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Doctoral thesis, University of Sunderland.

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Black Magic Marketing, Myth or Material? An examination of Marketing Effectiveness within the Afro-Caribbean Entrepreneurial Community in The South of London.

By: Chris Jones

This thesis/doctoral report and portfolio submitted in partial fulfilment of the requirements of the University of Sunderland for the degree of Doctor of Business Administration /Master of Philosophy/ PhD by Existing Published or Creative Works or Professional Doctorate/Professional Masters

September 2024

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Acknowledgements

Firstly, I would like to express my deepest gratitude to my life partner, Sharna. You have been my rock, refuge, and chief reassurer, not just over the past three years during this thesis but for the past seventeen years. Without your unwavering support, this challenging doctoral journey would have been impossible. To my sons, Jay and Josh, your enthusiasm and continuous encouragement, with words like “You are almost there, Dad,” have spurred me on more than you can imagine.

Rohan and Choppa, you are not only my brothers but also the president and second vice president of my fan club. Your unending faith and confidence in my abilities often left me wondering if you were truly referring to me during our many conversations. Your support helped me through moments of self-doubt and bouts of impostor syndrome that every doctoral student, especially those from ethnic backgrounds like mine, encounters. The belief you both placed in me is one of the reasons this arduous journey was more manageable.

To Abisola, my de facto research assistant, your help in organizing and sending emails, contacting various Black-owned businesses on social media, and finding Black business events for me to attend and collect data has been invaluable. Without your efforts, this journey would have been much more challenging. I thank you wholeheartedly.

Finally, to my supervisor, Dr. Yayaha Alhassan, whom I first met when I walked into the Faculty of Business and Tourism and, for the first time in my academic journey, found an academic who looked like me. You have been more than a supervisor; you have been an inspiration to me and, I am sure, to other Black individuals because you are a rarity in academia. Your extraordinary eye for detail, thoughtful insights, and perpetual availability for a phone call or a Teams meeting to discuss my thoughts, ideas, and progression have been instrumental. Your ability to focus my mind on particular areas has helped me successfully navigate this once-in-a-lifetime journey. I am forever in your debt, and I thank you because, without your help and guidance, this journey would not have been successfully completed.

Abstract:

The purpose of this cross-sectional mixed-methods research thesis was to determine if Afro-Caribbean Entrepreneurs (ACE) operating in South London were engaged in marketing effectiveness best practices. The study focused on the boroughs of Lewisham and Lambeth, home to two of the three largest Afro-Caribbean populations in London.

A sample size of one hundred participants (N=100), who self-identified as having Afro-Caribbean heritage, was utilised. The findings revealed that Afro-Caribbean Entrepreneurs were not engaging in marketing effectiveness best practices, as evidenced by the short duration of their campaigns and the limited number of communication channels used. Specifically, 76% of participants reported campaign durations of six months or less, with 50% indicating durations between 1-4 weeks. Additionally, 51% identified social media as their primary communication channel.

These practices placed ACE campaigns at the lowest level of the Creative Effectiveness Ladder, resulting in a Creative Commitment score of 4, which is considered poor (A score of 3-5 is considered poor).

The primary rationale provided by ACEs for their marketing choices was resource constraints, particularly financial limitations. When asked which communication channels they would use if money were not an issue, the majority expressed a preference for traditional media channels such as television and radio.

These findings align with previous research by Field and Binet (2013) and Field (2017), which noted the trend of increasingly shorter campaign durations, and with Hurman's (2020) research on the number of channels used in successful campaigns. However, this study is novel in its examination of these practices within the under-researched context of minoritised Afro-Caribbean Entrepreneurs.

Previous research has predominantly focused on large commercial entities operating in multiple jurisdictions, often managed by individuals from a white background (84% of the time), with the second most dominant ethnicity being Asian and Asian British (6.5%), and Black, African Caribbean, or Black British at 1.8% (Statista, 2023). This research thus has significant implications for the marketing practices of this demographic and similar populations. Furthermore, these findings suggest areas for future research in different geographical locations, such as Birmingham, which has

the largest Afro-Caribbean population in the UK, to determine if these results are consistent.

1.0 Chapter One

1.1 Introduction:

This introduction explores the marketing effectiveness practices of Afro-Caribbean Entrepreneurs (ACEs) in South London, focusing on the duration and type of communication channels used in their marketing campaigns. Existing research by Ambler (1999), Jones (1990), Field et al. (2007, 2010, 2013), and Hurman et al. (2020) has established that these factors are crucial for the success of marketing campaigns. However, the application of these principles to minority marketing campaigns, particularly those by Afro-Caribbean entrepreneurs, has not been previously examined. The motivation for this research stems from the author's extensive experience in marketing, observing a consistent preference for short-term tactical decisions over long-term strategic planning, even in well-resourced organizations. This observation, coupled with the resurgence of Black consciousness following George Floyd's death, inspired the author to investigate whether black-owned SMEs, with their limited resources, are practicing effective marketing principles.

1.2.1 Motivation:

Having been a marketing practitioner at various levels in numerous organisations of varying sizes, it became abundantly clear to me that marketing-effectiveness principles were not being practised within a number of the organisations that I was engaged with and to exacerbate the situation further, the decisions making processing in my view were short-term tactical decisions which came at the expense of a long-term strategic marketing plan designed to achieve market penetration and profitability.

The last organisation that I was engaged with was a multinational with millions of pounds available for various marketing activities, yet the company allocated all its marketing budget to digital and affiliate marketing despite suffering losses ranging from £3 to £10 million over the past ten years.

This scenario according to Binet and Field (2010) can be attributed to the rise of digital marketing which is a narrow efficiency-driven and targeted medium that when used in isolation or as part of a digital-first or only tactic neglects the long-term brand-building business impacts of increased profitability, customer penetration, and brand recall in purchase situations that occurs when a marketing-effectiveness

approach is used that employs mass media channels. Having observed this occurrence of decreased marketing-effectiveness for a preference of marketing-efficiency tactics I considered that if multinationals with their vast budgetary resources had been getting it wrong for so long, what chance of marketing-lead success did black-owned SMEs have with their well-documented history of limited resources? This moment of reflection was one of the sparks that lit this doctoral research journey. The other was the rebirth of the Black consciousness movement ignited by the Death of George Floyd in America at the height of the pandemic.

These occurrences encouraged me to give more of myself to my Black community hence this project was conceived as a way to contribute to the community's commercial improvement. This thesis aims to examine the extent to which Afro-Caribbean Entrepreneurs (ACE) are engaging in marketing effectiveness best practices.

1.2.2 Research Aim and Objectives

The primary aim of this research is to assess the extent to which ACEs engage in marketing effectiveness best practices. This aim is pursued through five key research objectives:

1. Determine the duration of ACE marketing campaigns.
2. Identify the lead communication channels used in these campaigns.
3. Assess the position of ACE campaigns on Hurman and Fields' Creative Effectiveness Ladder (2021).
4. Determine the Creative Commitment Score of these campaigns.
5. Understand the rationale behind ACEs' choices of campaign duration and lead communication channels.

1.2.3 Scope of the Study:

The study focuses on the marketing practices of Afro-Caribbean Entrepreneurs, particularly the duration of their campaigns and their primary communication channels. It compares these practices against the Creative Effectiveness Ladder used in evaluating Cannes Effectiveness Awards entries. The research involves 100 Afro-Caribbean entrepreneurs in South London, with quantitative data collected via emailed questionnaires and qualitative data via Microsoft Teams.

1.2.4 Limitations:

The study is limited to a subset of the SME population, specifically Afro-Caribbean Entrepreneurs, and includes a sample size of 100 participants. While the findings are not generalizable, they offer insights applicable to similar SME populations.

1.2.5 Managerial Implications:

The findings provide valuable insights into how ACEs conduct their marketing communications, particularly in terms of campaign duration and channel utilisation. The results suggest that increasing campaign duration and using more communication channels can enhance marketing effectiveness. Despite resource constraints, spreading a small budget across more channels and over a longer duration can lead to better campaign performance.

1.2.6 Originality and Contribution to Knowledge

- This research is original and significant, as it addresses the under-explored fields of Afro-Caribbean entrepreneurship and its marketing practices. The findings and recommendations aim to bridge the gap in both academia and industry, contributing to actionable and impactful knowledge. This research is positioned as a pioneering effort in the field, potentially catalysing further academic and practical exploration into the marketing dynamics of Afro-Caribbean entrepreneurship, thus enriching both academic knowledge and industry practice.

Overall, this introduction outlines a clear and compelling research agenda aimed at enhancing the understanding and practices of marketing effectiveness within a critically underexplored demographic, using robust empirical methods to challenge and extend existing marketing paradigms.

2.0 Chapter Two

2.1 Literature review Introduction:

This literature review delves into the commercial performance of ethnic minority entrepreneurs, with a specific focus on Black Afro-Caribbean business owners. The discussion highlights significant barriers faced by these entrepreneurs, as revealed in recent studies, particularly in terms of financial performance and business aspirations. It is noted that Black business owners report significantly lower median turnover and profitability compared to their White counterparts, and fewer achieve their business goals. This review aims to explore whether adopting marketing effectiveness principles could enhance the success and profitability of ethnic minority businesses. Ethnic minority entrepreneurs are known for their high propensity towards entrepreneurship and their positive contributions to economic development. Despite extensive research on the marketing practices of South Asian minority businesses, there is a notable lack of research on Black Afro-Caribbean entrepreneurs' marketing activities. This study aims to fill this gap by examining how these entrepreneurs adopt marketing effectiveness strategies.

Black and Ethnic minority Commercial performance:

Ethnic minority entrepreneurs face significant barriers to success. According to the British Business Bank's recent report, "Alone Together: Entrepreneurship and Diversity in the UK 2020," Black business owners report a median turnover of £25,000 per annum, which is over a third less than White business owners (£35,000). Additionally, 28% of Black business owners fail to make a profit, compared to 16% of White business owners, and fewer Black entrepreneurs meet their business aspirations. Only 30% of Black entrepreneurs say they met their financial aims, and just 49% met their non-financial aims. This contrasts with White business owners, where 54% met their financial aims and 69% met their non-financial aims. The intent of this study is to determine if knowledge of and utilizing a marketing effectiveness approach could aid ethnic minority entrepreneurs in improving their business success rate and profitability. It is widely acknowledged that ethnic minority immigrants have a high propensity for entrepreneurship and contribute positively to economic development (Basu, 2010). The UK's small and medium-sized enterprises (SMEs) number approximately 6 million, with 250,000 of these businesses being from an ethnic minority background, contributing around £25

billion to the UK economy (Monder, 2019). There is a wealth of academic literature on marketing practices within SME organizations. Recently, significant contributions have also been made regarding the marketing practices employed by South Asian ethnic minorities, as seen in the works of Ram and Jones (1998), Chaudhry (2003, 2004), Jamal (2003), Ram (1997), Basu (2004), and Levie (2007). However, there is a notable lack of research on the impact of marketing on Black Afro-Caribbean-owned enterprises and their contribution to the UK economy. Research in this area is scant, with Blankson's (2002) study on "Marketing Practices of African and Caribbean Small Businesses in London, UK" and Blankson et al. (2003) being among the few that have explored this specific topic. This project aims to fill this gap by investigating the extent to which these entrepreneurs adopt a marketing effectiveness approach in their operations.

The literature on marketing activities within SMEs is well-established and extensive, dating back nearly thirty years (Blankson and Stokes, 2002; Resnick et al., 2011). Blankson et al. (1999) and Carson argue that SMEs inherently possess weaknesses in marketing practices and financial management. Brooksbank et al. (1999, 2003) contend that SMEs do not actually practice classical marketing. Harris (1998) confirms this, stating that marketing within SMEs is informal and of low priority to owner-managers.

Gilmore et al. (2001) and Wright (2000) suggest that the haphazard, informal, and limited nature of SME marketing processes is related to the owners' business practices, personal priorities, and personalities. Iyer and Shapiro (1999) agree, noting that the marketing behaviour in small firms, and specifically in ethnic firms, is driven and shaped by the owners' personalities. Wright et al. (2006) argue that the skills required to establish a business or develop a product are different from those needed to operate a successful business. Due to the survivalist nature of SMEs, their responses to opportunities and decision-making often convey an impression of chaos. Hill and Wright (2000) further argue that small firms lack the necessary staff and time to engage in strategic marketing planning, focusing instead on daily survival.

While marketing within ethnically owned SMEs in the UK is well-documented, the focus disproportionately lies on contributions from South Asian minorities (McPherson, 2019), with less attention given to SMEs operated by Black Afro-

Caribbean owners or managers. Jamal (2005) highlights the need to explore the specific dimensions of marketing practiced by ethnic entrepreneurs in a multicultural UK context. Altinay et al. (2008) add that Turkish ethnic minority SMEs practice both transactional and relational marketing, with their marketing strategy linked to their educational level and industry.

2.1.2 Does Cultural influences impact SME's marketing practices?

Siu and Kirby (1999) found that cultural values influence marketing practices both positively and negatively. On the positive side, Chinese firms in Hong Kong are proactive, customer-driven, and oriented towards long-term survival. However, these firms also exhibit negative aspects, such as a lack of skills or procedures for formal marketing planning and research. Their marketing objectives and strategies are conservative and not aggressive, and they lack marketing control systems.

Iyer and Shapiro (1999) highlight several distinctive features of ethnic minority businesses compared to their mainstream counterparts:

1. **Identity:** Ethnic identity forms much of the social and business fabric of the ethnic community.
2. **Processes:** Ethnic entrepreneurs often rely on surrogate modes of venture capital generation and ethnic supply sources, achieving strong horizontal cooperation among businesses that reflect ethnic cohesion, community solidarity, and informal networks.
3. **Competitive Stance:** These businesses compete by lowering prices, building long-term relationships with consumers, and maintaining high turnover.
4. **Structure:** Business entry and location decisions are based on prior community experience.
5. **Workforce:** They employ co-ethnic employees to promote prosperity and collective values within the community.
6. **Role Models:** They inspire entrepreneurial ambitions and activity.

Cultural inclinations within entrepreneurial enterprises significantly impact their marketing output, leading to inconsistent application of the marketing function. This project proposes promoting a consistent marketing effectiveness approach over the

less commercially significant cultural considerations that have traditionally been their focus, as noted by Shapiro et al. (1998).

2.1.3 Location a key determinant in SME's success or failure:

Ethnic minority entrepreneurs' decisions on business location, combined with their marketing capabilities and competencies, are significant factors in determining their future viability, according to Chawla et al. (2010) and Chong (2012). The British Business Bank's 2020 report, "Alone Together: Entrepreneurship and Diversity in the UK," surveyed 3,727 entrepreneurs across the UK and found that London was the toughest place in the UK to be an entrepreneur, regardless of ethnicity or gender. Only 71% of London business owners reported a profit in 2019, compared to the UK average of 84%. Additionally, 20% of business owners in London saw revenue declines in 2019, which was six percentage points higher than the UK average (14%).

The report also noted disparities in business outcomes between Black, Asian, and White entrepreneurs. After starting a business, Black business owners reported a median turnover of £25,000 per annum—over a third less than White business owners (£35,000). Additionally, a higher percentage of Black business owners failed to make a profit (28% compared to 16% for White business owners), and fewer met their business aspirations.

Despite these findings, the report and related literature do not address whether the knowledge and practice of marketing effectiveness principles can positively impact the financial outcomes of Black-owned businesses. This thesis aims to narrow this knowledge gap by contributing new insights into Afro-Caribbean entrepreneurship and marketing effectiveness.

This section explores the intersectionality of race, entrepreneurship, and SMEs, focusing on minority and ethnic entrepreneurship. It attempts to uncover new definitions and, where appropriate, challenge the existing definitions of these themes. The study will review academic literature on ethnic entrepreneurship to establish a working definition of the concepts before assessing their applicability to the cohort investigated in this paper.

It should be noted that this section does not delve into research methods or philosophical stances, as these are covered in the methodology section. However, it

is mentioned here that the author's ethnic background and professional experience have influenced his preference for a pragmatic approach that prioritizes practical results over ideological purism. This preference for what effectively answers the research questions over ideological leanings categorizes this study within the philosophical stance of pragmatism, which will be elaborated further in the methodology section. I will now attempt at arriving at precisely who is an Ethnic Minority

2.1.4 Who is an Ethnic minority entrepreneur

Pierce's 1947 publication "Negro Business and Business Education" marked one of the early explorations into the business experiences of African American minorities. Since then, significant advancements in this field of research have been noted, making the definition of an ethnic minority entrepreneur increasingly complex, as Mazzoral (2021) points out. Basu (2009) suggests that the field of ethnic minority entrepreneurship research remains vaguely defined, with definitions often depending on the academic discipline and national context. Mazzoral (2021) attributes the fragmentation and lack of clear definition to the cross-disciplinary nature of research in fields such as sociology, cultural anthropology, geography, economics, political science, strategy, and small business entrepreneurship.

The diverse academic exploration into ethnic minority entrepreneurship contributes to a multitude of definitions and methodological approaches, complicating the identification of who qualifies as an ethnic minority entrepreneur. Researchers like Sonfield (2001) and Bates (2011) have noted the difficulties in defining ethnic minority entrepreneurship, especially in the United States during the 1970s, 1980s, and 1990s. This lack of a precise definition significantly affected research and government policies aimed at supporting minority-owned enterprises.

In the U.S., the "51 percent rule" required that an ethnic minority individual control at least 51 percent ownership of a business to qualify as a minority-owned enterprise. This rule, however, led to reduced financing opportunities and hindered growth, as observed by Foley (2013) in the context of Aboriginal and Torres Strait Islander populations in Australia.

The term "ethnic minority" encompasses a broad range of groups and sub-groups, which can include immigrants, women, seniors, youth, the unemployed, the disabled,

and LGBTQIA+ individuals, as per definitions by Wood et al. (2012) and the OECD (2017). These definitions vary based on the societal composition of these sub-groups. The case of women, who often constitute at least 50 percent of the population yet are considered a minority in contexts like entrepreneurship, underscores the complexity of defining minorities based not on population size but on engagement in specific activities.

The U.S. Department of Commerce and the definitions by the OECD illustrate the variations in defining minorities, highlighting how contemporary research on minority entrepreneurs should encompass those outside the mainstream, as argued by Cooney (2009a).

Given the evolving definitions and the expansion of the field since Pierce's initial publication, the term minority remains ill-defined, encompassing a wide range that some argue dilutes its meaning. The debate extends to whether affluent individuals or those who self-identify as part of a minority should be classified similarly to those facing systemic disadvantages. This thesis recognizes the need for more targeted research to refine the application of the term "minority," possibly excluding those who self-identify from the majority group to maintain the focus on those historically affected by systemic injustices. This approach, while potentially controversial, aims to ensure that interventions and policies accurately target the intended groups. I will now move on to define what constitutes entrepreneurial pursuits and who is an entrepreneur.

2.1.5 Who is an entrepreneur and what are entrepreneurial activities?

Defining the term "entrepreneur" is as challenging as defining "ethnic minority," presenting similar complexities in distinguishing who qualifies as an entrepreneur and what activities constitute entrepreneurship. The term was first introduced by Richard Cantillon, a French-Irish economist in the 17th century. In his work "Essai sur la Nature du Commerce en Générale" first published in 1755, Cantillon associated the term entrepreneur with individuals who undertake risky commercial ventures. This early definition highlighted the risk-bearing nature of entrepreneurship.

Interestingly, historical records, such as those shown in Google Ngram Viewer, suggest that the term "entrepreneur" was first used in publications around 1756,

possibly popularized by Cantillon. It is also noteworthy that the French language differentiates male entrepreneurs ("Entrepreneur") from female entrepreneurs ("Entrepreneuse"), emphasizing gender distinctions in the naming convention. Over time, the definition of entrepreneurship has evolved and expanded significantly beyond Cantillon's initial conception. Today, defining entrepreneurship involves several dimensions and is contextually dependent, as highlighted by Landstrom et al. (2012). Academic literature provides various definitions, but for clarity, these can be categorized into four broad themes:

- 1. Opportunity Recognition: Entrepreneurship involves identifying and seizing market opportunities (Kirzner, 1997).**
- 2. Calculated Risk-taking: This theme ties back to Cantillon's original notion and includes modern interpretations of risk and reward in entrepreneurial ventures (Knight, 1933; Cantillon, 1755).**
- 3. Resource Allocation: Entrepreneurs effectively allocate resources to foster growth and achieve business objectives (Drucker, 1985).**
- 4. Innovation and Creative Disruption: Entrepreneurs often drive innovation and disrupt existing markets and practices (Schumpeter, 1934).**

The diverse perspectives offered by various authors reflect the complexity of the entrepreneurship concept. Gartner et al. (1988) noted that the intricacies of entrepreneurship make it difficult to settle on a single definition. Furthermore, Shane and Venkataraman (2000) argue that entrepreneurship encompasses any activity involving the discovery and exploitation of opportunities, broadening its scope significantly.

Recent discussions, such as those by Shane (2003) and White (2018), suggest that the term should also encompass self-employed individuals and new ventures, regardless of whether they are for-profit or not-for-profit. This expansion prompts a re-evaluation of whether initiatives like new charitable ventures, which aim to address social issues without a profit motive, should also be considered entrepreneurial. This ongoing debate indicates that the definition of entrepreneurship is continually evolving, accommodating a wide range of activities and organizational forms.

2.1.6 Growth of Research In minority entrepreneurship

The challenge of defining "minority entrepreneurship" mirrors the difficulty in establishing a precise definition of "minority" due to the breadth of multidisciplinary research. As Mazzoral (2020) points out, fifteen distinct academic fields from sociology and entrepreneurship to more diverse fields like geography and anthropology have explored aspects of ethnic minority entrepreneurship.

This expansive academic interest has produced a vast array of literature, with Mazzoral's analysis uncovering 1,072 sources spanning articles, books, conference papers, and more, particularly when terms like "minority enterprise" and "ethnic minority firms" are searched in bibliometric databases such as Scopus.

This surge in research interest, as Sonfield (2001) notes, aligns with initiatives like the U.S. federal government's 1969 funding policies aimed at supporting minority enterprises, which significantly boosted academic engagement in this area. The graphic rise in publications from 1970 to 2019, illustrated in Cooney's (2021) figure below, underscores this growth.

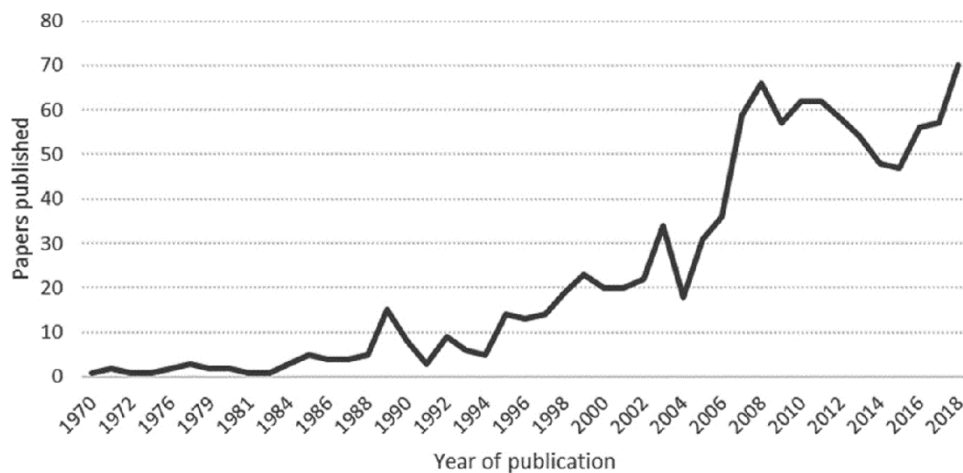


Figure (1): Rise in Ethnic Minority Research. Source: Cooney (2021)

According to Mazzoral (2020), the most substantial contributions to the field fall into three primary categories:

1. Business and Economics: This includes entrepreneurship and small business management, where the focus is often on the business operations and economic strategies of minority-owned firms.

2. **Sociology, Cultural Anthropology, and Migration Studies:** These disciplines provide insights into the socio-cultural dynamics and migration backgrounds of ethnic entrepreneurs.
3. **Other Fields:** Such as history, politics, geography, and education, which provide contextual and supportive insights into ethnic entrepreneurship.

From Mazzoral's analysis, five critical themes emerge:

1. **Minority:** Often linked with "ethnic" due to the phrase "ethnic minority." This theme reflects the focus on ethnic minority-owned businesses and their historical challenges in accessing financial support due to racial discrimination (Griffiths, 2011; U.S. Department of Commerce, 2011).
2. **Entrepreneurs:** This theme extends beyond mere business activities to include how socio-cultural traits influence minority entrepreneurship (Basu and Altinay, 2002).
3. **Ethnic:** Research under this theme looks at ethnic minority communities—both native-born and immigrant—and their efforts to secure economically viable roles through employment or entrepreneurship (Valenzuela, 2006; de Vries, 2012).
4. **Development:** Covers broad areas like economic and market development, policy formulation, and business growth opportunities for ethnic minorities (Lim, 2015; Ram et al., 2003).
5. **Firms:** Focuses on the operational dynamics and performance of minority-owned businesses within the economic landscape and the extent of governmental support they receive (Bates, 1995; Theodore, 1995).

This extensive and diverse body of research indicates not only the complexity of defining "minority entrepreneurship" but also the rich tapestry of interdisciplinary perspectives that contribute to understanding and supporting this vibrant sector of the economy.

2.1.7 Origins of Ethnic minority research

The rise in ethnic minority entrepreneurship research can be traced back to the civil rights protests of the mid-to-late 1960s when African-Americans demonstrated against long-standing systemic racial discrimination.

In response, the United States Federal Government initiated funding programs aimed at alleviating the socio-economic difficulties faced by these communities. What began as a measure to address the plight of Black Americans soon expanded into broader research encompassing various disadvantaged minorities and immigrant groups.

Researchers like Pyong and Bozorgmehr (2000) examined the experiences of Korean immigrant entrepreneurs dealing with exploitative landlords and suppliers, while Hiebert (1993) focused on Jewish immigrants in Canada. Ageev et al. (1995) explored ethnic and religious minorities in the Soviet Union and Russia, and Njoh (1998) investigated the impact of colonial policies on post-colonial economies in Africa. This research thread continued into the 21st century with studies across the globe, including Al Ariss's (2010) work in France, Piperopoulos's (2010) in Greece, Ramadani et al.'s (2014) in Macedonia, Katila and Wahlbeck's (2012) in Finland, Bruder et al.'s (2011) in Germany, and Clark and Drinkwater's (2010a) and Jones et al.'s (2012) research in the UK.

This global expansion of research, initially intended as a socio-economic remediation effort in the United States, has evolved into a widespread international academic endeavour. While this proliferation is significant, it complicates the ability to forge a unified definition of minority entrepreneurship, reflecting a vast array of cultural, economic, and social contexts.

2.1.8 Theories of ethnic minority entrepreneurship, Ethnic Community

Enclaves:

The first of these theories is the concept of *ethnic community enclaves* which first emerged from research conducted by sociologists in the USA studying ethnic minority immigrant communities. This included studies of Cuban migrant enclaves in Miami, Portes (1987); Forment (1989); Portes and Jensen (1989). Blacks, Italians and Jews in New York, Model (1985). Korean immigrants in Chicago, Kwang and Won (1985). Chinese immigrants to the USA, Wang (1991); Zhou (1998a); Wang (1999). Dominican, Chinese, and Cuban immigrants to the US, Portes and Zhou (1992). African-Caribbean small business operators in the UK, Ram and Deakins (1996), Ram et al (2022) ethnic minority businesses in Lyon (France) and Birmingham (UK) Phizacklea and Ram (1996), and Turkish ethnic minority entrepreneurs in Brussels (Belgium) Kesteloot and Mistiaen (1997).

Mazzoral (2020, p20) argues that the concept of ethnic community enclave sorts to explain and dispel the assumptions that these ethnic minority communities with high concentrations of minority-owned businesses were not exploitative in nature but provided these communities with economic opportunities fostered within these enclaves.

2.1.9 Mixed Embeddedness

The second ethnic minority entrepreneurship theory that emerged was:

Mixed embeddedness, this resulted from the research into ethnic entrepreneurship and ethnic minority enclaves, Barberis and Solano (2018).

The concept was pioneered by Kloosterman, van der Leun, and Rath (1999), as an approach to understanding the actions and motivations of ethnic migrant entrepreneurs in an advanced society, and how they embedded themselves within the host countries, cultural, legal, market, and regulatory framework while still maintaining their cultural, ethnic and social structures, authors such as Massey (2000), Fadahunsi et al. (2000) Barrett et al. (2001), Ram et al. (2000) Altinay and Altinay (2008), Bagwell (2008) (Pécoud 2004; Altinay and Altinay 2005; Jamal 2005; Miera 2008; Kitching et al. (2009), wrote on both the positive and negative effects of localised networking within ethnic enclaves while also highlighting the detrimental impacts large chain stores can have on them and simultaneously identifying the value of adopting the local language can have in building social capital among the co-ethnic and non-co-ethnic population.

2.2.0 Super-diversity

Vertovec (2007); Sepulveda et al. (2011); Nathan and Lee (2013) Lee (2011) and Jones et al. (2014), expanded the field of minority entrepreneurship with the concept of *super-diversity*, which relates to the concentration of large immigrant populations in major cities such as London and how this *super-diversity* within these populations impacts conventional theories of ethnic minority business. The *super-diversity* concept was extended to regional centres outside major cities but found that regardless of the level of diversity within these communities the “*influences of racism and structural constraints continued to have negative impacts on ethnic minority immigrant entrepreneurship*” (Jones et al. 2014). Wang and Altinay (2012) and Jones and Ram (2010) further extended the concept of *super-diversity* by examining the interrelationship between entrepreneurial

orientation and the impact that co-ethnic social networks have on this across different ethnic communities and how this impacts employer-employee relationships.

2.2.1 Transnational Entrepreneurship

Transnational entrepreneurship is the final ethnic minority entrepreneurship theory that emerged simultaneously as “*Mixed Embeddedness*” Moghaddam et al. (2018). This theory explored and examined the ability of immigrant entrepreneurs to utilise their existing knowledge of both their country of origin and their country of residence to establish and exploit commercial transnational opportunities within their country of residence, according to Lundberg et al (2018). The phenomena of Transnational entrepreneurship were first noted in the role immigrants played in Silicon Valley’s development as a technological hub in the USA by Saxenian (2002), but it was Portes et al, (2002) who through their sociological work within the field of ethnic minority entrepreneurship that provided the first clear definition of what is the “*Transnational entrepreneur*”.

These are “*business owners who travel overseas at least twice a year and who view foreign engagement as essential for their business success*”.

This theory further explored the function that family played in facilitating the migrant entrepreneur's business engagement between country of origin and country of residence, while also examining similarities and differences between migrant groups such as the Poles and Turks in Germany and highlighting the fact that not all ethnic minority immigrant communities were as likely to engage in transnational business activity, Bagwell (2008), Kariv et al. (2009) and Miera (2008).

2.2.2 Female entrepreneurs and the sub-domain of indigenous entrepreneurs

Research into ethnic minority female participation in the domain of minority entrepreneurship did not materialise until the 1990s, where research by Dhaliwal (1998) explored issues covering issues such as the dual role of business and domestic responsibilities that women faced and the many cultural factors influencing their ability to undertake business roles.

This lack of research into female entrepreneurship suggests that all the prior attempts by the many previous scholars to define the term entrepreneurship did

not consider females to be part of the entrepreneurial process.

Therefore, this then raises the question of who is an actual entrepreneur? Is this a gendered term or is this now a gender-neutral term? Should there be a separate definition for female as well as male entrepreneurs similar to how gendered terms are applied in France?

