives strategies and identifies the resources needed to accomplish the desired result (Santos & Laczniak, 2015).

- Lack of knowledge and skills. This is essential to this study as it is directly related to this study's specific business problem of senior marketing managers lacking strategies to implement successful multicultural marketing campaigns (Royle & Laing, 2014).

- Lack of systematic approaches to marketing. A marketing planning system is an integral component to ensuring actions is executed within quality standards by predetermined deadlines (Ehret, Kashyap, & Wirtz, 2013).

- Failure to prioritize objectives. Rational marketing plans often contain a multitude of objectives and even more strategies. Unfortunately, it is a challenge to observe prioritization of the objectives to have a positive impact on the organization (Rahimnia & Kargozar, 2016).

- The hostile corporate culture. The market planning process is universally congruent. However, the execution should be congruent with the organizational culture. An organization's management style can adapt to allow the marketing planning process to be profitable (Guiso & Zingales, 2015).

Nontraditional and complex concepts. Mason and Dobbelstein (2016) reported that simplistic approaches recommended by traditional theories could be dangerous to firms, and multicultural marketing strategies should consider nontraditional marketing methodologies. Valos et al. (2017) reported that social media has promise regarding targeting influencers, enabling the cost-effective delivery of personalized messages, and engaging with numerous customer segments in a differentiated way. Lam, Yeung, and Cheng (2016) attested that a firm's social media initiatives might facilitate information

flow, knowledge sharing within and across organizations, strengthening the firm customer interaction, and improving internal and external collaboration, although operational implications are not well understood. However, in the segmentation literature, the era of social customer multicultural marketing strategies needs to adapt to reflect the characteristics of the new medium (Valos et al., 2017).

Simple external environments are those with few elements that are similar to each other and are well understood. Complex environments have a large number of factors that are quite different from each other, and their interrelationships are difficult to comprehend (Ashill, 2015). Traditional market research and marketing mix models are too simplistic to understand complex marketing situations like linear relationships between mix variables and outcomes (Mason & Dobbelstein, 2016). Shalender and Singh (2015) suggested traditional approaches were irrelevant in multicultural marketing because of the lack of stability in diversified environments due to reactive versus proactive approaches.

Mason and Dobbelstein (2016) reported that complex concepts have a significant place in business and have been performed in management, strategy, and networks. However, very little has been done in general marketing and especially on marketing tactics. Mason (2014) contended complexity concepts have relevance to marketing communications through self-organization and the process of orderly patterns emerging from a set of simple rules in an interconnected network. Complexity theory in marketing is an overarching theory comprised of a plethora of other theories, such as chaos theory, autopoietic, dissipative structures, catastrophe theory, and fractal geometry (Mason &

Dobbelstein, 2016). Critical theory has also been explored to a limited degree within marketing and consumer research (Tadajewski et al., 2014).

Mason and Dobbelstein (2016) ascertained successful firms' marketing tactics in a diverse and complex environment consist of the importance of tactics branding, product innovation, public relations, media advertising, price management, sales promotions, and distribution. Kozlenkova, Samaha, and Palmatier (2014) suggested resource-based view (RBV) of a firm provide an important framework for explaining and predicting a firm's competitive advantage and performance by reviewing uses of market-based resources which often differ from resources studied in non-marketing contexts. Unfortunately, many marketing executives lack guidance on how marketing tactics should differ according to the nature of the environment and thus may adopt inappropriate marketing tactics (Mason & Dobblestein, 2016).

Transition

Section 1 of this qualitative multiple case study included the (a) background of the problem; (b) problem statement; (c) purpose statement; (d) nature of the study; (e) research questions; (f) conceptual framework; (g) operational definitions; (h) assumptions, limitations, and delimitations; (i) significance of the study; and (j) literature review. The literature provided insight into strategies essential to senior marketing executives to successfully implement multicultural marketing campaigns. Unfortunately, some senior marketing executives are not proficient in strategies to implement successful multicultural campaigns to increase market share. Additional research was required to identify prolific strategic approaches.

In Section 2, I utilized the research method of multiple case study design based on the research question. This section includes the (a) role of the researcher; (b) participants; (c) research method and design; (d) population and sampling; (e) data collection instruments; (f) data analysis; and (g) reliability and validity, including credibility, transferability, dependability, and confirmability. Section 3 contains the (a) presentation of findings, (b) application to professional practice, (c) implications for social change, (d) recommendations for action, (e) recommendations for future research, and (f) research reflections.

Section 2: The Project

In Section 2, I include the (a) purpose statement, (b) role of the researcher, (c) participants, (d) research method, (e) research design, (f) population and sampling, (g) ethical research, (h) data collection, (i) data organization, (j) data analysis, and (k) reliability and validity.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies senior marketing executives use to implement successful multicultural marketing campaigns. The target population consisted of senior marketing executives in three profitable companies in the state of Michigan possessing experience in the successful implementation of multicultural marketing campaigns. The implications for positive social change may include creating and sustaining a respectful environment of inclusion that engages underrepresented populations of consumers.

Role of the Researcher

The goal of a researcher is to collect, present, and analyze data fairly and to be devoted to a methodological path (Yin, 2014). Data gathering for this study consisted of interviewing participants at the case study site or designated locations. I was the primary instrument for data collection and performed all interactions with the predetermined participants. According to Fusch and Ness (2015), the researcher is the data collection instrument without separation between the researcher and the research.

The *Belmont Report* consists of basic ethical principles and guidelines that should assist in resolving the ethical problems that surround the conduct of research with human

subjects (U.S. National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). There are three basic principles particularly relevant to ethical research involving human subjects: respect of persons, beneficence, and justice (U.S. National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Following the principles laid out by the *Belmont Report* and the ethics training received from the National Institutes of Health (Appendix A) was critical in this study. I applied Yin's (2014) recommendation to conduct research in a trustworthy manner throughout the case study to reduce bias. The privacy and dignity of participants were protected by applying ethical research standards. All participants entered the research voluntarily and with adequate information.

I was the primary instrument for data collection and performed all interactions with each participant to maximize possible benefits and minimize possible harms. Each participant received respectful, fair, equitable treatment, and was protected from harm, including those with diminished capacity. All relationships pertaining to the topic of multicultural marketing campaigns or research participants was disclosed to maintain the highest level of transparency. Data gathering for this study consisted of interviewing participants at a safe site. Data gathering for this study did not commence until permission was received from Walden's Institutional Review Board (IRB) to proceed.

A researcher operates between multiple worlds while engaging in research, which includes the cultural world of the study participants as well as the world of the researcher's own perspective (Fusch & Ness, 2015). When striving to mitigate bias, it is essential to recognize personal worldviews and discern the presence of a personal lens to

properly interpret the behavior and reflections of others (Fusch & Ness, 2015). As a

researcher, I disclosed any relationship with the topic, area, or participants. My

professional experience consists of over 17 years of marketing and communications

experience, primarily in the nonprofit arena. Qualitative inquiry is ideal because it

enables researchers to generate rich descriptions of emerging phenomena and allows

individuals to share their experiences in their own voices (Veletsianos, Collier, &

Schneider, 2015). I used open-ended interview questions as described in the protocol (see

Appendix C) that focuses on asking marketing executives to recount and describe

particular moments in their professional careers related to multicultural marketing

strategies.

Participants

Before data collection, researchers may engage in screening activity to regulate

their eligibility for participation in a study (University of Massachusetts, 2015).

Researchers determine how the context of participation, setting, and processes align with

the research question (Gaglio, Phillips, Heurtin-Roberts, Sanchez, & Glasgow, 2014).

Researchers use various strategies to identify and minimize misrepresentation by

participants in research studies (Kramer et al., 2014). I established participant eligibility

criteria based on participants' experience as senior marketing executives who

implemented successful multicultural marketing campaigns. There are several barriers in

obtaining participation agreement from racial and ethnic minorities in research for both

researchers and participants (George, Duran, & Norris, 2014). For researchers, lack of

knowledge about cultural differences can result in ineffective communication strategies

on research at all stages, including recruitment, enrollment, and retention (George, Duran et al., 2014). For this study, eligible participants possessed at least 10 years of successful experience in multicultural marketing campaign implementation.

Researchers may engage in screening activity to determine the eligibility for participation in a study (University of Massachusetts, 2015). Kramer et al. (2014) recommended procedural design strategies, technical software strategies, and data analytic strategies as potential criteria in the participant selection process. Participant eligibility criteria were established using a procedural design based on participants' experience as senior marketing executives who successfully implemented multicultural marketing campaigns and held membership in a trade association. I identified participants for this study from profitable companies in the state of Michigan. These participants were appropriate for this study because of their collective range of expertise and membership in Michigan chapters of professional trade associations. Trade associations are social arenas allowing members to discuss and debate topics contributing to overall market discourses (Kahl, 2017).

George, Duran et al. (2014) suggested that to ensure continuity, researchers may initiate strategies focusing on partnerships with organizations from the same targeted communities as participants. The strategy for gaining access to this population was to engage with senior marketing executives who are members of professional trade organizations that I affiliate with, for example, the Public Relations Society of America (PRSA) and the American Marketing Association (AMA). Trade associations produce a broader group than any individual idiosyncratic communicative exchanges that may

occur elsewhere in the marketplace (Kahl, 2017). Establishing a working relationship with participants consisted of utilizing membership initiatives and rosters to conduct scheduled interviews based on the availability of each participant. Anyan (2013) proclaimed that the interview as a method of data collection in social research enables individuals to think and to talk about their experiences and interpretation of the described phenomena.

Researchers ensure the research question is aligned with a methodology as well as with a specific research design that is supported by the methodology (Gavin, 2016). Baxter and Jack (2008) contended that case study is a research design that probes a phenomenon where multifaceted occurrences are revealed and comprehended through a series of lenses. This study consisted of a multiple case study design. I ensured alignment between the multiple case study design and the research question on strategies senior marketing executives use to implement successful multicultural marketing campaigns. Resnik (2015) accounted honesty, objectivity, integrity, responsible mentoring, respect for colleagues, social responsibility, nondiscrimination, competence, legality, and human subject protection as a general summary of ethical principles. I used ethical standards when interacting with participants.

Research Method and Design

I selected qualitative case study as the research method and design for this study. Researchers use qualitative research methodologies to construct unambiguous perspectives while examining their assumptions and biases (Fassinger & Morrow, 2013).

I used qualitative research to explore strategies senior marketing executives use to implement multicultural marketing campaigns successfully.

Research Method

Venkatesh, Brown, & Bala (2013) contended that there are three methodological movement paradigms in research, quantitative, qualitative, and mixed methods. Yin (2014) concluded that, in qualitative studies, researchers explore perceptions, insights, and processes more easily than either quantitative or mixed-methods research designs. The purpose of this qualitative multiple case study was to explore the strategies senior marketing executives use to implement successful multicultural marketing campaigns.

