THE CORRELATION BETWEEN MANAGEMENT STYLE AND THE EFFECTIVENESS OF MARKETING STRATEGIES

By

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A Thesis Submitted to the Honors College
In Partial Fulfillment of the Bachelors degree
With Honors in
Management

THE UNIVERSITY OF ARIZONA

MAY 2014

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<td>Bachelors of Science in Business Administration</td>
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<td>Honors area (eg Molecular and Cellular Biology, English, Studio Art):</td>
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Abstract
This research examined the management style and marketing strategy of locally owned Tucson restaurants. This study looked to discover a correlation between management style and marketing strategy, and whether or not the marketing strategy being used is effectively reaching the restaurants target market. There is evidence of a slight but insignificant relationship between both management style with marketing style, and management style with marketing strategy. Also, the correlation between management style and target markets was also slight but mainly found to be inconclusive. There is however, a significant correlation between management and leadership style. These results could change the initial organization of an establishment in order to optimize effectiveness in reaching a desired target market.
Intro

There are many studies that explain different management types and their effectiveness on different types of teams; likewise there are studies on marketing strategies that explain what strategy should be used depending on what you wish to advertise. However, there is currently little research that links management style and marketing strategy (White, Conant, & Eachambadi, 2003), which leaves an untapped area of possible correlations leading to discoveries of beneficial organizational changes.

My goal is to determine if certain management strategies have a correlation with certain marketing strategies. If there is a correlation, I want to see whether or not the marketing strategy being used is correctly aligned with their desired target market.

In the case of this study, let’s start by defining some key terms.

Leadership Styles:
A leader’s main functions are to help achieve goals, and group maintenance. (Williams, 1965). A leaders role can be differentiated into task oriented, or relationship oriented. In this sense, it is the leader’s job to take care of both logistical and emotional problems that arise. While leaders display both roles, they tend to lean toward one more than the other.

Task Oriented:
Focused on getting things done, organized, and the next step. Most interactions with employees is matter of fact, and acts as a guide rather than a morale booster.

Relationship Oriented:
Focused on building good relationships, boosting morale, under the belief that happy employees equal good results. Many interactions are praise, banter, or communications about performance.

(Development Oriented): Although I do not plan to use this, it may arise/ be unavoidable. In this case, it is the management style that focuses not on change, but on nurturing advancements to create a better organization

Team types:
“Not all teams are alike. Teams differ greatly in their degree of autonomy and control vis-à-vis the organization. Specifically, how is authority distributed in the organization? Who has responsibility for the routine monitoring and management of group performance processes?” (Thompson, 2008)

Manager Led Work Team - (Manager controls the organization, goals, and methods to achieve the goal, employees execute this vision)

Manager led teams provide a manager with a great amount of control over the rest of the team members. This makes the team efficient, since there is an authoritative figure setting goals and
methods on how to achieve those goals. These team types generally have clearer instructions to follow, which is better suited for establishments that have a lot of simple tasks.

**Self-empowered Work Team** (Manager defines the organization and goals, and allows the team to choose how they will achieve that goal)

Empowered teams give team members a sense of freedom since they are allowed to decide how to achieve goals that are set. This is an increasing team type and is beneficial because it can lead to the discovery of new methods that can be more effective or efficient.

**Self-Designing Work Team** (Manager defines the organization of the establishment, and the team forms its own goals and how to accomplish them)

In this team, even the goals are left up to the team members. These teams are used when innovation is a main goal of the organization, however since they have little direction, can have a lot of conflict and time consuming. These teams are good for solving problems with few guidelines or confusing directions.

**Team Led Work Team** (Most everyone on the team has similar powers (including the manager) and can provide insights on how to structure the organization, goals, and methods)

This team has no “leader” and instead gives everyone equal power. This is rarely used, but may be useful in situations where difficult decisions are made and the power of multiple brains would be greater than one. For example, some companies don’t have a single CEO in charge of all decisions, but rather a board of directors where they each have decision making power.

**Marketing Strategies:**

Porter (1980) defines marketing strategy based on the overall way the firm creates value, and then how it gains and creates market coverage. It seems to be a more vague/overall picture view as opposed to a specific marketing type.

The marketing strategy is the set of decisions and actions of a business; the purpose of which is to meet the value requirements of the customers. The advertisements job is to create action, and value.

Within a marketing strategy, there are ads of different marketing styles. There are contemporary styles and traditional styles

**Contemporary**- Utilizes new technologies that can target the likes and dislikes of an individual. The idea is that ads are effective if they are meaningful to the consumer, and can be detrimental if they are found annoying by the consumer.

**Traditional** – Generally tends to be mass mediums that target a great amount of people with the idea that those more exposure is key.
Once the marketing style is defined for each restaurant, adding innovation can determine the marketing strategy.

As defined by Miles and Snow (1978)
Prospectors- continuously seek ways to launch a new and innovative market idea.
Defender – attempt to stabilize a section of the market and own it, focuses on price, quality, service, and existing benefits.
Analyzers – A middle ground between Defender and Prospector, less innovation than Prospectors, Less stability than Defenders.

(Rarely, if necessary) Reactors – tailors a marketing response to each individual problem as it arises, produces low performance.