Hillmann (1999) argues that all the extant literature on ethnic minority entrepreneurship would not be entirely applicable to females as all the data were collected from men. Significant research into this domain of female ethnic minority entrepreneurship has been completed since Hillman (1999) with authors such as Verduijn and Essers (2013) robustly challenging the male-dominated accounts of ethnic entrepreneurship. Baines and Wheelock (2000) and Dhaliwal (2000) started the trend of examining gender roles within the ethnic minority entrepreneurial domain including highlighting the fact that females had long played a significant role in family-owned businesses. Heilman and Chen (2003), Smith-Hunter and Boyd (2004), Collins and Low (2010); Carter et al. (2015); Bewaji et al. (2015) all contributed to the now-growing field of female ethnic entrepreneurial activities, examining various issues ranging from their struggles with obtaining finance and business support to the aspirational disappointments of these individuals not being able to fulfil their corporate dreams so have ventured into entrepreneurial activities and also found that female ethnic entrepreneurs were more likely to seek external advice than their co-ethnic male counterparts. In this section I have attempted to explore and examine what is an ethnic minority and who is an ethnic entrepreneur, however, there is one area that is still grossly under-explored and is classified as a sub-domain in the field of ethnic minority entrepreneurship, this is the: Indigenous entrepreneur.

2.2.3 Minority Indigenous Entrepreneurs

The least researched area in ethnic minority entrepreneurship is the sub-domain of minority indigenous entrepreneurs. The primary distinction here is that the term refers to the aboriginal inhabitants of a country under study, not the European colonizers. Mazzorai (2020, p.49) argues that this distinction is crucial because, in ethnic minority literature, "indigenous" often identifies individuals who are not minorities but were born in the country, denoting differences between indigenous, immigrant, and migrant community groups.

The term "Aboriginal" in countries such as Australia, New Zealand, Canada, the USA, and throughout South and Central America, is used to describe the original inhabitants before Europeans and ethnic minorities arrived. In "The Palgrave Handbook on Minority Entrepreneurship" (2021), Cooney and Mazzoral conducted a systematic review of the literature on Indigenous Entrepreneurship using the Scopus database. Their search terms, 'indigenous entrepreneurship' and 'indigenous entrepreneur,' identified 404 sources from 1973 to 2019, including 291 journal articles, 56 books or book chapters, and the remainder as conference papers, editorials, or reviews. Of these, 64 specifically focused on what might best be described as minority indigenous entrepreneurship.

This number equates to an average publication rate of eight articles per year over the forty-six-year span covered by the literature review. These papers were categorized into four groups: developmental, comparative, case studies, and policy-related (Cooney and Mazzoral, 2021).

The developmental papers primarily emerged from Australia, New Zealand, and Canada, focusing on the Aboriginal and Torres Straits Islander (ATSI), Māori, and Inuit communities. Key authors in this area include Peredo et al. (2004), Peredo and Anderson (2006), Hindle and Lansdowne (2005), Dana and Anderson (2007), and Hindle and Moroz (2010). A notable inclusion in this research was Finland, where Frederick and Udén (2008) focused on the Sámi people.

Comparative-themed works, such as those by Anderson et al. (2005), Frederick and Foley (2008), Tapsell and Woods (2010), Foley and O'Connor (2013), and Capel (2014), examined comparisons between minority indigenous entrepreneurs, mainstream entrepreneurs, and established entrepreneurship theories and practices.

Case studies examined specific instances of indigenous entrepreneurs and their activities. Notable works in this category include Ratten and Dana (2015), Frederick et al. (2008), Lemelin et al. (2015), Turner et al. (2012), Fonneland (2013), and Pearson and Helms (2010, 2013).

Policy-related research focused on governmental approaches to assist indigenous minority entrepreneurs. Leading authors in this area include Peredo

(2003), Anderson et al. (2005, 2006), Russell-Mundine (2007), and Peredo and McLean (2013).

Indigenous populations are spread globally (Berkes and Adhiraki, 2006), but the most frequently cited and researched communities were those covered in the systematic literature review by Cooney and Mazzoral (2021). Peredo et al. (2004) produced one of the most highly cited papers on indigenous minority entrepreneurship, proposing the foundation of the 'theory of indigenous entrepreneurship.' This was followed by research in Peredo and Anderson (2006), which sought to clarify the term "indigenous entrepreneur" and examine the interactions between indigenous and non-indigenous communities.

2.2.4 Small and Medium-sized Enterprise (SME) Marketing communication channels.

The marketing communication channel used by a commercial entity in its attempt to engage and communicate with its potential and current customers can have a significant impact on its ongoing viability. Therefore, it is of little surprise to see that this is well-documented in the literature, however, what is less well-documented and indicative of a gap in the literature is the lead communication channel used by a subset of the SME population, which is the Afro-Caribbean Entrepreneur (ACE). This however cannot be explored until the marketing practice and usage of marketing communications channels is established within the wider SME population at large.

The following is an attempt by way of a literature review to provide an overview of the approach, challenges, and utilisation of marketing communication within the small and medium-sized enterprise context followed by an examination of the lead communication channels used by these SMEs.

2.2.5 What are marketing communications?

The word "communication" originates from the Latin word "communicus," meaning "common" (Rossiter, 2015). Broderick et al. (2015) defines marketing communication as "all the promotional elements of the marketing mix which involve the communications between an organization and its target audiences on all matters that affect marketing performance." This definition views marketing communication primarily as informational, aiming to provide information to the target audience without expecting immediate reciprocation, though this can be measured later

through behavioural changes or increased sales if those were the campaign's original objectives.

Rossiter et al. (2018) define marketing communication as “the manager’s use of the ‘marketing mix’ of the ‘4Ps’: Product quality level, Pricing for value, Place of distribution and purchase, and Promotion to assist in selling the branded product or service.” They describe marketing communications, or “marcoms,” as a modern term for the promotion submix, which includes:

- **Advertising**
- **Sales promotion**
- **Public relations (PR)**
- **Personal selling**

Rossiter's view encompasses the four 4Ps' core roles but focuses on selling the company's branded product or service faster than it would without marketing communication. This perspective reflects McCarthy's (1960) original 4Ps framework, which emphasizes promotional persuasion to convince consumers to buy the company's products or services, a monologue or one-way communication approach with a short-term perspective (Turnbull, 2023).

Turnbull et al. (2023) offer two definitions of marketing communications. The first describes it as “an audience-centred activity, designed to engage audiences and promote conversations.” The second, more in-depth definition states, “Marketing communication is the process through which organizations and audiences attempt to engage with one another through an understanding of an audience’s preferred communication environments.

Participants seek to develop and present messages before evaluating and responding. By conveying messages that are relevant and significant, they encourage attitudinal, behavioural, and emotional responses.” These definitions view marketing communications as an interactive, dialogic engagement between the company and the potential customer.

While commonalities exist among the three definitions, there are also differences. As Turnbull et al. (2023) admit in their book “Marketing Communication,” “There is no universally accepted definition of what marketing communications are.” This lack

of consensus can partly be explained by the myriad ways marketing communications are used. A common theme in all three definitions is that the sender of the message (the company) aims to achieve a favourable response or outcome from the receiver (the potential customer). This favourable response, for the purposes of this thesis, focuses on commercial outcomes, i.e., consumer purchases. All three definitions seek to engage in a communication process that results in the potential consumer performing a commercial act favourable to the sender of the message over their competitors. As Fills et al. (2023) assert, “The reason to use marketing communications may vary according to the prevailing situation or context, but essentially the goal is to provoke an audience reaction.”

2.2.6 The Scope of Marketing Communication.

At the centre of marketing communications or promotion as it was originally termed is the ability/capacity to communicate elements of the organisation’s offering be this a product or a service to their target audience. This communication may even extend to the company itself as it tries to build/repair a burgeoning reputation. However, Fill et al (2023) argue this represents a broad view of marketing communications and fails to incorporate the various issues, dimensions, and elements that comprise this important communication activity. Duncan et al (1997) and Gronroos (2004) assert that in addition to these planned events, there are marketing communications experienced by audiences relating to both their experience of using products and the consumption of services in addition to these, there are communication arising from unplanned or unintended brand-related experiences (*controversies, negative product/service reviews*). **See figure (3)** below.

Planned marketing communication incorporates three key elements: Tools, Media, and content i.e. The message. Turnbull et al (2023) The main communication tools are advertising, sales promotion, public relations, direct marketing, personal selling, and added-value approaches such as sponsorships, exhibitions, and field marketing. Content can be primarily informative or emotional but is usually a subtle blend of both dimensions, reflecting the preferences and needs of the target audience. To help get these messages through to their audiences, organisations have three main options.

1. They can pay for the use of a particular media that they know their target audiences will consume, for example, magazines, websites, or on television programs.

2. They can use their own assets to convey messages, such as their buildings, employees, vehicles, and websites, which they do not have to pay to use.

3. They can encourage people to talk and share ideas about their brand, often through social media which involves comparably little cost. In reality, brands use a mixture of these three routes.



Figure (2) The Scope of Marketing Communication.

Source Fill, C (2007) Unplanned

marketing communications encompass messages that were not anticipated. These messages can have both positive and negative implications, but it is crucial for the organization to effectively respond to and manage how they are interpreted by audiences. Examples include comments made by third-party experts, changes in government regulations or legislation, actions taken by competitors, production or distribution failures, and perhaps most significantly, word-of-mouth communication between customers.

All these factors influence how organizations and brands are perceived, as well as the development of their images and reputations. Many reputable organizations acknowledge the impact of word-of-mouth communication and actively take steps to shape its nature, timing, and pace. Fill et al. (2023) emphasize that interactive media

platforms, particularly the Internet, are increasingly used to engage with current, potential, and lapsed customers as well as stakeholders. These platforms provide an opportunity for organizations to not only disseminate their messages but also to listen and respond to feedback and conversations happening online.

By actively engaging with customers and stakeholders on interactive media platforms, organizations can effectively shape and manage word-of-mouth communication. It is clear that word-of-mouth communication, particularly in the online realm, can significantly impact an organization's image and reputation. Therefore, it is essential for organizations to carefully monitor and respond to word-of-mouth communication to maintain positive consumer attitudes and evaluations of their products and services.

To effectively manage word-of-mouth communication and its impact on consumer attitudes and evaluations, organizations need to actively engage with customers and stakeholders on interactive media platforms, listen to their feedback, and respond in a timely and appropriate manner (Sohaib et al., 2022; Furryanah et al., 2021). One important aspect of managing word-of-mouth communication is understanding the power of electronic word-of-mouth (eWOM) on social media platforms. With the rise of social media, consumers now have the ability to share their experiences and opinions about products and companies on a global scale. Positive eWOM can help build trust and credibility in a brand, while negative eWOM can quickly tarnish a company's reputation.

To effectively harness the power of eWOM on social media platforms, organizations need to actively monitor and engage with online conversations, respond to customer feedback, and address any negative experiences promptly. By doing so, organizations can not only mitigate the potential negative impact of eWOM but also leverage positive eWOM to enhance their brand image and increase customer loyalty. Organizations should utilize social media platforms and actively engage with customers and stakeholders to manage and shape word-of-mouth communication (Zhao et al., 2016).

2.2.7 The Role Marketing Communications Plays.

Marketing communications plays a pivotal role in establishing a connection between a product or service provider and potential customers. As mentioned previously, it

has been employed in diverse ways to influence behaviours without primarily focusing on commercial motives. This was particularly evident during the recent COVID-19 pandemic when the British government utilized marketing communication to educate the public on necessary precautions for their safety. Bowersox et al (1989) made a significant contribution to the marketing communication literature by discussing the dynamics of marketing flows and the significance of the direction in which information is conveyed. These endeavours can be regarded as a network of activities. These activities can be viewed as a network see Figure (4) where the sole purpose is to satisfy the needs of the customers, this model was updated and modified by Fill et al (2011) see Figure (4)

Figure (3) Marketing Flows in distribution channels. Adopted from Bowersox et al (1989)

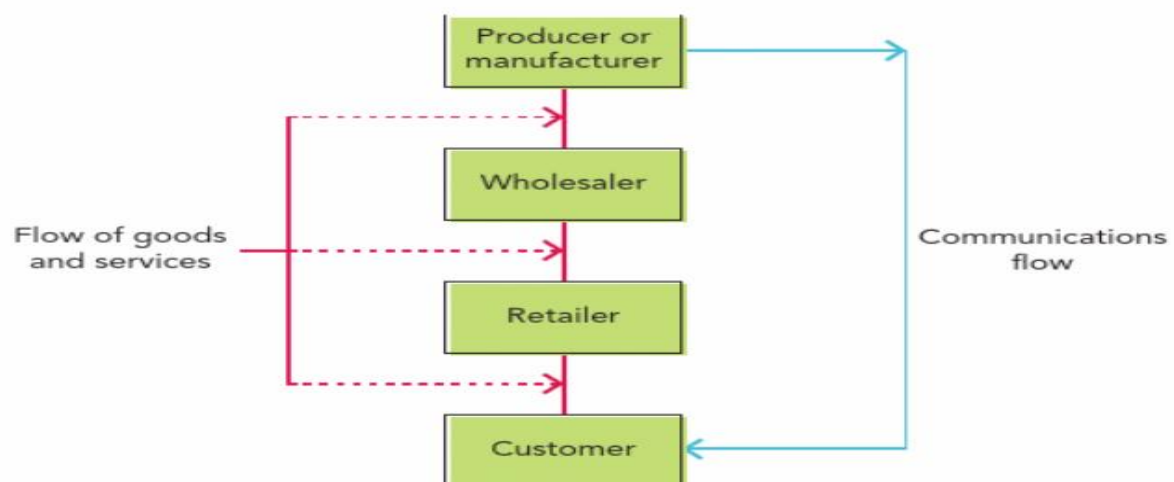


Figure (4) Direction of Communications

Source: Fill et al (2011)

Turnbull et al (2023) used Bowersox et al (1989) network as a starting point for achieving the four communication tasks:

1. Communications can inform and make potential customers aware of an organisation's offering. They can also provide knowledge and understanding about a brand.
2. Communications may attempt to persuade current and potential customers of the desirability of entering an exchange relationship with the company/brand.
3. Communications can also be used to reinforce experiences. This may take the form of reminding them of the benefits of past transactions with a view of convincing them that they should enter a reoccurring relationship. Additionally, reassurance can be provided immediately prior to an exchange or post-purchase. This approach argues Turnbull et al (2023) is important because it aids in retaining current customers and improves profitability, which is an approach to business that is much more cost-effective than constantly striving to lure new customers, this point however contradicts Sharps' (2010) contention that brands grow through penetration i.e., acquisition of new customers.
4. Finally, marketing communications can act as a differentiator, particularly in markets where there is little to separate competing products and brands. Mineral water brands such as Perrier and Highland Springs are largely similar, however, It is their communications surrounding the brand that have created various brand images, enabling consumers to make purchasing decisions, argues Turnbull et al (2023). In these examples, it is the images created by marketing communications that enable people to differentiate one brand from the other and position them so that consumers' purchasing confidence and positive attitudes are developed. Simply put communication can Differentiate, reinforce, inform, and persuade; DRIP, Fill (2004) see figure (4)

Task	Sub-task	Explanation
Differentiate	Position	To make a product or service stand out in the category
Reinforce	Remind, reassure, refresh	To consolidate and strengthen previous messages and experiences
Inform	Make aware, educate	To make known and advise of availability and features
Persuade	Purchase or make further enquiry	To encourage further positive purchase-related behaviour

Figure (5) Drip framework of marketing Communications.

Fill (2004)

The Marketing communications process not only supports the transaction via the DRIP framework, but it also offers a means of exchange in and of itself.

For example, communications for entertainment, for potential solutions, and concepts for education and self-esteem. Fill et al (2023). Communications involve intangible benefits. Such as the psychological satisfaction associated with the emotional fulfilment of engaging with and enjoying an advertisement that the consumer has come into contact with. Communications can also be seen as a means of transferring values and culture to different parts of society or networks. It is argued by Turnbull et al (2023) that the way women are portrayed in the media and the stereotypical images of very thin or size zero women are dysfunctional in that they set unrealistic and inappropriate examples for other women and impressionable young females. The form and characteristics of the communications process employed by some organisations help in providing stability and continuity to the organisation and the brands they represent. Once this is achieved communications can be used as a competitive advantage which in turn delivers commercial value to the organisation. Heinonen et al, (2005) argue that value can be seen in four elements of the communication process: (1) the message content (2) how the information is presented, (3) where the communications event occurred, and (4) the timing. In other words, context is crucial! The context in which the communication event occurs plays a significant role in how that communication is perceived and received by the target audience.

These four elements are embedded within marketing communications and can be used for additional reasons. The purpose of informing, persuading reinforcing, and differentiating are primary activities that are targeted at consumers or end-users. Organisations are not isolated entities and exist within a wider network of other

companies where they engage with consumers in a series of exchanges to acquire unrefined material inputs which will be dispensed as a value-added item to other entities in the network. Andersson (1992) asserts that this exchange of value is dependent on already established relationships between organisations regardless of the tenuity of their relationship the way the participants of the network undertake and complete their tasks are directly shaped by the variety and complexity of the communication that has occurred through the network.

2.2.8 The Composition of the contemporary marketing communications mix.

The phenomena of audience and media fragmentation, coupled with the advent and advancement of digital technology, have dramatically transformed the communication landscape. The way entities of all types attempt to communicate with their intended audience is now unrecognizable compared to a decade ago. Digital technology has introduced a plethora of media options and various ways for people to spend their leisure time.

Successful marketing communications now involve numerous elements dictated by the target audience's requirements and the campaign's goals. Traditionally, these elements personal selling, direct marketing, advertising, sales promotions, and public relations were mixed to target consumers effectively. This concept emerged during an era when mass marketing communication channels such as television, radio, and newspapers were dominant, popular, and powerful, successfully creating many household brands. The process involved buying space or spots from media owners and presenting content during popular programs that attracted large audiences, offering brands the opportunity to engage with viewers while they passively consumed entertainment. Turnbull et al. (2023) argued that this approach, although interruptive, was effective during the era of limited media availability.

However, the proliferation of television channels and other legacy media has led to a decline in their dominance. They now face considerable competition from new media produced by digital technology, which captures consumers' attention across various platforms—from YouTube to social media. Consumers can now access content not only through multiple media channels but also at their convenience.

To successfully reach consumers in this fragmented media environment, it is essential to consider tools, media, context, and the message. Consequently, while

the five principal marketing communications tools remain mandatory, the media through which the message is delivered and the content itself have become equally important. Turnbull et al. (2023) identify four forms of content:

- 1. Branded Content: Produced by the brand owner.**
- 2. User-Generated Content: Created by the user or consumer of the brand.**
- 3. Informational Content: Provides useful or pertinent information about the product.**
- 4. Emotional Content: Designed to evoke an emotional response, encouraging engagement with the brand.**

With the changing media and communications landscape, consumers are no longer just passive recipients of an entity's communications. They often engage with the brand by creating and sharing their own brand-centered messages with other consumers. Turnbull et al. (2023) propose a new framework that shifts the focus from an interruptive communication approach to a conversationalist one. This new approach fosters communication with and between brands and consumers, who can contribute to or engage with communications through various touchpoints.

Figure 6 The Marketing Communication Mix



Adopted from: Turnbull et al (2023)

The image above depicts marketing communications at the centre of overlapping elements in Tools, Media, and Content. The wider the circle the higher the level of integration and the more effective marketing communications will be argues Turnbull (2023)

2.2.9 Marketing Communications as Practised within the SME Context.

Since 1977, Kotler has noted that SMEs typically focus on insulating themselves from direct competition with larger firms by emphasizing sales over broader marketing strategies, often neglecting comprehensive marketing functions. Mendham (1986) counters this, arguing that the primary differences between large and small firms lie in their objectives, management styles, and marketing approaches, rather than size. Parrot (2010) suggests that SMEs historically rely on direct sales tactics rather than developing comprehensive marketing strategies which would foster a customer-oriented approach.

Research by Carson et al. (1989) and Davis et al. (1985) acknowledges that small businesses possess unique characteristics that significantly influence their marketing strategies, differentiating them from merely being smaller versions of large corporations. Sui et al. (1996) highlight ongoing debates regarding the applicability of large business marketing strategies to SMEs, which has not been conclusively resolved in academic literature.

Leppard et al. (1987) and Carson et al. (2018) emphasize that the owner's presence significantly impacts every facet of an SME's marketing, leading to less formalized decision-making processes. This owner-centric approach often eschews the classical marketing view that prioritizes customer needs, as noted by Stokes et al. (2006). Instead, SME owners may focus on immediate customer acquisition, lacking strategic marketing planning which could potentially lead to business failures (Fuller, 1994).

Cromie (1989) suggests that despite their limitations, some SMEs can achieve significant market penetration with astute planning. The literature consistently shows that SME marketing practices are distinct from those of large corporations, often improvised based on the owner's personal traits and immediate business needs rather than structured marketing theories.

Furthermore, the interaction between entrepreneurship and SME marketing complicates the application of traditional marketing models. Hansen et al. (2020) attempted to bridge this gap by proposing a unified framework that integrates marketing and entrepreneurship tailored to the unique needs of SMEs. This framework suggests that entrepreneurial marketing and SME marketing require innovative approaches to resource management, opportunity recognition, and value creation to overcome inherent resource limitations and leverage the unique characteristics of SMEs effectively.

Overall, SMEs face distinct marketing challenges that stem from their size, resource constraints, and the heavy influence of their owners. These factors necessitate a bespoke approach to marketing that diverges significantly from the strategies employed by larger corporations, highlighting the need for models that specifically address the nuances of small business operations.

2.3.0 Campaign Duration:

Campaign duration is a key determinant of a marketing communication campaign's likelihood of success (Binet et al., 2013, 2017; Field et al., 2019; Hurman, 2020). In an examination of 615 for-profit marketing campaigns submitted to the Institute of Practitioners (IPA) biennial effectiveness awards from 1998-2016, Binet (2013) reported that campaigns longer than six months (long-term focused) were significantly more successful than those with a shorter duration (short-term focused) of six months or less. The analysis showed that very short campaigns of 1-9 months generated 162 reported business effects (profits, share growth, increased revenue).

In contrast, short campaigns lasting up to one year generated 273 business effects, medium-duration campaigns of two years reported 183 business effects, and long-term campaigns of three years or more reported 216 business effects (see figure 7). This difference is attributed to the brand-building effect, which becomes the key driver of growth after the sixth month and continues to drive growth up to three years after the campaign was initially launched (Thinkbox, 2018). Based on Binet's analysis, short-term campaigns of 1-9 months are the least effective in generating commercial impact, while campaigns ranging from 1-3 years are the most commercially impactful.

Figure (6) Length of campaigns and business effects. Source: Binet et al (2013) The Long and Short of it

Term	Number of cases reporting		
	ROMI	ESOV efficiency	Business effects
Very short (1-9 months)	12	22	162
Short (1 year and less)	27	50	273
Medium (2 years)	28	51	183
Long (3+ years)	35	69	216

Figure (7) Length of campaigns and business effects.

Source: Binet et al (2013)

The Long and Short of it

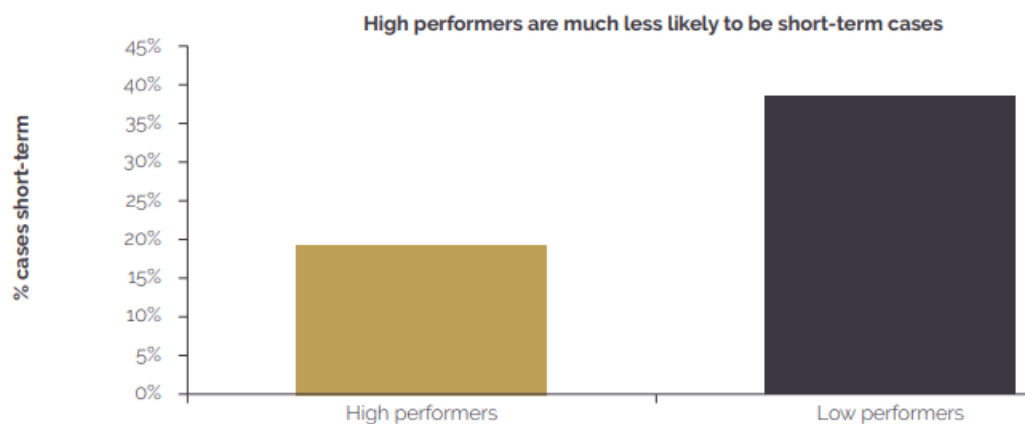
Peter Field (2019), in his publication "Crisis in Creativity," identified and corroborated Binet's findings in his analysis of 600 campaigns that won awards for creativity at The Cannes Festival of Marketing between 2008-2018. Field noted a decline in the number of award-winning campaigns based on their creativity, attributing this to a shift towards short-term activation-focused and, ultimately, inefficient creativity continues" (p6).

In this context, short-term campaigns are defined as those in the market for less than six months, while long-term campaigns are those in the market for well over six months. The analysis shows that high performers choose longer durations, while low performers opt for shorter durations. Notably, high-performing campaigns are over twice as long as those of low performers. See Figure (7) below.

creativity and the strategic media trends accompanying this approach. He argues, "We trend to short-term, disposable, have known for many years that creativity delivers very little of its full potential over short time frames, yet the trend to short-term, disposable, and, ultimately, inefficient creativity continues" (p6).

In this context, short-term campaigns are defined as those in the market for less than six months, while long-term campaigns are those in the market for well over six months. The analysis shows that high performers choose longer durations, while low performers opt for shorter durations. Notably, high-performing campaigns are over twice as long as those of low performers. See Figure (8)

Figure (8): Short-termism impacts performance



Source: Peter Field (2019) *Crisis in Creativity*.

Hurman and Field (2020) in their paper “The Effectiveness Code” which analysed 4863 effectiveness entrants and winners found evidence that supports the view held and proposed previously by Binet and Field’s research that the duration of a marketing communications campaign does play a significant role in that campaign’s chance of being successful. Their analysis highlighted and reconfirmed the link between campaign duration and success. In fact, they argue based on their analysis that budget is no more important to effectiveness than duration or the number of channels used, essentially, they are all important but independent of each other. Another revealing finding was that because of the independence of the variables of campaign duration, budget, and number of channels used, campaigns with smaller budgets but have a longer duration are more successful than campaigns with larger budgets and shorter duration. This finding challenges the traditionally held view that budgets are a key driver of success and instead provides another alternative which is campaign duration. See figures **(9 and 10)** below for a comparison of low-budget campaigns with high duration and High-budget campaigns with low-budget duration.

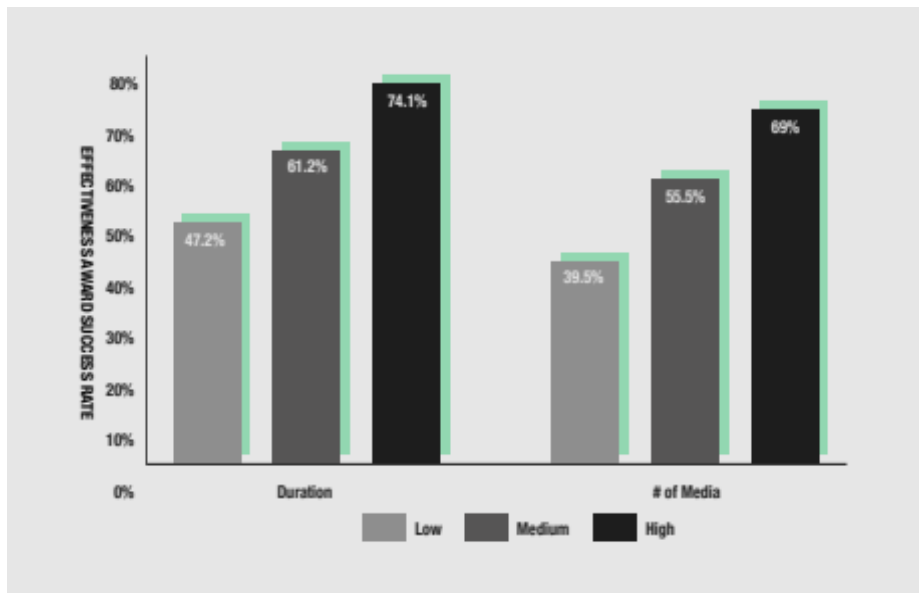


Figure (9). Effectiveness Success rate at low Budget. Source: Hurman & Field (2020)

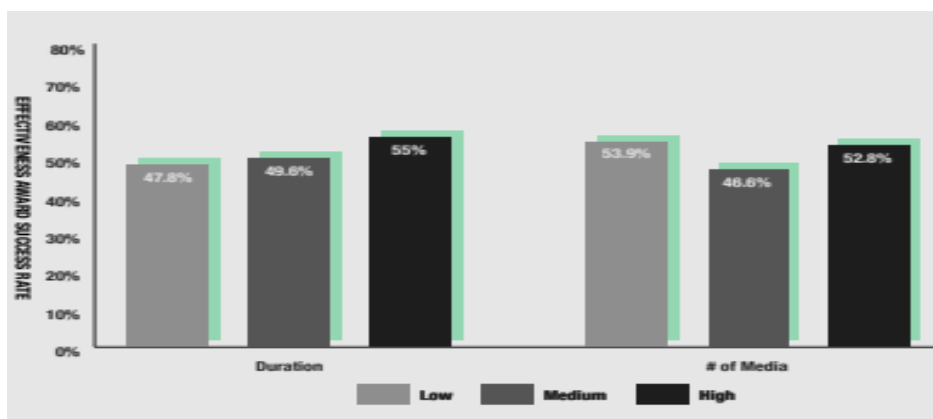


Figure (10) Effectiveness Success rate at High Budget. Source: Hurman & Field (2020)

2.3.1 Communication Channels used by SMEs.

This section examines the literature on the lead or preferred marketing communications channels used by SMEs. With the global increase in internet usage among young and well-educated individuals as a tool for easily accessing information and entertainment, it was inevitable that this tool would be integrated into their professional lives (Lagrosen, 2005; Sultan et al., 2019). The adoption of the internet as a new technology has been faster than any other modern media (Ellsworth et al., 1997; Doole, 2019; Baack et al., 2018).

For comparison, Ellsworth highlighted that while radio took 38 years and television took 13 years to reach 50 million users, the internet achieved this milestone in just five years. Given this rapid adoption, Lagrosen (2005) argued that marketing communication would have to evolve, as the internet provided a superior alternative that posed an existential threat to legacy communication media and the companies that relied on them. Authors like Holbrook et al. (2002) began predicting the "death of marketing as we know it," accelerated by the exponential possibilities presented by the internet, which would ultimately transform the marketing communication function.

Holbrook et al. (2002) posited that companies would no longer need to engage in mass customisation via mass communication, which often leads to information overload. Instead, the interactive capability of internet-supported communications would allow for more efficient and effective customer engagement. Holbrook summarized this with the statement: "The rapid rise of the Internet has changed the rules of interactive marketing by enabling addressability and two-way interactions. It is a uniquely responsive and interactive medium. There is also an affinity between the Internet and mass customization strategies that use dialogue to help customers articulate their needs, find the option that best fits those needs, and then make an order."

Holbrook argued that the information asymmetry that previously existed in marketing would be reduced in the digital age, as companies could now provide customized products and services mediated by the internet, especially in competitive markets. McCole (2004) disagreed with Holbrook's assertion that marketing would become obsolete, arguing instead that the adoption rate of new technologies would vary. Even with full adoption, traditional marketing functions such as segmentation and profiling would remain relevant, and the internet would help enhance these functions. Therefore, marketing would not die but instead thrive in the digital age.

The consensus is that marketing is not dead (McCole, 2004). Rather, the internet and digital technology have introduced new possibilities for its application and exploitation by businesses, academics, and practitioners.

Lagrosen et al. (2005) researched how service companies in Sweden used the internet in their marketing communications and how it affected their use of marketing channels. They identified three different strategies: SMEs or decentralized

companies used a personalized relationship communication strategy, while larger companies adopted either a mass relationship strategy or a mass transactional communication strategy.