Quantitative research emphasizes validity and reliability (Trochim, 2006). Researchers use quantitative research to explore the systematic nature of investigation (Groeneveld, Tummers, Bronkhorst, Ashikali, & Van Thiel, 2015). Quanitative methods enable researchers more opportunities to develop and validate measurements along with the ability to test theories. Researchers develop future management knowledge and theory through the use of the quantitative research method (Corner, 2002). In designing quantitative research, empirical studies focused on testing hypotheses often require a complex set of skills spanning multiple design elements. Quantitative studies are often described as positivist, claiming that the principle of science is objective verification, while qualitative research is viewed as being subjectivist, grounded in interaction and interpreted observations (Gaston, 2017). According to Corner (2002), the theoretician or statistician presents a clear understanding of various elements linked together logically to complement each other for the study to reflect integration and synergy.

Mixed-methods research is an approach that combines quantitative and qualitative research methods in the same research inquiry (Venkatesh et al., 2013). Mixed-method approaches involve the collection, analysis, and interpretation of both qualitative and quantitative data (Wamba et al., 2015). Three important aspects of conducting mixed-methods research are (1) appropriateness of a mixed-methods approach, (2) development of meta-inferences from mixed-methods research, and (3) assessment of the quality of meta-inferences (Venkatesh et al., 2013). The quantitative and mixed methods approach to inquiry were not suitable for exploring the phenomenon under study, because in these approaches to inquiry researchers cannot discover new insights exclusively by conversation, which excludes the quantitative portion. A qualitative research method was the most appropriate approach for this study as qualitative researchers can observe phenomena in its natural setting through field observations, interviews, or recordings (Smiley, 2015).

Research Design

For this study I used a multiple case study design, which allowed for the opportunity to explore juxtapositions between circumstances and compare profitable marketing business strategies that target multicultural stakeholders and audiences with the goal of replicating results. Researchers use multiple case studies to replicate findings or predict contrasting results based on a theory (Yin, 2014). Baxter and Jack (2008) suggested that a case study is a research design that probes phenomenon within the context of analyzing a variety of data sources where multifaceted occurrences are revealed and comprehended through a series of lenses. There are specific strategies in

qualitative case studies to ensure the credibility, dependability, confirmability, and transferability of a study (Houghton et al., 2015). According to Gentles et al. (2015), there are five prominent forms of qualitative research with the following characteristics of analysis:

- Case study research involves the observation of a case within the real-life setting. Multiple case studies allow comparisons, particularly in diverse settings (Houghton et al., 2015).

- Ethnographic research focuses on developing complex, comprehensive descriptions of how the individuals and groups live out life in social spaces where the researcher depicts and interprets the learned patterns of values, behaviors, beliefs, and language (Hallett & Barber, 2014).

- Grounded theory involves using intensive, open-ended, and reiterative processes that simultaneously involve data collection, data analysis, and theory building (Cho & Lee, 2014).

- Narrative methods rely on stories for data. The lived and told experiences are the tools in which people build a sense of their experience of the world and the vehicle with which they share that sense with others (Berry, 2016).

- Phenomenological analysis focuses on examining how individuals make meaning of their life experiences or phenomenon in an effort to present a universal experience (Pietkiewicz & Smith, 2014).

Case studies are the most appropriate research designs when the researcher conducts a situation analysis with a real world perspective (Yin, 2014). The rationale for

multiple case designs derives directly from a researcher's understanding of literal and theoretical replications (Yin, 2014). Data saturation occurs when there is sufficient information to replicate the study and no new coding is possible (Fusch & Ness, 2015). A large or small sample size does not guarantee a researcher will reach data saturation, it is based on what constitutes the sample size (O'Reilly & Parker, 2013). The role of the researcher is an integral part of a study (Fusch & Ness, 2015). To ensure accuracy and data saturation, I conducted indepth interviews until no new data were produced related to the strategies senior marketing executives use to implement multicultural marketing campaigns successfully. I used open-ended interview questions during semistructured interviews to facilitate asking multiple participants identical questions. To ensure data saturation, it is imperative that the interpretation of the phenomena represents that of the participants and not of the researcher (Fusch & Ness, 2017).

Population and Sampling

Robinson (2014) recommended that once a researcher defines a sample universe and a sample number, the next step is to confirm the cases to be included in the sample. There are multiple sampling methods available, which include snowball, experience, and purposeful sampling. Snowball sampling works on the assumption that members of a population of interest are typically able to identify one another via shared relations (Wig et al., 2014). Experience sampling is a method widely used for gathering self-reports of the thoughts, feelings, and actual activities of individuals in natural settings (Lincoln, Marin, & Jaya, 2017). Purposeful sampling strategies are non-random ways of ensuring that particular categories of cases within a sampling universe are represented in the final

sample of a project (Robinson, 2014). I utilized purposeful sampling to identify potential

participants for the study.

Sampling

Gentles et al. (2015) suggested theoretical sampling should involve sampling

flexibly from multiple sources. For example, slices of data can include: interviews, casual

comments, observations, reports, manuals, files, newspaper articles, tables, charts and

secondary data, or data previously collected within another research project. Purposeful

sampling is a technique widely used for the identification and selection of individuals or

groups that are especially knowledgeable, experienced, and willing to participate

(Palinkas et al., 2015). The rationale for employing a purposeful strategy is that the

researcher assumes a theoretical understanding of the topic being studied that categorizes

individuals based on unique or important perspectives of the phenomenon in question

(Palinkas et al., 2015; Robinson, 2014). Participants should possess the ability to

communicate experiences and opinions in an articulate, expressive, and reflective manner

(Palinkas et al., 2015).

Quantitative research requires sufficiently large sample sizes to produce

statistically precise quantitative estimates; smaller samples are used in qualitative

research (Gentles et al., 2015). Designating the number of participants depends upon

what the researcher is pursuing multiple case results; for example, two or three literal

replications are appropriate when a theory is straightforward, and the issue at hand does

not demand an excessive degree of certainty (Yin, 2014). The target population for this

study consisted of three senior marketing executives who successfully implemented

profitable multicultural marketing campaigns. The selection of two or more cases that are believed to be literal replications, such as a set of cases with exemplary outcomes, can glean the how and why of a particular intervention or strategy that has been implemented smoothly (Yin, 2014).

Participants

The participants for this study were senior marketing executives with memberships in professional trade associations that I have a chapter affiliation with in Michigan, including PRSA and AMA. PRSA is the largest professional organization serving the U.S. public relations community. Membership is comprised of more than 21,000 practitioners, with a mission to help communications professionals become smarter, better prepared and more connected through all stages of their careers to bring together the profession's collective disciplines and strengthen professional connections through Districts, Chapters, Professional Interest Sections and other communities (PRSA.org, 2017). AMA is the essential community for marketers with a network of over 30,000 professionals. The AMA brings together marketing professionals and academics from all over the world to share techniques, technology and, most of all, exciting new ideas. Per AMA.org (2017), their principal mission is to lead, encourage, support and recognize the development, dissemination, and utilization of marketing knowledge and thought by:

- Facilitating knowledge exchange and marketing problem solving among marketing educators, practitioners, and public policymakers.

- Offering opportunities for networking, career development and scholarly

  activities relevant to marketing educators.

- Supporting global initiatives for marketing academics.

- Utilizing cutting-edge technology to enhance activities and offerings.

- Facilitating the application of marketing knowledge and tools to improve

  society.

I utilized the purposeful sampling technique for the identification and selection of

individuals or groups that are especially knowledgeable, willing to participate, who

possess the ability to communicate experiences and opinions in an articulate, expressive,

and reflective manner, as recommended by several scholars (Gentles et al., 2015;

Palinkas et al., 2015). Although the participants were geographically located in Michigan,

they contributed to the strategic implementation of multicultural marketing campaigns

with global impact.

Interview Setting

I considered interview settings (field versus mock interviews) and interview

modality (face-to-face, phone, and technology-mediated interviews) as potential

strategies for interviews with participants and establishing the setting for this study, as

recommended by Levashina, Hartwell, Morgeson, & Campion (2014). For the study, I

conducted interviews at an offsite location mutually agreed upon by the participants and

myself. Creating a comfortable environment or setting that is free from distractions for

the interviewee is to conduct an informative and accurate interview (Devotta et al., 2016).

Interviews were scheduled with all qualified participants after receiving IRB approval

and obtaining signed consent. The interview setting was in a private area free from distractions where the participants were comfortable answering the interview questions. I scheduled each interview session to last between 30 to 60 minutes. Video-chat technology is concurrent and emulates a face-to-face setting more closely because it affords researchers access to non-verbal cues and facial expressions of the participants (Shapka, Domene, Khan, & Yang, 2016). Open-ended interview questions were administered in a face-to-face setting, giving the participant the flexibility to stop the interview at any time.

Data Saturation

Study designs are not universal. Data saturation occurs when there is enough information collected to replicate the study and when further coding is no longer plausible (Fusch & Ness, 2015). Scholars achieve data saturation when there are no more emergent patterns in the data and nothing new is generated (O'Reilly & Parker, 2013). To ensure accuracy and data saturation, I conducted indepth interviews until no new data were produced relating to the strategies senior marketing executives use to implement multicultural marketing campaigns successfully. Fusch and Ness (2015) suggested for the researcher, the goal is to achieve data saturation by acquiring data that is rich in quality and thick in quantity. For example, thick data are much content, and rich data are multi-layered, intricate, detailed, and nuanced (Fusch & Ness, 2015).

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Ethical Research

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Nishimura et al. (2013) suggested that obtaining informed consent is a key component of the research process because it upholds the ethical value of a participant's

autonomy. I obtained written permission from the Walden University's IRB and the participants to ensure ethical compliance before I conducted any research. The informed consent process consisted of the participant signing a consent form and extended discussions to improve the participant understanding of the research (Nishimura et al., 2013). During the consent process and data collection process, participants have the ability to decline to participate or withdraw from the study (Leatherdale et al., 2014). At any time, all participants had the opportunity to withdraw or decline to participate in this study. Each participant was advised that participation was voluntary, and the option was available to withdraw at any time without adverse actions or consequences. Withdrawing from the study could have occurred by contacting me either in person, by email, or via telephone.

Participants did not receive any form of payment, gifts, or incentives in exchange for their participation in this study. I maintained the confidentiality and privacy of all participants acknowledging the ethical protection of participants is paramount. Fiske and Hause (2014) affirmed in the age of big data it is especially important that the Belmont Report principles of respect for persons, fairness, and protection from harm prevail. The following basic ethical principles listed in the U.S. Department of Health and Human Services' *Belmont Report* (1979) were upheld:

- Beneficence to maximize the possible benefits and minimize possible harms of this study and not inflicting harm on others.
- Justice by fairly distributing the benefits and burdens of research and respect for participants' autonomy.