If a company advertises that they have the lowest prices in the city, then they are known to have a defending marketing style. This is known to be beneficial for companies who are well established and tends to focus on companies that sell low-involvement items. Those that are looking to enter that market should then focus on innovative ideas especially if they plan on selling high-involvement items.

Hypotheses:
Based on the definitions of the defined terms, it is hypothesized that:

1a: Companies with heavy management will have managers that tend to be more task oriented.
1b: Companies that practice team autonomy will have managers that tend to be relationship oriented.

2a: Companies with heavy management will have more traditional marketing styles.
2b: Companies that practice team autonomy have more contemporary marketing.

3a: Companies with heavy management will lean towards a defending marketing strategy.
3b: Companies with team autonomy will lean towards a prospecting marketing strategy.

4a: Companies with heavy management are trying to appeal to a conservative crowd
4b: Companies with team autonomy are trying to appeal to a contemporary crowd

My goal is to determine if certain management strategies have a correlation with certain marketing strategies. If there is a correlation, I want to see whether or not the marketing strategy being used is correctly aligned with their “dream” target market.

If any correlations are found, future studies can be conducted in order to determine the relationship of this correlation. If the relationship between management and marketing styles are found to have a causation effect, it could create a new way to train management teams at the start of a new establishment. Changing the management structure is thought to be the hardest variable
to change (Miles & Snow, 1978; Hannan & Freeman, 1984). This makes sense since management style is generally the first thing that is established in a new business due to its formation relying on personality of the initial manager. If any causation is found in further studies, it can change the way business formation is created. With that assumption, an entrepreneur could determine which market they wish to saturate, find which marketing strategy works best for that target market, and finally, adopt the management style that would make foster a strong environment for that marketing strategy.

Survey Construction

In order to assess the validity of the formed hypotheses, a survey must be created that can effectively and reliably evaluate the management style, leadership type, marketing strategy, and target markets. The survey will be kept brief in order to maximize survey collection, as many restaurant owners and managers will not have time to take a long survey.

Target Market

1. Who is your target market? (Use demographic descriptors such as age, family type, and income)

   (Ex. Young middle class families with kids)

This question is asked in order to determine a quantitative idea on which consumers the restaurant is trying to attract. When determining a target market, demographic descriptors are most commonly used and therefore more restaurant owners are familiar with who their demographic target market is.

2. Who is your target market? (As best as you can, use Personality/Psychographic descriptors such as needs, attitudes, interests...)

   (Ex. Care-free music lovers looking to relax)

A new popular approach is to segment based on personality traits, rather than demographical ones that are black and white. Personality is a largely subjective trait and provides a deeper understanding on what customers want, since demographics have a much lower correlation between likes and dislikes than personality. Another argument for personality market segmentation is that personality is stable, whereas demographics are constantly changing even though the behavior of the consumer is not/ changing minimally (i.e. while the age of a person is increasing, their interests will remain the same). Although qualitative data is harder to compile, it is a valuable insight who exactly a restaurant is trying to attract. With this question, I hope to determine the culture of the restaurant target market.

Marketing Strategy

3. Are your advertising ideas created in house, or through an agency/second party?
A company who is outsourcing their advertising has no correlation between management style and marketing strategy since the management team is not creating the ad. This question allows me to disregard ineffective answers.

4. **What methods of advertisement do you use? Please describe the advertisement, as well as the medium. Ex: Coupon; Student Insider Booklet**

The answer to this question will reveal all the ads that an establishment is using. It will also tell what mediums and what purpose the advertisement serves. Using this, I will be able to determine the marketing strategy of the restaurant by analyzing whether or not the ads listed follow a defending, analyzing, or prospecting marketing strategy for use during my data analysis. Further details are listed under Taxonomy of Marketing and Innovation.

5. **Is the medium being used most frequently properly geared towards your target market?**
   **What is one thing that can be changed/added to make it even better?**

The focus of this question is on the latter portion. It asks the manager to add another advertisement for their restaurant that would be the most beneficial if money, time, and other factors were not obstacles. This shows the manager’s thought process on what they think will best drive customers to their establishment. The goal of this question was to discover how the restaurant would advertise in the most ideal environment and side-step any barriers in advertising that may be forcing the restaurant to advertise inefficiently.

6. **In the past 6 months, how often did you add or attempt to add a new innovation to your restaurant? This can include new menu items, different ways to present the food, changing the layout of the restaurant, etc.**

An important differentiator of defending and prospecting marketing strategies is the presence of innovation. A defending strategy focuses on finding a niche and then becoming the overall best value in the market. The prospecting strategy looks to constantly produce an innovation that may become the next big thing. With this being said, this question asks how many innovative changes the establishment has made in order to determine if they have a defending or prospecting marketing strategy.

**Management Style**

7. **Of the following options, which best describes the management style at your establishment?**

- **Manager Led Work Team** (Manager controls the organization, goals, and methods to achieve the goal, employees execute this vision)
- **Self-empowered Work Team** (Manager defines the organization and goals, and allows the team to choose how they will achieve that goal)
- **Self-Designing Work Team** (Manager defines the organization of the establishment, and the team forms its own goals and how to accomplish them)
• **Team Led Work Team** (Most everyone on the team has similar powers (including the manager) and can provide insights on how to structure the organization, goals, and methods)

This question determines the Management style of a restaurant by asking the manager how much individual power employees have. It is assumed that the manager has the clearest understanding of the structure of control within the organization.