Personalised relationship communication strategy:

- A personalised relationship communication strategy is one where the primary objective of the commercial entity is to create a limited number of profitable relationships with their customers. This may be more appropriate for SMEs or decentralised firms. The Internet's (Digital) main function here is as a mediator in the personal communication between commercial entities' employees and their customers who are occasionally viewed as partners. Email, websites, and now social media pages are most useful. For SMEs a presence on portals and other relevant sites is also important. The internet provides a tool that the company can use to facilitate their networking activities. A personalised relationship strategy by means of the internet partially and in some cases wholly substitutes other personal communication tools such as the telephone. User profitability is the main measure of success for these companies. Lagrosen (2005)

Mass Communication strategy:

- Larger companies with more resources are the ones that opt for mass relationship communication strategies. They have more of a focus on creating profitable relationships with large numbers of customers over the Internet. Two examples of this at play are the SAS customer card systems designed to make airline and supermarket customers more loyal by tracking and rewarding frequent purchases. These companies use the Internet as an interactive mass communication tool where success is measured on the volume and regularity of purchases from users. These companies generally utilise highly interactive web pages through the use of cookies to personalise visitors' experiences which can reduce their reliance on affiliate pages. Lagrosen (2005)

Mass Transaction communication strategy:

- Large organisations have the possibility to utilise one of two communication strategies, Mass Communication or Mass transactional communication. Firms that utilise Mass transactional communication strategy are not overly concerned about creating or fostering a relationship with their potential customers over the Internet, instead, their digital communications are focused on getting the customers to the contact stage where the purpose is to maximise purchase opportunities both in the immediacy and the future. The main value that digital communications bring to these entities is the opportunity to stimulate sales through enticing and inviting content. The more traditional communication channels are used to direct consumers to the website. Consumers in contact with the Mass transactional communication strategy play a passive role and the function of the communication in this scenario is to shepherd the consumer through the journey from awareness through to purchase. Success from the company's perspective is measured through the sales generated.

All three communication strategies were supported by the rise of and the subsequent application of digital technologies and their accompanying communication channels by businesses.

2.3.2 The Growth of Digitalisation and Social Media usage among SMEs:

The digital age has become part of humanity's daily rituals and has and continues to shape the once-traditional ways in which consumers interact with each other as well as with businesses, Taiminen, et al (2015).

Kaplan et al (2010) and Rosin et al (2020) opines that digitalisation and in particular social media has transformed consumer behaviour and this has important consequences for firms, brands, products, and services. Digitalisation even in the embryonic process of having broadband access has been shown to improve the commercial performance, competitiveness, and ability to reach new customers, Galloway et al (2007).

Adoption of Internet technology has also been shown by Chong et al (2007,2013) to reduce the operational costs of the business, however, some SMEs have not managed to fully exploit the potential that these new digital channels have presented Gilmore et al., (2007). This despite consumers spending an increasing amount of

their time online in the digital space, where they engage in several activities ranging from browsing and listening to music to accessing their social media accounts be this Facebook, Instagram, or Twitter with their omnipresent connected mobile devices that may be a smartphone, tablet or laptop this has significantly changed how the internet is used by individuals and companies alike, Ericsson Consumer Lab (2012). What is clear is that the utilisation of digital channels in the communication mix plays an important role for brands/businesses and its application in a commercial setting should be viewed as a necessary evolutionary path that SMEs should follow if they want to achieve and maintain growth and competitiveness, Taiminen et al (2015). Barnes et al (2012) argue that there is a positive relationship between the utilisation of Web 2.0 namely social media and commercial outcomes. In their study of twelve (12) UK SMEs, they found the social aspect of the web improved efficiency and enhanced external communication of the SME's commercial operations. The limitations and differences (Gilmore et al, 2004) in how SMEs conduct their marketing activities in comparison to their larger more resourced, and systemically organised competitors have been covered in the previous section however it should be noted that although digital marketing and social media applications provide numerous opportunities that can be exploited by SMEs the similar issues of organisation, planning, the availability or lack thereof of human and financial resources are still present in the digital environment Federico et al., (2012) and Gilbert et al., (2006) and may act as inhibiting factors. The digital communication channels can be divided into two groups based on how they are used by commercial entities/SMEs to communicate with consumers:

2.3.3 Monologic communication channels:

These are the channels that are used to push/present/provide consumers with information and rarely offer the consumers an opportunity to respond to or have any other meaningful interaction with the company. The company has a high degree of control over the channels and the messages that are emitted from them. Websites and emails can be viewed as examples of monologic channels. Emails are used in various marketing functions including as a promotional tool, sharing of information, building and maintaining relationships, and although email is generally perceived as a dialogic communication tool it is often utilised oppositely by SMEs through monologic delivery of newsletters, advertisements, and promotions, Simmons

(2007). These are the most nascent rudimentary activities of digital marketing that SMEs engage in. Eriksson et al (2008) found that 90% of Swedish SMEs stated that they utilised their website and email to market their products and services. The study also made note of the fact that the SMEs were at the embryonic stages of their digital utilisation and therefore did not employ more sophisticated digital applications that could have improved their company's performance. Search Engine Optimisation (SEO) is the process of improving the website's search engine ranking in organic results and Search Engine Advertising (SEA), paid advertisements on a search engine's results page related to particular pre-determined keywords. These two channels are both monologic communication channels whose main purpose is to provide information regarding the products and services of the company. Karjaluto et al (2009) argue that both these channels are vital to a company's visibility online and are used more successfully by larger firms than by SMEs who appear not to fully appreciate the fillip this could bring to their organisations.

2.3.4 Dialogic Communication Channels:

Hennig-Thurau et al., (2010). Argues that the emergence of social media has irreversibly changed the dynamic between the marketer and their customer, and this changed dynamic is now weighted heavily in the favour of the consumer. Both the ubiquity and embeddedness of social media of some sort in consumer's everyday lives coupled with their changed buying behaviour facilitated by social media has meant that monologic communication channels and their messages are less likely to be successful. Therefore, with the total ubiquity of social media channels, this presents a dialogic format where companies can communicate with customers as opposed to utilising just a monologic approach where the customer is entirely passive in the communication process. Because of the nature of the interactive conversation companies have less control over their brand. Weinberg et al (2011) opine that in social media audiences do not want to be sold to and are resistant to overt sales and marketing attempts but are more welcoming of authentic stories centred around the brand and therefore it is more about co-creation of brand value and managing and maintaining customer relationships as opposed to engaging in the hard sell, Fournier et al (2011). Bruhn et al (2012) assert that social media is now a significant part of many organisations' marketing communication and branding activity, Facebook, in particular, has been used as a key communication tool to

engage consumers and create awareness of products and services, Malhotra et al (2013). Cho et al (2010) argue that blogging is also used by larger organisations as a public relations tool in tandem with their usual marketing activities, this allows the company to retain a great deal of control when publishing information, it views as significant to its consumers as the blog is usually hosted on the company's website where it can monitor and filter comments as it sees fit. Simmonds (2007) and Rishika et al., (2013) have posited that the interactivity of social media communication channels has a positive impact on a company's performance because it increases customer attention which has the potential to improve the company's overall performance. It also has the potential to build the brand's relationship with customers through engagement which can drive direct sales outcomes even though this may not be the primary objective of the communications but is a welcome by-product. While social media dialogic and interactive modes of communication are regarded as significant functions in improving SMEs' and other organisations' marketing capacity, like other forms of communication that require significant resource commitment both from a financial and human perspective for it to be successfully implemented and exploited and this can be burdensome for some SMEs. Moyle's (2012) study of 462 SMEs based in the United States of America (USA) highlighted the increased workload attributed to implementing their social media strategy has a significant burden on both their financial and human resources as they were spending up to six hours per week on social media activities with Facebook and Twitter taking up 90 and 70 percent of their time respectively. The study also revealed that one-third of the SMEs stated that they would like to devote less of their time to social media-related activities, a state which is indicative of a need for additional human resources.

2.3.5 Facilitators and inhibitors of digital usage among SMEs

Taiminen, (2015) identified three categories of factors that can either facilitate or inhibit SMEs' digital usage, these factors are very similar to those found in the application of traditional marketing practices within SMEs, (Gilmore et al 2007 and O'Donnell, 2011) these are now explored below:

2.3.6 Company-Owner specific Factors

Company-owner specific factors relate to those factors such as the commercial capabilities/competencies of the company and its strategic choices, the background,

experience, expertise, skill, and aptitude to new technology, combined with the motivations of the owner/s will have a significant determining effect on the likely successful outcome of the organisation's use of digital channels. Karialuto et al (2010), and Barbero et al (2011).

The manager/owners' knowledge and attitude of the perceived benefit or lack thereof to the organisation of adopting and implementing digital and their employee's willingness or capability to use them can also be viewed as factors that can facilitate or inhibit digital channels adoption.

Chao (2012) argues that owners who already possess an intimate knowledge of information technology and its potential benefits are better placed to implement and exploit the adoption of digital technologies in a fashion that justifies their initial investment and advanced the company's attempts to achieve their strategic goals. Additional factors that validate the decision to adopt digital channels include the perceived ease of use of the new technology as well as the tangible commercial benefits the company may accrue after adoption.

2.3.8 Resource-related factors:

Karialuoto et al (2010) categorised three types of resources that have the potential to either foster or hinder digital adoption within SMEs and these are (1) Financial, (2) Human, and (3) Technological resources. They indicated that while human and financial resources played a vital role in adoption technological resources played a far less significant role in micro firms. Gilmore et al (2007) assertion regarding the dearth of human capital, resources, and knowledge that is embedded within the SME context and experience is supported here. Jarvinen et al (2012) opine that the largest and most persistent resource barriers that SMEs and larger organisations face in implementing and adopting digital marketing within their commercial entities are, human resources, time, and expertise and although these barriers are more easily overcome by larger companies with more financial resources this does not automatically equate to successful implementation. Federico et al (2012) and Taiminen (2015) concurred on this by arguing that although digital marketing, in essence, has no viable cost the fixed costs can still be significant for some companies and therefore as a hindrance to implementation and subsequent use of digital channels, furthermore the absolute labour intensity that is required for this new dialogical, digital type of marketing communication which requires constant

attention and continuous production of updated content can quite overwhelming for SMEs and those new to the field of digital marketing. This necessitates a unique and specialised skillset and competence of employees according to Sayre et al (2012) which when present are characterized as significant enablers of the adoption of digital channels within SMEs.

2.3.8 External competitive social ecosystem:

The external competitive ecosystem in which a firm operates combined with its product and service offerings can dictate the pace at which it adopts digital channels as competitive pressures from rivals and the need to expand product range and increase customer base, purchases, and repurchases are all examples of scenarios that have the potential to facilitate or inhibit the adoption digital channels by SMEs, Jarvinen et al (2012).

Additionally, the changes in customer behaviour and its demographic is an external social factor that must be considered by SMEs when considering whether to adopt digital channels, for example almost all adults 99% of 16-44-year-olds in the UK were recent internet users. Office of National Statistics (2020).

Also, 96% of the population had access to high-speed broadband.

Office of National Statistics (2020)

These are external factors within the ecosystem in which the SMEs operate that while outside of their control are factors that can facilitate their adoption of digital communications.

2.3.9 SME rationale for using digital communications

Taiminen (2015) in a survey of 437 Finnish SMEs identified three key reasons for engaging in digital marketing these are: Speed of Communication, cost savings, and the consumer's changing behaviour. 64% of the respondents reported that speed of communication was the main reason they adopted digital marketing. 51% identified cost savings as the significant reason that they adopted digital marketing while 56% indicated that the change in the consumer behaviour was the main and significant reason behind why they adopted a digital marketing approach.

2.4.0 Who uses social media

Paunovic et al. (2022) and Kadekova et al. (2018) argue that social media usage and their various platforms differ in popularity and usage depending on their generational classification, for example, Generation Y or the Millennial cohort born between 1982

and 1994 it is argued predominantly uses Facebook, followed by Instagram and then YouTube. While Generation Z the cohort born between 1996 and 2010 predominantly uses Instagram followed by YouTube and Snapchat, Fietkiewicz et al. (2016) confirm this usage pattern of Generation Z but go further in highlighting that they are less likely to use business networking sites such as LinkedIn and Xing. Fietkiewicz et al (2016) results showed that social media users born between 1980 and 1995 and those before 1980 have an increased propensity to use network sites designed for professional interaction and this is attributed to the fact, they are familiar with online networking this is further influenced by their motivation and willingness use alternative professional networking sites such as Xing. The older cohort of Generation X users is more likely to use social media to disseminate news, business, and political information. While the Generation Y cohort uses Facebook the traditional networking platform to communicate and share information with friends and family. In contrasting fashion, the Generation Z cohort which is the youngest of the cohorts prefers according to Fietkiewicz et al, (2016) to spend the majority of their time on the fairly new photo-sharing network site Instagram and virtually ignore Facebook from a user engagement perspective. There is a clear and significant difference between the level of engagement with newer social media channels and the older more established ones between the different cohorts, this has implications for its commercial use as all social media channels are not equal and they are not composed of a homogenous audience. Statista (2022) revealed that 71% of 16-24-year-olds in the UK used Instagram daily as of October 2022 and 7 in 10 reported daily usage of TikTok and YouTube. **(See figure 12)**

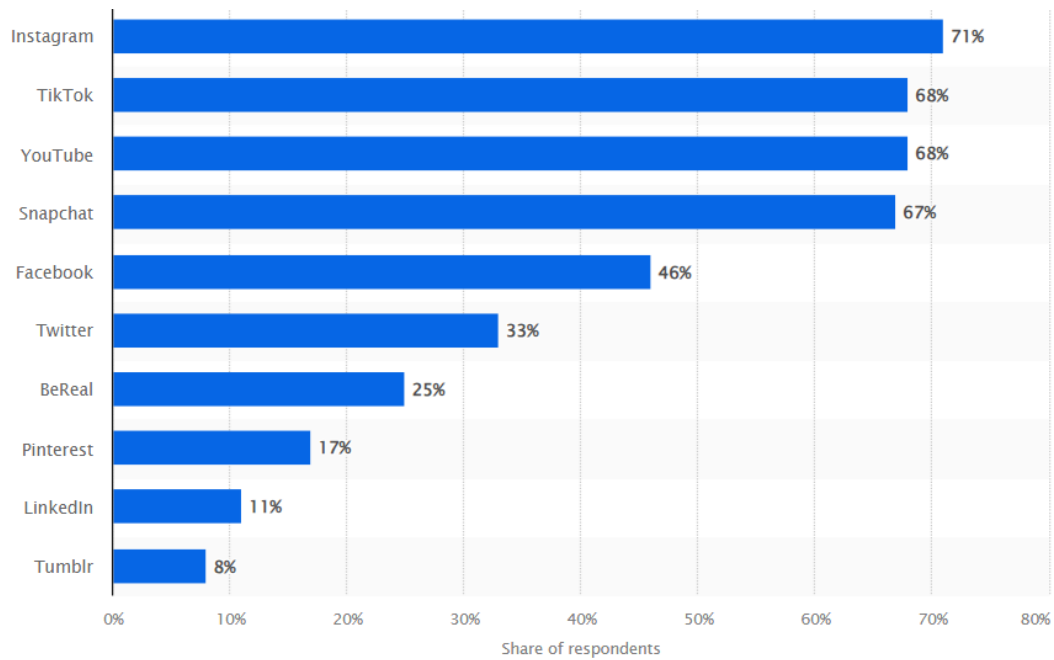


Figure (11) Share of Gen Z users in the UK.

Source: Statista 2022

A Statista survey conducted among SMEs in the UK found that 27% of the respondents indicated that they used Facebook to conduct their marketing activities while 25% stated that they used Instagram for their marketing functions. In the same survey SMEs stated that they used social media to raise their awareness as well as drive engagement. **See figure (12) below.**

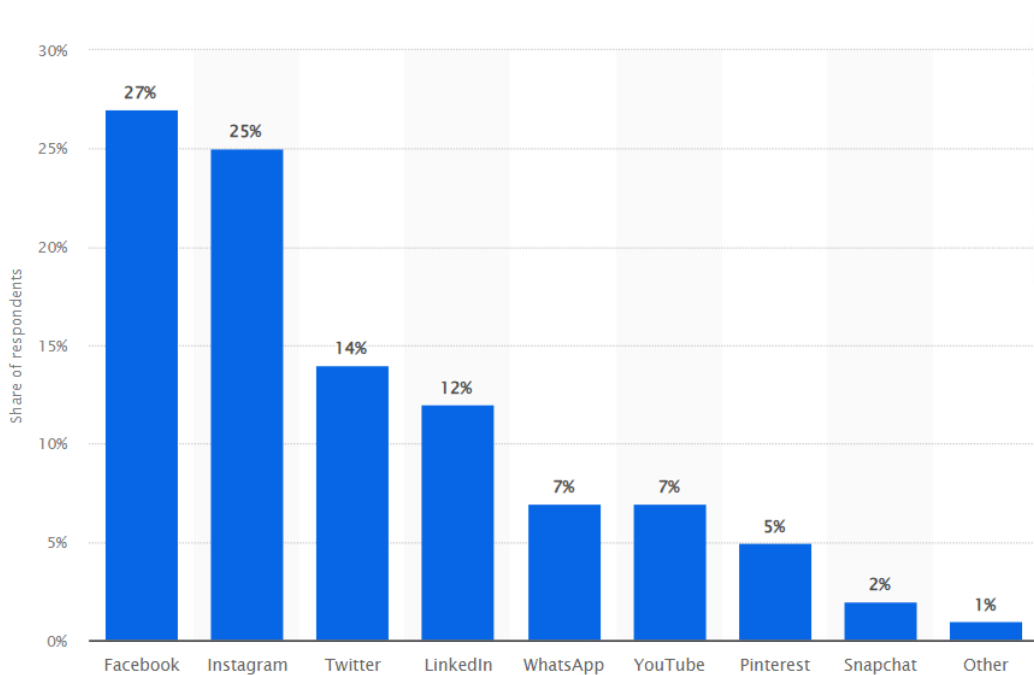


Figure (12) Social media platforms used by SMEs in the UK

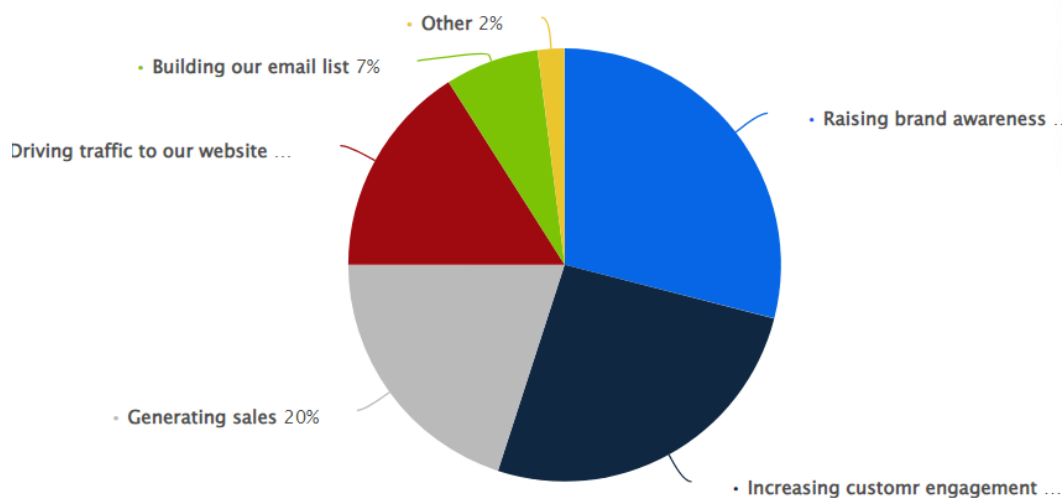


Figure (13) The Reason SMEs in the UK use social media. Source: Statista (2020) Role of social media

A 2023 Statista commissioned report titled “Leading social media platforms used by marketers worldwide as of January 2023” in which they surveyed marketers globally on the social media platforms that they utilise for marketing highlighted Facebook as the social media site they used 89% of the time to promote their businesses while 80% of them indicated that they did the same with Instagram. Undoubtedly social media and in particular Facebook has become one of the most successful forms of digital marketing which can be attributed to its large user base of daily users in excess of 2.9 billion which gives businesses the potential to theoretically target and reach millions of customers locally as well as internationally. Fietkiewicz et al (2016). Facebook is the present market leader in the realm of social media and industry professionals’ preferred platform of choice because of the purported increased exposure it provides to their brands and products as well as the increased traffic it provides to their websites, Statista (2023). However, while Facebook remains the clear market leader and retains its position as the platform of choice for marketers in the business-to-business (**Figure 14**) as well as the business-to-consumer space the social media landscape is dynamic with Instagram and YouTube gaining both market share and momentum and numerous advertisers according to Statista (2023) indicating their intention to reduce their both spend and activity on Facebook. Notwithstanding its undeniable global and domestic popularity theorists such as Fournier et al (2012) and Spenner et al (2011) have argued that brands are uninvited

guesses at the party of social media, primarily because companies do not conform to the norms of social media and that marketers have placed too great an emphasis on online networking and engagement with customers that display no interest in the Brand other than that of the purely transactional kind. This argument is supported by Dixon (2023) in findings that asked individuals why they used social media.

The results revealed that 47% use the platform to stay in touch with friends and family, and 36% indicated that they used it to fill time and catch up on news stories.

Finding products to purchase was ranked seventh on the list of why persons use social media at 25.9%, this is depicted in **Figure (14)** below.

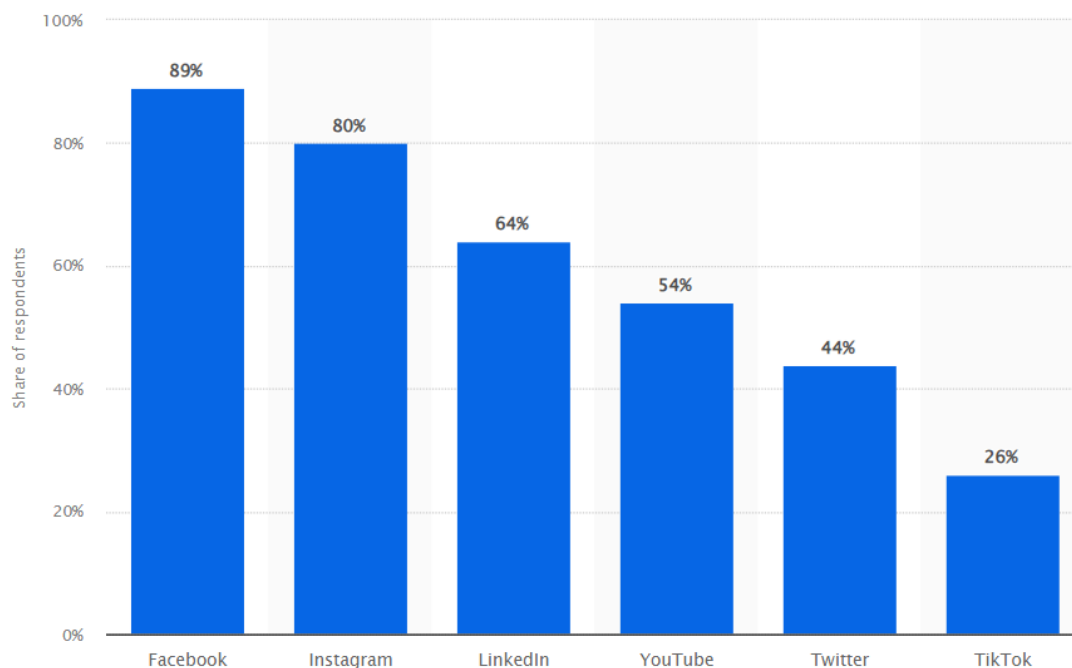


Figure (14) The Leading Social Media Platform in the UK. Source: Statista (2023)

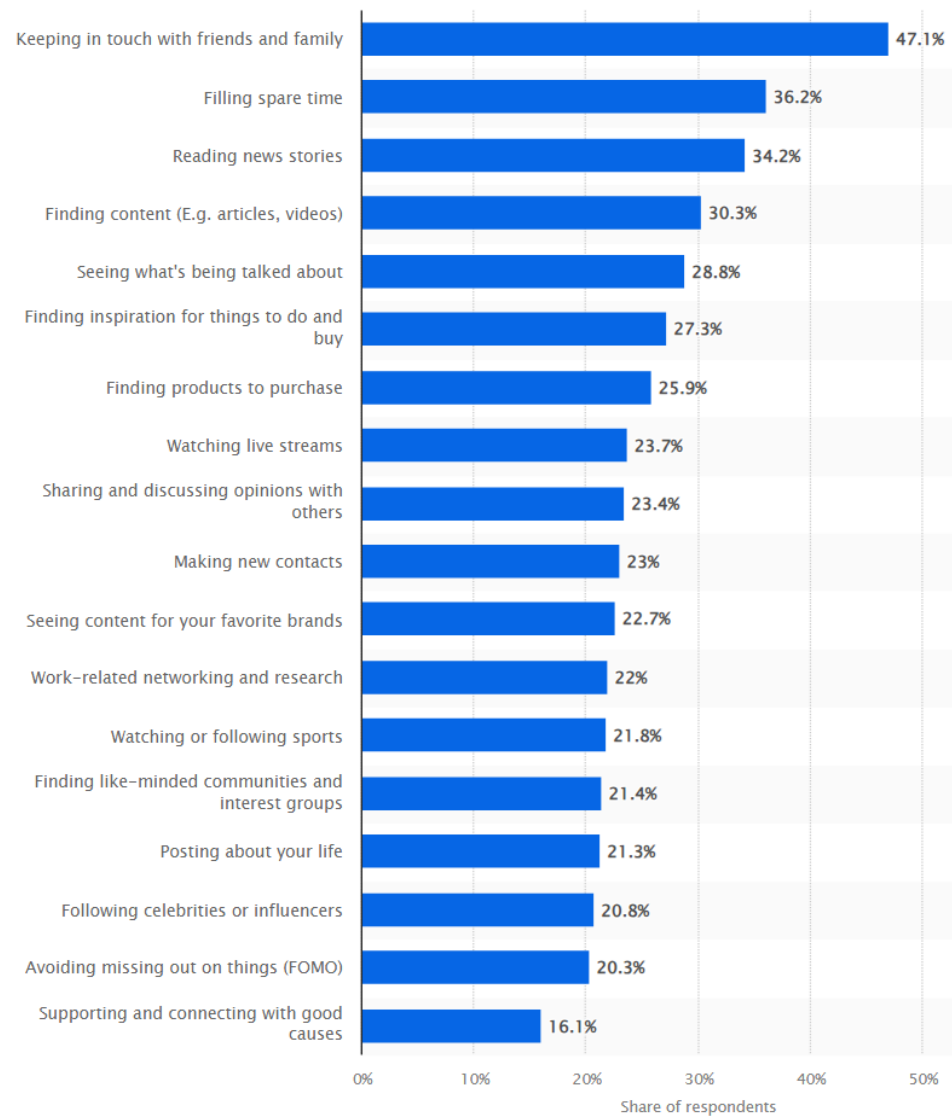


Figure (15) What people say they use social media for

2.4.1 Defining Marketing Effectiveness.

The purpose of this section is twofold: firstly, to define what marketing effectiveness is and secondly to develop a theoretical underpinning on which the marketing effectiveness practices of Afro-Caribbean Entrepreneurs (ACE) can be evaluated. What is meant by Marketing effectiveness (ME)? When marketers say that their marketing has been effective what precisely do they mean? This has been a perennial issue within the marketing community. The following definitions is not intended to be an exhaustive literature review of the numerous definitions applied to marketing effectiveness but aims instead to establish a working definition for this thesis.

The authors of the White paper The Effectiveness Code, a meta-analysis of 4863 Marketing effectiveness award entrants and winners from the years 2011 through to 2019, from every major market in the world, which included 1,031 cases from The Cannes Creative Effectiveness Lions database, 3,616 cases from the WARC database and 216 cases from The Institute of Practitioners in Advertising (IPA) databank, James Hurman and Peter Field (2020,p9) concluded that there was no universal definition of marketing effectiveness and that there is also a lack of shared language even though there already exists an nomenclature within the industry. A search of the academic peer reviewed literature confirms this, as the terms marketing effectiveness and effective marketing are used as synonyms by the various authors reviewed by this researcher. This leads to ambiguity when attempting to arrive at a suitable and precise definition of what marketing effectiveness is.

Pauwels (2004,2016,2009,2016) views marketing effectiveness as the outcome of various tactical inputs of the person/s with responsibility for marketing and that this maybe mediated by several factors including media channel choices and message duration.

Ambler (1999) defines effectiveness as “reaching desired goals”.

Binet and Field (2007,p11) defines effectiveness as essentially the scale of effect relevant to the context, this may be very large profit gains and large business effects.

Hanssens et al (2016) argues that there is an innate conflict within marketing evaluation between effectiveness and efficiency.

effectiveness refers to the ability to reach the goal, while efficiency refers to the

ability to reach said goal with the least amount of resource expenditure.

To highlight this dichotomy Hanssens (2016) cites the conflict in marketing between mass media advertising which is effective in reaching vast numbers of prospective customers but is not very efficient in terms of cost and online advertising which maybe efficient but not effective as it reaches less prospective consumers, nonetheless, the value of marketing can either be expressed in terms of efficiency or effectiveness depending on the objectives of the organisation.

The IPA and ISBA (2021) defines Marketing Effectiveness (ME) as the process of improving business performance from marketing activities, made easier and more impactful by people; data, tools & measurement; and a strong & clear focus".

Tilman (2022, p4) concurs with Hurman and Field (2020) by stating that effectiveness is a term widely used in marketing and advertising but without consistency in what it means.

He further argues that in its broadest sense effectiveness in advertising is simply the ability to prove that advertising has delivered on its objective, whatever they may be. However, overtime he argues, a narrower definition has emerged that focusses on proving advertising's impact on business metrics such as sales, profits, or market share gain.

This new approach he contends is an attempt to prove advertising is an investment that pays back rather than a cost to be managed.

As can be seen in the above discussion the definition and application of the term Marketing Effectiveness are many and varied, therefore this author proposes for the sake of simplicity and for the purposes of this thesis a composite definition of Marketing Effectiveness (ME) which is as follows: *"The ability of a marketing activity or campaign to drive both short and long-term growth in customer acquisition, sales, profitability and market-share gain leading to significant measurable improved commercial outcomes"*.

This definition is the one that will be used when the term Marketing Effectiveness (ME) is mentioned in this thesis.

Although we have now established a working definition of "ME", Hurman et al (2020) proposed a framework by which marketing effectiveness can be understood and judged by both practitioners and clients.

This is called: “**The Creative Effectiveness Ladder**”. (See Figure 16 below).



Figure (16)

Source: *The Effectiveness code (2020)*.

This new framework with which to judge or evaluate marketing effectiveness was proposed by Hurman and Field 2020 on behalf of Warc and Cannes Lion in which 4863 marketing effectiveness entrants were analysed to identify empirical generalisations for a unified and universal approach to marketing effectiveness, Bass(1995) argues that findings from empirical generalisations in marketing can be used as precursors to a theory or be used to explain a theory and that this scientific interaction between theory and data leads to higher level theories.

The Creative Effectiveness Ladder identified six impacts that creative marketing generates ranging from the first rung of the ladder which is an : “*Influential Idea*” that generates the least commercially impactful results, right through to the sixth rung of the Ladder which is “*Enduring Icon*”, examples of Enduring Iconic marketing campaigns are The John Lewis Christmas campaign, Doves real Beauty Campaign and the Snickers campaign “*You are not you when you are Hungry*”.

These are all examples of campaigns that have driven sales and profitability over the long-term and continue to accumulate results and return on marketing investments therefore they sit at the top of the Creative Effectiveness Ladder, Hurman et al (2020).