- Respect for others by acknowledging autonomy and protecting those with diminished autonomy.

It is the responsibility of the researcher to ensure the protection of participants during a case study to provide special care and sensitivity that exceeds the research design (Yin, 2014). Participant personal information was not used for any purpose outside this research project, and no reports resulting from this study shared the identities of the participants. Reports that emerged from this study did not include the identities of individual participants. Details that might identify participants, such as the location of the study, were not shared. Participant personal information was not used for any purpose outside of this research project.

Appropriate security measures must be in place when managing sensitive data containing personal information (Cox & Pinfield, 2014). Data were kept secured by using applicable data security measures, including password protection, data encryption, and use of codes in place of names, storing names separately from the data, and discarding names. Professional integrity related to confidentiality of participants, scenario content, and participant experience was required during and after the study (Gloe et al., 2013). All data are being kept in a secure, password-protected and safe environment, codes were used in place of participant names, and content will be retained for a minimum of 5 years, as required by Walden University. The Walden University's IRB approval number is 02-26-18-0445713.

Data Collection Instruments

I was the primary data collection instrument in the study. Researchers use inductive data analysis during the qualitative process to learn from participants the meaning of an issue through the identification of patterns or themes (Lewis, 2015). Open-ended interview questions were used as the instrument to identify strategies senior marketing executives use to implement multicultural marketing campaigns successfully. The semistructured interview process in qualitative research projects leads to a perpetual resistance against imposing a single, umbrella-like paradigm over an entire project (Denzin, 2014). Another data collection technique researchers use is document analysis (Yin, 2014). Researchers use document analysis in conjunction with semistructured interviews to explore the phenomenon under investigation and increase the rigor of the study because interviewing and document analysis enables the researcher to perform data triangulation (Yin, 2014). Documents may be helpful in providing specific information pertaining to the case study such as the spelling of names or details of events (Yin, 2014). I analyzed companies' websites which contained marketing campaigns, mission and vision statements, diversity statements, social responsibility activities, as well as, and global citizenship reports. I reviewed investor relations materials which expounded on corporate governance, financial information, earnings reports, events and presentations along with stock market performance. In addition, I examined filings with the U.S. Securities and Exchange Commission containing annual reports of employee stock purchases, quarterly reports on the companies' financial position, and proxy statements.

All of the organizational documents I reviewed related to the strategies senior marketing executives use to implement successful multicultural marketing campaigns.

Yin (2014) said that productive case study researchers must display the following characteristics:

- To ask good questions and interpret answers fairly, remaining cognizant that the desired result is to create a rich dialogue with evidence.

- To serve as a good listener without response to ideologies or preconceptions. A good listener receives information through multiple modalities and assimilates large amounts of new data without bias.

- To display adaptivity as new situations arise. A researcher should be willing to adapt procedures if unanticipated events occur with an unbiased perspective, balancing rigor without rigidity.

- To retain a grasp of issues being studied when in an exploratory mode. Case study researchers understand the theoretical issues use analytic judgment throughout the data collection phase.

- To avoid bias and conduct ethical research. As a case study researcher one should avoid substantiating a preconceived position and strive for the highest ethical standards while conducting research.

The evidence or data from multiple cases are often considered more compelling, and the overall study is considered regarded as being more robust (Yin, 2014). I utilized the characteristics of a productive case study researcher while collecting data for this study.

Interview Protocol

Establishing a protocol is a major way of increasing the reliability of case study research and is intended to guide the researcher in carrying out the data collection process (Yin, 2014). Castillo-Montoya (2016) suggested that by enhancing the reliability of interview protocols, researchers could increase the quality of data they obtain from research interviews. In case study research, data collection procedures are not routinized and require mediating the continuous interaction between the theoretical issues being studied and the data being collected (Yin, 2014). I made every effort to ensure uniformity with the use of semistructured, face-to-face interviews to collect data from the participants. Case study data collection should follow a formal protocol (Yin, 2014). I prepared and followed an interview protocol to facilitate consistency during the interview process and to ensure alignment with the research question. The interview questions along with the interview protocol are located in Appendix C.

Member Checking

Member checking is the process that was used to enhance the reliability and the validity of the data collection process. Construct validity provides evidence about how the assessment instruments are relevant to, and representative of, the targeted construct, and reliability provides a measurement within a construct (Haynes, Richard, & Kubany, 1995). Harvey (2015) reported member checking as the process where participants' responses to the data they constructed with a researcher are addressed and reviewed for accuracy. Anney (2014) proclaimed member checking as the most crucial technique for establishing credibility. The member checking process takes ideas back to research

participants for their confirmation or to gather additional material to elaborate their

responses, adding a measure of trustworthiness to the study (Harvey, 2015). A pilot test

was not conducted prior to interviews. However, participants were encouraged to ask

questions to gain clarity if needed. I provided summaries of my interpretations and

reviewed the summaries with the participants for accuracy.

Data Collection Technique

Hammer and Berland (2014) described data as the qualitative records of

phenomena that researchers examine for the study, not the results of coding. I used face-

to-face, semistructured interviews as a data collection technique for the study. There are

methodological advantages and disadvantages allied with the use of interviews in

qualitative social science research (Lamont & Swidler, 2014). Alshenqeeti (2014) noted

disadvantages of interviewing are: (a) high time consumption, (b) smaller scale studies,

(c) impossibility of 100% anonymity, (d) potential for subconscious bias, and (e)

potential inconsistencies. The advantages of interviewing are that it builds a holistic

snapshot, offers high return rates, enables interviewees the opportunity to speak in their

own voice, and affords them the chance to express their thoughts and feelings in a

flexible environment (Alshenqeeti, 2014). Taking both the pros and cons into

consideration, the interview was the best suitable data collection technique for this study.

Another data collection technique researchers use is document analysis (Yin,

2014). Researchers use document analysis in conjunction with semistructured interviews

to explore the phenomenon under investigation and increase the rigor of the study

because interviewing and document analysis enables the researcher to perform data

triangulation (Yin, 2014). Documents may be helpful in providing specific information

pertaining to the case study such as the spelling of names or details of events (Yin, 2014).

I analyzed companies' websites which contained marketing campaigns, mission and

vision statements, diversity statements, social responsibility activities, as well as, and

global citizenship reports. I reviewed investor relations materials which expounded on

corporate governance, financial information, earnings reports, events and presentations

along with stock market performance. In addition, I examined filings with the U.S.

Securities and Exchange Commission, containing annual reports of employee stock

purchases, quarterly reports on the companies' financial position, and proxy statements.

All of the organizational documents I reviewed related to the strategies senior marketing

executives used to implement successful multicultural marketing campaigns.

To ensure reliability, an interview protocol was followed during the data

collection process. A case study protocol should consist of four sections: an overview of

the study, data collection procedures, data collection questions, and a guide for the case

study report (Yin, 2014). I followed a step-by-step process of the interview protocol for

the study and conducted interviews at an offsite location mutually agreed upon by the

participants and myself. I conducted interviews in a private setting free from distractions

to make the participants comfortable answering the interview questions. The interviews

lasted between 30 and 60 minutes. I used a voice recorder and journal for note taking

during the interviews. A brief introduction set the stage for the interview.

The next step in the process provided an overview of the study informing the

participants that the mission and goal of this study are to increase proficiency in

multicultural marketing strategies. By providing background information on the research, the participants were aware that multicultural marketing places emphasis on social change and transformation which has generated advancements in critical areas of public policy, social welfare, and ethics in target marketing, as suggested by Burton (2002). The potential benefits of participation in this study can contribute to increased awareness of prolific strategies for marketing professionals who embrace diversity and social aspects within a firm's quest to optimize their bottom line.

Participants were informed of the data collection or field procedures outlining the screening process in the recruitment of marketing and communications professionals with experience in implementing multicultural campaigns to be in the study. Enhancing the reliability of interview protocols can increase the quality of data obtained from research interviews (Castillo-Montoya, 2016). I involved participants in the member checking process where constructed data is addressed and reviewed for accuracy. A pilot test was not conducted as the semistructured interviews and open-ended nature of the interview questions provide an opportunity to clarify questions during the interview process. The data collection interview questions (Appendix D) were presented in a respectful and professional manner, a detailed examination of the companies website was conducted and investor filings with the U.S. Securities and Exchange Commission were reviewed.

Data Organization Technique

The management of data requires the use of powerful computational techniques between datasets (George, Haas, & Pentland, 2014). Data management systems that extract and keep track of data can be a meaningful complement to archival data sources

that remain largely static, by adding depth and insight from collective experiences in real time, thereby narrowing both information and time gaps (George, Haas et al., 2014). I used Zotero, an open-source research tool designed to assist in the collection, organization, citation, and sharing of research data. Kratochvíl (2016) reported the best quality reference output came from the reference management program Zotero, which has a simple method of downloading records from an unrestricted number of sources and databases, is simple to use, allowed the editing of records, and is compatible with Windows, Apple, and Android platforms. The codes I used to differentiate the participants in this study are C1P1 for company 1, participant 1; C2P2 for company 2, participant 2; and C3P3 for company 3, participant 3.

I saved interview transcripts using a confidential file naming systems with codes for names and contained sequential interview numbers, the date, and the location. All data were uploaded into a data analysis program. The software for the study was NVivo, a qualitative data analysis software package. Sotiriadou, Brouwers, and Le (2014) described NVivo software as a tool researchers use to manage and organize data, facilitate the analysis of data, identify and categorize themes, and then summarizes the coded results easily to glean insight and develop conclusions. The management of research data is a strategic priority for universities (Cox & Pinfield, 2014). I will maintain all raw data in a secure and password-protected location for 5 years.

Data Analysis

Research findings can be placed on a continuum indicating the degree of transformation of data during the data analysis process from description to interpretation

(Vaismoradi, Turunen, & Bondas, 2013). Yin (2014) recommended researchers follow four principles of analysis to ensure the highest quality research, which are to (1) focus on the evidence, (2) addresses rival interpretations, (3) address significant aspects of the study, and (4) utilize prior expert knowledge. Data analysis consists of a multiphase process of examining, categorizing, tabulating, testing or assembling evidence to produce empirically based findings (Yin, 2014). The actual implementation of the methods and understanding their intricacies in the data analysis process receives heightened attention from qualitative researchers (Vaismoradi et al., 2013). Aguirre and Bolton (2014) reported triangulation as a method used to regulate the trustworthiness of qualitative research by verifying the translation of a study from more than one source that offers a synergistic understanding that is not biased or disorganized. I triangulated data in accordance with case study research referencing interview data from participants, the company website, and investor filings with the U.S. Securities and Exchange Commission. Triangulation is viewed as a qualitative research strategy to test validity through the convergence of information from different sources (Carter, Bryant-Lukosius, DiCenso, Blythe, & Neville, 2014).