**Leadership Style**

8. **Is your leadership style more task oriented (focuses on instructions and performance) or relations oriented (focuses on raising morale and being approachable)?**

This question asks managers to assess their leadership style. Ideally, it would be best to gather the opinion of the manager as well as their subordinates, however this process was too time consuming for this study. The manager should be able to provide an accurate enough portrayal of his leading style.

**Other Factors**

9. **Are 1/3 or more of the workers at your establishment family based members?**

This question was posed due to existing research that family based firms behave somewhat unconventionally compared to basic business practices. Family leadership firms tend to desire more control than other firms, which can create a severe reluctance to change. This can lead to problems such as lax assumption of risks/loss, nepotism, and a “mother knows best” attitude, even if this translates to loss of profits/personal wealth. While beneficial for personal ego and psychological comfort, this is detrimental in creating a firm that can continue to grow (Banalieva and Eddleston, 2011). Because of this, having a family based establishment may skew managerial results. Knowing the family status of a restaurant allows data analysis to be run with and without family status in case it does significantly alter results.

**Process of analytics**

From my survey, I only need to glean 4 key pieces of information: the establishments marketing strategy, management style, team type, and target market.

I largely leave it up to the manager to determine what the management style and team type is like. The survey directly asks what the management and team type is of the restaurant (See questions 7 and 8). Even if they assess this incorrectly, it is assumed that the management style and team type they chose is how they perceive their establishment to be run. Therefore, they will continue operating the restaurant as though the management style/team type they chose is correct.
Although the survey allows four different management styles, since this is the restaurant industry, answers will be split up into only two groups: Manager led work teams, and Self-empowered work teams. Self-empowered work teams will include any establishment that answered Question 7 with self-empowered work team, self-designing work team, or team led work team. This is because the bulk of work done in a restaurant setting are simple tasks with clear goals, which typically is solved by a manager led work team (Thompson, 2008). Any restaurant that gives its employees autonomy is going against the norm of using a manager led work team, regardless of how much autonomy they are given.

The marketing strategy is determined by their current advertisements. After they list their advertisements in the survey (See question 4), an analysis of each mode will be analyzed in conjunction with the research I have done. The medium and method of the advertisements for a restaurant will all be placed on a contemporary or traditional scale, and will incorporate a “fantasy” advertisement which allows the establishment to factor in what they think would be the best advertisement for their restaurant, ignoring outside barriers such as cost or legal issues (Question 5). Since marketing strategy is determined by testing the innovation of the restaurant, the restaurant can be placed as having a Prospecting, Analyzing, or Defending marketing strategy by calculating the amount of innovation a restaurant has implemented in the past 6 months (Question 6). Therefore, the restaurant will have two different marketing analyses, one for marketing style (Contemporary/Traditional), and one for marketing strategy (Prospecting, Analyzing, and Defending).

The target market will be determined in a similar way as the marketing strategy. After all the responses are collected, they will be taxonomized into four segments which can be compared against both management style and marketing strategy.

After these four things are determined, then all the data will be input into an analytical database such as SPSS, where crosstabs can be run. Since my sample size is small with only 25 restaurants, the p-value will be set at 0.1. This is because if one restaurant’s response is irregular, then it could throw off the results and significance of the tests; having a higher p-value allows more room for error. Any significant value under 0.1 will have a significance for the purpose of this study.

Taxonomy of Marketing and Innovation: Categorized sorting methods
A key factor in the success of a marketing strategy is whether or not it fits the market that is being targeted. Different target markets prefer different things, for example, young adults respond well to customized advertising and are looking to opt-in to ads rather than having the ads forced onto them. For the young adult market, advertisements on social media such as Facebook or Twitter are popular because it allows the consumer to choose whether or not they want to see them. If a restaurant is hoping to target this market, but their marketing style is focused on traditional styled advertising, they will have a hard time reaching their target market, resulting in low sales.

This section will analyze each respondents answer for Demographic target market, in order to narrow down answers in a uniform way. Although every respondent gave an answer in their own
words, many have similar targets. Those with similar targets will be grouped together as competitors trying to reach the same consumer base.

The same will be done with current advertisements for each respondent in order to determine the marketing style and strategy of each establishment. As with the target market section, I will be using each of the respondent’s answers in order to narrow down the multitude of advertisements used into 10 different mediums and 4 different messages. These mediums and messages then determine whether the marketing style is contemporary or traditional, and the addition of innovative ideas recently implemented will determine if the marketing strategy is defending, prospecting, or analyzing.

With the target market and marketing strategy sectioned out into bins, each respondents results can then be input into a predictive analytics software (SPSS). This allows a clear comparison with the management styles of the establishment in order to determine any correlation.