As already elaborated earlier the first Level on the ladder is the “**Influential Idea**”: campaign, it uses marketing creativity to generate maximum engagement and sharing of the campaign which then translate into “Buzz”, this is what defines success for these types of campaigns but “buzz” by itself is not enough and this effect generally tails-off in the short-term if not supported by additional marketing activities, the results of these campaigns are apparent and can be assessed or measured within three months of being in the marketing. Hurman et al (2020).

“**Behaviour Breakthrough**”: is the second rung on the ladder and this occurs when marketing campaigns change the purchase or any other behaviours of the intended customer that is relevant to the success of the campaign. Getting consumers to behave in a manner that’s beneficial to your brand is a crucial precursor to sales growth therefore behavioural outcomes are often very closely linked to commercial results such as increases in penetration or frequency of purchase that usually led directly to sales growth. Cannes Lions & WARC. (2020, p33).

The success of these campaigns can generally be assessed within three months.

“**Sales Spike**”: is the next rung up on the ladder, this type of campaign uses marketing creativity to drive short-term, temporary growth in sales, market share and profitability for its proponents.

Binet et al 2010, Hurman et al (2020) both argue that there is a significant raise in the number of marketing campaigns seeking to achieve short-term temporary sales effect. Binet et al (2010) argues that this can be attributed to the raise in digital attribution where campaigns successes are measured by efficiency metrics such as cost per click which only measure short-term effects, while Hurman (2020) cites budgetary constraints, fragmented campaigns, and a need to meet quarterly reporting cycles as contributing factors.

Either way, both are of the view that this type of approach is unhealthy for the brand although it can be effective in the short-term it is ultimately detrimental to a brand’s long-term profitability prospect.

Again, similar to the levels below it the “*Sales Spike*” campaign can be assessed after a relatively short period of three months. The lead media channel that dominates all the previous two lower rungs of The Creative Effectiveness Ladder are all “*new media channels*”, namely online video and social media which has a short-term efficiency focus that fails to create and grow future demand, Field et al(2019)

and James Hurman (2022) in his book “Future Demand” further argues that over usage and heavy reliance on these digital channels constrain the future growth of companies that uses them and this is particularly acute among SMEs and start-ups who display a significantly higher failure rate when compared to their more established competitors because they have not nurtured or primed the out-of-market customers to their products or services and instead were only speaking to in-market customers who are ready to buy now. Therefore, they have missed opportunities to create future demand by using broadcast channels with emotional messaging. He further opines that the growth contraction is usually most pronounced in years two and three when digital communications can no longer efficiently convert new customers.

“Brand Builder campaign”, is the fourth rung on the ladder, these campaigns use marketing creativity to improve all the fundamental measures of brand health such as: purchase intent, awareness, consideration, and brand image ownership.

While achieving any or all the four fundamentals of brand health is important to the brand, businesses can be more successful and excel if they utilise brand as a competitive advantage through emotional marketing communications that will bond consumers to the brand, drive brand health fundamentals which has been shown to increase marketing effectiveness in the long-term. Hurman. (2018), Field (2016). The success of these campaigns is measured in improvements of the brands health metrics and any significant increase in these scores can be considered a success. The effect of the campaign can be measured in the short-term but should be tracked for a more considerable term of at least six months to assess the growth of the brand, traditional media are the dominant channels used by **“Brand Builder campaigns”**.

This is attributed to the fact that video-led communications i.e., Television and online video that employ emotion, storytelling and great music is still the best way to connect deeply with a customer as opposed to deploying rational messaging and static digital usage. Field and Binet (2019).

“Commercial Triumph Campaigns” is the fifth rung on the Creative effectiveness ladder, and this occurs when: Marketing creativity is used to profitably increase sales and market share beyond a single quarter or the duration of the campaign.

Field and Hurman (2020) argue that creation of sustainable commercial growth

should be the central and primary objective of all for-profit marketing efforts, however because this is not as simple as driving a “*Sales Spike*” by increasing your share of voice, but is instead a process of utilisation of blockbuster creativity, insightful strategy and considered media choices, it is an increasingly difficult campaign for the majority of marketing campaigns to replicate. The sustained effect that the campaign has on sales, market share, and return on investment cannot be assessed in a short time frame such as three months but should be assessed over a longer period of six to eighteen months.

“**Commercial Triumph Campaign**” has some similarities with the “**Brand Builder Campaign**” in that they both utilise similar lead channels Television and online video in their campaigns, but the “*Commercial Triumph Campaign*” goes further with its use of powerful emotive storytelling.

This is evidenced in the effectiveness Code (2020, p69) by this statement “*Our analysis shows that emotion, music, humour, and storytelling are among the most effective creative strategies for Commercial Triumph campaigns and that online video and TV are among the most effective lead media. Even as viewership of terrestrial television falls, every new effectiveness study just keeps showing us that a fantastic piece of film is as valuable as ever*”.

The “**Enduring Icon Campaign**” is the sixth and final rung on The Creative Effectiveness Ladder.

These campaigns use marketing creativity to drive brand and sales growth consistently over a long period of three years or more. They persist with the same creative strategy or creative work throughout that period, creating sustained commercial outcomes.

Creating long-term successful marketing communications is considered a highwater mark particularly within an industry where the tenure of marketing decision makers has a time span of between 12-24 months, Welch and Sanderson (2022)

As creative marketing communications goes, there is no greater accomplishment than attaining this status which represent best in class, from the standpoint of both marketing communication and profitable commercial impact.

This impact can only be measured over a longer period of three years or more.

“*Enduring Icons*” overwhelmingly utilise traditional media such television as the dominant communication channel in their campaigns, but this is also supported by

online video as a secondary supportive channel, similar to “Brand Building Campaigns” that uses creative emotional or humorous storytelling strategies where a brand character or celebrity is used to great commercial effect.

The six rungs on the Creative Effectiveness Ladder can be categorised into two categories: the first category are rungs one through to three which are all short-term in nature (*rarely last longer than three months*), utilises or leads its communication efforts primarily with digital channels and delivers no long-term commercial impact although they can drive short-term commercial effect. The second category rungs four through to six delivers variations of long-term commercial impact with rung number six “Enduring Icon” being considered the ultimate goal in the marketing industry, because it delivers the holy grail of Marketing effectiveness which is sustained long-term profitability growth.

While budget plays a significant role in driving marketing effectiveness, Hurman (2020, p106) argues that increasing duration or number of media channels increases effectiveness at any level of budget. Budget is an independent variable and that marketers have two additional levers that they can pull to increase their marketing campaign's effectiveness.

These are the *duration* and *number of channels* used in a campaign, the longer the campaign runs and the more channels it employs the more effective the campaign will be. The type of lead channels used will also be evaluated in this study.

It is through the triple lens of duration, number of channels used, and the lead media deployed during the campaign that this study will use to evaluate the marketing effectiveness practices of ACE in the UK and will be a key determinant in where the ACEs sit on the six rungs of the Creative Effectiveness Ladder.

2.4.2 Strengths of the Creative Effectiveness Ladder

The main strengths of the Creative Effectiveness Ladder framework are its robustness, reliability, and its universal applicability across the marketing communication landscape. The framework is robust for three main reasons, Firstly the number of cases that the framework examined 4863 is a significant sample of diverse businesses that engage in marketing communications at the highest level. These businesses span the globe and range from SMEs to large multinational corporations. This imbues the framework with credibility that few other marketing theories/frameworks can claim to have. So significant were the findings that the

WARC/Cannes Lion Effectiveness awards have decided to utilise the framework as the marking criteria that the competition judges at its biennial event will use to assess the cases submitted by entrants. Secondly, the longitudinal approach that the framework adopted to analyse the cases would have prevented and accounted for any short-term effects in the analysis, therefore, rendering its findings robustly reliable.

Thirdly the scope of the cases analysed which comprised three effectiveness organisations and stretched from 2011-2019 and comprised of 1,031 cases from the Cannes Creative Effectiveness Lions database, 3,616 cases from the WARC database and 216 cases from the IPA databank speaks to the rigour and reliability of the data collected.

These organisations represent the gold standard in marketing effectiveness analysis as all the cases submitted to these organisations have to provide audited evidence of the outcomes of their marketing campaigns to verify their claims. Its universal applicability is another one of its key strengths, it can be used as a planning tool for an SME prior to launching a short-term campaign to the likely-hood it being successful and/or it can be used by a multinational corporation to ensure that it has allocated sufficient resources to media, to access if the campaign's duration is suitably long or whether the appreciate amount and type of communication channels are being deployed.

2.4.3 Critique of the Creative Effectiveness Ladder Framework

The Creative Effectiveness Ladder is a framework designed to measure and improve the commercial impact of marketing efforts, particularly focusing on the creative aspects of marketing campaigns. While it has its merits, it also faces several critiques:

1. Lack of Representation of the Wider Business Population

- Critique: The primary foundation of the Creative Effectiveness Ladder is built on effectiveness cases submitted to various competitions, such as the Cannes Lions. These submissions are typically from well-resourced companies capable of investing significantly in their marketing efforts. As a result, the framework may not represent the wider business population,

especially smaller businesses and SMEs, which constitute the majority of businesses globally.

- Response: While this critique holds validity, it does not preclude SMEs from utilising the framework as a starting point to enhance their marketing communications. The Ladder provides a structured way for businesses to assess their current practices and implement improvement plans. SMEs can progressively adopt higher levels of creative commitment, irrespective of their budgetary constraints, thereby gradually improving their marketing effectiveness.

2. Limited Awareness

- Critique: Another significant critique is that the Creative Effectiveness Ladder lacks popular appeal and is under-promoted. Consequently, only a limited number of marketing practitioners and academics are familiar with it. This limited awareness hinders its widespread application and acceptance in the industry and academia.
- The relative novelty of the framework, having been deployed only three years ago, contributes to this lack of familiarity. Over time, as more practitioners and academics become aware of the Ladder and its benefits, its application is likely to increase. Marketing and promoting the framework more aggressively within industry forums, academic conferences, and through professional networks can enhance its visibility and adoption.

Practical Implications of the Critiques

1. Improving Representativeness:

- To address the critique of representativeness, it would be beneficial for the framework to include a more diverse range of case studies, particularly from SMEs and minority-owned businesses. This inclusion can provide a more holistic understanding of marketing effectiveness across different business contexts.
- Customisation for SMEs: Developing tailored guidelines or versions of the Ladder specifically for SMEs can make the framework more accessible and relevant to smaller businesses. These adaptations can

consider the unique challenges and resource constraints faced by SMEs.

2. Enhancing Awareness and Adoption:

- Educational Initiatives: Incorporating the Creative Effectiveness Ladder into marketing curricula at universities and business schools can raise awareness among future marketing professionals. Workshops, webinars, and training sessions can also be organized for current practitioners.
- Industry Promotion: Partnering with industry bodies, professional associations, and marketing conferences to promote the framework can increase its visibility. Case studies and success stories showcasing its application and benefits can be shared through these platforms to demonstrate its practical value.

While the Creative Effectiveness Ladder offers a valuable framework for assessing and improving marketing effectiveness, it faces challenges related to representativeness and awareness. Addressing these critiques by broadening its applicability and promoting it more vigorously can enhance its relevance and adoption across the industry. By doing so, the Ladder can serve as a practical tool for businesses of all sizes, helping them to achieve greater marketing success through structured, creative approaches.

2.4.4 Conceptual Framework for the examination of marketing effectiveness among ACEs in South London.

The purpose of this section is to develop a theoretical underpinning that provides the conceptual framework upon which this study is based. This thesis utilizes a combination of established marketing theories and frameworks to examine the marketing effectiveness practices of Afro-Caribbean Entrepreneurs (ACE) in South London. The primary theories integrated into this framework are Binet and Field's (2013) "The Long and the Short of It," Hurman and Field's (2020) Effectiveness Code, and Barney's (1991) Resource-Based Theory (RBT). Additionally, this framework is designed to address and accomplish the five research objectives of this study.

Theoretical Underpinnings

Binet and Field's (2013) "The Long and the Short of It"

Binet and Field's work is seminal in the domain of marketing effectiveness and is considered an authoritative text that examines the impact of long- and short-term marketing approaches. Their research highlights the significance of campaign duration, the number and types of channels used, and their impact on profitability and effectiveness. The key assertions from Binet and Field's research are:

1. **Increased Campaign Duration:** Campaigns that extend beyond six months typically show higher profitability and effectiveness. This is because long-term campaigns allow for the development of strong brand equity and consumer trust.
2. **Lead Communication Channels:** Campaigns that utilize broad-reach communication channels like television are more likely to be effective compared to those that use a narrow, digital-first approach. Television advertising, for instance, has been shown to produce a stronger emotional impact and a broader reach.

Hurman and Field's (2020) Effectiveness Code

Hurman and Field built on the foundational work of Binet and Field by expanding the geographic scope of their study and developing the "Creative Commitment" framework. This framework helps marketers plan and evaluate their campaigns by assessing their likelihood of success and positioning on the Creative Effectiveness Ladder. Key components of this framework include:

1. **Creative Commitment:** This concept evaluates campaigns based on their duration, media spend, and the number of channels used. Higher creative commitment is correlated with better marketing outcomes.
2. **Creative Effectiveness Ladder:** A tool to gauge the effectiveness of marketing campaigns, providing a structured pathway for improvement. Campaigns are ranked from "Influential Idea" to "Enduring Icon," with higher levels indicating greater commercial impact and effectiveness.

Barney's (1991) Resource-Based Theory

Barney's Resource-Based Theory (RBT) emphasizes the importance of an organization's internal resources and capabilities as sources of competitive advantage. This theory is crucial for understanding the unique challenges faced by

ACEs, particularly in the context of their resource constraints. Key insights from RBT include:

1. **Resource Heterogeneity: Recognises** that not all firms have the same resources, and these differences can lead to competitive advantages. For ACEs, unique cultural and community connections can be valuable resources.
2. **Resource Immobility:** Suggests that resources are not easily transferable between firms, making unique resources a source of sustained competitive advantage. This highlights the importance of leveraging internal strengths and capabilities.

Mediating Factors

The effectiveness of marketing activities is influenced by several mediating factors, particularly in the context of ACEs. These factors include:

1. **Gender/Ethnicity:** Systemic biases and cultural nuances impact marketing strategies and their reception. For example, marketing messages may resonate differently with diverse audiences.
2. **Systemic Inequality:** Socioeconomic disparities influence the resources available to ACEs. These disparities can affect everything from initial funding to ongoing operational support.
3. **Location of Business:** Geographic location affects market opportunities and access to resources. Businesses in urban areas may have different challenges and opportunities compared to those in rural areas.
4. **Access to Resources:** Financial, human, and knowledge resources are critical for executing effective marketing campaigns. Limited access to these resources can constrain marketing efforts.
5. **Size and Age of Business:** Smaller and newer businesses face different challenges compared to larger, established firms. These factors can influence everything from budget allocation to strategic priorities.

Marketing Activities

The conceptual framework identifies key marketing activities that influence effectiveness:

1. **Number of Channels:** Utilising multiple communication channels enhances reach and effectiveness. Multi-channel campaigns can capture a wider audience and reinforce marketing messages.
2. **Campaign Duration:** Longer campaigns tend to be more effective in building brand equity and sustaining profitability. They allow for deeper engagement with the target audience and create lasting impressions.
3. **Lead Communication Channels:** The choice of lead channel significantly impacts campaign success, with traditional media like television often being more effective. This is due to their broad reach and credibility.
4. **Position on the Creative Effectiveness Ladder:** Evaluates the overall effectiveness of campaigns based on established benchmarks. This positioning helps identify strengths and areas for improvement.

Increased Effectiveness

Effective marketing activities, when aligned with the theoretical underpinnings and mediated by the identified factors, lead to:

1. **Sustained Long-Term Profitability:** Long-duration campaigns using broad-reach channels enhance profitability by building strong customer relationships and brand loyalty.
2. **Increased Sales/Revenue:** Effective marketing strategies drive higher sales and revenue by attracting new customers and retaining existing ones.
3. **Reduced Price Sensitivity:** Strong brand-building efforts reduce the need for price discounts, as customers are willing to pay a premium for trusted brands.
4. **Market Share Growth:** Effective marketing practices contribute to increased market share by differentiating the brand and expanding its customer base.

Practical Implications

The practical implications for ACEs based on this conceptual framework include:

1. **Extending Campaign Duration:** Encourages ACEs to plan longer marketing campaigns to build brand equity. This may involve reallocating resources to sustain campaigns over a longer period.

2. Incorporating Traditional Media Channels: Advises the use of television and other traditional media channels for broader reach and credibility. This strategy can complement digital efforts and enhance overall campaign effectiveness.

3. Leveraging Unique Resources: Encourages ACEs to utilise their unique cultural and community resources as competitive advantages. These resources can create authentic connections with target audiences and drive engagement.

Accomplishing the Five Research Objectives:

This conceptual framework is designed to accomplish the five research objectives of this study:

1. To determine the duration of Afro-Caribbean Entrepreneur (ACE) marketing campaigns:
 - By examining the impact of campaign duration as discussed in Binet and Field's work, the framework helps identify whether ACE campaigns align with best practices for long-term effectiveness.
2. To determine the lead communication channel/s being used by ACE in their marketing campaigns:
 - By integrating insights from both Binet and Field's and Hurman and Field's frameworks, the study evaluates the effectiveness of various communication channels used by ACEs.
3. To assess the position where ACE's campaigns are placed on Hurman and Fields' Creative Effectiveness Ladder (2021):
 - The Creative Effectiveness Ladder provides a structured pathway for assessing the effectiveness of ACE campaigns, allowing for identification of areas for improvement.
4. To determine ACE campaign's Creative Commitment Score:
 - Using the Creative Commitment framework, the study evaluates the commitment level of ACE campaigns in terms of duration, media spend, and number of channels used.
5. To access the rationale behind ACEs' choice of campaign duration and their lead communication channel choice:

- By considering Barney's Resource-Based Theory, the study explores how internal resources and capabilities influence the strategic choices of ACEs, including their selection of campaign duration and communication channels.

This conceptual framework integrates established marketing theories and contextualises them within the specific challenges faced by Afro-Caribbean Entrepreneurs. By understanding and applying these principles, ACEs can enhance their marketing effectiveness, leading to sustained profitability and growth.

This framework provides a structured approach to evaluating and improving marketing strategies, ensuring that ACEs can achieve their business objectives despite the challenges they face.

The accompanying visual representation of this conceptual framework in **Figure 17** summarises the key components and their interrelationships. The framework is designed to be used by the researcher to understand and explain the various phenomena that are involved in uncovering the key areas concerning ACE's marketing activities and what is required to improve their marketing capacity and competencies.

These critical activities and mediating factors that influence effectiveness highlights the connections between marketing activities, mediating factors, theoretical underpinnings, practical implications, increased effectiveness, and the relationship in accomplishing the five research objectives.

Conceptual Framework

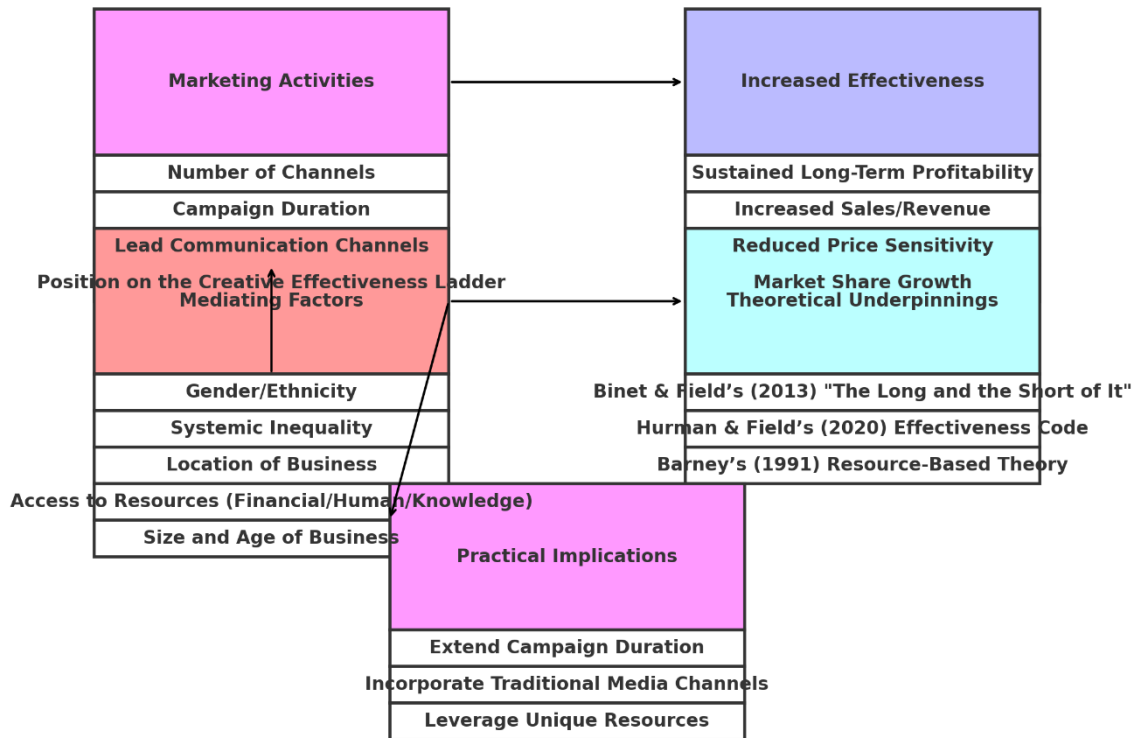


Figure (17)

Source: Author

2.4.6 Conceptual Framework Justification:

Theoretical Foundation (1):

Resource-Based View (RBV) Integration the Resource-Based View (RBV) posits that a firm's resources and capabilities are crucial to achieving competitive advantage and superior performance (Barney, 1991). Effective configuration and utilisation of resources are particularly vital for SMEs, which often face significant resource constraints. Heirman et al. (2004) emphasise that differences in resource configurations explain performance variances among small, large, established, and new firms. For SMEs, including Afro-Caribbean Entrepreneurs (ACEs), strategic allocation of limited resources is essential to maximize marketing effectiveness. Studies by Huang and Brown (1999) and Curran (1988) highlight that resource constraints hinder SMEs' ability to conduct effective marketing and promotional activities, necessitating innovative approaches to resource utilisation.

Effective resource allocation involves prioritising high-impact marketing activities. ACEs can leverage digital platforms to reach broader audiences cost-effectively,

enhancing their marketing reach and impact (Reedy et al., 2004). The use of digital and traditional media in combination can provide the credibility and visibility needed for ACEs to build trust and brand recognition (Sutherland, 2019).

Theoretical Foundation (2):

Binet and Field's (2013) "The Long and Short of It" and Hurman and Field's Effectiveness Code (2020) Binet and Field (2013) argue that effective marketing balances long-term brand-building and short-term sales activation. Long-term campaigns drive profitability and growth by building brand equity, while short-term campaigns generate immediate sales spikes.

Hurman and Field (2020) introduce the Creative Effectiveness Ladder, which categorises campaigns into six levels of effectiveness, from short-term "Influential Idea" campaigns to long-term "Enduring Icon" campaigns. This ladder emphasises the importance of creative commitment and integrating emotional storytelling with strategic media choices.

Campaign Duration and Effectiveness:

Binet et al. (2013, 2017) found that longer campaigns (beyond six months) significantly outperform shorter campaigns in driving business metrics like profit, market share, and revenue growth. Hurman and Field (2020) confirm these findings, showing that campaigns with longer durations and multiple media channels are more effective, regardless of budget size.

Media Choices:

High-performing campaigns often utilize traditional media, such as television and online video, to build emotional connections and drive long-term growth.

Increased Campaign Duration:

Long-Term Brand Building: According to Binet et al. (2013), long-term campaigns are essential for building brand equity and achieving sustained growth. For ACEs, this means focusing on brand-building activities that span several years to create lasting mental associations and customer loyalty.

Lead Channels and Media Choices:

Strategic Media Use: Sutherland (2019) and Hurman et al. (2020) emphasize the importance of media choices in campaign effectiveness. Television and online video,

benefiting from signalling and credibility effects, should be primary channels for ACEs to enhance brand perception and trust.

Balance Between Short-term and Long-term Strategies:

Dual Approach: Binet et al. (2017) and Hurman et al. (2020) advocate for a balanced approach. ACEs need to design their marketing strategies to include both immediate promotional activities and sustained brand-building efforts to maximize marketing effectiveness.

ACE's Creative Commitment score:

ACE's position on The Creative Effectiveness Ladder will determine their score and this will in turn contribute to their campaign profitability or lack thereof. *Hurman (2020)*

Systemic Socioeconomic Inequalities:

Socioeconomic Challenges: Black and minority ethnic entrepreneurs face significant challenges such as limited access to finance and market opportunities (Khan, 2019; Wyman, 2020). Effective marketing strategies can amplify their reach and impact, helping to overcome these systemic barriers.

The integration of Binet and Field's "The Long and Short of It" with Hurman and Field's Effectiveness Code and the Resource-Based View (RBV) provides a robust conceptual framework for examining and enhancing the marketing effectiveness of Afro-Caribbean Entrepreneurs. This framework emphasises the importance of long-term brand-building, strategic media choices, and a balanced approach between short-term and long-term marketing activities.

By leveraging emotional storytelling and addressing socioeconomic challenges, ACEs can achieve sustained growth and success in the competitive market landscape.

This conceptual framework offers valuable insights into the unique marketing challenges and opportunities faced by ACEs, contributing to their long-term profitability and market resilience while considering the systemic cultural and socioeconomic factors that inherently affect this cohort.

2.4.7 Chapter Summary:

Ethnic Minority Entrepreneurs and Marketing Challenges: Ethnic minority entrepreneurs face several challenges, including lower median turnover, profitability, and reduced likelihood of meeting business aspirations compared to their White counterparts. Specifically, Black Afro-Caribbean entrepreneurs experience a significant gap in the literature concerning their marketing practices, with existing studies predominantly focusing on South Asian businesses.

This research seeks to explore how Afro-Caribbean entrepreneurs employ marketing effectiveness principles and their impact on commercial success.

Cultural Influences and SME Marketing Practices:

Cultural values significantly influence marketing practices within SMEs. For example, Chinese firms in Hong Kong exhibit proactive, customer-driven behaviours but lack formal marketing planning skills. Ethnic minority businesses often rely on community solidarity and informal networks, affecting their competitive stance and decision-making. The study proposes promoting consistent marketing effectiveness approaches over culturally driven practices to enhance commercial outcomes.

Importance of Location for SME Success:

Location plays a critical role in the success or failure of ethnic minority-owned SMEs. Black business owners in London report lower profitability and higher revenue declines compared to other UK regions. This study aims to determine whether knowledge and practice of marketing effectiveness principles can positively impact financial outcomes for Black-owned businesses.

Defining Ethnic Minority Entrepreneurship:

Defining ethnic minority entrepreneurship is complex and context-dependent, varying across disciplines and national contexts. The term "ethnic minority" includes various sub-groups, making precise definitions challenging. This study reviews existing literature to establish a working definition applicable to Afro-Caribbean entrepreneurs.

Theories of Ethnic Minority Entrepreneurship:

Key theories in ethnic minority entrepreneurship include ethnic community enclaves, mixed embeddedness, super-diversity, and transnational entrepreneurship. These theories examine how ethnic minority entrepreneurs integrate into host societies

while maintaining cultural identities and leveraging knowledge of multiple markets to create business opportunities. The study investigates these theories to understand their relevance to Afro-Caribbean entrepreneurs.

SME Marketing Communication Channels:

The evolution of marketing communication channels used by SMEs emphasizes digitalization and social media. The review highlights differences between monologic (one-way) and dialogic (interactive) communication channels and their implications for SME marketing practices. Factors influencing digital adoption among SMEs, such as company-specific factors, resource availability, and the external competitive environment, are discussed.

Rationale for Digital Communication Adoption:

SMEs adopt digital communication channels for various reasons, including speed of communication, cost savings, and changes in consumer behaviour. The review examines these factors' influence on the adoption and effectiveness of digital marketing strategies among Afro-Caribbean entrepreneurs.

Impact of Campaign Duration on Marketing Communication Success:

Research by Binet et al. (2013, 2017), Field et al. (2019), and Hurman (2020) underscores campaign duration as a critical determinant of marketing communication success. Analysis of 615 marketing campaigns (1998-2016) showed that long-term campaigns (over six months) were significantly more successful than short-term ones (six months or less). Key findings include:

- **Very short campaigns (1-9 months) generated 162 business effects.**
- **Short campaigns (up to 1 year) generated 273 business effects.**
- **Medium campaigns (2 years) reported 183 business effects.**
- **Long-term campaigns (3 years or more) reported 216 business effects.**

The success was attributed to the Brand-building effect, which takes over from sales activation after six months and continues to drive growth up to three years.

Supporting literature and Findings:

Field (2019) corroborated Binet's findings, identifying a decline in creativity-based award-winning campaigns due to a shift towards short-term, activation-focused creativity. Long-term campaigns were found to be more successful. Hurman and

Field (2020) further supported this view, revealing that smaller-budget, longer-duration campaigns are more successful than larger-budget, shorter-duration campaigns. This literature review highlights significant challenges faced by Black Afro-Caribbean entrepreneurs in achieving commercial success. It underscores the importance of long-term campaign durations for marketing effectiveness. By exploring gaps in the literature and emphasizing longer campaign durations, this study aims to contribute to a better understanding of marketing strategies employed by Afro-Caribbean entrepreneurs, providing actionable insights to improve their commercial outcomes.

Researcher Assumptions and Choices:

In conducting the literature review, there was an inherent assumption that a well-researched discipline like marketing communications would have copious amounts of academic literature available on “campaign durations” and the number of communication channels that successful/unsuccessful marketing campaigns used. However, the academic literature on these components was relatively scant compared to practitioner literature. Longitudinal studies on these topics were available through industry bodies such as the Institute of Practitioners in Advertising (IPA) and the World Advertising Research Centre (WARC).

Inclusion of Practitioner Literature:

The decision to include and cite publications from renowned experts in marketing and advertising, even though they had not been previously published in academic journals, was driven by their significant contributions to the field. Their work, such as the frameworks adopted by industry bodies for assessing effectiveness awards, provided valuable insights for this research. As a Doctor of Business Administration research thesis, emphasizing professional practice and developing new knowledge in an applied commercial context, it was essential to include literature published by industry practitioners.

Impact on Research Direction:

The inclusion of practitioner studies significantly shaped the general direction of the thesis enquiry and laid the theoretical foundation for the research. These studies provided robust empirical evidence supporting the importance of campaign duration and the strategic use of media channels, which are critical for marketing effectiveness.

The decision to include practitioner literature was not taken lightly. It was influenced by the need to bridge the gap between academic research and practical application in the field of marketing communications. This approach ensured that the research remained relevant and applicable to real-world scenarios faced by Afro-Caribbean entrepreneurs. The reflexive process highlighted the necessity of incorporating diverse sources of knowledge to provide a comprehensive understanding of the research topic.

In concluding this section, it must be noted that reflexivity played a crucial role in shaping the research by challenging initial assumptions, guiding the inclusion of diverse literature, and ensuring the study remained grounded in both academic rigor and practical relevance. This reflexive approach enhanced the depth and applicability of the research, contributing to a more nuanced understanding of the marketing practices and challenges faced by Afro-Caribbean entrepreneurs.

3.0 Chapter Three.

3.1.0 Research Methodology Introduction: This sequential explanatory mixed-method study aims to investigate the marketing effectiveness practices of Afro-Caribbean Entrepreneurs (ACE) and determine the extent to which these practices are being implemented. The study is designed to assess the presence or absence of three key phenomena in ACE's marketing campaigns: the duration of campaigns, the lead communication channels used, and the position of campaigns on Hurman and Fields' Creative Effectiveness Ladder (2021).