Carter et al. (2014) identified four types of triangulation as (a) method triangulation, (b) investigator triangulation, (c) theory triangulation, and (d) data source triangulation. I found methodological triangulation to be the most appropriate approach for the study. This type of triangulation is recurrently used in qualitative studies and includes interviews, observation, and field notes (Carter et al., 2014). Triangulation of data collection methods, tradition, and sources are inherent in the process with various

studies providing diversity in the three areas which are: (1) composition of data collection methods including interviews, focus groups, and observation; (2) synthesis and analysis of traditions; and (3) incorporation of multiple sources of data (Aguirre & Bolton, 2014). Through the development of coinciding evidence, data triangulation will help to strengthen the construct validity of a case by providing multiple measures of the same phenomenon (Yin, 2014).

Data Analysis Process

The NVivo qualitative data analysis system was used for coding and identifying themes of data collected. The researcher followed the data analysis process proclaimed by Yin (2014) that consists of examining, categorizing, tabulating, and assembling evidence to produce empirically based findings. In step one, I compiled data from only transcribed interviews and researcher notes, then import the data into NVivo. Roulston (2016) suggested that examining the interactive interview process uses a multitude of analytic tools ranging from narrative methods, discourse analysis, discursive psychology, and conversation analysis. By developing expertise in how to analyze interview interaction methodologically, qualitative research interviewers can concentrate on significant features of their interview practice (Roulston, 2016).

In step two, I identified themes and codes, and categorize data based on keywords and ideas in the critical multicultural marketing conceptual framework and the literature. Hammer and Berland (2014) described the process of developing a coding scheme as an interactive top-down and bottom-up process in the sense that a researcher should be open to additional modifications as they become familiar with the verbal data.

In step three, I utilized the search, query, and visualization tools in NVivo to identify patterns and connections between the categories. Then the data was sorted and reassembled into themes. Thematic analysis can be used to analyze different types of data from sources like transcripts of interviews or focus groups (Clarke & Braun, 2013).

In step four, I counted the frequency that themes appeared and showed relationships between them. Themes are interpretive concepts that describe or explain aspects of the data, which are the final output of the analysis of the whole dataset and articulated by interrogating data categories through comparison between and within cases (Gale et al., 2013). Lastly, in step five, the data was analyzed to assess the meaning of categories and patterns according to importance as it related to the research question and conceptual framework. The development of themes is a common feature of qualitative data analysis, involving the systematic pattern identification that generates descriptions capable of augmenting the phenomenon under investigation (Gale et al., 2013).

Throughout each step of the data analysis process, the data were reviewed through the lens of critical multicultural marketing theory and key themes from the literature. In the study, I was the data collection instrument. The better a researcher discerns the personal view of the world through the presence of a personal lens, the ability to hear and interpret the behavior and reflections of others will increase (Fusch & Ness, 2015). Recently published studies were used to help substantiate emerging findings relating the results to the critical multicultural marketing conceptual framework and the general body of literature within the study.

Reliability and Validity

Reliability and validity are different between quantitative and qualitative methods; however, properly conducted research using either method can be both valid and reliable. The process used to augment the reliability and the validity of the data collection process of this study was member checking. Construct validity provides evidence on the assessment instruments relevance to the targeted construct, and reliability provides a measurement within a construct (Haynes et al., 1995). Validity is the most noteworthy approximation to the truth based on a given proposition or inference, and a measure is considered reliable if it would give us the same result repetitively (Trochim, 2006).

According to Fassinger and Morrow (2013), qualitative approaches enhance relationships between researchers and participants by helping them to voice their stories and honor their strengths while disseminating research outcomes that can be immediately useful. Quantitative approaches provide large, representative samples, assert reliability on cause and effect relationships among constructs and summarize numerical data in ways that are clear and persuasive (Fassinger & Morrow, 2013). Identifying the distinction between qualitative and quantitative methods is pivotal when formulating a research strategy. Trochim (2006) also contended the four criteria for judging the soundness of qualitative research are credibility, transferability, dependability, and confirmability. It is imperative for researchers of multiple case studies to illustrate the four criteria to determine the rigor and address the underlying assumptions involved in much qualitative research (Anney, 2014; Houghton et al., 2015).

Dependability

Dependability compares the concept of reliability and replicability of research, and refers to the stability of the data. Funder et al. (2014) declared researchers are responsible for balancing rigorous standards with the unique challenges of varying research questions and methodologies to ensure the dependability and replicability of research findings. I conducted member checking by providing my interpretations of the participants' responses to the participants and asking them to verify their answers. A summary was presented back to the participants containing the specific descriptions or themes compiled, offering them an opportunity to provide additional context.

Credibility

Credibility refers to the value and believability of the findings, conducting the research in a believable manner, and being able to demonstrate trustworthiness (Houghton et al., 2015). Triangulation is a method used to regulate the trustworthiness of qualitative research by verifying the translation of data across studies to provide a cohesive understanding rather than a disordered and biased misunderstanding (Aguirre & Bolton, 2014). I identified methodological triangulation to be the most appropriate approach for the study. I triangulated data in accordance with case study research referencing interview data from participants, the company website, and investor filings with the U.S. Securities and Exchange Commission. This type of triangulation is recurrently used in qualitative studies and includes interviews, observation, and field notes (Carter et al., 2014).

Transferability

Transferability discerns if findings can be transferred to similar context or situations, while preserving the meanings and inferences from the completed study. From a qualitative perspective, transferability places the responsibility on the researcher to perform a thorough job of describing the research perspective, and assumptions that were central to the study (Trochim, 2006). This criterion was achieved if the findings of a qualitative study are deemed transferable to other similar settings. Thick explanation of the setting, context, people, actions, and events studied are needed to ensure transferability (Yilmaz, 2013). I described the context and assumptions in meticulous detail to ensure the transferability of the data so researchers can make the determination if the results from this study are transferable to future studies.

Confirmability

Confirmability refers to the neutrality and accuracy of the data, and is closely linked to dependability. The processes for establishing both are similar. Confirmability ensures that the findings and interpretations reflect the views of the participants and are not unduly swayed by the researcher's preferences or personal agenda (Tong & Dew, 2016). For this study during the interview process, I documented in a journal the predeterminations, values, and assumptions. Researchers conduct member checking to allow participants the opportunity to provide additional context to ensure data saturation (Loh, 2013). The goal is to achieve data saturation by acquiring data that are rich in quality and thick in quantity (Fusch & Ness, 2015). I conducted member checking by providing my interpretations of participants' answers to the interview questions to each

participant to ensure precision in the documentation. A summary of the interpreted interview was presented back to the participants containing the specific descriptions or themes compiled, offering them an opportunity to confirm or provide additional material to elaborate their responses.

Transition and Summary

In Section 2, I discussed the (a) purpose statement; (b) role of the researcher; (c) participants; (d) research method and design; (e) population and sampling; (f) data collection instruments; (g) ethical research; (h) data collection instruments, techniques, organization, and analysis; and (i) reliability and validity. In Section 3, I include the (a) presentation of findings from the research, (b) application to professional practice, (c) implications for social change, (d) recommendations for action and future research, (e) reflections, and (f) conclusions.

Section 3: Application to Professional Practice and Implications for Social Change

Introduction

The purpose of this qualitative multiple case study was to explore the strategies senior marketing executives use to implement successful multicultural marketing campaigns. The data came from the target population of senior marketing executives in three profitable companies in the state of Michigan with experience in sucessfully implementing multicultural marketing campaigns. The data was collected via interviews, company websites, and investor filings with the U.S. Securities and Exchange Commission.

For the study, I conducted interviews at an offsite location mutually agreed upon by the participants and myself. The comfortable environments were free from distractions, which allowed me to conduct informative and accurate interviews. Participants responded to the 12 interview questions outlined in the interview protocol (Appendix B). No interview lasted longer than 60 minutes. The codes I used to differentiate the participants in this study were C1P1 for company 1, participant 1; C2P2 for company 2, participant 2; and C3P3 for company 3, participant 3.

Through the development of coinciding evidence, data triangulation helps to strengthen the construct validity of a case by providing multiple measures of the same phenomenon (Yin, 2014). I triangulated data in accordance with case study research by referencing interview data from participants, the company website, and investor filings with the U.S. Securities and Exchange Commission. As Aguirre and Bolton (2014) reported, triangulation is a method used to regulate the trustworthiness of qualitative

research by verifying the translation of a study from more than one source that offers a synergistic understanding that is not biased or disorganized.

A review of the companies' websites provided in-depth features on marketing initiatives, advertisements, diversity statements, social responsibility and community engagement, goals and performance, and global citizenship initiatives. Investor relations materials expounded on corporate governance, financial information, annual reports, earnings reports, events and presentations as well as stock market performance. After examining filings with the U.S. Securities and Exchange Commission, I reviewed annual reports of employee stock purchases, savings and similar plans, quarterly reports offering views of a company's financial position and proxy statements. All of the findings directly aligned with the participants' interview responses and offered insight on the corporate culture of the organizations. I used NVivo software to manage and organize data, facilitate the analysis of data, identify and categorize themes, and summarize the coded results easily in order to glean insight and develop conclusions. I found strategies used to implement successful marketing campaigns to expand market share and increase profitability. The three emerging themes were: (a) marketing using diversity and inclusion strategies; (b) segmentation, target marketing, and positioning strategies; and (c) cultural competence strategies.

Presentation of the Findings

This section contains a discussion of the three major themes that emerged from data analyses. The overarching research question for this study was: What strategies do senior marketing executives use to implement successful multicultural marketing

campaigns? To uncover these strategies, I based my conceptual framework on the critical multicultural marketing theory and literature. To collect the necessary data for this study, I interviewed three senior-level marketing executives with three profitable companies in the state of Michigan possessing experience in the successful implementation of multicultural marketing campaigns.

I made every effort to ensure uniformity with the use of semistructured, face-to-face interviews. I followed an interview protocol to facilitate consistency during the interview process and to ensure alignment with the research question. I used member checking to enhance the reliability and the validity of the data collection process. I took collected data back to research participants for their confirmation, to gather additional material, or to give them the opportunity to elaborate on their responses. I provided summaries of my interpretations and reviewed the summaries with the participants for accuracy to ensure precision in the documentation and trustworthiness of the study.

Three themes emerged from data analysis. I have aligned the themes with the interview question, conceptual framework, and literature related to strategies used to implement successful multicultural marketing campaigns. The themes were: (a) marketing utilizing diversity and inclusion strategies; (b) segmentation, target marketing, and positioning strategies; and (c) cultural competence strategies.