Demographic Target Market

<table>
<thead>
<tr>
<th>Individual Restaurant Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>24-60 woman university and graduate students, professionals and travelers to our area 25K-80K</td>
</tr>
<tr>
<td>Middle class, working couple, seniors for the restaurant. Target for the banquet/catering: Newly</td>
</tr>
<tr>
<td>weds for Wedding, family celebrations, corporate business.</td>
</tr>
<tr>
<td>Family ages 25-45 University funcytions 19-70 Snow birds 60-80</td>
</tr>
<tr>
<td>ALL</td>
</tr>
<tr>
<td>males between 18 and 35 with disposable income of 15-25k per year</td>
</tr>
<tr>
<td>Middle class families with the kids</td>
</tr>
<tr>
<td>25-40</td>
</tr>
<tr>
<td>Middle age professionals with disposable income</td>
</tr>
<tr>
<td>College students</td>
</tr>
<tr>
<td>everyone. our cafe is an entrepreneurial social service program and one of our 501-C3 non-profit</td>
</tr>
<tr>
<td>programs.</td>
</tr>
<tr>
<td>Everyone</td>
</tr>
<tr>
<td>Everyone, tends to be professionals, grad students. Families</td>
</tr>
<tr>
<td>working adults ages 25-45 middle to upper-middle class seniors</td>
</tr>
<tr>
<td>students UMC professionals and students</td>
</tr>
<tr>
<td>People on vacation/visiting Tucson</td>
</tr>
<tr>
<td>21-45 families for dinner</td>
</tr>
<tr>
<td>Kids Females College students 25 and under</td>
</tr>
<tr>
<td>College students</td>
</tr>
<tr>
<td>College students</td>
</tr>
<tr>
<td>College students</td>
</tr>
<tr>
<td>Every customer locals</td>
</tr>
<tr>
<td>college kids 19-24</td>
</tr>
<tr>
<td>College students</td>
</tr>
</tbody>
</table>
From these survey answers, the majority of answers can be classified as college students, middle class families, working professionals, and everyone. Each category has a different age and salary range.

<table>
<thead>
<tr>
<th>Limited income (&lt;10k)</th>
<th>College Students</th>
<th>Middle Class Families</th>
<th>Working Professionals</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30-40k</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>55k</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>&lt;25</td>
<td>35-55</td>
<td>55+</td>
<td></td>
</tr>
</tbody>
</table>

According to the National Center for Education Statistics, the majority of college students are between the age 18 and 24 with limited disposable incomes. The students are also primarily female, with 57% of enrolled students being female compared to 43% male. (http://nces.ed.gov/fastfacts/display.asp?id=372)

Generating demographic information for other groups was completed by viewing the Nielsen PRIZM Market Segmentation website. This website determines top consumer groups of an area by using Census data, consumer surveys, and household files.

For middle class families, the PRIZM algorithm shows that Tucson’s middle class families generally have kids and are between 35 and 55 years of age. They have a household income of around 30-40k a year.
2013 PRIZM Segmentation System

54 Multi-Culti Mosaic

Lower Mid Middle Age Family Mix
An immigrant gateway community, Multi-Culti Mosaic is the urban home for a mixed populace of Hispanic, Asian, and African-American singles and families. With nearly a quarter of the residents foreign born, this segment is a moose for first-generation Americans who are striving to improve their lower-middle-class status.

Social Group: 02 Midtown Mix
Lifestyle Group: 08 Mainstream Families

2013 Statistics
- US Households: 2,111,044 (1.77%)
- Median HH Income: $35,770

Lifestyle & Media Traits
- Shop at BJ's Wholesale Club
- Go to professional basketball games
- Read People en Espanol
- Watch Spanish language television
- Acura ZDX

Demographics Traits
- Urbanicity: Urban
- Income: Lower Mid
- Income Producing Assets: Moderate
- Age Range: 35-64
- Presence of Kids: Family Mix
- Homeownership, Homeownership
- Employment Levels: WC, Service, Mix
- Education Levels: Some College
- Ethnic Diversity: White, Black, Asian, Hispanic, Mix

US by County
This map highlights each County where Multi-Culti Mosaic households are found.

Top 5 Counties

<table>
<thead>
<tr>
<th>County</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philadelphia County, PA</td>
<td>510</td>
</tr>
<tr>
<td>St. Louis city, MO</td>
<td>408</td>
</tr>
<tr>
<td>Baltimore city, MD</td>
<td>299</td>
</tr>
<tr>
<td>Multnomah County, OR</td>
<td>277</td>
</tr>
<tr>
<td>Wayne County, MI</td>
<td>272</td>
</tr>
</tbody>
</table>

Source: Nielsen 2013

Legend

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Score</th>
<th>5 Per. Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>44.45</td>
<td>10.11 210</td>
</tr>
<tr>
<td>Q2</td>
<td>23.57</td>
<td>5.04 122</td>
</tr>
<tr>
<td>Q3</td>
<td>17.70</td>
<td>4.34 153</td>
</tr>
<tr>
<td>Q4</td>
<td>19.87</td>
<td>3.65 165</td>
</tr>
<tr>
<td>Q5</td>
<td>5.82</td>
<td>3.27 17</td>
</tr>
</tbody>
</table>
Working professionals in the middle to upper class tend to have no kids, and generate a household income of 50-70k a year.

**2013 PRIZM Segmentation System**

**The Cosmopolitans**

Upper Mid Older Mostly w/o Kids
Educated, upper-middle class, and ethnically diverse. The Cosmopolitans are urban couples in America's fast-growing cities. Concentrated in a handful of metros—such as Las Vegas, Miami, and Albuquerque—their householders feature older, empty-nesting homeowners. A vibrant social scene surrounds their older homes and apartments, and residents love the nightlife and enjoy leisure-intensive lifestyles.