Additionally, the study seeks to understand the rationale behind the choices in campaign duration, communication channels, and the number of channels used. By employing a cross-sectional mixed-method approach, this research captures both quantitative and qualitative data to address gaps in existing literature and provide valuable insights into the marketing strategies of a previously under-researched ethnic minority community. The resulting findings will contribute to a narrowing of this gap in information for practitioners and academics. The research was conducted in two phases:

Phase one (1), quantitative data was collected from the participants and presented using descriptive analysis and then compared with Hurman and Fields (2021) Creative Commitment Ladder to assess their position on the Ladder. The qualitative data were collected using a survey instrument constructed using Google Forms and hosted via the same platform. Participants were able to access the form with a pre-provided link or a scannable Quick Response (QR) code. **In phase two (2)**, the qualitative data was collected from recorded and transcribed Microsoft Teams meetings from a purposively sampled cohort of participants. This was analysed using content analysis, and frequency analysis.

This chapter details the methods and approaches that were used to conduct this mixed methods study. **Figure (18)** displays the research sequencing and its output.

3.1.1 Philosophical Perspectives that informed the research approach.

Research is misconstrued at times for the gathering of information, documenting facts, and rummaging for information, asserts Leedy & Ormrod, (2001). Williams (2007, p65) defines research as: *“The process of collecting, analysing, and interpreting data in order to understand a phenomenon”*. Creswell (2002) quoted in Williams (2007) posits that quantitative research (*Positivism*) is the process of

collecting, analysing, interpreting, and writing the results of a study, while qualitative research (*Interpretivism*) is the approach to data collection, analysis, and report writing differs from the traditional, quantitative approaches. The mixed-methods research (*Pragmatist*) approach on the other hand which emerged in the mid-to-late 1900s (Tashakkori & Teddlie) integrates both approaches in a single study.

It is for this reason why the pragmatic approach was used as the research philosophy during the course of this research project.

All three approaches are listed in **Figure (18)** below, originated from a particular philosophical stance or worldview, and is examined thoroughly in the preceding paragraphs.

	Research approach	Ontology	Axiology	Research strategy
<i>Positivism</i>	Deductive	Objective	Value-free	Quantitative
<i>Interpretivism</i>	Inductive	Subjective	Biased	Qualitative
<i>Pragmatism</i>	Deductive/Inductive	Objective or subjective	Value-free/biased	Qualitative and/or quantitative

Figure (18) Research Paradigm

3.1.2 Positivist Paradigm

Positivist research is anchored in the realm of natural sciences studies, area such as physics, chemistry, and biology. Their view is one of empiricism where knowledge is generated through the repeated, observable, and systemic study of phenomena, which when completed leads to the development of inductive theories that leaves from specific to general to universal statements.

Tombs, et al (2020) assert that Positivists assumes that there is a single objective 'reality' that can be 'discovered' via experimentation. A quantitative research approach is usually associated with the positivist research philosophy.

3.1.3 Interpretivist Paradigm:

Interpretivism was founded on the premise that the social world consists of meaningful actions and that in order to understand the social world in which we reside in these naturalistic or ethnographic phenomena must be considered before attempting to make sense of what is occurring. Tombs et al (2020) argue that while researchers must display a level of empathy to allow them to interpret the subjects'

possible many different meanings attached to their activities, they must remain unemotional and rational in their understandings as this will allow for empirical verification and rigor of the research process. Interpretivist unlike positivists holds that knowledge is relative rather than absolute. A qualitative research approach is usually associated with the interpretivist philosophy.

3.1.4 Pragmatic Paradigm:

The philosophical stance adopted for this project was pragmatism, derived from the Greek word "pragma," meaning action. This philosophy contends that human actions and experiences are inseparable from the beliefs that originate from these experiences, linking thoughts directly with actions. A core tenet of pragmatism is that knowledge is experiential and shaped by social experiences, making all knowledge inherently social (Morgan, 2014).

Pragmatism as a research paradigm, described by Kaushik et al. (2019), embraces a plurality of methods, shaped by its historical roots in pragmatic philosophy.

Tashakkori and Teddlie (1998) define it as favouring the methodological or philosophical approach best suited for addressing the research question at hand, emphasizing practical outcomes over the methods employed. This paradigm does not engage in debates about absolute truths or reality, acknowledging multiple realities that can be empirically examined.

Truth in pragmatism is defined by its utility and durability through time. Pragmatic researchers thoroughly consider various philosophical stances before concluding that broader philosophical debates are inextricably linked with human experience and dependent on contextual factors (Dillion et al., 2000). The choice of one reality over another, or which research methods to employ, is driven by the potential to achieve desired outcomes (Tashakkori and Teddlie, 2009).

Goles et al. (2000) illustrate this with an example: a positivist might consistently identify an item with a flat surface and four legs as a table, while a constructivist's interpretation may vary—seeing it as a table, chair, or platform depending on its use. In contrast, a pragmatist views such an item through its utility, defining it based on its function in achieving a specific purpose.

This research adopts a pragmatic stance to not only ascertain whether ACEs practice marketing effectiveness but also to understand the underlying reasons for

their practices or lack thereof. The pragmatic paradigm's focus on practical application and outcome efficacy supports the use of a mixed-methods approach, capturing both qualitative and quantitative data effectively. This rationale underscores why pragmatism is particularly suited to this project, offering a comprehensive view of the phenomena under investigation.

3.1.5 Inductive Research:

Taylor (2012, 2020), Giesta (2017), and McChesney (2021) contend that individuals seek to comprehend the elements in their surroundings by employing a combination of reasoning, personal experiences, and research, often finding these methods overlapping and complementing one another in the pursuit of solutions for intricate problems. This reasoning can take the form of inductive, deductive, or a blend of both approaches. When employing an inductive approach, researchers gather sufficient data without preconceived ideas, allowing patterns to emerge naturally.

Cohen et al. (2001) argue that this approach facilitates the generation of novel insights, which contrasts with deductive reasoning, the conventional method that starts with a hypothesis to be tested. Inductive research can accommodate both qualitative and quantitative methods, or a fusion of the two. Purposive sampling is frequently associated with or utilized in inductive research, as it was in the case of this project.

Data can encompass a range of aspects, such as processes, experiences, structures, and cognitive aspects, and various data collection techniques, including interviews, focus groups, observations, diary studies, and audio recordings, can be employed. Willig (2008) underscores the flexibility of the inductive approach and its capacity to yield insights without preconceived notions. This influenced the project's choices regarding sampling strategies, methodological approaches, and data analysis.

3.1.6 Sequencing:

In this context, "priority" pertains to the determination of which approach holds precedence during the data collection and analysis phases of the study, as discussed by Morgan (1998), Creswell (2003), and Gunbayi (2020). Choosing the approach to prioritize is a challenging task, but in the case of a sequential explanatory design, the quantitative approach is given primary consideration.

This choice is primarily because it constitutes the larger portion of the mixed-method data collection process, while the qualitative component, representing a smaller portion of the data to be analysed, is conducted in the second phase. The researcher's agenda, objectives, and aims, as well as the intended audience (Morgan 1998 and Stoecker et al. 2021), play a role in shaping the research direction.

The research's prioritisation of approaches aligns with the stated research aims, while adhering rigorously to the principles and norms governing the sequential explanatory research design project, as depicted in Figure (22).

3.1.7 Cross-sectional mixed methods approach: sequence and output

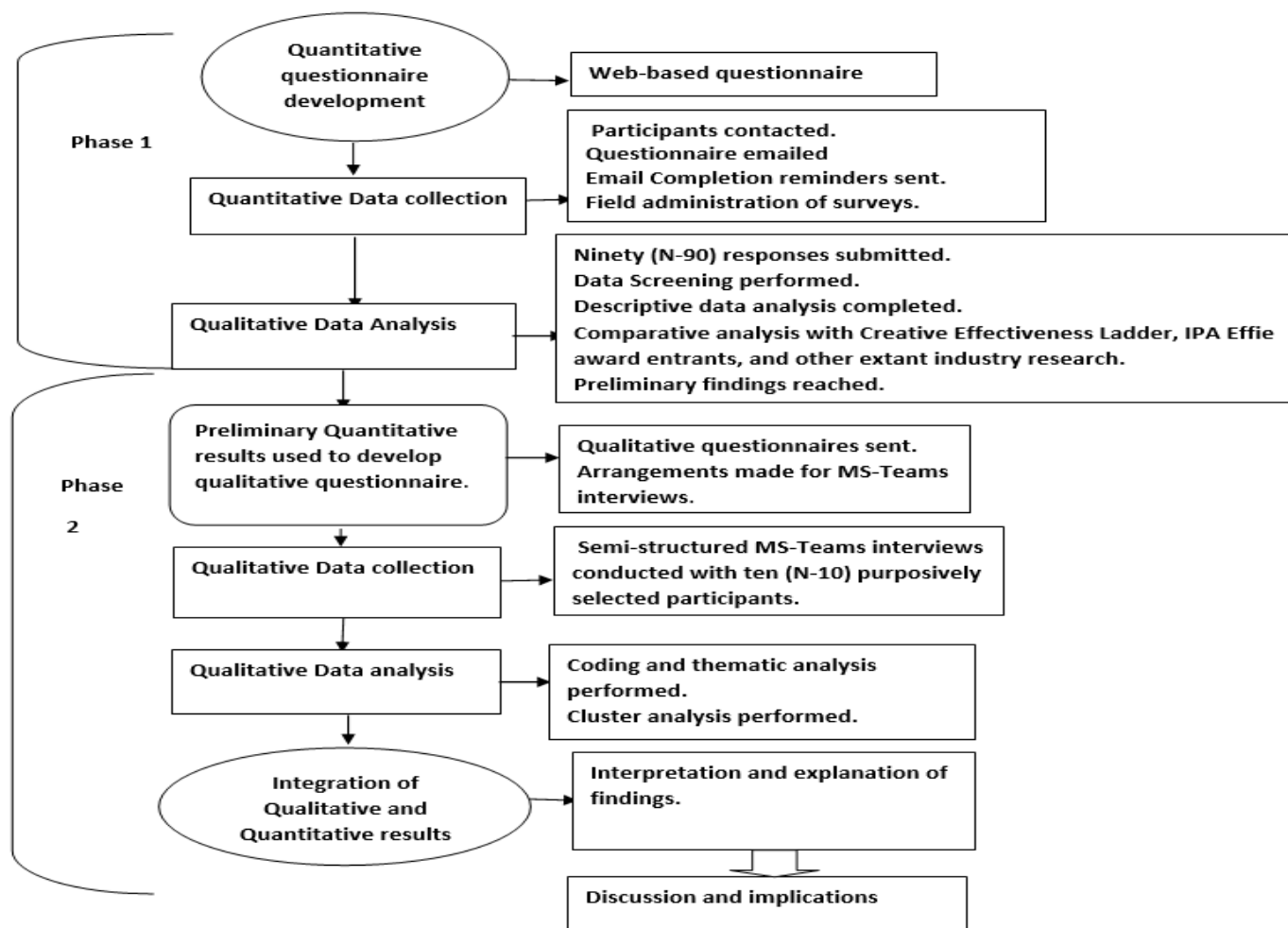


Figure (19) Methods, research sequencing and output.

Source: Author

3.1.8 Research Design.

Tashakkori et al (2003, 2010), Poth (2018) and Plano (2016) identified more than forty-six (N-46) mixed-method research design in the literature, while Creswell et al (2003) identified the six most utilised research designs, which includes three concurrent and three sequential designs.

However, this research project utilised the sequential explanatory mixed method approach. This study adopted the explanatory sequential research design, which was composed of two phases.

Zheng (2015) posits that utilisation of the explanatory sequential design mixed method design enables researchers to draw inferences about how the qualitative results explain and, in most cases, expand the quantitative results. In this type of research approaches the study commences with a quantitative component followed by a qualitative component.

Zheng (2015) further proposed the use of a Cross-sectional explanatory sequential design when the researcher has utilised a quantitative approach and is attempting to extend the breadth and scope of the same study by using a qualitative approach or are seeking to elicit/highlight contradictions and gaps from the quantitative strand in order to explain the causes of prevailing inconsistencies or a novel perspective by conducting a qualitative study.

3.1.9 Researchers' rationale for using Cross-sectional mixed methods:

In a systematic review of the usage of **cross**-sectional mixed methods in the healthcare sector Zheng (2015) Identified four (4) reasons advanced by these researchers:

1. To utilise qualitative results to develop cross-sectional surveys or to perform quantitative variables.
2. To utilise the qualitative data to enhance, explain, support, and verify quantitative results, or to clarify specific quantitative concerns.
3. To utilise the qualitative data to reveal significant gaps from the quantitative data, or explore further topics that are not included in the quantitative survey.

4. To synthesise both quantitative and qualitative data complementarily to provide a richer source of information about an issue or to suggest a high level of confidence. This fourth (4th) reason that Zheng (2015) proposed are both the rationale and justification for the utilisation of the cross-sectional mixed method sequential explanatory approach deployed in this thesis, in addition to the completeness that this approach offers.

When both quantitative and qualitative results are synthesized, it indicates a very high level of confidence, as pointed out by Lindstrom (2014) in Zheng (2015, p. 7). To elaborate, the research was conducted in two distinct phases. In the first phase, quantitative data was collected and analysed, and the findings from this phase informed the development of questions for the second phase, which employed a qualitative instrument. Notably, scholars such as Tashakkori and Teddlie (1998), Creswell (2003, 2010, 2005), Kinnick et al. (1988), Ceci (1991), Klassen et al. (1993), Janz et al. (1996), and Molina-Azorin (2021) contend that conducting data collection in two consecutive phases within a single research study is a defining characteristic of mixed-method research.

The rationale for this approach is that the quantitative data and its subsequent analysis provide a broad understanding of the research problem. In this study, the quantitative sample consisted of ninety (N-90) individuals who identified as Black Afro-Caribbean Entrepreneurs (ACE) and were located in the southeast region of London. This quantitative approach effectively addressed research objectives one (1) through three (3) but was not suitable for answering research objective four (4), which sought to uncover the underlying reasons, sentiments, beliefs, or feelings behind participants' specific choices.

A quantitative tool would not have been appropriate for eliciting such elusive phenomena. Conversely, qualitative data and its analysis further illuminated and explained the statistical findings by delving into participants' perspectives in greater depth, as emphasized by Rossman et al. (1985), Tashakkori and Teddlie (1998), and Creswell (2003,2010).

The diagram in Figure (20) encapsulates the explanatory mixed-methods research design employed in this project. The qualitative sample size comprised ten (N-10)

ACE individuals who were purposively selected, resulting in a total population sample size of one hundred (N=100) participants.

3.2.0 Instrumentation and Methodology.

Quantitative Questionnaire: The quantitative tool (questionnaires) consisted of sixteen (16) questions. Fifteen (15) of the questions were multiple choices which presented the participants with a menu of options with instructions to select the options that best suit or are applicable to them. Question five (5) was the only question that prompted the participants to a written answer. This question asked the participants to state which industry or sector their business was currently operating in. **See Appendix A** for a copy of the Quantitative questionnaire.

Figure twenty (20) below is a table that contains selected questions from the research questionnaire and illustrates the connection between the questions contained in the questionnaire, the research objectives and the relevant supporting literature.

Figure (20) Questionnaire questions, research objectives and supporting literature

Questionnaire questions	Research Objectives	Relevant research Literature
What is the duration of your typical marketing activities?	(1) To determine the duration of Afro-Caribbean Entrepreneur (ACE) marketing campaigns.	Binet and Field (2013), Hurman and Field (2020), Field (2019)
Which communication channel does your marketing activities use?	(2) To determine the lead communication channel/s being used by ACE in their marketing campaigns.	Wyman (2021), Ram et al. (2020), Thinkbox (2020), Dixon (2023)
On a scale from 1-5, how would you rate the	(3) To assess the position where ACE's campaigns are placed on Hurman	Hurman et al. (2020), Binet and Field (2013)

effectiveness of your marketing campaigns?	and Fields' Creative Effectiveness Ladder.	
How many different channels do you use in your marketing campaigns?	(4) To determine ACE campaign's Creative Commitment Score.	Hurman et al. (2020), Binet and Field (2013)
What factors influence your choice of marketing channels?	(5) To access the rationale behind ACEs' choice of campaign duration and their lead communication channel choice.	Wyman (2021), Ram et al. (2020), Hurman et al. (2020)
How often do you review the success of your marketing campaigns?	(5) To determine ACE campaign's Creative Commitment Score.	Hurman et al. (2020), Binet and Field (2013)
Do you feel that resource constraints affect your choice of marketing channels?	(5) To access the rationale behind ACEs' choice of campaign duration and their lead communication channel choice.	Wyman (2021), Ram et al. (2020), Macpherson (1999), McGregor-Smith (2017), Federation of Small Business (2020)
If money was not an issue, which media channels would you choose to grow your business?	(5) To access the rationale behind ACEs' choice of campaign duration and their lead communication channel choice.	Wyman (2021), Ram et al. (2020)

3.2.1 Qualitative Questionnaire

The Qualitative questionnaire contained six (6) questions which were all open-ended and designed to elicit explanations from the respondents about their marketing communication choices. Ottmann, et al (2013), Booth, et al (1996) and Clarke et (2005) maintains that eliciting a person's view particularly when open-ended questioning is used, presents numerous challenges to the qualitative researcher, including unresponsiveness of the respondent, difficulty arriving at a generalisation of their experience and difficulty in understanding and interpreting their abstract statements. The qualitative sample was ten (N-10) persons and was purposively selected from the previously sampled quantitative respondents. Eight (8) of these interviews were conducted via Microsoft Teams while two (2) were conducted in-person.

They were transcribed and thematically analysed (*see appendix B for selected transcripts*) using the NVivo software tool to provide context to the quantitative data but also to uncover unfamiliar and salient themes. While the qualitative sample size is small, Weller et al (2018) argues that some of the most salient ideas can be collected from small sample sizes (N-10) while large sample sizes (N-20) can collect salient and prevalent ideas, but they can also collect less prevalent and less salient ideas.

3.2.2. Semi-structured interviews

Semi-structured interviews have been widely used in mixed-method research design and have the ability to provide rich and illuminating insights from participants.

This tool presents several advantages:

- It allows researchers to gain a detailed view of participants' beliefs, perceptions, or accounts of a particular topic and to explore interesting information emerging from the interview which can ultimately allow a better understanding of the picture. (Smith 1995:pp.9-10,14)
- It is particularly suited to topics that are complex, involve processes, and may be controversial or personal. It facilitates empathy and rapport, provides greater flexibility and is a means for exploring novel areas, and can produce rich information.

- It is compatible with several methods of data collection and analysis and there are fewer logistical difficulties encountered when utilising organising them. (Willig 2008:pp.23-24).

Disadvantages:

- Can be time-consuming to implement.
- Participants may be reluctant to commit for an extended time period which can reduce the number willing to participate.
- Data collected can be difficult to analyse and interpret.

Semi-structured interviews were used in Phase 2 of this research project, the respondents were purposively sampled and were known to the researcher prior to the interview commencing, because of this there was no need to build rapport with them as Smith (1995:pp.13-14) suggests. Nonetheless regardless of familiarity and prior rapport that was built the balance between steering the interview to obtain the data required to answer the research question and allowing the participants to speak freely and openly to redefine the topic and provide novel insights was maintained. Willig (2008:pp.24-25).

3.2.3 Prompts used:

Prompts are suggestions to participants and maybe a list that is read out a word that is mentioned, or a prompt card that can be displayed.

These must be utilised consistently with all participants and form part of the record. Robson (2002: p.276).

To ensure the respondents were able to voice their opinions without the possibility of distortion from the researcher during the quantitative phase of the project, one prompt word was utilised.

The prompt word used was “*Why*”, the respondents were simply asked to state “*why*” at the end of their answers without further prompting or interruptions from the researcher.

This approach of the use of minimal and simple vocabulary during open-ended questioning is thought to allow the interviewee the opportunity to understand the questions and expand their answers without the interviewer’s voice distorting or influencing their views.

This approach also has the added benefit of validating the participant’s responses as

it contains no interventions, judgments or interference that could potentially change or otherwise influence the opinions of the interviewees.

A forward copy of the questionnaire was sent to the participants before the arranged interview to ensure familiarity with the questions that would be asked in the semi-structured interviews.

3.2.4 Research setting and United Kingdom demographic overview:

The setting for the research was the boroughs of Lewisham (5.3%) and Lambeth (4.9%) because these were two of three boroughs that were home to of two largest concentrations of persons identifying as Black Caribbean in London. Croydon with 5.3% was the other London borough that housed a significant black population. Birmingham is home to the biggest population of persons who identify as black in England and Wales with a population of 8%. Census (2011,2021)

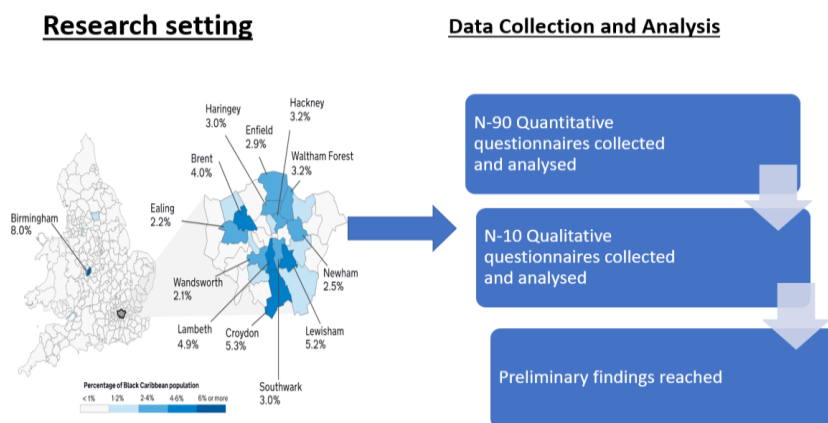


Figure (21) Location of research, data collection and analysis process.

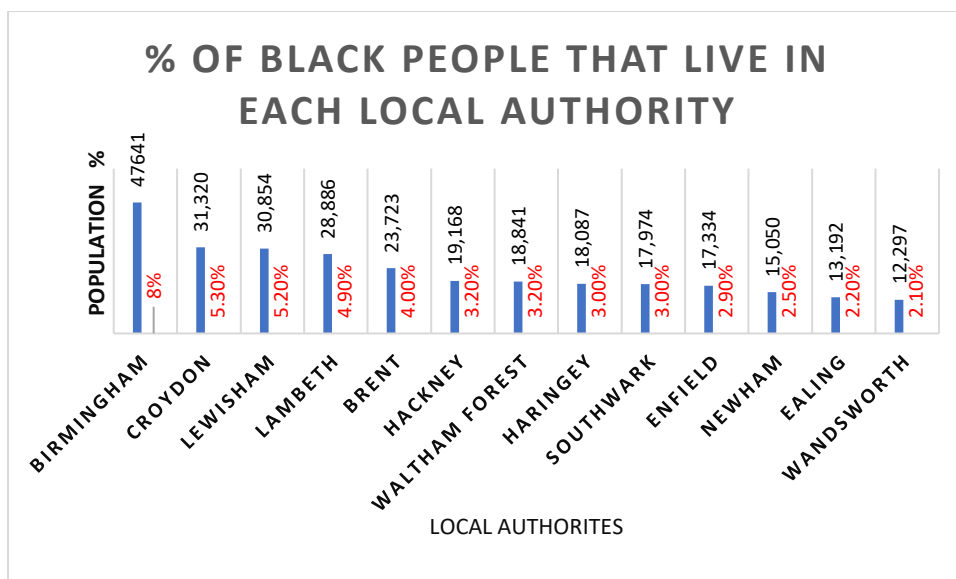


Figure (22) Boroughs where the Black population live. Adopted from ONS Census 2021

3.2.5 Size and Ethnic breakdown of the Population of England and Wales: data from Census (2021)

3.2.6 Size of the White Ethnic Population

The total population of England and Wales stood at 59.6 million persons of that 48.7 million (81.7% of the population) were from the white ethnic group. 44.4 million of those persons identified as white British (74.4% of the population) while 3.7 million persons self-identified as “white other” ethnic group which represents 6.2% of the population.

3.2.7 Size of the Black population

The Black population of England and Wales in 2021 stood at 2.4 million persons which represents 4% of the total population. Of those number 1.5 million persons, which presents 2.5% of the population identified as Black African, with those that identified as Black Caribbean numbering at six (6) hundred thousand or 1% of the population.

3.2.8 Size of the Asian Ethnic Population.

The Asian Ethnic group numbered 5.5 million persons which represents 9.3% of the total population. Of that number 1.9 million (3.1%) of those identified with the Indian ethnic group, while 1.6 million (2.7%) identified with the Pakistani ethnic group.

3.2.9 Mixed ethnicity

Mixed ethnicity persons accounted for 2.9% of the population at large and numbered at 1.7 million persons. Of this number .5 million which represents 0.9% identified as

being from the mixed white and black Caribbean ethnic group, while 0.5 million which is 0.8% of the population identified as being from the mixed White and Asian ethnic group.

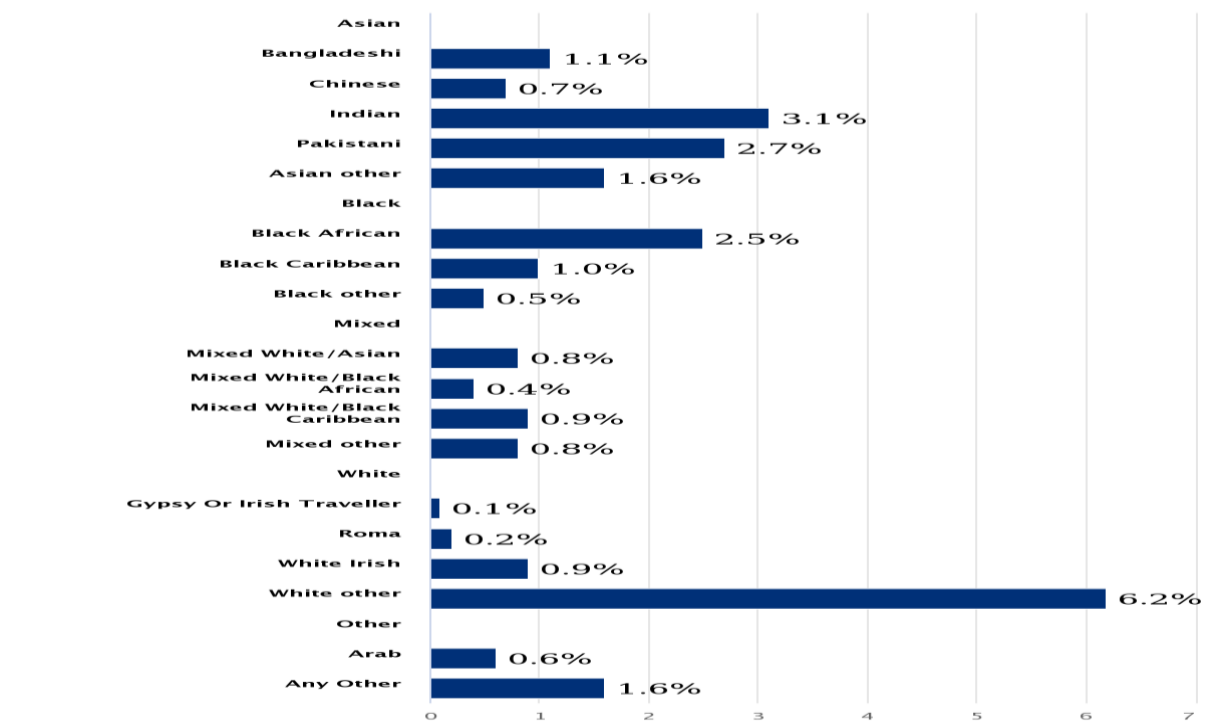


Figure (23) Ethnicity profile of the UK population.

Source: ONS Census 2021

3.3.0 Origin of the Afro-Caribbeans in this study

Figure (24) Map of the Caribbean



The population of study in this research is Afro-Caribbean persons who are for the most part descendants of the “Windrush Generation”. These individuals arrived at

Tilbury dock in post-World War Two Britain from the Caribbean Islands of Jamaica, Barbados, and Trinidad on the Ship the Empire Windrush on 22nd June 1948.

These Caribbean Islands were at the time still part of the British colonial empire and these individuals were considered British Citizens. Britain with its new labour reforming government needed workers to reconstruct war-damaged and a weakened economy, particularly industries related to the country's infrastructure and service sectors such as the railway system and the National Health Service (NHS), McDowell (2018).

Britain recruited the men and women of the Caribbean to fill these labour shortages.

Figure (25) Depicts a recruitment brochure used in the Caribbean Islands as part of the government of the day recruitment tool. McDowell (2018) argues that: *“The migration of colonial citizens began slowly.*

From 1948 when the Empire Windrush arrived until 1952, between 1,000 and 2,000 people entered Britain each year, followed by a steady and rapid rise until 1957, when 42,000 migrants from the New Commonwealth, mainly from the Caribbean, entered. The numbers declined by almost a half in the two succeeding years but by 1960 had increased again to 58,000, and then in 1961 more than doubled, in anticipation of the 1962 Commonwealth Immigrants Act that would restrict opportunities for entry.

By 1961, according to the national population census, the number of people living in England and Wales who were born in the Caribbean was just over 161,000: 90,000 men and just over 71,000 women”.

The descendants of these individuals that presently make up 1% of Britain's population and number approximately 623,115 (ONS, 2021) are the subject of this research project.



Figure (25) Going to Britain Pamphlet

Source: The British Library

3.3.1 The Sampling Strategy:

Although the population to be sampled was already identified as discussed above, careful consideration was given to determine: Whom to interview, what questions to ask, where and how to recruit them and finally how to collect, record, transcribe, analyse, and integrate both Phases of the project. Sampling was purposive throughout the project.

Both the quantitative and qualitative phases required participants to be of Afro-Caribbean descent or self-identify as such, these were prerequisites to participate in the project. Willig (2008: p.23) categorise participants in purposive sampling studies into three groups:

1. homogenous (Share key features) or heterogeneous.
2. Pre-existing (Friends/Colleagues) or New.
3. Concerned (Stakeholders) Naïve or uncommitted.

Afro-Caribbean Entrepreneurs (ACE) belong to the first category (*Homogenous*) described by Willig (2008) because of their ethnicity.

Cohen et (2001, pp .103-4) propose this sampling approach when the researcher is attempting to select participants on the basis of their typicality for a specific purpose. In the case of this study, the specific purpose of selecting this group to the exclusion of the wider population at large was because the phenomena under investigation namely: whether ACEs were engaging in Marketing Effectiveness practices could

only be validly explored if persons from this section of the population were purposively sampled. Had the criteria included the population at large and the research question and objectives remained the same then the results would not have been valid as the inclusion of responses from the wider population at large would have skewed the results by not reflecting the social context, lived experience, and commercial realities of ACEs.

This approach can be criticised as being selective and biased because it deliberately excludes and does not represent the wider population, but it does, however, enable the full scope of the research objectives to be explored within the sampled population. Willig (2008) argues that the representativeness of a sample is important if the findings are to be applied to the general population. As the research objective was to explore issues within a particular segment of the population, Afro-Caribbean Entrepreneurs (ACE), it was evident that the participants would not represent the wider population but could provide insights into particular issues and answer the research questions.

The sampling strategy originally aimed for in excess of Two hundred (200) persons, but significant recruitment issues were encountered, this along with time constraints led to the revised sample cohort of 100 and even obtaining this number posed quite a challenge. Participants were heterogenous, from both genders and from an Afro-Caribbean heritage and or ancestry.

3.3.2 Recruitment Strategy

Identifying and approaching potential participants in a research project is generally the sole responsibility of the researcher conducting said study.

Preston et al (2016) describes the three-step process involved they are:

(1) Identifying, (2) approaching and (3) obtaining the consent of potential participants in a research study.

- **Identification of participants:**

The population of study was already known to be Afro-Caribbean Entrepreneurs (ACE) who were based in the South of London which is home to two of the three largest populations of ACEs. To be included in the study participants had to either be of Afro-Caribbean heritage and or self-identified as such.