Theme 1: Marketing Utilizing Diversity and Inclusion Strategies

The first major emergent theme was marketing utilizing diversity and inclusion strategies. There was a sentiment among the participants that a part of the organizational strategy should be inclusive and address the multicultural community proactively and

strategically to include diverse cultures. The three marketing executive participants (C1P1, C2P2, and C3P3) articulated how culture, profits, consumers, and organizational structure are instrumental in the implementation of diversity and inclusion strategies.

Culture. C1P1, C2P2, and C3P3 viewed culture as the customary beliefs, social norms, and material traits of a racial, religious, or social group and emphasized respect and placing value on the variations that exist. There was a common response amongst C1P1 and C2P2 that many countries are much further ahead of the United States in regard to inclusion. C2P2 and C3P3 stated nondiverse firms often operated from a perspective of assumed information pertaining to the buying habits of the certain cultural group and believed they did not need representation from diverse cultures to share their perspective.

One marketing executive, C1P1, shared that engaging multicultural groups played a significant part in their overall strategic planning. C1P1 specified how multicultural populations were identified as a priority; there was no option of being inclusive. The executives C2P2 and C3P3 agreed that getting people to see beyond color, beyond ethnicity, and beyond the stereotypes requires a leader of an organization who is well respected and who has delivered positive results in the past. C1P1 shared, "[F]rom a marketing standpoint diversity was part of the strategy. We were required to do so. It was not an option to present a plan that did not include diversity and inclusion."

Profit. The reason diversity and inclusion are important is because there are direct correlations in profitability and return on investment in both the top line as well as bottom line. There are diverse communities that are growing at an expeditious rate with

community members assumed not to possess the disposable income to become a legitimate factor in the marketplace. According to C3P3, "[O]ften marketers miss a lucrative opportunity by minimizing the value of multicultural consumers and skilled marketing professionals should recognize you can't count other people's money." C2P2 emphasized multicultural marketing strategies should focus on bringing inclusive communities to the table to understand and gain insight into their interests, engaging stakeholders, as well as board and advisers that were nonwhite.

The goal was to understand what the stakeholder's concerns were and what they would like to see in regard to deliverables from the organization. It was very important to get the target audience's perspective. C1P1's organization implemented multicultural and ethnic strategies and received a higher return on investment from targets in Europe than in the United States. If there was a connection to multicultural initiatives, racism and discrimination were not as evident in other parts of the world as in the United States. The presumption was that the initiatives would succeed because there was no barrier of historical ills. The basis for this strategy supports the goal of continuing to grow revenues as well as acknowledging that expanding their consumer base required looking at attracting more customers of diverse backgrounds. C1P1 shared there was an expectation of the company's initiatives to be diverse and they would perform better financially as a result of it.

Organization structure. Organizational diversity or inclusiveness refers to business practices such as marketing, corporate strategic change, innovation, and corporate social responsibility, which are essential elements involved in emerging

multicultural marketplaces (Al-Mamun et al., 2013). The three executives (C1P1, C2P2, and C3P3) implemented strategies of inclusion and made conscious decisions to have a diverse set of individuals representing their brand. In addition, C1P1 and C2P2 noted recruiting marketing firms that also had a broad demographic makeup of employees that correlated with the consumer base they were trying to reach. A factor impacting the success and resource allocation depended on whether the company was a micro player or a major organization in the marketplace.C3P3 strongly believed that even if outsourcing a marketing function, the staff, firm, or agency identified to actually lead multicultural campaigns should consist of members of the target population. This is vitally important to ensure that the integrity of the campaign is sustained from beginning to end.

One of the marketing executives (C1P1) noted the importance of initiating a deliberate focus on the actual demographic makeup of the people who compose the marketing teams. C1P1 and C3P3 looked at overall marketing from a multicultural standpoint and noted being in work environments that were not inclusive were filled with challenges, as opposed to being with organizations that openly embraced inclusion. C1P1 deduced that companies who truly have a vested interest in welcoming all cultures in the workforce have greater odds of profitability because that is what also constitutes the customer base. Licsandru and Cui (2018) placed emphasis on inclusion and transformation in marketing strategies yielding organizational profits if implemented appropriately.

C1P1, C2P2, and C3P3 suggested their inclusive strategies were not in support of utilizing marketing firms that did not consist of a diverse staff. There were organizations

that entered strategy planning sessions forecasting for the next 5, 7, or 10 years. Basing

tactics and strategy on the insights garnered from the demographic shifts that are

happening around the world, C1P2 concluded that diversity must play a large part of their

overall strategic planning.

Consumers. C2P2 shared that marketers should look at how the world's

population is becoming an extremely diverse demographic and the next huge buying

cohort of millennials or the generation immediately following them is one of the most

diverse generations the world has ever known. Having not only the ability but a strong

desire to speak to a broader and more diverse consumer base is extremely important. The

consumer profile being sought after by the participants' organizations contained a diverse

demographic makeup of income, ethnicity, and psychographic factors.

Consumers of diverse cultures are extremely important because this is the key

indicator for the health of the business. C2P2 detailed that in addition to campaigns their

organization has seen an increase in consumers starting to ask the following questions:

What are we doing in the communities in which we do business? How are we

impacting the lives of individuals in the community in which we do business? Are

you trying to do more to better the world in which we live or are you just trying to

get consumers to buy your product? The consumer focus is not specifically related

to a marketing campaign but it's more about who we are as an organization. There

is a lot that goes into campaigns, however, consumers are a lot more

sophisticated, and they want to know what companies are doing in the

communities in which we do business. In a lot of diverse communities, customers want to know what we are doing to help those communities as well.

C1P1 stated, "I would say that not only consumers are more sophisticated as it relates to companies executing marketing campaigns, they are also asking a different set of questions related to social responsibility." I developed Figure 1 to help visualize the correlation between diversity and inclusion strategies with organizational structure, culture, customers, and company profits as it relates to multicultural marketing.
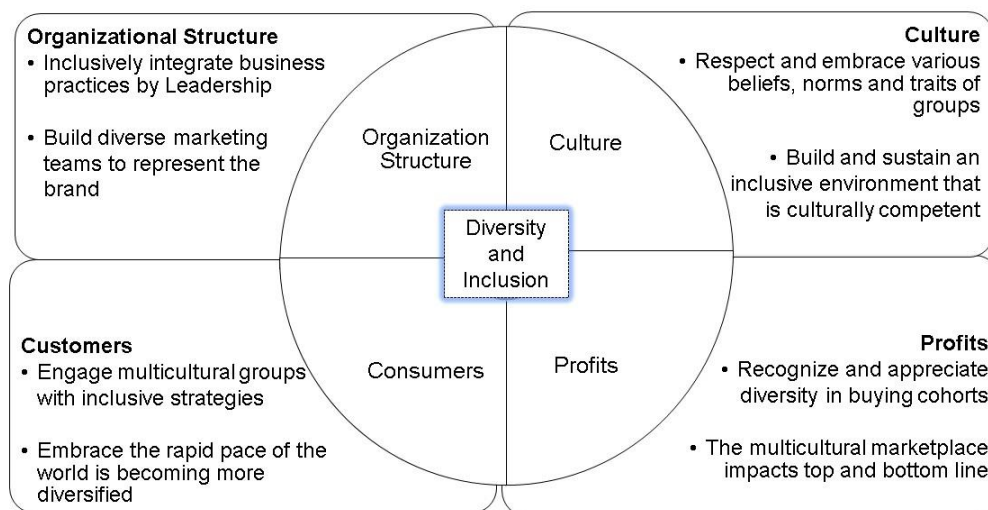
Figure 1. Schematic of the correlation between diversity and inclusion strategies with organizational structure, culture, customers, and company profits as it relates to multicultural marketing.

Theme 2: Segmentation, Target Marketing, and Positioning Strategies

The second major emergent theme was related to segmentation, target marketing, and positioning (STP) strategies. C1P1, C2P2, and C3P3 provided insight related to STP strategies for multicultural marketing campaigns. Gengler and Mulvey (2017) proclaimed the segmentation, targeting, and positioning strategies should consist of firms estimating the composition and profile of market segments defined by how they respond to market

stimuli, followed by identifying and conveying an effective value proposition. The three marketing executive participants (C1P1, C2P2, and C3P3) were in agreement that STP is no easy task and companies need this expertise because it's not fiscally responsible just to perform marketing on the fly.

  Segmentation. One of the executives C2P2 contended that targeting and segmentation often require looking globally within your industry as to what a particular clientele of multicultural groups are comprised of and at what level the company projects the consumer to invest. C3P3 noted it is reasonable to assume if a population is greater in volume then a company may have a greater opportunity to infiltrate that group of people, either by motivating them to participate in the business that you're in or by offering consumers a variation of a product. As a result, the company may discover that even when offering an incentive to a particular community, potential customers may not have an interest in that product.

  Another participant, C1P1, articulated that some marketing teams will analyze a target group's revenue to determine what could potentially be spent on the companies' products. C1P1 stated, "depending on the nature of your business marketers should also assess areas that are more of a commercial nature not necessarily related to investment or a necessity for an individual or family." Respondents C1P1, C2P2, and C3P3 reported an organization might evaluate how does this person or group of people spend money, at what frequency do they spend, and what typically do they want in return. To accomplish this goal, the participants used a number of different strategies. The second participant C2P2 suggested the most effective strategies to utilize a diverse group of vendors or

teams that were entrenched in the cultural market. Many companies invest significant resources in vendors when outsourcing this function, as opposed to organically delving into the segmentation of different cultural markets as an in-house function.

C1P1 and C2P2 described the importance of having representatives reflective of the cultural groups contribute to the development of the question pool, appropriate inquiries and strategies around the specific group you are trying to reach. One executive, C3P3, articulated the position that organizations need marketing professionals who can help analyze those questions prior to asking them because certain questions could be offensive based on lack of knowledge of their culture, resulting in your offerings to that particular group being offensive. C3P3 was adamant as the marketing teams begin to strategize what a focus group will actually focus on, it's important to prelude the kind of environment you plan to target to ensure the right people are in the room. It is essential to think about the right and most appropriate questions and to eliminate those questions that may be offensive by nature or maybe not at all have any relevance.