Social Group: 01 Urban Uptown
Lifestyle Group: 09 Conservative Classics

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If the survey answer is that the target market is everyone, I am forced to assume that they are not marketing towards a particular demographic group of consumers. Regardless of whether or not they do tend to attract a certain type of consumer, their marketing strategy is focused on the entire consumer market rather than trying to win over potential primary users and other prospects. This strategy has many flaws, one being that marketing dollars spent on non-users will be wasted, no matter how well the advertisement is made.

For my data analysis, College Students and Families will be considered Contemporary Target market, and working professionals will be considered conservative Target Market. Everyone will
also be considered a conservative market since, since a restaurant targeting everyone will probably use traditional mediums like billboards since those mediums are meant to attract as many people as possible. These considerations were using the PRIZM segmentation system.

Psychographic Considerations
The “patterns of response of modes coping with the world can be called personality” (Kassarijian and Sheffett, 1981)

For the Psychographic target markets, the answers are much more definitive, with every answer narrowing down exactly who they wish to draw into their establishment. This correlates with the study done by Nairn & Berthon (2003) which argues that a new popular approach is to segment based on personality traits, rather than demographical ones that are black and white. Personality is a largely subjective trait. Personality segmentation is provides a deeper understanding on what customers want, since demographics have a much lower correlation between likes and dislikes than personality. Another argument for personality market segments is that personality is stable, whereas demographics are constantly changing even though the behavior of the consumer is not/changing minimally. This is a good argument for analyzing Tucson restaurants target markets based on personality.

In the survey results, the majority of establishments cater to at least one of 7 psychographic descriptors. Some cater to a mix of two or three descriptors, but for the most part the establishment is aware that they provide an atmosphere that is relatively specific. These descriptors can be categorized as Happy/Upbeat, Healthy, Value-seeking, Relaxed, Speedy, Quality food, and Sports Oriented.

Someone who is dead-set on watching a sporting event will not go to a restaurant that is not playing the game, even if they have healthy or cheap or speedy foods. These personality categories may be more important in a marketing strategy than simply going off of age or income. However, it is much harder to find correlations between personality types and other data. For example, a consumer looking for a Sports Oriented restaurant could respond well to Defending or Prospecting advertisements. There is already data on how demographic target markets respond to different marketing strategies, but little information on how personality types respond to different marketing strategies. Because of this, there is no way for me to determine whether or not the marketing strategy being used is effective. With the information I have now, I can find out what marketing styles are being used on different descriptors, but some may be a great fit while others could be useless. Therefore, I left out psychographic target demographics in the Data Analysis portion.
Marketing Medium and Method

It is important to see what medium is being used to reach target markets, as well as what kind of advertisements are created for those mediums. In a previous study I participated in (2013), over 1000 Tucson locals’ purchasing reactions were recorded in relation to different media. In the study, different target markets responded to different mediums differently. For example, adults aged 18-25 perceived fliers, magazines, newspapers, and billboards to be “never useful.” Television and radio were seen as slightly useful, and emails, websites, social media, and word of mouth (WOM) were seen as “Very Useful.” These results are for general awareness ads only.

For this study, all large advertisements (food trucks, posters, billboards, etc…) will be classified as signs. Magazines and Newspapers will be classified as one medium. A new medium will be introduced called “association.” This is for traffic generated by being part of a group or association such as EatStreet, Tucson Originals, and other groups.

For this study, there are multiple ad types, the most frequent ones being awareness of new product, reminders, promotions (Taco Tuesday discount), and coupons. To determine if an establishment’s marketing style is defending, prospecting, or analyzing, there will be an evaluation of the medium as well as focus of their ad. On top of this, recent innovations made to the restaurant will be factored in as well.

Traditional marketing media include radio, newspaper, billboards, fliers, and signs. These are made to target consumers in a mass amount. Contemporary marketing utilizes budding technologies and focuses on the user as an individual. The end goal is to tailor the ad directly to one person. Contemporary marketing is harder to define, for this study will be split into social media, emails, website, association, and Word of Mouth (WOM). The new medium of “association,” is included because it is considered as a social medium since consumers can opt to be included in the associations advertising. Traditional media will be worth -1 point, while contemporary media will be worth 1 point.

For each establishment, the focus of their advertisement will also be considered. Reminders and coupons are part of a defending marketing strategy and will be worth -1 point. New product awareness and promotions are part of a prospecting marketing strategy and will be worth 1 point. Every restaurant was asked what new marketing medium they would add if there were no restrictions on money or resources. Depending on what the new advertisement is, it could be worth + or – 1 point if it falls under a traditional or contemporary marketing.

All recent innovations and additions will be worth 1 point as well. Restaurants with negative values will be classified as traditional defending marketers, while those with positive values will be classified as contemporary prospecting marketers. Restaurants with values at zero or close to zero will be classified as analyzing marketers, and depending on the target markets they have identified, may be classified as reacting markets.

Using these above guidelines for different marketing elements, the following marketing equations have been formed:
Marketing Style (Contemporary/Traditional)

(-Traditional mediums) + Contemporary mediums + (-Traditional methods) + contemporary methods + New advertisement

Marketing Strategy (Prospecting, Analyzing, and Defending).