Approaching participants:

The participants were approached in four (4) phases this process is depicted in **figure (26)** below. The first approach to the ACEs was via the social platform Facebook where the researcher was a member of Ten (10) black-owned Business groups with a combined stated or claimed membership of 152,000 members.

The second approach occurred by email. The list from which these organisations were contacted was compiled by performing a Google search of Black-owned businesses then they were contacted by phone where possible to assess their willingness to participate in the research.

The third approach was conducted in the Borough of Lewisham where local shops and stores in the Catford area were visited, and their owners approached and asked about their willingness to participate after they were informed of the rationale and purpose of the project.

The Fourth and final approach occurred in the Borough of Lambeth namely the Brixton commercial district, as the researcher was unfamiliar with the commercial district a resident of the community whom the researcher knew previously and who had a detailed knowledge of the neighbourhood was asked to approach local businesses and enquire if they would to participate.

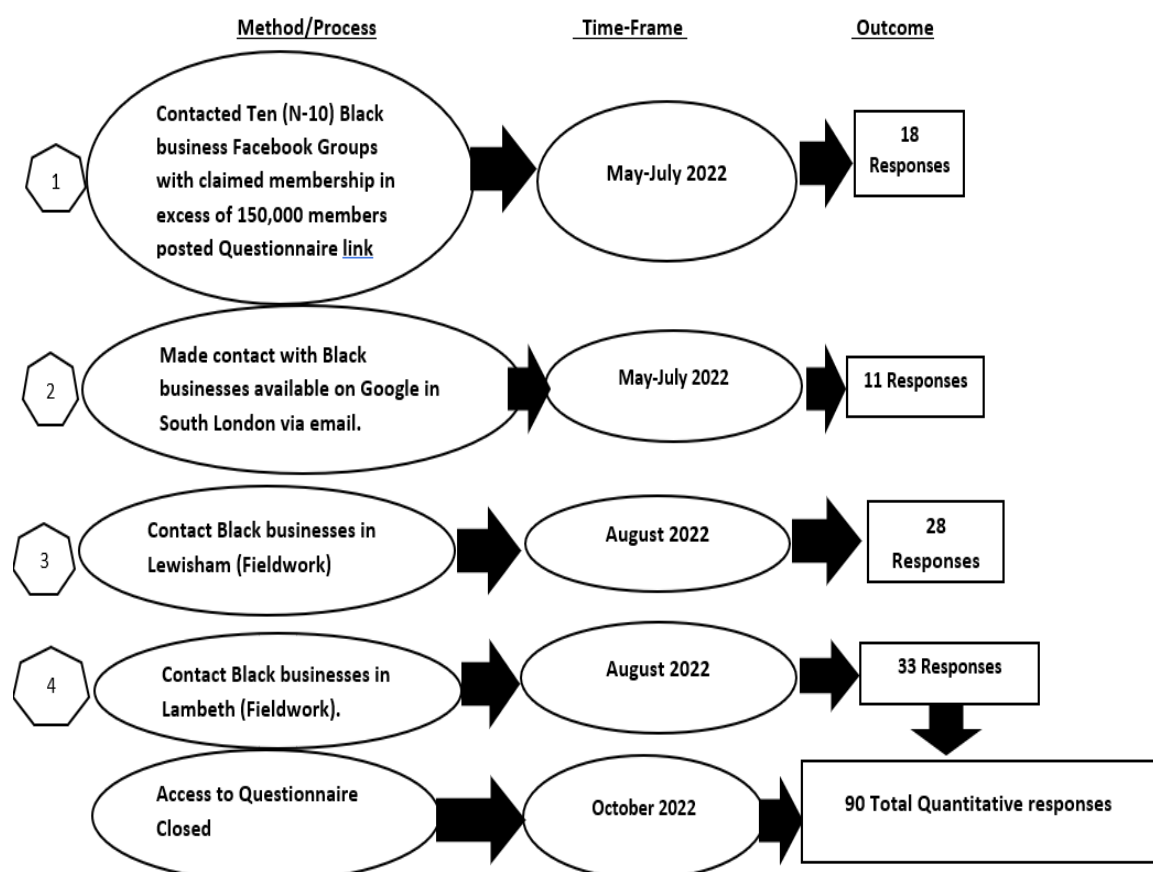
- **Obtaining consent from participants:**

Consent forms were posted in the Ten (10) black Business groups along with a link to the questionnaire as well as a copy of my institution's PURE profile to confirm my identity. This process was repeated when emails were set to Afro-Caribbean-owned businesses with the exception that the emails contained a Quick Response code that they could scan, and it would take them directly to the questionnaire. During the field portion of the data collection when I visited their businesses a copy of the consent form was presented to them and their rights to withdraw before or after the research project was completed was explained along with General Data Protection Rules (GDPR) 2018.

This aided in the participant's understanding of their rights and of the permitted utilisation of the information they provided. All the participants were informed that the data collected would be anonymised to protect their identity.

This information was similarly conveyed to the Ten qualitative participants before our interviews commenced and in Three (3) cases this were repeated during the interviews for clarity and reassurance after privacy concerns were raised by the participants.

The Four (4) Phases of the Recruitment Strategy:



Figure(26) Recruitment strategy and outcome

Source: Author

3.3.3 Approaches to Ethical Issues

Ethical consideration as it relates to research are the moral principles or rules of conduct within which an activity is framed and applies to the treatment of research participants. Protecting participants from any harm, loss, indignity and preserving their psychological well-being is the guiding principle that researchers should abide by and adhere to at all costs. Willig (2008, p19).

Willig (2008) recommends several procedures to ensure a research project is adhering to ethical principles these includes but are not limited to:

1. Informed consent prior to data collection: This was performed as detailed in the previous paragraphs above in both the quantitative and qualitative phases of the research before participant's data was collected.

2. No Deception:

The proposed, aims and objectives of the research project were communicated to all the participants that were involved from the outset of the project. It was made clear that the research is in essence examining how Black business owners conduct their marketing activities in comparison with industry best practice.

3. Right to withdraw without fear or penalisation:

Although data in the quantitative phase of the project was submitted anonymously, both participants in this phase and the qualitative phase were informed of their right to withdraw without fear or penalisation in writing via the University's consent form as well as verbally as was captured in several of the recorded and transcribed qualitative interviews.

4. Debriefing:

Participants were informed that the results from the study will be made available to them in a concise and easily digestible infographic version available at both the local boroughs of Lambeth and Lewisham where the study was conducted and a QR code scannable version will also be made available from the researchers' website. Also, the Black business groups on Facebook that hosted the quantitative questionnaires will also be given copies of the findings.

5. Confidentiality:

Should be maintained regarding the information acquired by the researcher from the participants that were involved in the study. This principle was adhered to on numerous fronts, firstly the quantitative data collected was stored on password protected laptop that only the researcher has access to. Secondly, the quantitative data collected was anonymised and stored in

accordance with General Data Protection Regulation 2018, and third and finally, the qualitative participants' names were changed and given randomly generated initials to protect both their privacy and Identity.

The final published document will also not contain any identifiable data of the participants.

Two of the major ethical issues that may impact the project were the ones regarding the security and privacy of the data being collected and how it will be utilised. All the data and information collected within this research project were anonymised to protect the respondent's privacy and will not be shared with any third party.

The raw and analysed data will only be viewed by the author and was stored on a password-protected laptop with the author being the only person with access as stated in the previous paragraph above.

The project adhered to the University of Sunderland's code of conduct for researchers as well as the Data Protection Act of 2018 (**GDPR**). In all instances including the length of time data is to be stored and the usage and storing of the said data all ethical and moral consideration was adhered to. Once the final paper has been submitted and the final mark ratified the raw data collected during the research will be destroyed.

3.3.4 Data Collection

Data collection occurred between May 2022 to January 2023. Quantitative data was collected by means of a web-based survey application namely Google forms, which allowed for anonymous data collection and ease of analysis because of the in-built analytical tools which were used to perform the analysis of the data when the survey portal closed in September 2022. Qualitative surveys were collected digitally via Microsoft Teams as video files which were recorded, transcribed, uploaded, and analysed by the qualitative analysis software tool NVivo.

3.3.5 Phase One

The quantitative questionnaire containing sixteen (16) questions along with an overview of the research aims and objectives was posted in ten (N-10) black-owned business groups with a claimed membership of 152,000 persons between May 2022 to July 2022. Although the response would be submitted anonymously a consent form was also posted in the groups. (**See Appendix C**) Despite repeated prompts by

posts in the groups response rates were lower than originally anticipated. During the period of collection, the method generated only 18 responses.

This could be attributed to the way in which the algorithms operated by Facebook give more attention to those phenomena that are popular or controversial thus promoting it higher and more frequently in person's news feeds, while also ranking phenomena related to persons of colour lower in their algorithms thus making it less visible and popular, per Dwoskin et al (2021) and Smith (2020).

Faced with this low response rate an alternative method of data collection was devised, this method involved contacting the business owners directly. This was done by identifying Black-owned businesses by means of a Google search, contacting them by phone and then asking them if they would be interested in participating in the research project.

Those that expressed an interest were sent an introductory email detailing the research's aim and objectives along with the consent form. **See Appendix D and D1** for introductory and reminder emails sent to these individuals. The duration of this activity was from May 2022 to July 2022 and resulted in eleven (N-11) responses. These two approaches yielded far fewer responses than was previously anticipated.

It was therefore decided that in order to increase the number of participants field work would have to be done even though this was not part of the original data collection plan. Lewisham and Lambeth businesses were visited in the month of August. Firstly Black-owned businesses in Catford and Sydenham areas of Lewisham were visited during the first week of August 2022. Once the owner of the businesses was identified, I introduced myself by showing my student identification card and proceeded to explain the purpose of the visit and the research aims.

If an agreement was reached for their participation in the research, the participants were shown a Quick Response code (**see appendix E**) contained on my mobile phone that they could scan, and it would take them to the survey site where they could complete and submit their questionnaire.

At the end of the first week in August, sixty-two (N-62) businesses were contacted, and this produced twenty-eight (N-28) responses.

The total participants included in the study now numbered fifty-seven (N-57), my attention now turned to the Borough of Lambeth which is home to the third largest

Afro-Caribbean population in the United Kingdom. The commercial district of Brixton would be the setting for the data collection.

While I am somewhat familiar with the general area, I possessed no intimate knowledge of the area and the various business locations. I therefore, contacted a friend who lived in the area and is quite familiar with the numerous businesses and their owners to first approach them to assess their willingness to participate in the research. He contacted forty-nine(N-49) businesses that expressed an interest in participating in the research, during the first week of August in 2022.

Over a three-day period in the second week of August accompanied by my friend we visited all forty-nine (N-49) of the Black-owned businesses in the business district in Brixton. The first day was spent on Coldharbour Lane while the second day was spent visiting Acre Lane businesses. The third and final day was spent visiting Electric Avenue businesses and in the Brixton market.

The purpose of the visit and the research was previously explained to the business's owners by my friend/emissary but once I entered the business premises and met the business owners this was once again explained along with providing informed consent.

They were all additionally informed that the information they provided would all be anonymous with a view of providing further clarity and alleviating any concerns around the usage, privacy, and purpose of their data. Again, once agreement was reached between myself and the business owners, I presented my mobile phone with the QR code and invited them to scan the code with the camera on their mobile portal which took them to the questionnaire web portal.

All the participants were in possession of a functioning mobile phone except one individual who requested that the email with the link to the questionnaire be forwarded to his granddaughter's email address where he who would complete it with the assistance of her at some later stage. At the end of this process in the second week of August in Lambeth Brixton thirty-three (N-33) responses were collected, the survey portal remained open until September 30th to provide additional time in the hope that more surveys would be completed.

Thirty-three(N-33) proved to be the final amount collected from the Brixton fieldwork. This now meant that the total number of quantitative responses stood at ninety (N-90).

3.3.6 Phase Two

The qualitative portion of the research project consisted of Ten (10) ACE individuals two females(N-2) and eight males (N-8) this now increased the total sample size to one hundred (N-100) ACEs. This commenced in November 2022 and was completed in January 2023. The individuals were purposively selected from the quantitative phase of the project and had agreed to participate in the qualitative phase. It must be noted that these individuals while identified and approached during the quantitative data collection phase had not completed or participated in that phase of data collection because they had agreed to participate in the qualitative portion.

A number of reasons were advanced for this decision including the length of time the questionnaire took to complete as well as the number of questions it contained. The questionnaire contained sixteen questions with fifteen being multiple choice.

Nonetheless, the participants agreed to be involved in the qualitative phase and a forward version of the qualitative questionnaire containing six questions along with the meeting invite was sent to them as the meeting would be held on Microsoft-Teams to facilitate ease of access and convenience for the participants.

One of the female participants was overseas in a business trip at the time of the scheduled meeting but was nonetheless able to complete the interview on Microsoft Teams. The meeting functionality on Microsoft Teams enabled all the meetings to be both audio and video recorded whilst also providing a transcript of the conversation. This increased the accuracy of what was captured because as I read through the interview transcripts, I could simply watch the video recording to ensure that both were accurate and where there was an error in the transcripts, I could easily edit them for accuracy. No additional notes were made during the interviews.

3.3.7 Data Analysis

Phase 1: The quantitative responses were analysed within Google form which offered a number of graphical descriptive options that presented the responses in frequency of percentages, which allowed for easy interpretation and presentation. The data was presented in a descriptive manner using bar and pie charts with the

percentages presented within the graphs. It must be noted that as the study is a cross-sectional study i.e., descriptive/observational where a hypothesis was not being tested or a cause-and-effect relationship was not being investigated there was no requirement for the use of statistical analytical tools and packages.

Phase 2:

The quantitative section of the paper was completed in a manner that would answer research objective five (5) which seeks to understand and determine the reason/s and/or rationale behind the ACE made a particular marketing regarding the duration and of their marketing campaigns and the number of channels used in these campaigns.

With this research utilising a sequential mixed-method approach the second phase of the research was informed from the data collected in the first quantitative phase. The qualitative data in this section was analysed utilising NVivo software to identify emergent themes.

To accomplish this the data was analysed line-by-line during the coding process, and these were identified and then reduced until there was no emergence of significant themes. Frequency analysis was also conducted to determine the appearance and importance of keywords and phrases used by the respondents in the survey. The resulting findings were then presented in the findings section.

3.3.8 Mixed Methods:

The mixed method or multi-method approach is strongly associated with the pragmatic paradigm, Creswell and Clark (2010) and (2011), Johnson and Onwuegbuzie (2004); Maxcy (2003); Morgan (2014a); Teddlie and Tashakkori (2009) and because my philosophical stance is rooted in pragmatism, I have utilised this research approach.

Utilising this approach helps in gaining a complete and comprehensive answer to the research question because it is able to capture phenomena or granular sentiments that may be missed by using just one approach.

Mixed methods are a procedure for collecting, analysing, and “mixing” or integrating both quantitative and qualitative data at some stage of the research process within a single study for the purpose of gaining a better understanding of the research problem. Tashakkori and Teddlie (2003; Creswell (2005).

Firstly, the rationale behind this approach is grounded in the view that quantitative

and qualitative methods utilised by themselves in a study are insufficient to capture all the elusive phenomena inherently located within the social sciences, and therefore integrating and combining both methods overcome each individual method's perceived weaknesses while taking advantage of both approaches' strengths. (Green, Caracelli, Graham 1989; Miles and Huberman 1994; Green and Caracelli 1997; Tashakkori and Teddlie 1998).

To ensure that research objectives one (1) through to three (3) are achieved a quantitative approach was used to deliver the answers in a valid and credible manner. Research objective four (4) which was focused on the elicitation of sentiments, feelings, and/or the participants' justifications of their choices could only be captured in a validated and credible manner only if the instrument used to capture this elusive phenomenon was capable of performing the task it was intended to as such the qualitative approach was used.

3.3.9 Cross-sectional study.

Cherry (2022) and Levin (2006) argues that a cross- sectional study examines data at a single point in time and noted that the participants in this type of study are selected based on particular variables of interests ie stated inclusion and exclusion criteria. This method is often used in development psychology and Healthcare research but is now increasingly being used in social sciences, Levin (2006).

Cross-sectional studies are observational by nature and are known as descriptive research and are designed not to test hypothesis, prove causation or a establish a relation between unknown phenomena that is being investigated. Instead, this kind of research describes the attributes that are present in the community of study and seeks to make inferences about possible relationships and/or gather data to support or supplement future research or experimentation but does not seek to establish a cause and effect between the different variables, Levin (2006).

This descriptive observational approach was used when analysing the data collected in this thesis. The study had no hypothesis to test nor was it attempting to establish a causal relationship between different variables and therefore it was determined that a cross-sectional study would be best suited to investigate the marketing practices of the Afro-Caribbean Entrepreneurial community in London between 2021 to 2023.

3.4.0 Advantages of Cross-sectional study:

- **Efficient and effective at collecting large amount of data.**

Cross-sectional studies allow researchers to collect a great deal of information quickly and data is also usually collected using inexpensive self-reported surveys as was used in the quantitative phase of this thesis.

- **Ability to assess various variables.**

Researchers can examine multiple variables within the population of study to assess/make inference amount their possible outcomes, possible variable may include age, income or gender. Some of the variables that were of importance to this thesis and were examined to make inference as to their likely impact on the success of ACE marketing campaigns were the number of channels used and the duration time their marketing campaign stayed in the market.

- **Emergent data for future research.** Although cross-sectional is not used to establish causal relationship it can often provide the nucleus or be the genesis of a research based on the information that has emerged from it.

3.4.1 Disadvantage of Cross-sectional study:

- Cause and effect are extremely difficult to report, and attribution is likewise difficult and therefore arriving at conclusion about causation is highly unlikely and extremely difficult,
- Cohort differences: this may arise because one particular phenomena/variable may be present or absent in a particular cohort and this may impact the results, these variables can include religion, region of a country, beliefs and ethnicity.

3.4.2 Rationale for using Cross-sectional Mixed Methods: Bryman's (2006) typology:

- Triangulation or greater validity refers to the traditional view that quantitative and qualitative research might be combined to triangulate findings in order that they may be mutually corroborated. If the term was used as a synonym for integrating quantitative and qualitative research, it was not coded as triangulation.

- Offset: refers to the suggestion that the research methods associated with both quantitative and qualitative research have their own strengths and weaknesses so that combining them allows the researcher to offset their weaknesses to draw on the strengths of both.
- Completeness: refers to the notion that the researcher can bring together a more comprehensive account of the area of enquiry in which he or she is interested if both quantitative and qualitative research are employed.
- Process: quantitative research provides an account of structures in social life, but qualitative research provides sense of process.
- Different research questions: this is the argument that quantitative and qualitative research can each answer different research questions, but this item was coded only if authors explicitly stated that they were doing this.
- Explanation: one is used to help explain findings generated by the other.
- Unexpected results: refers to the suggestion that quantitative and qualitative research can be fruitfully combined when one generates surprising results that can be understood by employing the other.
- Instrument development: refers to contexts in which qualitative research is employed to develop questionnaires and scale items – for example, so that better wording or more comprehensive closed answers can be generated.
- Sampling: refers to situations in which one approach is used to facilitate the sampling of respondents or cases.
- Credibility: refers to suggestions that employing both approaches enhances the integrity of findings.

- Context: refers to cases in which the combination is rationalized in terms of qualitative research providing contextual understanding coupled with either generalizable, externally valid findings or broad relationships among variables uncovered through a survey.
- illustration: refers to the use of qualitative data to illustrate quantitative findings, often referred to as putting “meat on the bones” of “dry” quantitative findings.
- Utility or improving the usefulness of findings refers to a suggestion, which is more likely to be prominent among articles with an applied focus, that combining the two approaches will be more useful to practitioners and others.
- Confirm and discover: this entails using qualitative data to generate hypotheses and using quantitative research to test them within a single project.
- Diversity of views: this includes two slightly different rationales – namely, combining researchers’ and participants’ perspectives through quantitative and qualitative research respectively, and uncovering relationships between variables through quantitative research while also revealing meanings among research participants through qualitative research.
- Enhancement or building upon quantitative/qualitative findings – this entails a reference to making more of or augmenting either quantitative or qualitative findings by gathering data using a qualitative or quantitative research approach.

The overarching rationale for the utilisation of mixed methods in this project is *Completeness*, because of the nature of the research question and the stated objectives one research method would not have been able to reflect the true nature of the phenomena under investigation accurately and completely.

3.4.3 Advantages of Mixed Methods Approach:

- Combining both data sets provides the researcher with depth and breadth, thus resulting in a better understanding of the problem.
- Integrating statistical and thematic analysis reduces over-reliance on the former and can capture soft views and experiences. *Jogulu et al (2011)*
- Mixed methods are philosophically flexible as it combines paradigms, allowing investigation from both the inductive and deductive perspectives, and consequently enabling researchers to combine theory generation and hypothesis testing within a single study. *Jogulu, et al (2011)*.

3.4.4 Disadvantages of Mixed Methods approach:

- Combining, analysing, and integrating the two methods can be very time-consuming and labour-intensive.
- High level of proficiency in both qualitative and quantitative methods is required.
- It can be expensive to undertake as expertise may be needed to be bought in to complete the portion of the research that the researcher conducting it is unfamiliar with.

3.4.5 Research Reliability and Credibility:

Taylor (2012) and Willig (2008) argues that it is important for researchers to demonstrate objectivity and rigour in their research process and that this requires consideration of reliability, validity, and reflexivity.

However, Lincoln and Guba (1985) urge researchers to avoid terms such as reliability and validity and utilise terms such as credibility, transferability, dependability, and conformability.

Alternatively, they could use the term credibility or trustworthiness to describe their research. While the various qualitative researchers may disagree on the terms to be used to establish accuracy in research findings, they all agree that rigour in research leads to reliability and validity, Willig (2008). This project used reliability, credibility, and reflexivity to ensure rigour in the findings.

These concepts and the steps taken to ensure the research's robustness are detailed below in section **3.4.6**.

3.4.6 This study employed a sequential explanatory mixed method design, which is instrumental in ensuring both validity and reliability. By integrating quantitative and

qualitative methods, the research captures a comprehensive view of the marketing practices of Afro-Caribbean Entrepreneurs (ACE). This approach allows for the triangulation of data, enhancing the credibility of the findings.

1. **Content Validity:** The study assesses multiple facets of marketing effectiveness, including campaign duration, communication channels, and alignment with Hurman and Fields'(2020) Creative Effectiveness Ladder. By covering these key areas, the research ensures a broad and relevant examination of marketing practices.
2. **Construct Validity:** Utilising established frameworks, such as Hurman and Fields' Creative Effectiveness Ladder, provides a validated structure to measure and interpret marketing effectiveness. This alignment with recognised models strengthens the construct validity of the study.
3. **Internal Validity:** The use of both quantitative surveys and qualitative interviews helps to cross-verify the data. The sequential design allows initial quantitative findings to inform the qualitative phase, ensuring that the latter explores and explains the former's results in depth. This design reduces the risk of internal validity threats by providing a thorough examination of the phenomena.
4. **External Validity:** The study's sampling strategy, targeting a specific ethnic minority group (Afro-Caribbean entrepreneurs) in distinct London boroughs, ensures that the findings are applicable to similar contexts. While the focus is narrow, the detailed exploration provides valuable insights that can be generalised to similar urban minority entrepreneur populations.

3.4.7 Reliability

1. **Consistency in Data Collection:** The quantitative phase used a structured questionnaire, ensuring uniformity in data collection. The qualitative phase employed semi-structured interviews, which, while flexible, followed a consistent format to capture comparable data across participants.
2. **Dependability:** Detailed documentation of the research process, including the sampling strategy, data collection methods, and analysis procedures, establishes a clear audit trail. This transparency allows for the replication of the study, which is a cornerstone of reliability.

3. Reflexivity: The researcher's reflexive approach, acknowledging potential biases and their influence on the study, enhances reliability. By being aware of their own positionality and its impact on the research, the researcher takes steps to mitigate bias, thus strengthening the dependability of the findings.
4. Data Triangulation: The integration of quantitative and qualitative data ensures that findings are corroborated through multiple lenses. This triangulation enhances the reliability by cross-verifying information and reducing the likelihood of anomalous results.

3.4.8 Ethical Considerations

Adhering to ethical guidelines, such as informed consent, confidentiality, and the right to withdraw, adds to the study's credibility. These practices ensure that participants' rights are protected, fostering trust and integrity in the research process.

3.4.9 Pragmatic Paradigm

The pragmatic approach, focusing on practical outcomes and real-world applications, justifies the mixed-methods design. This approach aligns with the study's goals to not only identify marketing effectiveness practices but also understand the underlying reasons for these practices, providing a comprehensive view of ACEs' marketing strategies.

3.5.0 Chapter summary

Chapter Three (3) of this thesis presents a sequential explanatory mixed-method design aimed at exploring the marketing practices of Afro-Caribbean Entrepreneurs (ACE) in the UK boroughs of Lewisham and Lambeth. This methodologically rigorous approach combines quantitative surveys and qualitative interviews to provide a robust analysis of ACE marketing strategies. Utilising Hurman and Fields' (2021) Creative Effectiveness Ladder, Binet and Fields (2013) "Long and Short of it" Framework as well The Resource-Based View (RBV) the study categorises the effectiveness of these strategies, identifying where ACEs stand in terms of marketing application and effectiveness. Ethical considerations were strictly followed, enhancing the credibility of the research.

The quantitative phase gathered data through surveys distributed via social media and direct contacts, while the qualitative phase involved in-depth interviews analysed through NVivo to uncover deeper insights. This dual approach not only filled a

significant gap in the existing literature but also offered a granular look at the strategic choices made by these entrepreneurs, grounded in the practical realities of their environments. In expanding my reflexivity commentary, it's essential to delve deeper into how my background, biases, and assumptions shaped the research process. Reflexivity in research not only acknowledges the researcher's influence on the study but also critically examines how this influence alters data interpretation and the overall narrative of the research findings.

The research's philosophical underpinning in pragmatism guided the flexible approach to data collection and analysis, aiming to bridge the gap between theoretical constructs and practical applications. As a researcher, my background and experiences may have predisposed me to interpret findings through a specific lens, potentially aligning more closely with pragmatic rather than purely academic interpretations.

Acknowledging this, I made concerted efforts to remain open to emerging patterns that contradicted initial hypotheses.

My positionality as an insider within the Afro-Caribbean community provided unique access and insights but also posed challenges related to overfamiliarity and presumptive understanding. To counteract these biases, I employed triangulation, corroborating findings across different data sources and methods to ensure that conclusions drawn were not merely reflections of preconceived notions but substantiated by empirical evidence.

Furthermore, my reflexivity was maintained through a detailed journaling process, where initial assumptions, ongoing observations, and evolving insights were recorded and periodically reviewed. This practice was crucial in identifying and checking biases that might have steered the research towards subjective interpretations. The inclusion of diverse participant perspectives also served as a check against bias, ensuring that the study reflected a range of experiences within the ACE community, rather than a monolithic view influenced by my personal biases or the specific socio-economic dynamics of Lewisham and Lambeth. Critically, the research also recognises the limitations imposed by the chosen methodologies. While the mixed-method approach allowed for an extensive exploration of the subject matter, the reliance on self-reported data and the inherent subjectivities in qualitative interviews might have influenced the authenticity of the responses.

The potential for social desirability bias, where participants might tailor their answers to what they perceive as favourable, was mitigated through anonymous survey distribution and the assurance of confidentiality in interviews.

By critically engaging with these elements of reflexivity throughout the research, the study not only adheres to rigorous academic standards but also provides a transparent account of the complex interplay between researcher influence and research outcomes. This approach not only enriches the academic discourse around marketing practices among ethnic minority entrepreneurs but also enhances the reliability and validity of the findings, offering a replicable model for future research in similar contexts."

4.0 Chapter Four

4.1.0 Introduction to findings and results:

This section of the thesis analyses the quantitative data collected from 100 Afro-Caribbean entrepreneurs (ACE) in South London, focusing on the marketing practices of their businesses. Ninety participants contributed to the quantitative phase, and an additional ten participated in the qualitative phase.

The analysis targets four principal research objectives: evaluating the duration of ACE marketing campaigns, identifying the primary communication channels, determining the positioning of these campaigns on Hurman and Fields' Creative Effectiveness Ladder (2021), and calculating ACE's Creative Commitment Score. Data were collected through 15 multiple-choice questions and one open-ended question about the industry sectors of the participants' businesses.

This primary data, authored by the researcher, is supplemented by comparisons with leading global marketing campaigns entered into the Institute for Practitioners in Advertising (IPA) biennial effectiveness awards, the Cannes Lions awards, and the WARC effectiveness awards from 1998 to 2021. These benchmarks encompass a total of 5,859 campaigns, offering a robust standard for evaluating the effectiveness of ACE marketing strategies.

The aim is to provide a comprehensive overview of current marketing practices among Afro-Caribbean entrepreneurs and to benchmark these against globally recognized standards of marketing effectiveness.

This comparison seeks to identify areas for improvement and provide strategic insights that could help ACEs enhance their marketing efforts despite the considerable resource constraints they face.

The aim of this Phase of the project is to provide answers to four (4) of the five research objectives which are:

- To determine the duration of Afro-Caribbean Entrepreneur (ACE) marketing campaigns.
- To determine the lead communication channel/s being used by ACE in their marketing campaigns.
- To assess the position where ACE's campaigns are placed on Hurman and Fields' Creative Effectiveness Ladder (2021)

- To Determine ACE's campaign Creative Commitment Score.

What now follows is an analysis of the data collected from ACEs and a comparative analysis with the data from both the Institute of Advertising Practitioners (IPA) biennial Effie awards and the World Advertising Research Centre (WARC) Cannes Lions awards.

Question one:

Gender

Of the participants in the study that chose to highlight their gender, 43.3% identified their gender as Female, while 41.1% identified as Males 13.3% preferred to not disclose their gender

Gender
90 responses

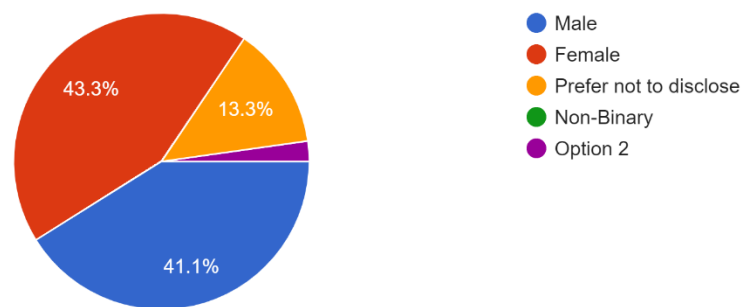


figure 27

Question Two: Age Range

The largest number of respondents fell within the age range of 35–45-year-olds, this corresponds with Wyman (2020, p7) arguments that most entrepreneurs are middle aged although slightly older than those in employment, however those from Black and Asian backgrounds tend to be younger and more educated.

The second highest age range is between ages 45-55 where 28.9% of the respondents belonged to this group. This was followed by the 25-35 age range where 18.9% of the respondents belonged in this group, followed by the 55-65 age group where 12.2% of the respondents were placed here. The next age group were the 18-25 age range 4.4% of the study's sample originated from this grouping and the final group were those over 65 and represented only 2.2% of the respondents.

Age Range

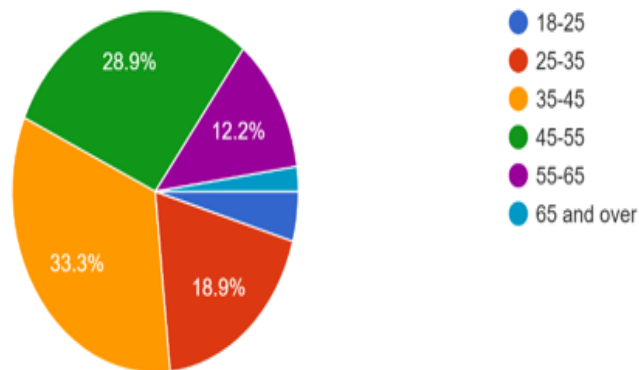


Figure 28

Question Three:

Are you presently operating a business?