C2P2 suggested a company's priorities may depend on where you are in the world. Domestically in the United States, multicultural marketing is a large part of many campaigns; however, China's diversity in campaigning is not always first and foremost because the demographics of the population is homogeneous. Both C1P1 and C2P2 stated as it related to segmentation, the optimal answer would depend on what part of the world you are in; if certain segments like the United States is comprised of a very diverse population, targeting will play a much larger role. There was a consensus among interview respondents C1P1, C2P2, and C3P3 that companies can be plagued by

investing more in a multicultural environment than the return on investment will provide. In order to be effective within an organization, C3P3 suggested companies need to realize everything can't always be brought in-house, you need to hire or contract experienced professionals to help with it. C2P2 stated, "we don't necessarily look at segmentation solely from an operating cost standpoint but more so the channel that we use to determine how large, how wide, and how deep can our reach be by using different campaigns and different channels." C1P1, C2P2, and C3P3 contended now more than ever it takes market segmentation to get to another level.

  Targeting. Targeting consumers and using sociodemographic factors including culture, gender, geographic location, and occupation as behaviorally based indicators should help to develop a brand positioning strategy to support commercialization (Gengler & Mulvey, 2017). Participant C2P2 suggested that targeting really comes as a result of the initial planning strategy. Companies may consider what the surrounding communities look like, relating to who has the propensity to participate in the activity or product being sold. C2P2's organization accessed or tapped into the diverse talent pool by sourcing diverse staff entrenched in communities being targeted. C2P2 proclaimed consumers are more likely to notice and respond favorably toward marketing efforts containing ethnic cues targeting them; then companies can profit from developing ad campaigns incorporating such cues. Valos et al. (2017) reported that social media has promise regarding targeting influencers, enabling the cost-effective delivery of personalized messages, and engaging with numerous customer segments in a differentiated way.

C3P3 shared a variety of companies incorporate strategies consisting of buying big splashes of marketing promotions that will stimulate consumer interest, just because it's worth the chance. C3P3 stated,

> There should be an equation combining a company's ability to provide customer service with other amenities to attract perspective customers who didn't realize your offerings because they had not patronized you before. Those may be marketing dollars that you would reinvest into that specific audience if the community doesn't grow.

Positioning. C1P1, C2P2, and C3P3 recommended that an organization make an informed decision on themes and willingness-to-pay measures to develop the brand's positioning strategy. It is essential to develop measures to understand the real sources of value to consumers and to use the findings to develop appropriate positioning strategies. C3P3 recommended remaining cognizant that the likelihood of expanding a company's market share on its own, without multicultural initiatives, just on face value or the ability to engage individuals in a particular marketplace will probably experience minimal change. C3P3 implied what needs to change is an expansion of inclusive marketing strategies that either motivate people by the company's offerings where consumers are willing to give the product a try, or other aspects of the organization move a specific customer base to a place where there is a desire to engage with the company over a longer period of time.

C2P2 encouraged marketing teams to enrichen their understanding of customers, respond to insights and accept innovation. This approach is suited for identifying the key

sources of value proposition and adds to the development of advertising and positioning strategy. According to C3P3, it could typically cost more money when trying to reach a multicultural clientele with specific marketing initiatives. C3P3 added that when attempting to expand market share companies are always looking for different ways to infiltrate other entities customers. In a company that has been in existence for a number of years, it is not likely the pool will necessarily get any bigger, unless the population grows and, in order to grow market share, a marketer will also need to incorporate a conversion strategy in the way the business or product is positioned.

C1P1, C2P2, and C3P3 shared that positioning can also relate to geography. When reviewing metrics, the immediate dynamics of the proximity of a community within a certain geographic area has the propensity or access to patronize should be considered. Notwithstanding all of the other cultural concerns that may come out of it, C3P3 recommends looking at a group that just wants to do business, who just wants to come and participate in what is being offered. C1P1 believes marketers should identify and convey an effective value proposition to target consumers rendering comparisons with the competitors' models to ensure the positioning strategy is sustainable. Figure 2 is a representation of the segmentation, targeting, and positioning process. Grewal and Levy (2017) suggested the implementation of STP strategies should consist of clear segmentation goals and objectives, identification of a target market, and proper execution and evaluation of the positioning strategy.
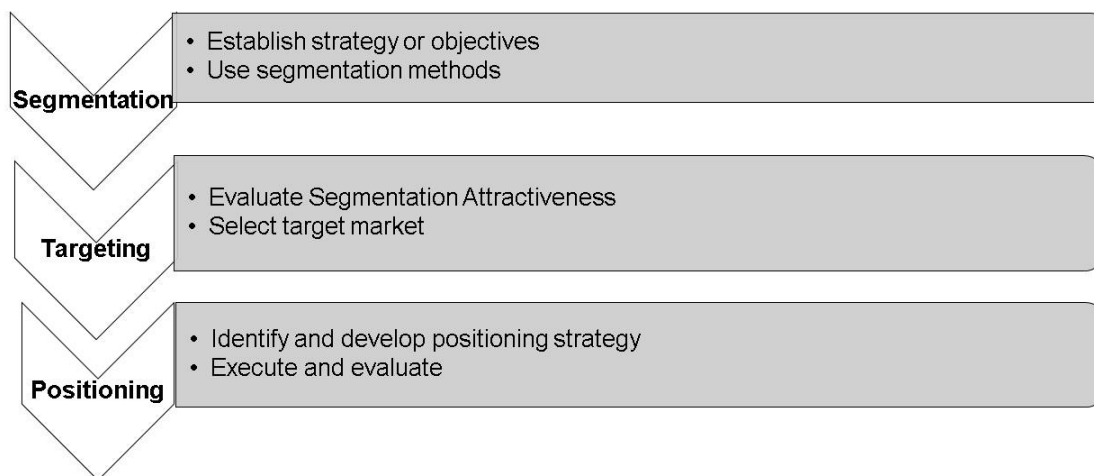
The page number 84 is at the top.

- Establish strategy or objectives
- Use segmentation methods

Segmentation

- Evaluate Segmentation Attractiveness
- Select target market

Targeting

- Identify and develop positioning strategy
- Execute and evaluate

Positioning

Figure 2. Schematic of the Segmentation, Targeting and Positioning (STP) Process.

The notion that targeting one market segment may alienate other consumers is well understood. There are clear examples of targeting efforts misjudging the desired audience. In the case of Pepsi's Kendall Jenner ad, part of the 'Live Now' campaign, Pepsi desired to send a message of unity designed to appeal to youth (Taylor, 2017). The ad begins by depicting a protest in the streets, with young demonstrators holding signs with statements such as 'Love' and 'Be Part of the Conversations.' In the ad's climactic scene, a police officer accepts a can of Pepsi from Kendall Jenner, setting off wild approval from the protesters and an appreciative gesture from the officer. Pepsi was simply not effective in encoding the ad so that viewers would fathom a message of youth, and unity. Taylor (2017) suggested conservatives, including millions of young conservatives who viewed the ad nationwide and condemned it of being critical of their views, decoding the message as an indictment of conservative values. Meanwhile, young liberals decoded the ad as incorrectly suggesting that the solutions to deeply troubling

and complex issues are simple. Current activists responded to the ad depicted the opposite of their real-world experience of protesting police brutality. Taylor (2107) noted Pepsi missed the mark resulting in the ad having to be pulled and released a statement, "we did not intend to make light of any serious issue." PepsiCo (2017) wrote in a statement, "we are removing the content and halting any further rollout. We also apologize for putting Kendall Jenner in this position."

Indra Krishnamurthy "Nooyi," an Indian-American business executive and the current Chairman and Chief Executive Officer of PepsiCo, shared with Fortune (2017), "This has pained me a lot because this company is known for diversity, and the fact that everybody who produced the commercial and approved the commercial did not link it to Black Lives Matter made me scratch my head." Nooyi told Fortune (2017),

> I had not seen that scene . . . and I take everything personally . . . the minute I saw people upset, I pulled it . . . and you know what, it's not worth it . . . there were people on both sides, but at the end of the day, our goal is not to offend anybody.

In summary, target marketing strategies have the potential for consumer backlash against a clearly relevant brand even including the targeted segment (Bhattacharjee et al., 2014).

Theme 3: Cultural Competence Strategies

The third major emergent theme referred to cultural competence strategies. Cultural competence is the ability to work effectively with people from different cultural backgrounds (Fitzsimmons, 2013). The three marketing executive participants responded to interview questions indicating in their businesses the customer base is quite diverse

and goals consisted of the desire to be viewed as a company that is culturally competent when dealing with different demographic groups. C1P1 and C2P2 concluded the implementation of successful multicultural campaigns requires a level of expertise and commitment within the organization.

Cultural awareness. In terms of multicultural perspectives, C1P1 contended that it is pivotal to work with diverse vendors, staff and stake holders closest to the population to garner their perspective and insights. Culture is the group-level reflective construct described as a set of shared characteristics reflected in the behavior of individuals within a specific group (Caprar et al., 2015). C1P1, C2P2, and C3P3 concluded it is imperative for marketing professionals to be cognizant of potential stereotyping within the organization and proficient in the engagement of consumers from diverse cultures. Resnik (2015) accounted honesty, objectivity, integrity, responsible mentoring, respect for colleagues, social responsibility, non-discrimination, competence, legality, and human subject protection as a general summary of ethical principles.

Cultural sensitivity. C1P1, C2P2, and C3P3 indicated that they are intentional in their efforts to ensure companies demonstrate cultural competence when executing marketing initiatives. The goal is to avoid executing actions in a manner that were insensitive or offensive in marketing campaigns or approaches directed toward reaching varying groups of consumers. C1P1 also suggested companies need to perform due diligence when contracting marketing functions to vendors. C3P3 reported receiving proposals from marketing agencies boasting their ability to procure consumers from various cultural backgrounds based on the deployment of culturally competent strategies.

Cultural knowledge. There was an agreement between C2P2 and C3P3 that there are so many resources and data available to marketers compared to 20 or 30 years ago on how to effectively include diverse cultures into the conversation regarding a purchase. C2P2 stated, "to take cultural competence a step further it is not a conversation; now it is an informed thought process." C1P1 reported a culturally competent organization should continually assess organizational diversity, a range of values, beliefs, knowledge, and experiences within the organization that would allow focus when working with ethnic communities. C3P3 believed seasoned professionals should deduce if potential strategies are viable or have the probability of failure based on the sense of inclusion within the concept. C3P3 shared,

> If the decision maker has experience in the industry they may have to make the judgement call of approving or disapproving a strategy. Cultural competence should be ingrained in the corporate culture of the organization and the focus shouldn't end with vendor relations.

Cultural skills. C1P1 and C2P2 reported experiences where cultural concerns precluded customers from patronizing their business due to a limited comfort level versus that of the competition. Substance Abuse and Mental Health Services Administration (2018) concluded that organizations must be deliberate and intentional when demonstrating cultural competence and the execution occurs along a continuum. Substance Abuse and Mental Health Services Administration (2018) also recommended that investments in building capacity for cultural competency and inclusion required having policies, procedures, and resources in place that make the ongoing development of

cultural competence and inclusion possible. C3P3 articulated that companies should continuously develop tools to promote culturally competent, compassionate, courageous, and intercultural communication across all lines of the business.