(-Traditional mediums) + Contemporary mediums + (-Traditional methods) + contemporary methods + New advertisement + **Innovation**

**Data analysis**

**Hypothesis 1**

1a: Companies with heavy management will have managers that tend to be more task oriented.
1b: Companies that practice team autonomy will have managers that tend to be relationship oriented.
Management Style * Leadership Style Crosstabulation

<table>
<thead>
<tr>
<th>Management Style</th>
<th>Leadership Style</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Task</td>
<td>Relations</td>
</tr>
<tr>
<td>Manager Led Work Team</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Self-Empowered Work Team</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>12</td>
<td>13</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% within Management Style</th>
<th>Task</th>
<th>Relations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager Led Work Team</td>
<td>64.3%</td>
<td>35.7%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Self-Empowered Work Team</td>
<td>27.3%</td>
<td>72.7%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Total</td>
<td>48.0%</td>
<td>52.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Chi-Square Tests

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
<th>Exact Sig. (2-sided)</th>
<th>Exact Sig. (1-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>3.381a</td>
<td>1</td>
<td>0.066</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuity Correctionb</td>
<td>2.061</td>
<td>1</td>
<td>0.151</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>3.477</td>
<td>1</td>
<td>0.062</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fisher's Exact Test</td>
<td>3.477</td>
<td>1</td>
<td>0.111</td>
<td></td>
<td>0.075</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>3.246</td>
<td>1</td>
<td>0.072</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.28.
b. Computed only for a 2x2 table

Of the 25 respondents, there was a very even split between Task and Relations oriented leadership styles. For manager led word teams, 64% had task oriented leadership styles and 36% had relations oriented leadership styles. For Self empowered work teams, the relation was even stronger, with 73% of respondents had relations oriented leadership style and 27% with task oriented leadership.

These correlations are show that there is a significant correlation (.066>0.10) between heavy management and task orientation as well as team autonomy and relationship orientation.

Both hypothesis 1a and 1b are supported.
Hypothesis 2

2a: Companies with heavy management will have more traditional marketing styles.
2b: Companies that practice team autonomy have more contemporary marketing styles.

Bar Chart

Management Style * Marketing Style Not Including Innovation Crosstabulation

<table>
<thead>
<tr>
<th>Management Style</th>
<th>Manager Led Management</th>
<th>Self-Empowered Work Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Style</td>
<td>Traditional</td>
<td>Traditional</td>
</tr>
<tr>
<td>Manager Led</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Self-Empowered</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>
Chi-Square Tests

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>5.326</td>
<td>5</td>
<td>.377</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>6.548</td>
<td>5</td>
<td>.256</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>3.269</td>
<td>1</td>
<td>.071</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>25</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. 12 cells (100.0%) have expected count less than 5. The minimum expected count is 1.32.

Management Style

- Manager Led Work Team
- Self-Empowered Work Team

Marketing Style
- No Innovation
- Quick-View
- Bins

Count
- 0
- 2
- 4
- 6
- 8
- 10

Traditional
Contemporary
### Management Style * Marketing Style No Innovation Quick-View Bins Crosstabulation

<table>
<thead>
<tr>
<th>Management Style</th>
<th>Marketing Style No Innovation Quick-View Bins</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager Led</td>
<td>Traditional 4 28.6% 10 71.4% 14 100.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contemporary 6 54.5% 5 45.5% 11 100.0%</td>
<td></td>
</tr>
<tr>
<td>Self-Empowered</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Traditional 10 54.5% 15 45.5% 25 100.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contemporary 11 54.5% 15 45.5% 25 100.0%</td>
<td></td>
</tr>
</tbody>
</table>

| Total            | Traditional 10 40.0% 15 60.0% 25 100.0% |       |
|                  | Contemporary 11 40.0% 15 60.0% 25 100.0% |       |

#### Chi-Square Tests

<table>
<thead>
<tr>
<th>Test</th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
<th>Exact Sig. (2-sided)</th>
<th>Exact Sig. (1-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>1.732</td>
<td>1</td>
<td>.188</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuity Correction</td>
<td>1.818</td>
<td>1</td>
<td>.366</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>1.741</td>
<td>1</td>
<td>.187</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fisher's Exact Test</td>
<td>1.741</td>
<td>1</td>
<td>.187</td>
<td>.241</td>
<td>.183</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>1.662</td>
<td>1</td>
<td>.197</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.40.
- b. Computed only for a 2x2 table

The first graphs and data charts run are the relationship between Management Style and Marketing Style without innovation. These charts look at every single marketing style score an
establishment can be ranked, therefore it differentiates between a restaurant that scored highly for contemporary marketing style and a restaurant that has only a slightly contemporary marketing style. In the second series of graphs and data charts, all contemporary and traditional marketing styles are grouped together, therefore it does not matter how strongly a restaurant ranked on the contemporary marketing scale, only that they are in fact using a contemporary marketing style.

I will use the second series of graphs and charts since it more clearly shows correlations, and also produces a more definitive significant value. The first series of charts is there to show the exact difference in marketing styles which is valuable in seeing the strengths of marketing style used by the different management types. There is a slight correlation between management style and marketing style NOT INCLUDING innovation. Innovation is what determines a prospecting or defending marketing strategy. Without the innovation portion, we are simply looking at the mediums and ad type at this point.