98.9% of the respondents in this study were operating a business at the time the data was collected.

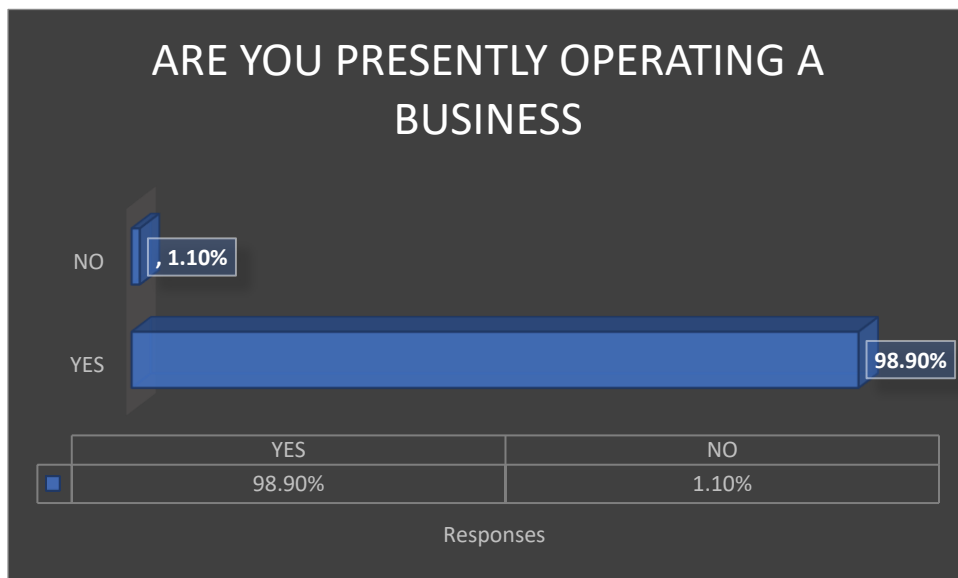


Figure 29

Question four:

Age of Business

The age of Afro-Caribbean Entrepreneurs(ACE) businesses was the focus of this question and it reveals that while 24.4%, the largest share of the respondents were operational for just one year, it also revealed that 20% were operational for over 5 years, 17.8% were operational for over ten years, 12.2% for 3 years, 14.4% for 2 years and 2.2% for 7 years. This indicates that there is broad age range of business being operated by ACEs ranging from the 24.4% of one year old businesses which can be categorised as start-ups to the 20% and 17.8% that have been operating of over five and ten years respectively.

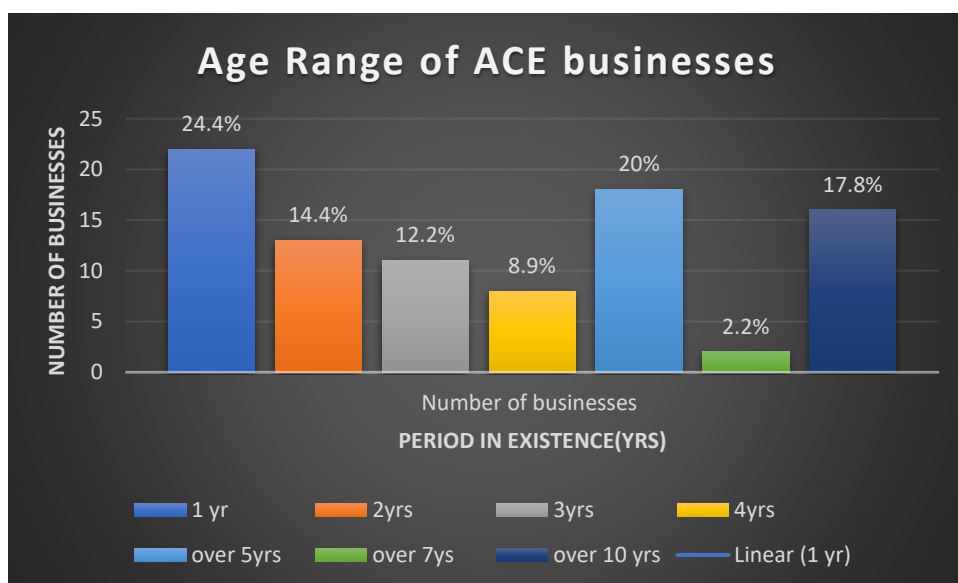


Figure 30

Question five:

Which Industry does your organisation operate?

The response to question five indicates that ACE businesses operates in diverse business sectors. The responses covered in excess of forty-one (41) different sectors with the most frequently occurring of these being skincare and beauty, ecommerce, Food retailing, barbering, marketing and hairdressing. The data suggest that ACE businesses although being minority owned operate in a broadly diverse sector.

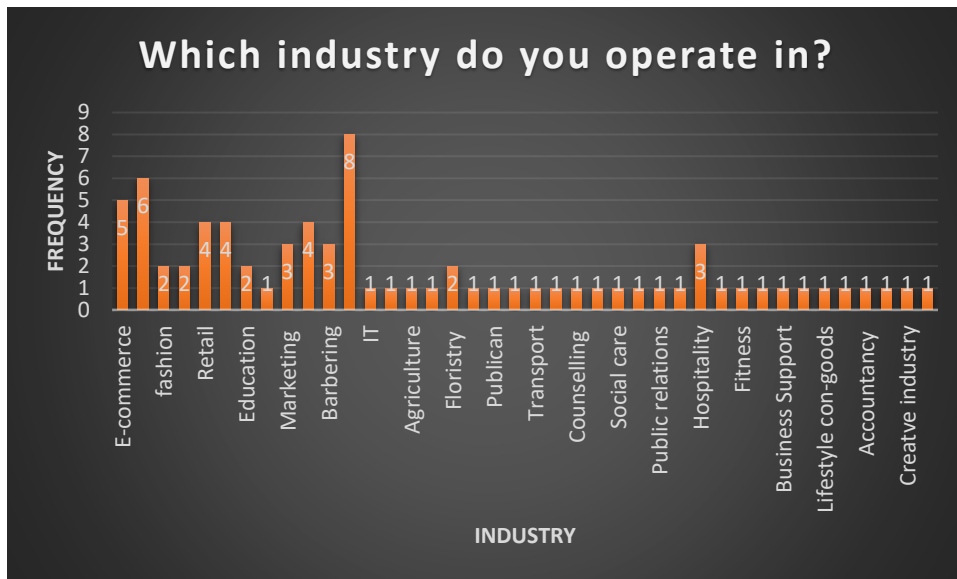


Figure 31

Question six:

Number of Employee

87.8% of the respondents in this survey had between 1-5 employees, this generally corresponds with data from ONS (2022) where 99.2% of the business population were comprised of SMEs with 74% having 1-5 employees.

Number of employees

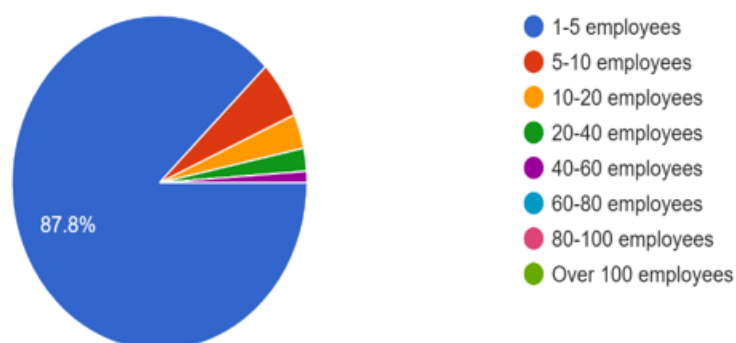


Figure 32

Question 7:

Is your company engaged in marketing activities.

2.2 % of the respondents indicated that they cannot afford to engage in any marketing activities, while this is a small percentage it does corresponds with findings from The report of the Commission on Race and Ethnic Disparities (2021), Federation of Small Business (FSB)-report Unlocking opportunity: The opportunity The Value of Ethnic Minority Firms to the Economic activity and enterprise (2020), Brown(2021) and Wyman(2021) that indicates ACE face significant challenges accessing financial resources for their venture. Quite tellingly 0% of the respondents indicated that they viewed marketing as a waste of time and 1.1% stated that they didn't need to market their products.

67.8% of the respondents indicated "Yes" they are presently engaged in marketing activities, while 14.4% stated that they were not currently engaged in any marketing activities. 10% stated that they are not current engaged in marketing activities. 4.4 % stated that maybe in the future they will engage in marketing.

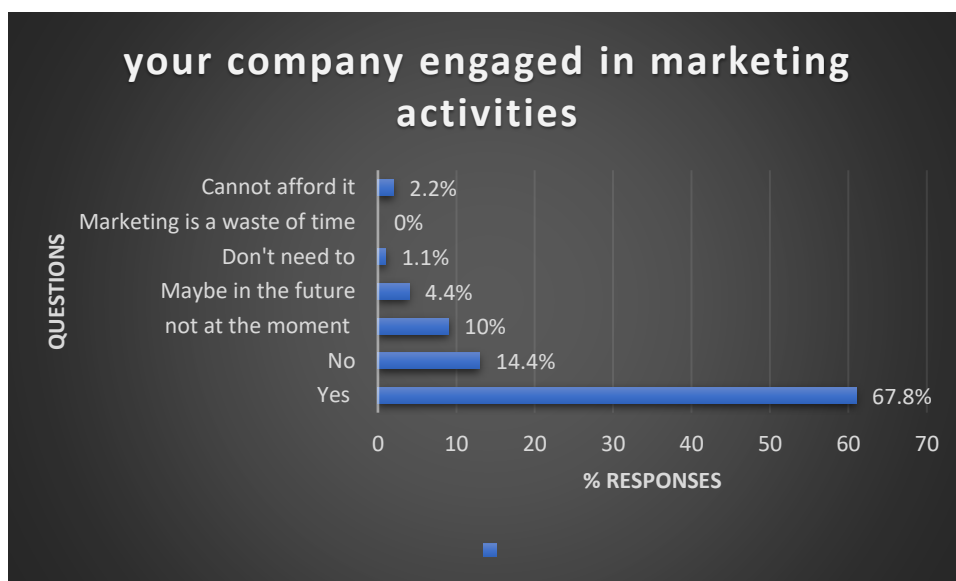


Figure 33

Question 7:

Are your marketing activities planned.

54.4% of the respondents to this indicated that marketing activities were planned.

14.4% indicated that they had not planned any marketing activities. 18.4% said that

they did not plan and instead react to what is happening at the time. 5.6% indicated that they had not yet started to plan their marketing. 5.6% indicated that perhaps in the future they will plan their marketing. Only 1.1% stated that they had no time for marketing and indicatively no one stated that they saw marketing as waste of time.

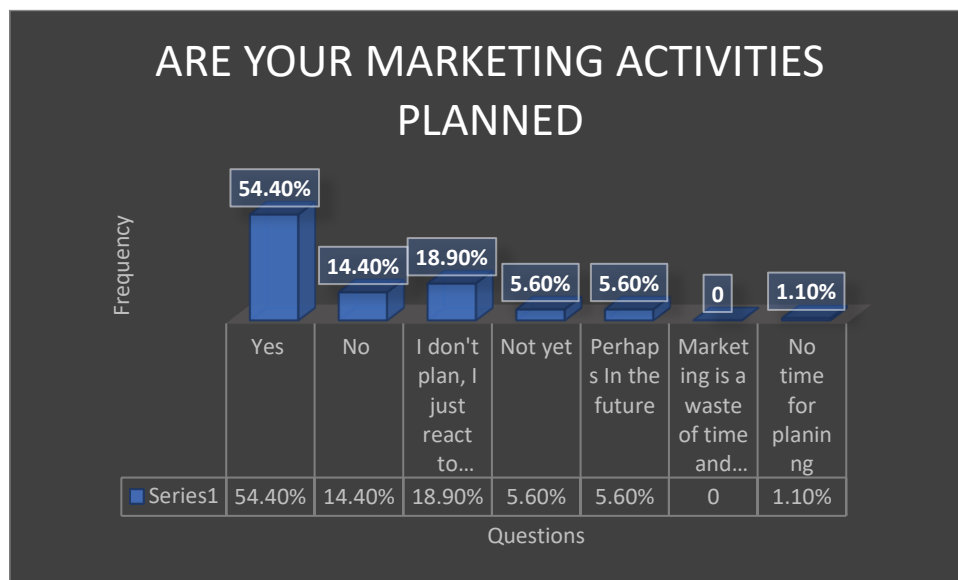


Figure 34

Question 8:

Are your marketing activities designed to get an immediate response?

63% of the respondents indicated that their marketing activities are designed to get an immediate response, while 37% (**Figure 37**) indicated that their marketing was not designed to get an immediate response. Field, Binet et al (2012) and Jones (1990) asserts that marketing campaigns which target immediate sales results are inherently damaging to the brand because they are short-termist and activation focussed, this approach functions to drive immediate sales response via promotions or other purchase inducements to the customers without taking into consideration their long-term impact on sustainable profitability. These inducements can take numerous forms including discounted offers such as buy one get one free or other similar price discounted offering.

These types of campaigns are beloved by their proponents because it drives sales volumes and the results are often immediately apparent, it however rarely

contributes to the sustained long-term profitability of the brand and will over time lead to the decline of the brand because:

- it teaches consumers to buy the brand at discounted prices, leading to reduced sustained long-term profitability.
- It does not create an emotional bond with consumers because of the rational communications that are routinely used **(See figure 39)** below on the impact of emotions has on sales and profitability.



(Figure 35) Chart title: Are your marketing activities designed to get an immediate response from consumers?

Fame and emotion generate the most sales and profit

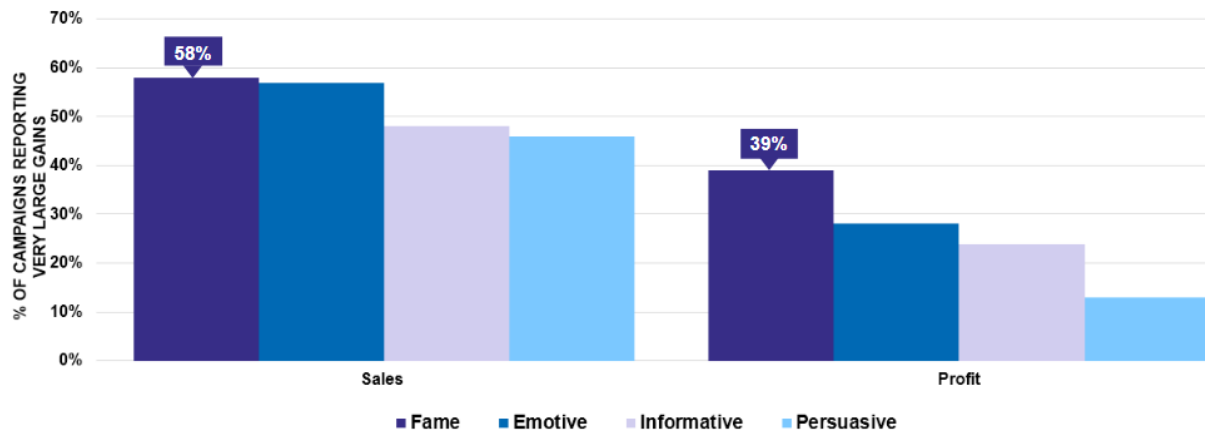


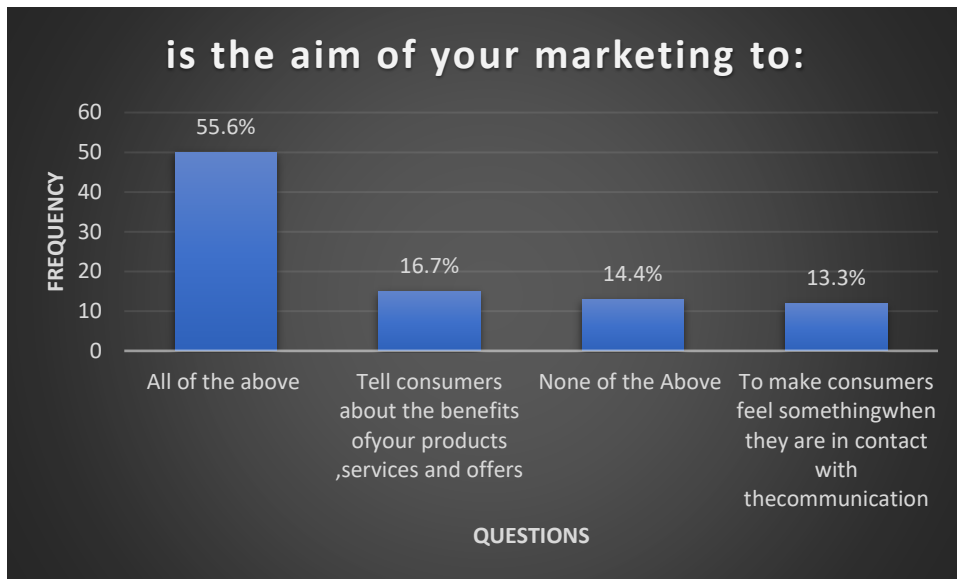
Figure 36

It produces what Jones (1990) calls the “mortgaging effect”, because it brings forward discounted sales that would have occurred later at full price therefore, the company pays double for reduced prices now and in the future where full price sales would have occurred but have been brought forward with the enticement of discounted prices.

Question 9: Is the aim of your marketing to:

55.6% stated that the aim of their marketing was to do all of the above, also 16.7% stated that they wanted to tell consumers of the benefits of their products and services.

A further 14.4% indicated that the aim of their marketing was none of the above and finally 13.3% indicated that the aim of their marketing was to make the consumer feel something when they are in contact with the brand's marketing communication, this is highly significant as there is a plethora of evidence ranging from, Hurman(2021), Hurman(2018), Binet et al (2013), Field (2009) Jones (1990) Tilman (2021) , Kahneman (2011) , Wood(2019) that details the positive impact emotional marketing communications can have on the profitability for brand that uses this form of communication. The diagram below details consumers views on the medium that makes them feel emotional when they encounter it, 56% stated Tv was that medium that elicits the most emotional response.



(Figure 37) Chart Title: Is the aim of your Marketing To?

Psychologist Daniel Kahneman in his best-selling book “Think Fast Think Slow”, details the two modes the brain uses to make decisions: System 1 and System 2. System 1 he details as the part of the brain that makes 95% of decisions and primarily uses heuristics in its decisions making process, which is fast, intuitive, and emotional, while system 2 is more deliberate, effortful, slow and rational. Therefore, communications that speaks to systems 1 is easily processed, remembered, and can be recalled readily at some future purchase occasion, and in the case of 13.3% of ACE occasion may well be in the near future.

TV ads evoke emotion more than ads on other media

58% claim TV ads are most likely to make them feel emotional

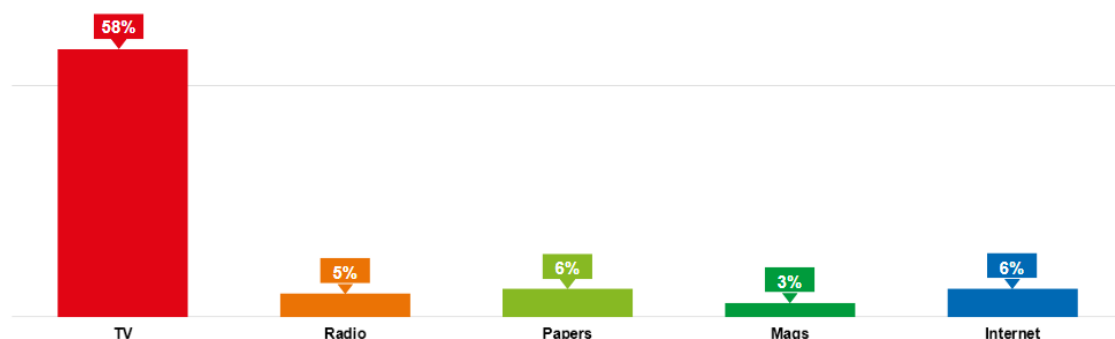


Figure 38

Source: Thinkbox (2017)

Question 10:

Which communication channel does your marketing activities use?

As can be seen in figure (39) below 51.1% of ACE used social media in there marketing campaigns, this could be viewed as their lead channel while 23.30% used some of the above, which is an amalgamation of the various channels within the research, namely the social media channels including Facebook, Instagram and Twitter which at the time of the research were the market leaders in terms of website visits in 2022 (Dixon,2023) *(TikTok was not listed as an option when the questionnaire was deployed)*.

8.90% used none of the channels listed in the survey which may indicate that they either did no marketing, or they may have used some other alternative obscure media channel/s for their marketing that may have not been listed in the survey, however, all the major communication channels were covered in the research.

5.60% of the respondents indicated that they used online video in their campaigns while a further 5.60% indicated that they utilised search in their marketing campaigns. Of significant note is the 0% that indicated usage of Tv, radio, newspaper, out-of-home and cinema!

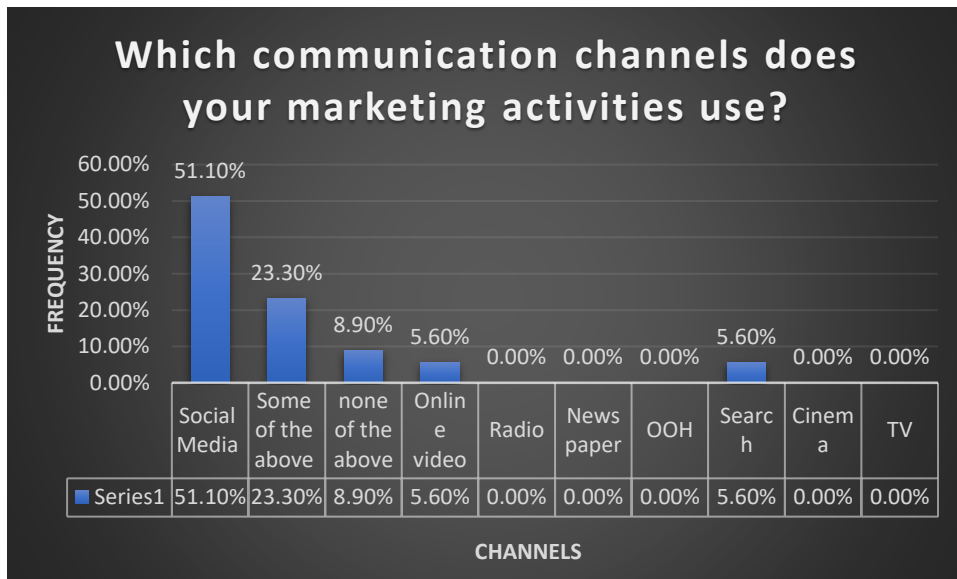
There appears to be two observable phenomena occurring here, the first is that there is a clear preference by the ACEs in the study for what could be termed new media channels which in this context is the amalgamated social media channels with no consideration for or usage of the older more traditional media communication channels such as Tv, newspaper, out-of-home, cinema, or radio. The second phenomena occurring here is that ACEs have adopted short-term, narrow cast, tightly targeted efficiency driven approach to media selection and deployment that reaches their target audience that are already actively in the market for their wares.

They're in practice efficiently harvesting and/or satisfy their present customers' needs and are forgoing the use of more traditional long-term, broad-reach legacy media channels such as Tv, radio, newspaper, cinema, and out-of-home that have the potential to create future demand and prime non-customers to their offerings that are not currently in the market for future purchases with none-rational emotional communications.

The dominant channels selected by the ACEs in this study are the opposite of what of the commercial evidence suggests is required to profitably grow sustainable businesses and brands. The ACEs adoption and deployment of these communication channels could well be attributed to “*availability heuristics*” primarily because of the iniquitousness of social media presently in modern society and also perhaps because of the well documented resource constraints faced by this particular section of society, Brown (2021), Macpherson(1999), McGregor-Smith(2017), The report of the Commission on Race and Ethnic Disparities (2021), FSB(2020) and Wyman(2021).

However across eleven (11) categories and in excess of two thousand campaigns (2000) between the years 2014-2017 Gain Theory and Ebiquity, two companies who are independent analysts of advertising and marketing effectiveness conducted research to uncover the impact that different forms of advertising have on short-term profit (*throughout the campaign and within 3–6 months of the campaign finishing*), and then combined these learnings with results for profit generated over the longer term (*up to 3 years on*) to determine total profit return.

What they found (**Figure 49 below**) is that in the long term, 72% of advertising campaigns create profit. Advertising is a safe business, TV is the ‘safest’ medium as it is most likely to create advertising-generated profit, both in the short and long term. In the short term, 70% of TV advertising campaigns deliver a profitable return.



(Figure 39) Which communication channel does your marketing activities use?

51% of the respondents indicated that social media was the communication channel that their companies used.

Figure 40 illustrates in stark contrast to the ACE's the communication channel that delivers the most commercial profits

Proportion of advertising-generated profit by medium

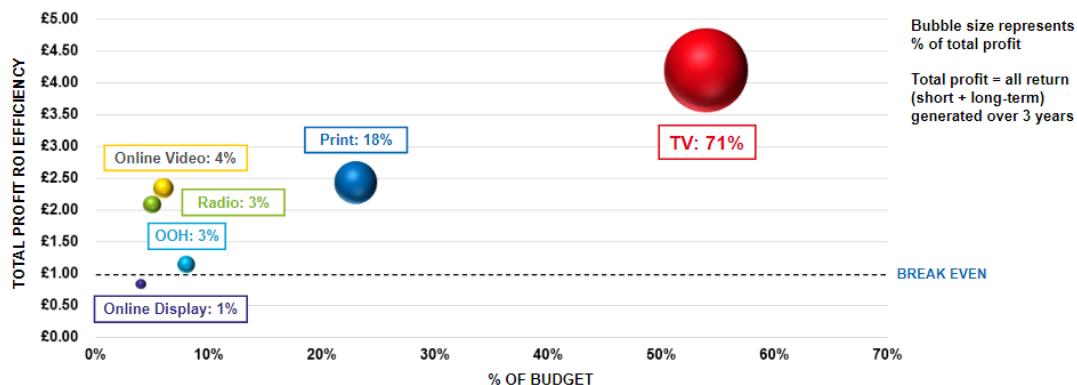


Figure 40

Source: ThinkboxTV(2018)

Professor Byron Sharp in his book, "How Brands Grow" (2010) from the Ehrenberg-Bass Institute put the focus of media strategy squarely on reach. Mass-reach

campaigns are more likely to get to the ‘light buyers’ that drive growth. Multi-channel integrated campaigns are more effective than single-channel campaigns, particularly when they work together to increase reach. Advertising Research Foundation (2016) found that investing in cross-platform campaigns delivers a significantly higher ROI. Specifically, going from one platform to two increases marketing ROI by 19%. This is depicted in figure 40 below

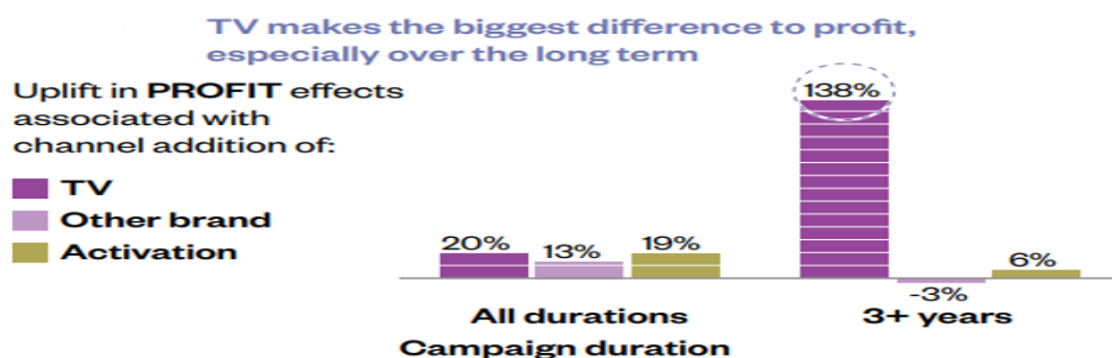


Figure 41

Source: The Long and Short of It (2013)

Kantar Millward Brown (2018) showed integrated campaigns are 31% more effective at building brands. As well as incremental reach, integration delivers what Kantar calls a “synergy effect”. For example, digital video and TV “working together actually creates an additional 25% of ROI.” Analytical Partners (2017) found that ROI and effectiveness increases by up to 35% for every additional channel added to a campaign.

In analyst of 4863 marketing effectiveness award winners and entrants from the period 2011 through 2019, from every major market in the world: 1,031 cases from the Cannes Creative Effectiveness Lions database, 3,616 cases from the WARC database and 216 cases from the IPA databank Hurman et al(2020) identified both channels and communication strategies that were utilised by the winners which are deemed the most effective and profitable campaigns in the global marketing world, he found that Television was the lead media channel in 87.5%(see figure 41 below) of the cases that won and entered the effectiveness awards, this compares negatively with ACEs 0% usage and 51% utilisation of social media as a lead

channel, conversely only 6.3% of the most effective campaigns globally led with this channel.

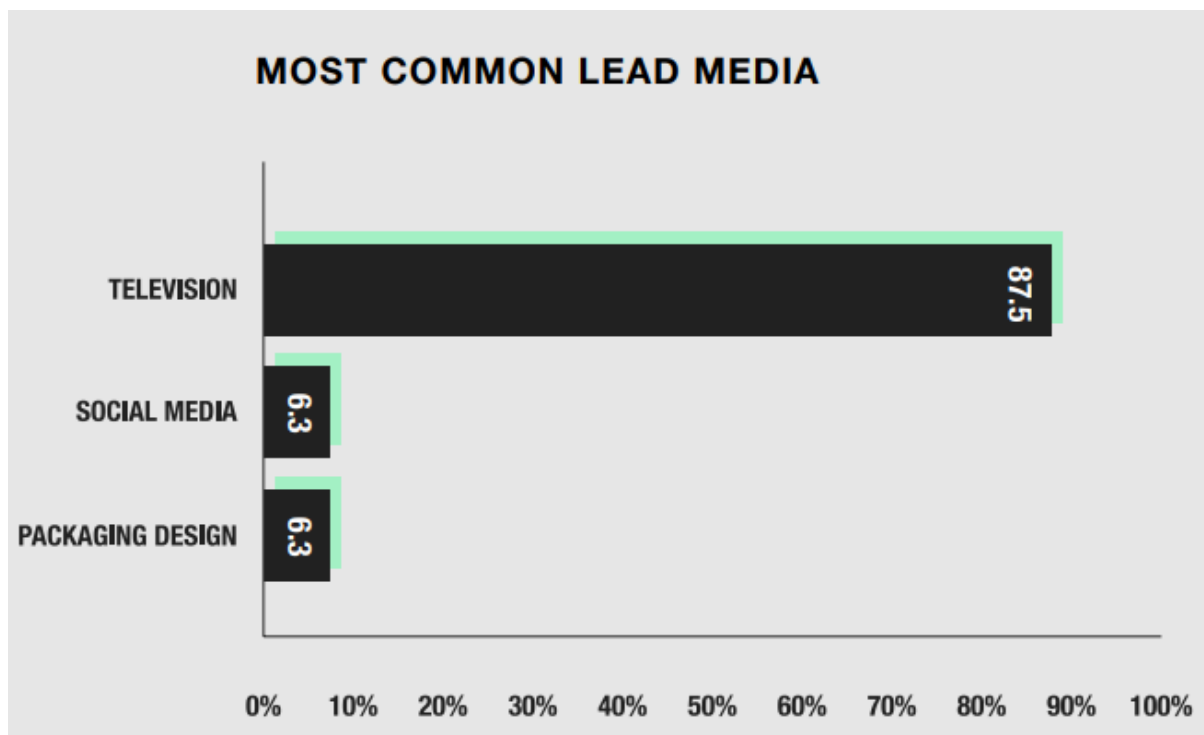


Figure 42

Source: The Effectiveness Code. From Cannes Lions & WARC. 2020.