Figure 3 illustrates the cultural competence model. Papadopoulos, Shea, Taylor, Pezzella, and Foley (2016) proclaimed the cultural competence model consists of the following four components:

- Cultural awareness which requires proficiency in cultural identity, heritage adherence, ethnocentricity and awareness of stereotyping.

- Cultural skills contain assessment skills, critical thinking, and the ability to challenge or address prejudice, discrimination, and inequalities.

- Cultural knowledge entails possessing a sociological, psychological and anthropological understanding of the similarities and differences of various cultures.

- Cultural sensitivity necessitates empathy, interpersonal/communication skills, acceptance, appropriateness, and respect.
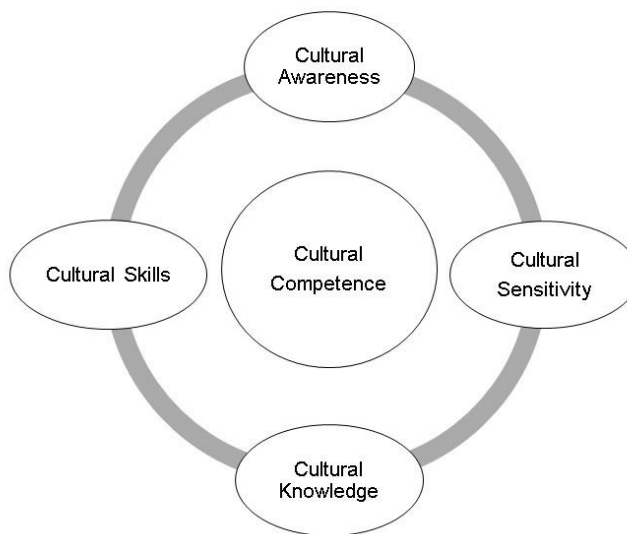
Figure 3. Illustration of the Cultural Competence Model.

The Ad Standards Bureau in Australia manages the complaint resolution process

of the advertising self-regulation system reported the outcome and the consequence of a

failed campaign by Carlton & United Breweries (CUB), (Ad Standards, 2018). Ad

Standards administers a national system of advertising self-regulation. The self-regulation

system recognizes that advertisers share a common interest in promoting consumer

confidence and respect for general standards of advertising. Ad Standards (2018) reported

the case of an Australian beer company as not being culturally competent. CUB created a

television advertisement depicting a satirical public announcement from Yak Ales

regarding a fictitious discovery of a 'ginger gene' and draws an analogy to people with

red hair. The voice in the audio suggested that ginger bottles are 'hiding' in regular Yak

Ale six packs and invited consumers to find one and claim a cash prize. The ad continued

by calling on consumers to stop the spread of the gene by searching inside six packs of

beer for hidden bottles marked with a special label. It quickly backfired when consumers called out the racist undertones of the advertisement suggesting the campaign makes fun of people with ginger (red) hair and portrays them in an inferior manner. According to the Ad Standards report, consumers said the ad was "offensive, racist, and encouraged bullying." There were other consumers who reportedly felt that it was very offensive for the advertisement to discriminate against those with red hair, suggesting that someone needed to stop the gene from spreading as if it were some sort of disease.

The media watchdog agreed and ruled that the commercial must be taken down. According to Ad Standards, "The phrase 'stop the spread of the gene' overstepped the line between being light-hearted humor and made a strong suggestion that an identifiable group of the population was to be considered unpopular." The majority of the panel considered the suggestion that the genetic trait needed to be stopped was a negative one and considered that the most reasonable interpretation of this line was that having red hair was undesirable (Ad Standards, 2018). The panel measured if the beer advertisement complied with Section 2.1 of the Code which requires advertisements not to portray or depict material in a manner discriminating against or vilifying a person or section of the community on the basis of race, ethnicity, nationality, gender, age, sexual preference, religion, disability, mental illness or political belief. In the Panel report of the Practice Note for Section 2.1 of the Code of Ethics which provides the following definitions of discrimination as the unfair or less favorable treatment, and vilification is an action that humiliates, intimidates, incites hatred, contempt or ridicule (Ad Standard, 2018). The majority of the panel considered that the inclusion of this line in the advertisement was

vilifying of people with red hair as it was likely to incite ridicule of those people, the

report documents. C1P1 stated,

> As many have seen throughout the years some brands do not recover from
>
> dropping that ball (the multicultural ball), some brands can't recover. I think
>
> everybody must take that into consideration when investing resources and
>
> developing the best multicultural campaign for their organization.

How Findings Tied to Conceptual Framework and Literature

The conceptual framework guiding this study was the critical multicultural

marketing theory. Burton (2002) offered the first attempt at a critical multicultural

marketing theory inspired by leading critical theorists. Guiding themes for the critical

theory are both human emancipation, equality and egalitarianism (Alvesson & Kärreman,

2016). The data came from interviews within the target population consisting of senior

marketing executives within three profitable companies in the state of Michigan who

possessed experience in successfully implementing multicultural marketing campaigns.

The results of this research study tied to the conceptual framework and literature by

identifying the strategies senior marketing executives used to implement successful

multicultural marketing campaigns. The critical methodology is grounded in a critical

hermeneutic orientation towards the demystification of hegemonic power relations

(Burton, 2002). The outcome of the data analysis yielded three emergent themes: (a)

marketing utilizing diversity and inclusion strategies, (b) segmentation, target marketing

and positioning strategies, and (c) cultural competence strategies.

As it relates to diversity and inclusion, the multicultural marketing debate has led researchers to explore whether different cultural groups require specific marketing approaches (Burton, 2002). Participants viewed culture as the customary beliefs, social norms, and material traits of a racial, religious, or social group and emphasized respecting and placing value on the variations that exist. Burton (2002) affirmed the critical multicultural marketing conceptual framework is an inclusive and transformative marketing strategy with the propensity to yield organizational profits when implemented appropriately. The executives implemented strategies of inclusion and made conscious decisions to have a diverse set of individuals representing their brand. Andrevski et al. (2014) stated that culturally diverse firms developing and introducing new competitive, diversified action plans and activities are more likely to gain market share and profits than firms with homogeneous management teams.

Gengler and Mulvey (2017) proclaimed segmentation, targeting and positioning strategies should consist of firms estimating the composition and profile of market segments defined by how they respond to market stimuli, followed by identifying and conveying an effective value proposition. Target marketing to consumers using sociodemographic factors including culture, gender, geographic location, and occupation as behaviorally based indicators help to develop a brand positioning strategy to support commercialization (Gengler & Mulvey, 2017). The interview participants suggested that targeting is essential to a planning strategy. Companies seeking engagement in multicultural markets may consider what the surrounding communities look like, who has the propensity to participate in your business segment and at what level. However,

Demangeot, Broderick et al. (2015) suggested that minimal research studies target market segments to solicit consumer views on being singled out solely by ethnicity during marketing campaigns. The organizational process of commodification or transforming ideas into products exchanged across economic systems is often challenged by contradictions identified by activists, policies, and social disparities due to hegemonic influences of culture, ideology or profitability (Place et al., 2016).

Marketing teams should analyze a target groups revenue to determine what potentially they will spend out of their income on their products. Participant data suggests intentional measures to ensure companies have a diverse talent pool by sourcing diverse staff entrenched in communities being targeted. Burton (2002) contended the marketing implications of critical multicultural marketing theory often question the existing nature of multicultural marketing strategies and focus on how improvements could be more inclusive of underrepresented populations of consumers.

Cultural competence is paramount as it offers the ability to work effectively with people from different cultural backgrounds (Fitzsimmons, 2013). The research data on cultural competence suggests culturally competent organizations should continually assess organizational diversity, a range of values, beliefs, knowledge, and experiences within the organization that would allow focus when working with ethnic communities. Burton (2002) contended critical theory strongly suggested that representations of race, class, gender, and ethnicity should be understood with the central task of transforming the social, cultural, and institutional relations from which the meaning was generated.

Applications to Professional Practice

The information gathered in the study is valuable to current and future marketing managers with an interest in marketing to multicultural consumers. The expansion of market share in a globally plural and emerging cultural context requires senior marketing executives to develop a clear understanding of the manner in which consumers from different cultures identify themselves to products, services, or consumption practices in their daily lives (Le et al., 2015). As the world continues to become more diverse, it is essential to implement strategies to expand market share with culturally inclusive messaging. Understanding cultural differences is one of the most significant strategies for senior marketing executives to develop to gain a competitive advantage in business (Calabrese et al., 2015). Many companies experience the loss of profitability and competitive advantage as a result of inadequate multicultural marketing campaigns. The reason this business problem occurs is that some senior marketing executives lack strategies to implement successful multicultural marketing campaigns.

In this study, I found that organizational strategies should be inclusive and address the multicultural community proactively and strategically. Participants emphasized being respectful and placing value on the variations that exist in different cultures regarding customary beliefs, social norms, and material traits of a racial, religious, or social groups. I found that if marketing functions are to be outsourced, participants suggested that inclusive strategies were not in support of utilizing marketing firms that do not have a diverse staff. Targeting consumers and using sociodemographic factors, including culture, gender, geographic location, and occupation as behaviorally

based indicators should help to develop a brand positioning strategy to support

commercialization (Gengler & Mulvey, 2017). STP is not an easy task to perform;

therefore, companies need STP expertise because it is not fiscally responsible just to

perform unplanned marketing. Companies should continuously develop tools to promote

culturally competent, compassionate, courageous, and intercultural communication across

all lines of the business.

Implications for Social Change

The implications for positive social change may include creating and sustaining a

respectful environment of inclusion that engages underrepresented populations of

consumers. Ethnic and cultural diversity is not uniquely an American phenomenon, as

marketplaces worldwide are experiencing increasing ethnic diversity (Czarnecka et al.,

2018). Few researchers have investigated beyond the direct relationship between

multicultural diversity and performance, missing the explanation of the manner in which

diversity affects firm performance (Andrevski et al., 2014). U.S. minority groups' buying

power is approaching $4 trillion dollars and outpacing mainstream markets, which

suggests this segment of the population warrants minority-tailored marketing strategies to

increase business profitability (James et al., 2017).

From a management perspective, it is important for companies to enhance

multicultural awareness and sensitivity to cultural differences as major components for

success in the world marketplace (Calabrese et al., 2015). The potential implication

towards establishing a positive social change relates to sustaining a respectful

environment of inclusion engaging the underrepresented population of consumers.