In this analysis, heavy management was more likely to produce contemporary advertising, whereas an autonomous management type is more likely to produce traditional advertising. The significance value of the correlation is .188, which is higher than the decided P>value of 0.10. This means that there is a correlation, but it is not significant enough to hold predictive ability.

Although this correlation is not considered significant, the correlation is opposite of what Hypotheses 2a and 2b were predicting.

This would suggest that with further testing, Hypotheses 2a and 2b would be false.

2a: Companies with heavy management tend to have more traditional marketing styles.
2b: Companies that practice team autonomy tend to have more contemporary marketing styles.

Companies with heavy management will NOT tend to have more traditional marketing styles. Companies with team autonomy will NOT tend to have more contemporary marketing styles.

Hypothesis 3
3a: Companies with heavy management will lean towards a defending marketing strategy.
3b: Companies with team autonomy will lean towards a prospecting marketing strategy.
Management Style * Marketing Style with Innovation Crosstabulation

<table>
<thead>
<tr>
<th></th>
<th>Marketing Style with Innovation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Defending</td>
<td>Defending</td>
</tr>
<tr>
<td>Manager Led Work Team</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Self-Empowered Work Team</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>
### Chi-Square Tests

<table>
<thead>
<tr>
<th>Test</th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>6.466&lt;sup&gt;a&lt;/sup&gt;</td>
<td>8</td>
<td>.595</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>8.699</td>
<td>8</td>
<td>.368</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>1.542</td>
<td>1</td>
<td>.214</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>25</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<sup>a</sup> 18 cells (100.0%) have expected count less than 5. The minimum expected count is .44.
There is a slight correlation between heavy management and a prospecting marketing strategy, as well as a correlation between team autonomy and a defending marketing strategy. As with Hypothesis 2, this is opposite of what hypotheses 3a and 3b have predicted.

The first data charts run are the relationship between Management Style and Marketing Strategy. These charts look at every possible score of marketing strategy, therefore it differentiates between a restaurant that scored highly for a defending marketing strategy and a restaurant that has only a slightly defending marketing style. In the second series of graphs and data charts, all defending, analyzing, and prospecting marketing strategies are grouped together, therefore it does not matter how strongly a restaurant ranked on the defending marketing scale, only that they are in fact using a defending marketing strategy.

I will use the second series of graphs and charts since it more clearly shows correlations, and also produces a more definitive significant value.

This analysis shows a weak correlation between heavy management and a prospecting marketing strategy. Inversely, there is also a weak correlation between autonomous management and a defending marketing strategy. The significance value of the correlation is .326, which is a good
amount higher than the decided P-value of .1. This means that there is a correlation, but it’s significance is hardly meaningful.

It is interesting though, that it has the same tendency as the results from hypothesis 2, which could return more significant results had the sample size been very large. Further research may show that Hypothesis 3 is incorrect.

3a: Companies with heavy management will lean towards a defending marketing strategy. 3b: Companies with team autonomy will lean towards a prospecting marketing strategy.

Hypothesis 4
4a: Companies with heavy management are trying to appeal to a conservative crowd 4b: Companies with team autonomy are trying to appeal to a contemporary crowd
### Management Style * trgtxkt_DemoBINS Crosstabulation

<table>
<thead>
<tr>
<th></th>
<th>trgtxkt_DemoBINS</th>
<th></th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Contemporary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manager Led Work Team</td>
<td>10</td>
<td>3</td>
<td></td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>76.9%</td>
<td>23.1%</td>
<td>100.0%</td>
<td></td>
</tr>
<tr>
<td>Self-Empowered Work Team</td>
<td>6</td>
<td>5</td>
<td></td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>54.5%</td>
<td>45.5%</td>
<td>100.0%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>8</td>
<td></td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>66.7%</td>
<td>33.3%</td>
<td>100.0%</td>
<td></td>
</tr>
</tbody>
</table>

### Chi-Square Tests

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
<th>Exact Sig. (2-sided)</th>
<th>Exact Sig. (1-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>1.343</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuity Correctionb</td>
<td>.524</td>
<td>1</td>
<td>247</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>1.349</td>
<td>1</td>
<td>469</td>
<td>245</td>
<td>390</td>
</tr>
<tr>
<td>Fisher's Exact Test</td>
<td>1.287</td>
<td>1</td>
<td>257</td>
<td>.390</td>
<td>.235</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>1.287</td>
<td>1</td>
<td>257</td>
<td>.390</td>
<td>.235</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>24</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 3.67.

### Bar Chart

The bar chart represents the count of different demographic segments under two management styles: Manager Led Work Team and Self-Empowered Work Team.
### Management Style * Demographic target market Crosstabulation

<table>
<thead>
<tr>
<th>Management Style</th>
<th>College Student</th>
<th>Families</th>
<th>Professionals</th>
<th>Everyone</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Manager Led Work</strong></td>
<td>6</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td><strong>Team</strong></td>
<td>46.2%</td>
<td>30.8%</td>
<td>15.4%</td>
<td>7.7%</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Self-Empowered</strong></td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td><strong>Work Team</strong></td>
<td>36.4%</td>
<td>18.2%</td>
<td>9.1%</td>
<td>36.4%</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>10</td>
<td>6</td>
<td>3</td>
<td>5</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>41.7%</td>
<td>25.0%</td>
<td>12.5%</td>
<td>20.8%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

#### Chi-Square Tests

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>3.055a</td>
<td>3</td>
<td>.383</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>3.183</td>
<td>3</td>
<td>.364</td>
</tr>
<tr>
<td>Linear-by-Linear Assoc</td>
<td>1.555</td>
<td>1</td>
<td>.212</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>24</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. 7 cells (87.5%) have expected count less than 5. The minimum expected count is 1.38.