Transformation in multicultural marketing plays an integral role in social change by placing emphasis on developments in essential areas of public policy, social welfare, and ethics in target marketing (Licsandru & Cui, 2018). The marketing implications of critical multicultural marketing theory often question the existing nature of multicultural marketing strategies and focus on the way improvements could be more inclusive of underrepresented populations of consumers. Scholarship aligned with critical theory shares a commitment to human freedom and evolution in thinking (Tadajewski et al., 2014). Researchers use critical multicultural marketing theory to question the existing nature of multicultural marketing strategies and focus on the way improvements could be more inclusive of underrepresented populations of consumers (Licsandru & Cui, 2018).

Recommendations for Action

Organizational leaders, marketing executives, and marketing professionals should pay attention to the results of this study and consider assessing the strategies used to implement successful multicultural marketing campaigns. Based on the research findings and the emerging themes, I make the following recommendations to marketing executives. First, I recommend that organizational leaders place diversity and inclusion as a priority within their corporate culture. The reason this priority is important is because there are direct correlations of profitability and return on investment in both the top and bottom line with inclusive strategies. Organizational diversity or inclusiveness refers to business practices, such as marketing, corporate strategic change, innovation, and corporate social responsibility, which are essential elements involved in emerging multicultural marketplaces (Al-Mamun et al., 2013).

Secondly, I recommend that organizational leaders ensure the selection of the right team members, empowered to make decisions. As the data reinforced the importance of having a deliberate focus on the actual demographic makeup of the people that comprise the marketing teams to reflect that of the target markets, team members also need to have a voice to contribute to strategic initiatives. Getting people to see outside the limits color, ethnicity, and stereotypes requires a well-respected leader with a proven track record in the area of inclusion.

Third, I recommend that companies become proficient in STP strategies. Targeting consumers using sociodemographic factors, including culture, gender, geographic location, and occupation as behaviorally based indicators should help to develop a brand positioning strategy to support commercialization (Gengler & Mulvey, 2017). The fourth recommendation for action is for companies to be culturally competent by demonstrating the ability to work ethically and effectively with people from different cultural backgrounds. Resnik (2015) accounted honesty, objectivity, integrity, responsible mentoring, respect for colleagues, social responsibility, non-discrimination, competence, legality, and human subject protection as a general summary of ethical principles. My fifth, and final recommendation is that marketing professionals should utilize market research and multicultural insights. Grewal and Levy (2017) reported the market research process consists of defining the objectives and research needs, designing the research, collecting the data, analyzing the data and developing insights, and implementing an action plan. To disseminate the results of this study, I will provide a summary of the findings from this study to individuals upon request. I will also offer training to

marketing managers and disseminate the results of this study via published literature and conferences.

Recommendations for Further Research

In future research, I recommend researchers conduct different types of studies to gain a better understanding of the effective implementation of successful multicultural marketing campaigns. Next, I recommend conducting multiple case study research on the impact social media has on multicultural marketing campaigns. Consumer-to-consumer communication via social media has transformed the control that marketing executives historically maintained, presenting both threats and opportunities to marketers and their competitors (Valos et al., 2017). Third, I recommend qualitative research studies on how influencers can have a positive or negative influence on campaigns. Valos et al. (2017) reported that social media represent an opportunity regarding targeting influencers, enabling the cost-effective delivery of personalized messages, and engaging with numerous customer segments in a differentiated way. Fourth, the data from the study ascertained that companies spend significant time and resources attempting to get customers to engage in multicultural initiatives. Capturing data on multicultural consumer interests and other metrics helps companies understand customers' needs based on demographics and psychographics. Placing limitations on multicultural investment dollars based on majority marketing organizations' philosophies oftentimes miss an opportunity to grow in multicultural segments due to a lack of diversity of knowledge.

This study was limited due to the complexity of studying culture, diversity, and inclusive intiatiaves. Culture is a multifaceted and multilayered construct where the exact

interaction of culture and leadership is not universal or unequivocal (Mittal, 2015). All companies do not follow identical methodologies for interacting with consumers of various backgrounds. The next limitation of this study pertained to companies' comfort level with disclosing their multicultural marketing strategies related to diversity. Participatns viewed their strategies as confidential and did not want to jeopardize exposure of intellectual property. Lastly, this study was limited to companies disclosure of marketing budgets, allocations for cultural campaigns, and return on investment. This information is confidential in nature and not accessible to the researcher. Further research related to financial investments in multicultural campaigns and the return on those investments would be beneficial for marketing managers during the decision making process.

Reflections

The doctoral study process provided a wealth of knowledge for the requirements needed to conduct research. I did not realize at the start of this process the actual amount of time and effort I would invest and of information that I would obtain at the conclusion of the study. There were moments when I felt discouraged, disheartened, and frustrated. It was as though I had reached an impasse or place of darkness. I felt as though if I looked back, I had gone too far to give up but not far enough to see the light at the end of the tunnel. From the beginning of the study, as I identified the business problem, I always believed there was a gap between academia and business practice on the topic of multicultural marketing. Trends in academia are ponderous compared to practitioners in organizations who take minority marketing initiatives seriously by developing

multicultural marketing groups and hiring ethnic minority staff to gain an insider perspective (Davis, 2018).

The literature review process was challenging but rewarding once I understood its importance to the study as a whole. I thoroughly enjoyed the data collection process and learning about the prolific strategies senior marketing executives use to successfully implement multicultural marketing campaigns. By using the interview protocol, I was able to mitigate any personal bias that could have affected the participants or situations. My greatest obstacle was using the data analysis software because my use of the system coincided with the integration of a new version of the tool.

The greatest change in my thinking relates to the complexity of multicultural marketing campaigns within companies that have a global footprint. I did not have at the forefront of my consideration that some countries are homogenous and do not have the historical, cultural biases that exist in the United States. With the expansion of the Internet and social media, these factors must be a priority for marketers. Also, the impact of geography or *place* in the marketing mix was an eye-opening experience. Research participants reported miscalculations on their part by ignoring the community that was in the closest proximity. Some marketing strategies targeted those who had a greater propensity to spend more money. Their marketing teams took the economics of the particular group into account and assumed that their location would capture a greater percentage. While in reality, there were other factors that didn't immediately come into view, requiring the marketing team to reengineer initiatives precluding proximity as the sole determining factor.

Conclusion

The purpose of this qualitative multiple case study was to explore the strategies senior marketing executives use to implement successful multicultural marketing campaigns. The findings of this study align with the literature related to multicultural marketing strategies. The specific business problem was that some senior marketing executives lack strategies to implement successful multicultural marketing campaigns. There is a gap between academia and business practice on the topic of multicultural marketing. Trends in academia are not plentiful compared to practitioners in organizations who take minority marketing initiatives seriously by developing multicultural marketing groups and hiring ethnic minority staff to gain an insider perspective (Davis, 2018). The findings of this study may help marketing managers in their quest to initiate multicultural campaigns when referring to the emergent themes of diversity and inclusion strategies, segmentation, target marketing, positioning, and cultural competence strategies.

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Appendix A: Case Study Interview Protocol

Interview Protocol	
What you will do	What you will say-script
Introduce the interview and set the stage—often over a meal or coffee	Hello Participant 1, Thank you for your time and participation. I, Derine McCrory, am a doctoral student at Walden University and will be the researcher conducting this study. I would like to provide an overview of the study. You were invited to take part in a research study about strategies essential to senior marketing executives when implementing successful multicultural marketing campaigns because of your marketing and professional communications experience. The mission and goal of this study are to increase proficiency in multicultural marketing strategies. Potential benefits of participation in this study can contribute to increased awareness of prolific strategies for marketing professionals who embrace diversity and help firms optimize their bottom line. The data collection or field procedures consist of: scheduled interviews will last between 30 and 60 minutes. There are three basic principles particularly relevant to ethical research involving human subjects: respect of persons, beneficence, and justice. I will follow ethical principles while conducting research. Reports coming out of this study will not: (a) use your personal information for any purpose outside of this research project, (b) share your identity, and (c) disclose the location of the study. Data will be kept for a period of at least 5 years, as required by the university.

	All data will be protected using applicable security measures which include password protection, data encryption, use of codes in place of names, and storing names separately from the data.
	The resources that will be used during this interview are voice recorder and a journal for note taking.
• Watch for non-verbal queues • Paraphrase as needed • Ask follow-up probing questions to get more in-depth answers	Interview questions 1. What strategies does your organization use to target consumers of different cultures? 2. How has your organization been successful or challenged when implementing multicultural marketing campaigns? 3. In what way does operational cost determine the strategy for marketing initiatives? 4. How does your organization enlist cultural perspectives to help target your marketing messages? 5. How do you measure return on investment in marketing campaigns? 6. How important are consumers of different cultures to you? 7. What percentage of your revenue comes from multicultural consumers? 8. How does your organization determine revenue from multicultural consumers? 9. How are target marketing initiatives for multicultural populations positioned as a priority within your organization's marketing plan? 10. How is increasing market share within multicultural populations included in your strategic planning process? 11. Last interview question, What additional experiences would like to share?
Wrap up interview thanking participant	Thank you again for their time. Your responses will be very helpful in identifying insight and strategies utilized in multicultural marketing campaigns. The next step is for you to review transcribed notes

	of this interview to ensure accuracy on my part (the researcher).
	The follow-up process will be member checking to ensure validity and reliability of data collected.
	I will present you with a written report of this interview, offering you the opportunity to provide additional content or an alternative interpretation of the dialogue.
	The final case study report will be published in my doctoral study.
Transcript Review Process	
Correspond with participants via email with transcripts of interpreted interview responses.	In an email, I will provide the participants with a transcription of interpretations from the interview to ensure accuracy.
	Hello Participant 1, I appreciate the insight you provided during the interview. I have attached transcribed notes of the interview for your review to ensure accuracy on my part.
	Please confirm if your responses were captured appropriately.
	If yes, I would like to move onto the next step and schedule a time for a member checking interview.
	If no, I would appreciate if you could clarify the response(s) that are not accurate so I can correct them. Once the corrections have been made, I will provide an updated transcript to you for verification.
	Thank you for your time and looking forward to speaking with you in the near future.
Schedule follow-up member checking interview	When will you be available to review your responses to the interview questions?

Member Checking interview	
Introduce follow-up interview and set the stage	Thanks again for your time, Participant 1. As I mentioned before, the purpose of this interview is member checking to ensure I interpreted the correct meaning of your responses. This interview should not last any longer than 20 minutes.
Share a copy of the succinct synthesis for each individual question Bring in probing questions related to other information that you may have found—note the information must be related so that you are probing and adhering to the IRB approval. Walk through each question, read the interpretation and ask: Did I miss anything? Or, What would you like to add?	If it is ok with you, I would like to get started now. 1. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 2. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 3. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 4. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 5. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 6. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 7. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 8. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 9. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed 10. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed

Conclude member checking interview