For the correlation between management style and target demographics, both graphs are important during analysis. In the first set of charts, the taxonomized target markets were split into groups of conservative and contemporary. This yielded a significance value of .247, which is much higher than 0.10 and therefore insignificant. The results of this graph shows that manager led teams have a clear tendency towards targeting a younger more contemporary crowd whereas empowered teams are target an equal amount of both. These results are at the liberty of the categorization of which target markets deserve contemporary or conservative status. It just may be that there cannot be a set classification on any of the target markets, which is why the second set of charts were analyzed.

In the second set of charts, the taxonomized target markets were left as is. In this graph, it seems that manager led teams tend to target groups that are younger and have smaller disposable incomes. This second set of charts makes a difference in showing that empowered teams are a lot less sure who their target markets are, since many establishments say that their target market is “everyone”. However, in this set, the results are so insignificant that it may mean nothing at all, even with further research using a larger sample size.
From the data produced by these tests, the correlation between management and target market is inconclusive.

4a: Companies with heavy management are trying to appeal to a conservative crowd
4b: Companies with team autonomy are trying to appeal to a contemporary crowd

Perhaps a successful grouping of psychographic target markets would have had more conclusive results, especially for empowered teams. They may be more focused on targeting a personality rather than an age or income.

**Conclusions**

Between management style and leadership style, there is a significant correlation with manager led team types and task oriented leaders. There is also a significant correlation with empowered team types and relations oriented leaders (0.66<0.10). This information is important because it is predicted that more rigid team types would require a more rigid and task oriented leader, and the opposite for empowered teams. Had my results shown the opposite, then the marketing correlations would have had to have been compared against the team type and the leadership style. Since the correlation acted as was predicted, the marketing style only needed to be run against the team type.

For management style and marketing style, there was a slight correlation. Manager led management styles were slightly more likely to also have a contemporary marketing style, and empowered management styles were more likely to have a traditional marketing style. Although insignificant (0.188>0.10), the correlation is close enough where further studies could produce significant results. In the same vein, there was almost no correlation between management style and marketing strategy (0.326>0.10). Manager led teams were more only slightly more likely to have prospecting marketing styles and self-empowered team types were slightly more likely to have defending strategies. Both of these go against my original hypotheses (2a, 2b, 3a, 3b), and while insignificant at this stage of research, could have a stronger correlation with further studies.

Lastly, management style and demographic target market also have a weak correlation regardless of whether it was split into conservative/contemporary groups or left as is (0.247, 0.383 > 0.10; respectively). The stronger correlation may only be slightly accurate since it was categorized based on loose observation and the PRIZM website. This does not leave me confident enough to say that further studies would create a stronger correlation, and therefore whatever correlations that were achieved by this data analysis could just be chance.

One reason self-empowered work teams could seem to have broader answers is due to safer choices being made due to accountability. In a manager led team, it is easy for someone in charge to say “This is what I think will work best for this restaurant, and this is how we will implement it,” if they know that other employees will follow it without objection. This is because in a manager led work team, the results of the manager’s actions are held accountable only by himself. Once the team has more autonomy, the manager may feel that his actions are
also being held accountable by other team members. In a self-empowered team, a manager factors in what other team members would think about his decisions, and then goes for safer options such as traditional advertising and saying that their target market is “everyone.” Accountability has been shown to produce subpar results since accountability implies that there will be negative consequences for unsatisfactory ideas (Thompson, 2008)

**Closing**

There are still many possible discoveries involving relations between the study of Management and the study of Marketing. It does not make sense to think that their effects are separate from each other. This study is a small but promising start for future studies on the relationship of management and marketing. There are many studies that show correlations within different management elements and many more studies that show correlations within different marketing elements, but both are both business elements that deal greatly with psychology and organization.

In the future, further studies regarding management style and marketing style should be conducted using bigger sample sizes, different industries other than food service, and different elements. If any causal relationships are found, the establishment of new companies could be radically improved upon. Just as previous research tells us which teams work best for certain tasks, and that segmenting advertisements are much more effective than not, a causal relationship could help shape one business element based on the possibility of implementing a completely different business element.
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*Journal of International Business Studies*, Vol. 42, No. 8 (October/November 2011), pp. 1060-1072
Published by: Palgrave Macmillan Journals
Article Stable URL: [http://www.jstor.org.ezproxy1.library.arizona.edu/stable/41309748](http://www.jstor.org.ezproxy1.library.arizona.edu/stable/41309748)

Structural Inertia and Organizational Change
Michael T. Hannan and John Freeman
Published by: American Sociological Association
Article Stable URL: [http://www.jstor.org.ezproxy1.library.arizona.edu/stable/2095567](http://www.jstor.org.ezproxy1.library.arizona.edu/stable/2095567)

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Miles, Raymond E., et al. "

Creating the Customer: The Influence of Advertising on Consumer Market Segments: Evidence and Ethics
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