As it relates to communication strategy Hurman et al (2020) unearthed the fact that the most successful campaigns 46.7% of the time used an emotional creative communication strategy, while 33.3% utilised storytelling and celebrity as theirs. These three approaches work well with the medium of television that excels at delivering emotive narratives to its audiences. While the ACE's creative communication strategies were not accessed explicitly it can be deduced that because of their channel selection (*social media*) and typical campaign duration lasting 1-4 weeks their creative communication strategy would have been ration one as opposed the more effective emotional or storytelling(narrative) that have been used by 80% of effectiveness entrants and winners.

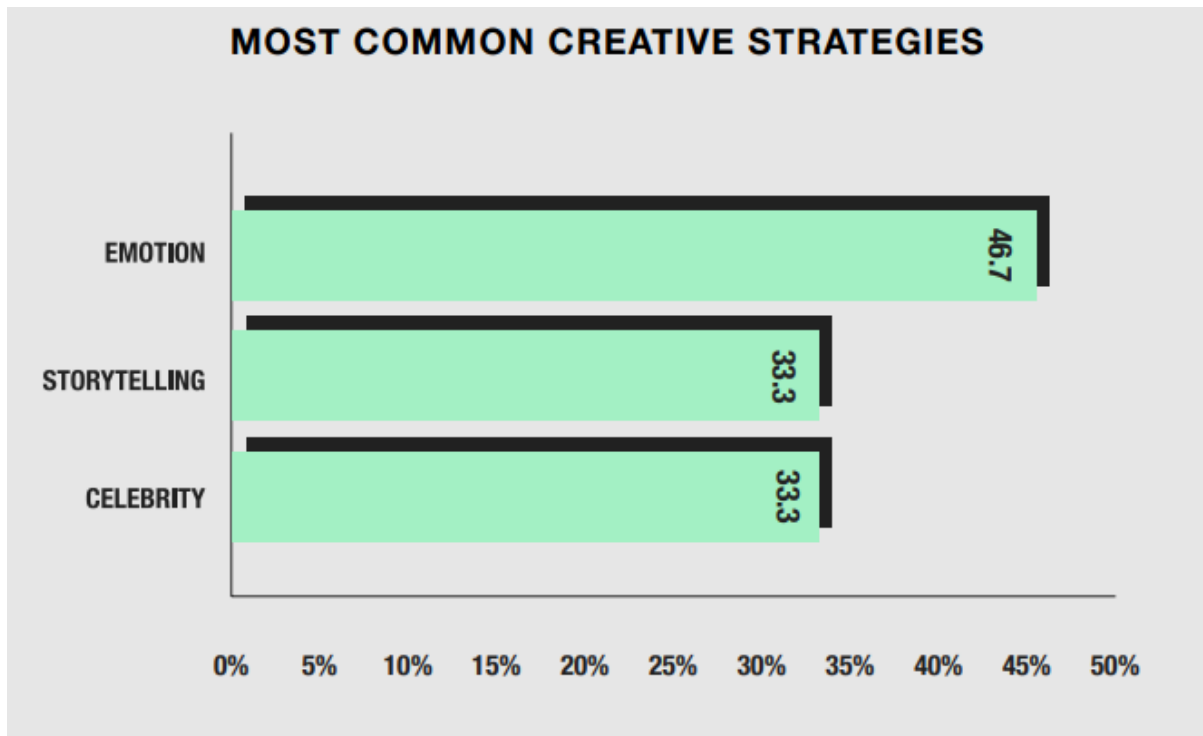


Figure 43

Source: The Effectiveness Code. From Cannes Lions & WARC. 2020.

So based on the commercial evidence from industry that has been provided in this section it suggests that the channel selection that the ACEs are leading their marketing campaigns with does not support sustainable profitable growth in the long-term but may provide short-term sales pikes.

Question 11:

Which communication channel/s do you believe delivers the best results for your business.

47.80% of the respondents to this question identified social media as the channel which they believed the best results for their businesses, some of the above at 18.90% was the channel mix that came in second in regards to their belief in its ability to deliver results.

12.2% said they believed none of the above delivered business results for them, while 5.60% said they believed all of the above delivered the best results for their businesses.

2.2 % indicated that online display provided the best results for them, a further 5.6% indicated that search was best at delivering the best results for their business, 2.2%

stated out-of-home delivered the best results for their businesses. 2.2% indicated that Tv delivered the business results for them and finally 3.3% stated that online video was the medium that delivered the best results for them.

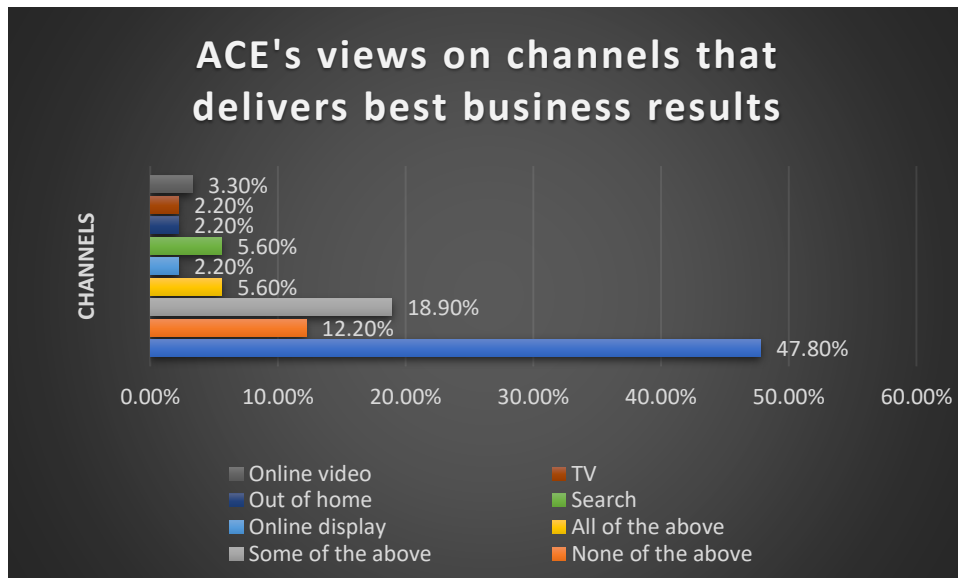


Figure 44. Title: ACE views on Channels that delivers the best business results.

Question 12: Is your marketing activities designed to?

6.70% of the respondents to this question indicated that their marketing activities was designed to target current customers. This approach while cost effective is ineffectual in driving growth longterm because the marketing communication is only focussed on those consumers who have already bought the product and are also already familiar with it.

7.80% stated that they attempted to reach everyone in the category for their product, this approach could be described as a penetration strategy where the ACEs that have utilised this is approach is attempting to grow their total number of customers by reaching new potential customers.

21.10% of the respondents stated that their marketing activities were designed to reach both new and current customers. Binet et al(2013,p24) the preeminent expert in marketing effectiveness in his seminal book The Long and Short of it, agrees with this approach when he argues:

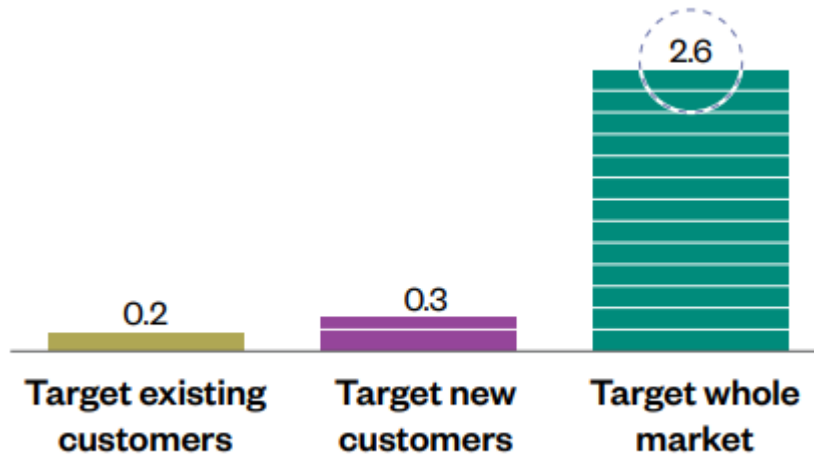
“Across the board campaigns targeting new customers outperform those targeting existing customers. However, the most effective campaigns are those that target both existing and new customers i.e. reach the whole market”.



Figure 45. Chart Title: Is Your Marketing Designed To?

Field(2019,p36) re-enforces this view (**see figure 46 below**) with their findings that low performers are much more focused on just the decision-maker, apparently assuming that this person will make their decision without much influence from external phenomena.

Commercially successful campaigns that achieve significant business effects suchs increased profit gains, share price growth are much less likely to make this mistake. They are more likely to take a broader targeting approach to everyone in the market, including non-users of the brand.



(Figure 46) Targeting whole of market is the most successful strategy *Source: The Long and short of it (2013)*

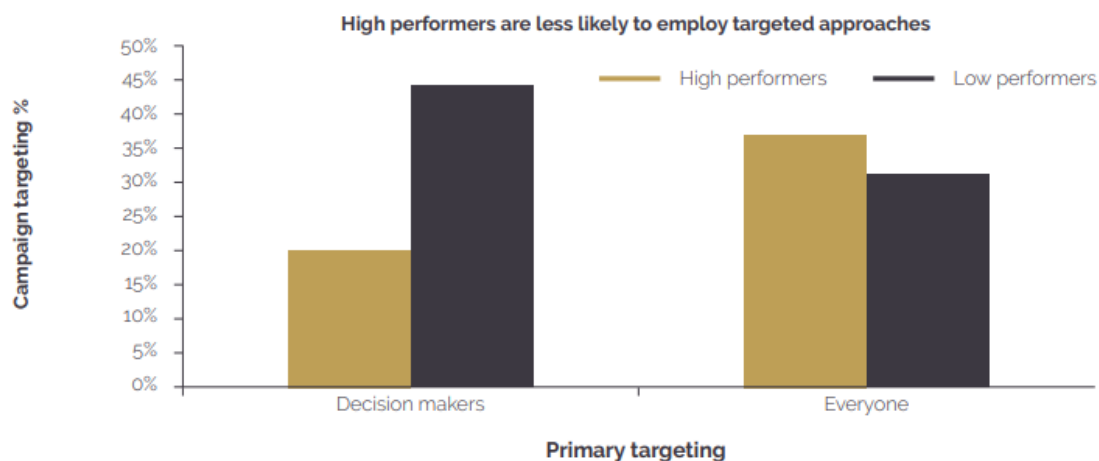
2.80% of the respondents indicated that they utilised “All of the above” which means that they have used a combination of all the mentioned approaches in an attempt to reach their audience with their marketing activities.

The effectiveness of this diffused approach to customers acquisition in a marketing campaign is not supported by empirical evidence from academia or industry. 8.9% of the respondents indicated that they used some of the above approaches in their marketing activities.

A further 5.6% of the respondents stated that they utilised none of the approaches listed in the survey which is to say they neither attempted to reach new or existing customers with their marketing activities.

And finally 22.20% opined that they attempted to reach new customers with campaigns, as can be seen from **Figure (47)** below while targeting new customers is optimal when compared to targeting current or existing customers the best approach is to target the whole market or category for your product.

Tight targeting undermines the performance of creative campaigns



Source: IPA Databank, 2008-2018 creatively awarded cases

(Figure 47)

Source: Crissis in Creativity (2019)

Question 13:

What is the duration of your typical marketing activities.

50% of the ACE participants stated that their campaigns lasted between 1-4 weeks, while 14.40% incated that there campaigns lasted between 1-3 months, another 12.20% indicated that their campaigns lasted between 3-6 months, with 2.20% selecting a campaign duration of between 1-2 years and 1.10% indicating a duration of 2-4 years.and finally 6.70% indicating a duration of over 5 years.

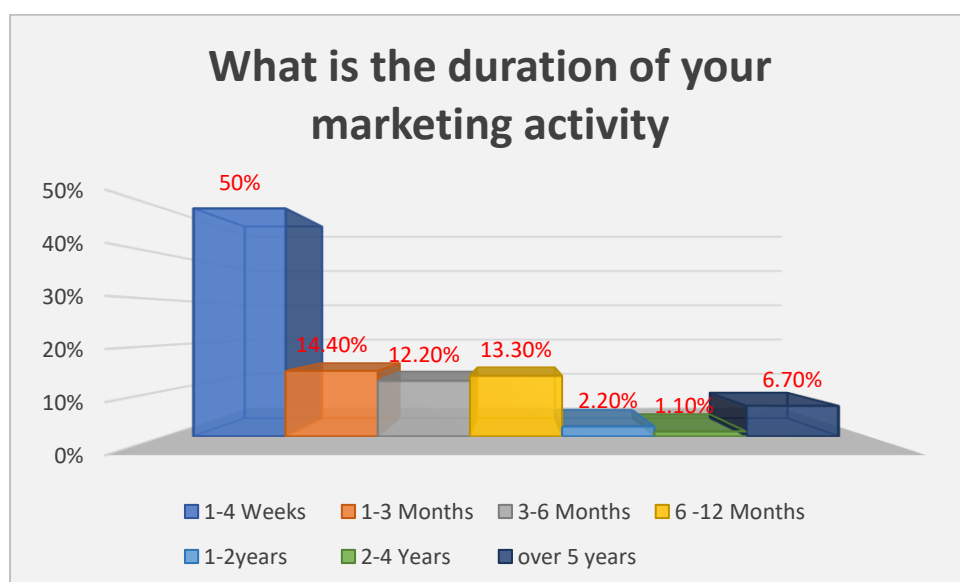
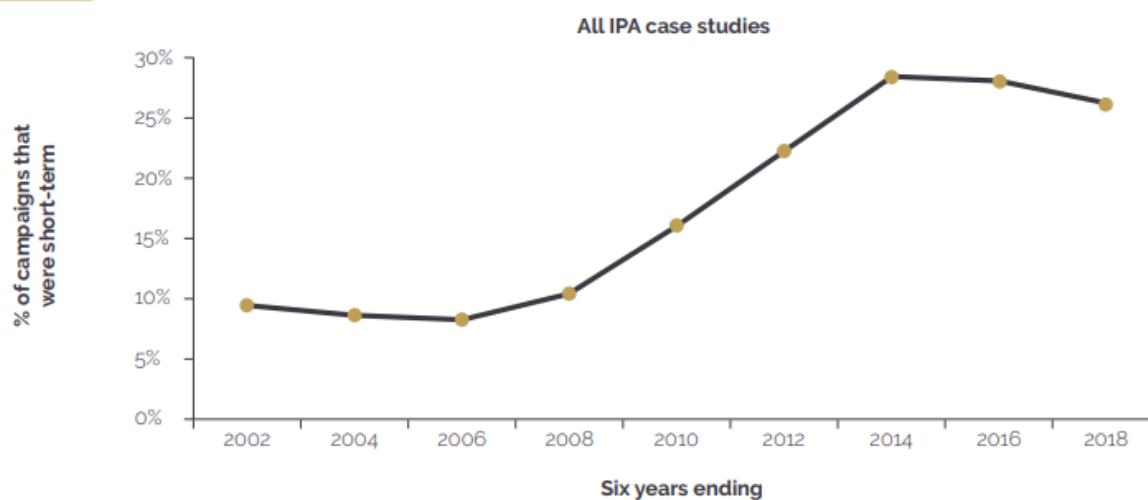


Figure 48. Title: What is the Duration of your marketing activity

There is overwhelming evidence, Binet et al (2007), Tilman(2021), Field et al(2019), Jones (1990), Hurman (2020) and Kite(2020) Binet and field (2013) that attest to the increased commercial success that long-term campaigns have on the entity that deploys them, however the evidence appears to have been ignored or not received not just by the ACEs but by the marketing and advertising industry as a whole, because the number of campaigns that ran and were evaluated for a period of six (6) months are less has significantly increased between the years 1998 and 2018, (see figure 49 below).

The rise of short-termism



Source: IPA Databank, 1998-2018 creatively awarded cases

(Figure 49)

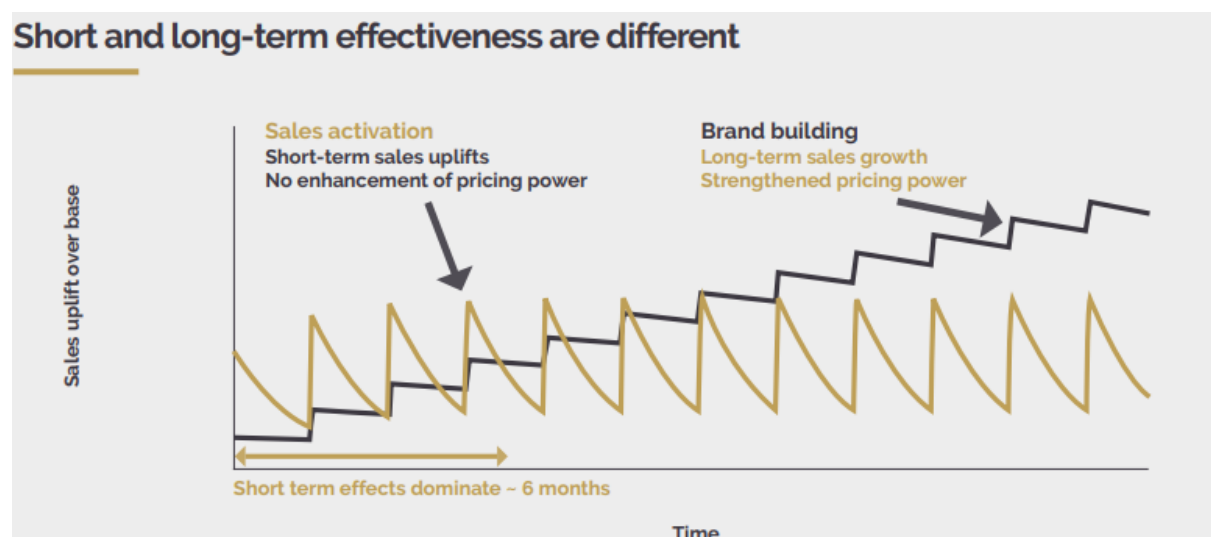
Short-termism is clearly an industry problem, it is however acutely pronounced in the entrepreneurial sector in which most ACEs conduct their marketing activities with the majority of them (50%) conducting said activities for a third of the time (*one month*) that the industry considers to be short-term (*3-6 Months*).

Binet and Field (2013), Hurman and Field (2020) and Field (2019) argues after analysis of 6459 effectiveness entries in the biennial Creative Effectiveness Lions, IPA effectiveness awards and WARC Cannes Lions spanning 24 years from 1998-2022 which awards prizes for the most effective marketing communications campaign globally, that marketing campaigns work to drive sales in two ways, brand building and sales activation. (See figure 50 below).

This concept also reveals why a short-term focus will inevitably determine the length of the campaign used.

Marketers with long-term goals are drawn to brand building. Brand building is the main driver of long-term growth and involves the creation of emotional memory structures that prime consumers to want to choose the brand, something creativity is particularly good at.

These memory structures take time to create and reinforce, you cannot build a brand overnight, but they are exceptionally durable, and their effects build over time. The priming effect also improves pricing power and so, again over time, it has a strong impact on profitability. Therefore, campaigns that run over longer time frames are able to deliver better commercial returns.



(Figure 50) Chart Title: Short and Long-term Effects are different Source: Field (2019)

Marketers with short-term goals are drawn to sales activation.

Sales activation involves behavioural prompts that nudge consumers to want to buy now: promotional messages, reminders, seasonal or other occasion related prompts and 'reasons why', often based on minor new product news, Binet et al (2013).

These prompts are focused on getting an immediate behavioural response as opposed to achieving long-term behavioural change, therefore, the creation of memory structures is not necessary. They work simply with what the consumer already believes, rather than trying to change the way they see the brand. They have a negligible effect on long-term growth and pricing power of the brand, leaving their

impact on profitability modest at best, but they can however produce powerful additive short-term sales spikes as observed in **Figure 51** above.

Creativity brings little value to short-term sales activation, so the trend towards short-termism is likely to reduce the value it can bring. However, when used together, brand building and activation can work in synergy, each enhancing the other.

Brand communications create enduring memory structures that increase the base level of demand for the brand and reduce its price sensitivity. Sales activation triggers or exploits these memories and converts them efficiently into immediate sales. The net result of doing both is a sustainable revenue stream with higher margins. This mixture of the two approaches, brand building and sales activation in one marketing campaign is largely absent from mainstream companies and is virtually non-existent in the ACE marketing campaigns analysed in this study. Binet and Field (2013) argues that duration is vital in a campaign's success, the argument that they present is twofold. Marketing investment needs to achieve two things:

firstly, generate sales in the short term (weeks or months), and secondly, build brands that can command price premiums. The latter approach typically requires a marketing campaign to be in the market for six months or more. What is worthwhile noting is that 76.6% of the ACE's campaigns in this study lasted six (6) months or less which is significantly shorter than what is required or prescribed by both the commercial evidence and research from marketing effectiveness thinkers.

Their studies also suggest that the optimal budgetary split of marketing investment is 60% for long-term brand building and 40% for short-term activation, Binet et al (2013). The ratio can vary by sector and by context, but significant brand investment is required in all situations to deliver the benefits of a strong brand over the long term.

Question 14: Do you examine your marketing activities' success or failure after they have ended?

27.80% of the ACE entrepreneurs responded that they did examine their marketing activities success or failure after they have ended sometimes, while 6.7% indicated that they examined their marketing activities success or failure at the end of a campaign all the time. A further 45.60% indicated that they did indeed examine their campaign's failure or success after its conclusion, while 20% stated that they did not examine their campaign's success or failure once it was completed.

In totality 80% of the ACE respondents indicated that they did conduct some level of post-campaign evaluation to assess the performance of their campaigns, this is an indication that they are:

- (1) Aware of the potential impact a marketing campaign can have on the commercial outcome of their businesses hence the post-campaign analysis.
- (2) There is active thought being placed in developing, executing and then measuring the campaign's outcome.



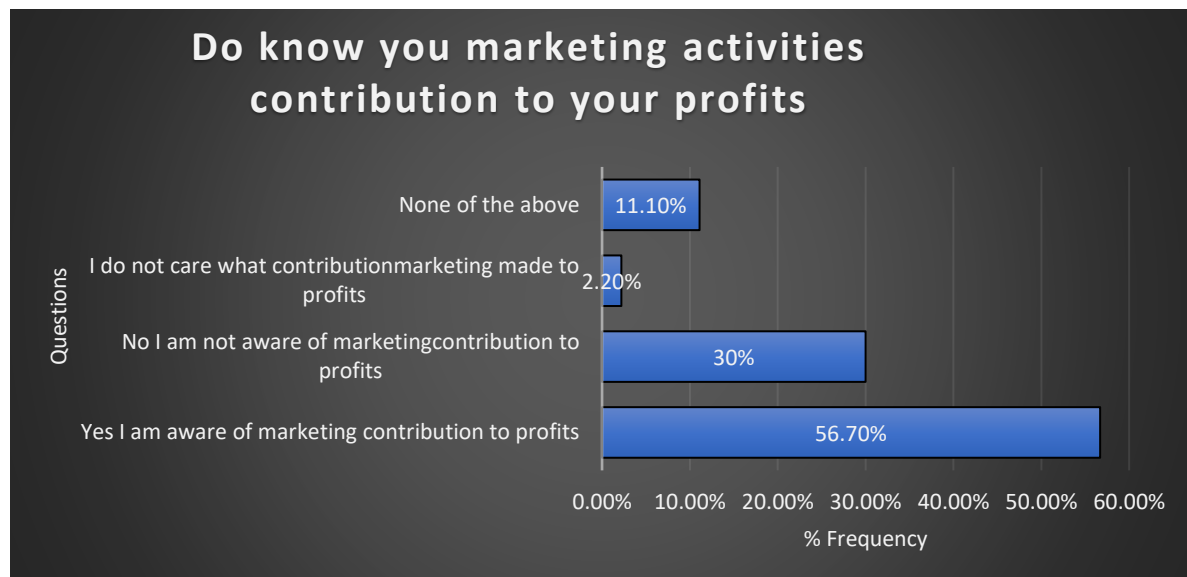
(Figure 51) Chart Title: Do you examine your marketing activities success or failure after they have ended?

Question 15: Do you know what your marketing activities contribution to your profits is?

11.10% of the ACE respondents indicated that did none of the above in response to the options outlined for the “Do you know marketing activities contribution to your profits”? A further 2.20% indicated that they did not care what contribution marketing made to profits. 30% indicated that “No, I am not aware of marketing contribution to profits”.

And finally, 56.70% indicated that: “Yes, I am aware of marketing contribution to profits, which, similar to the previous findings in (figure above) is an indication that they are not only aware of marketing contribution to profits, but they are actively taking steps to monitor and measure its impact on the commercial viability of their entity.

This occurrence may well be the development of a post-campaign continuous improvement approach to improve future campaigns based on the learnings of the past this may well be an area for future research.



(Figure 52) Do you know marketing activities contribution to profits?

4.1.1 ACE's campaigns position on The Creative Effectiveness ladder

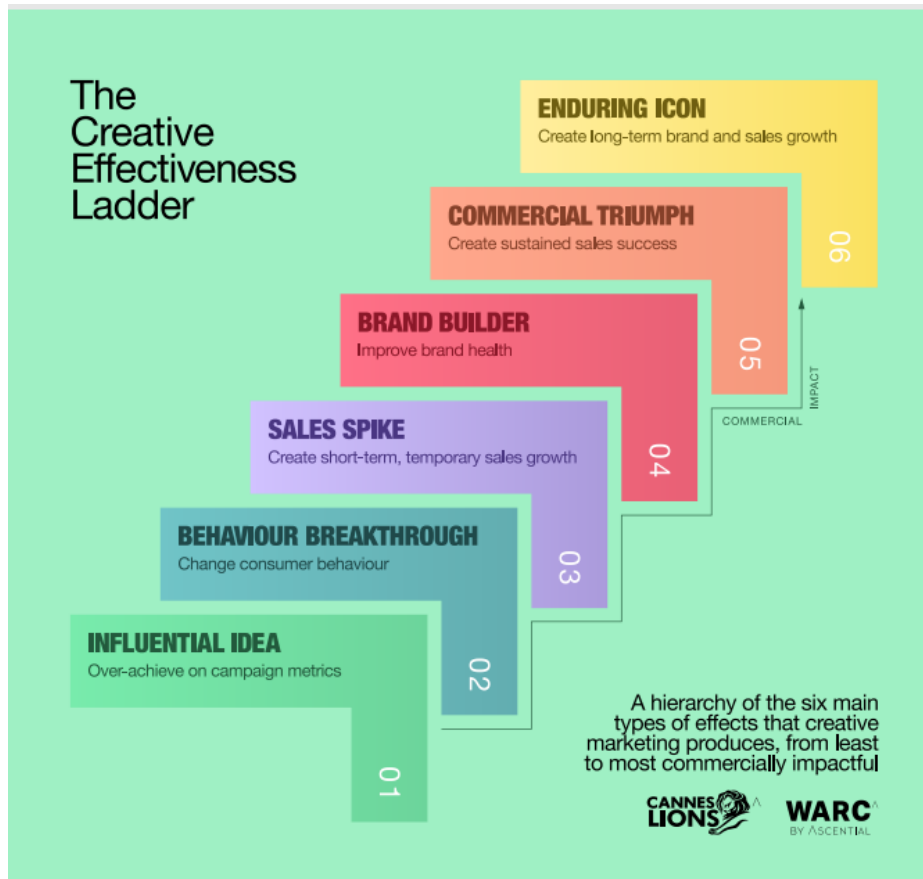
The Creative effectiveness ladder framework was created as a tool for the marketing industry to use as a continuous development tool which could be used to measure and improve marketing's commercial impact as well as predict the likelihood of a campaign's success based on the evidence gathered from analysis of the Cannes Creative Effectiveness Lions winners for the eight-year (8) period from 2011, *Hurman et al (2020)*.

The framework was developed as a means by which to identify what best practice effectiveness looks like as well as use as a universal language of marketing effectiveness that could be applied by marketing practitioners to their campaigns and assess its success because the framework identified common winning behaviours at each level of the hierarchical ladder.

However, the variability of what constitutes success and the numerous other factors that contribute or detract from it has been elusive for marketers to identify, isolate, take corrective actions, learn from the mistakes, and improve future campaigns, therefore with use of the framework they can more consistently produce highly creative campaigns and initiatives, *Hurman et al (2020)*.

The Ladder identifies the six main types of effects that creative marketing produces and places them in a hierarchy from the least to the most commercially impactful, **(see figure 53 below)**. This Framework is presently being utilised to judge entries in the yearly Cannes Lions Creative Effectiveness awards held in Cannes France and is viewed as the World's most prestigious marketing and advertising awards ceremony.

This template was also used to analyse the ACE's marketing campaign's effectiveness and to determine their rank on the ladder.



(Figure 53)

Source: Effectiveness code (2020)

4.1.2 How to climb the Ladder

Hurman et al(2020 recommends seven (7) principles that should be used to climb the ladder, they are as follows:

(1) Set the Right Objectives: If you are looking for a Sales Spike set a three-month sales objective, run a fast campaign and measure it at the end of the three months. But if you are looking for a Commercial Triumph, set 12-month sales objective, with a campaign duration to match. Then measure it at the end of the year. If you want an Enduring Icon plan a three-year campaign and stick with it.

(2) Budget Realistically:

If you want your brand to grow the rule of thumb is that your share of voice needs to be higher than your share of the market. If you are at 20% market-share and your budget is only 10% of total category spend it is unrealistic to expect growth.

(3) Resist The Pressure to Carve Your Brands Budget up into tiny increments:

Many short-term. Small budget campaigns are not as effective for a brand as a balance of fewer short-term activations and more longer-term brand and sales-building campaigns

(4) Plan Robust and Insightful Strategy:

Ensure absolute clarity of your objectives, and an insightful understanding of what will make consumers respond in a way that will achieve those objectives. Look to the winning behaviours at each level of the ladder for inspiration.

(5) Choose Highly Creative Work:

Even though it may seem riskier, the data is conclusive that work with creative award winning capabilities is far more likely to be effective than ordinary work. Robust, insightful strategy is a must and once this is in place; buy the campaign idea that delivers on the strategy on the most original and engaging way

(6) Maximise Creative Output:

Use the levers of media budget, campaign duration and number of channels to drive Creative commitment up as far as possible for each campaign.

(7) Land and Expand: If you are seeing great results from a campaign, view this as a sign to ramp up the work rather than moving on from it. Give the campaign more budget, run it longer, and spread it across more channels.

4.1.3 How to Increase campaign effectiveness:

Hurman et al (2020) proposes three levers that marketers can use to increase their campaigns effectiveness: Spend, Duration, and number of channels, pulling any of these levers increases the campaign's effectiveness, Hurman(2020) labels these three levers Creative Commitment (**see figure 53**), all campaigns have a profile across these three variables.

“Although media spend is one dimension of Creative Commitment, it is not a controlling factor. Even at low budgets campaigns with longer duration and more channels are more effective these dimensions can be used to give any campaign a score of between 3 and 15 Hurman et al,(p5 2020). The resulting score can be used to access the campaigns place on the Effectiveness Ladder.

The fourth lever of Creativity is also presented as a tool by which marketers can use to increase their campaign’s performance as creatively awarded campaigns are much more effective overall, and at every level of Creative Commitment.

Figure (54)

Source: Effectiveness Code 2020

CREATIVE COMMITMENT SCORING METHODOLOGY

Any campaign can be given a Creative Commitment score of between 3 and 15, according to its media spend, duration and number of media channels used:

CREATIVE COMMITMENT SCORE = SCORE (1) + SCORE (2) + SCORE (3)

For example, Snickers 'Aussie Builders' scores a total of 3: 1 for low duration, 1 for low number of media, 1 for low spend.

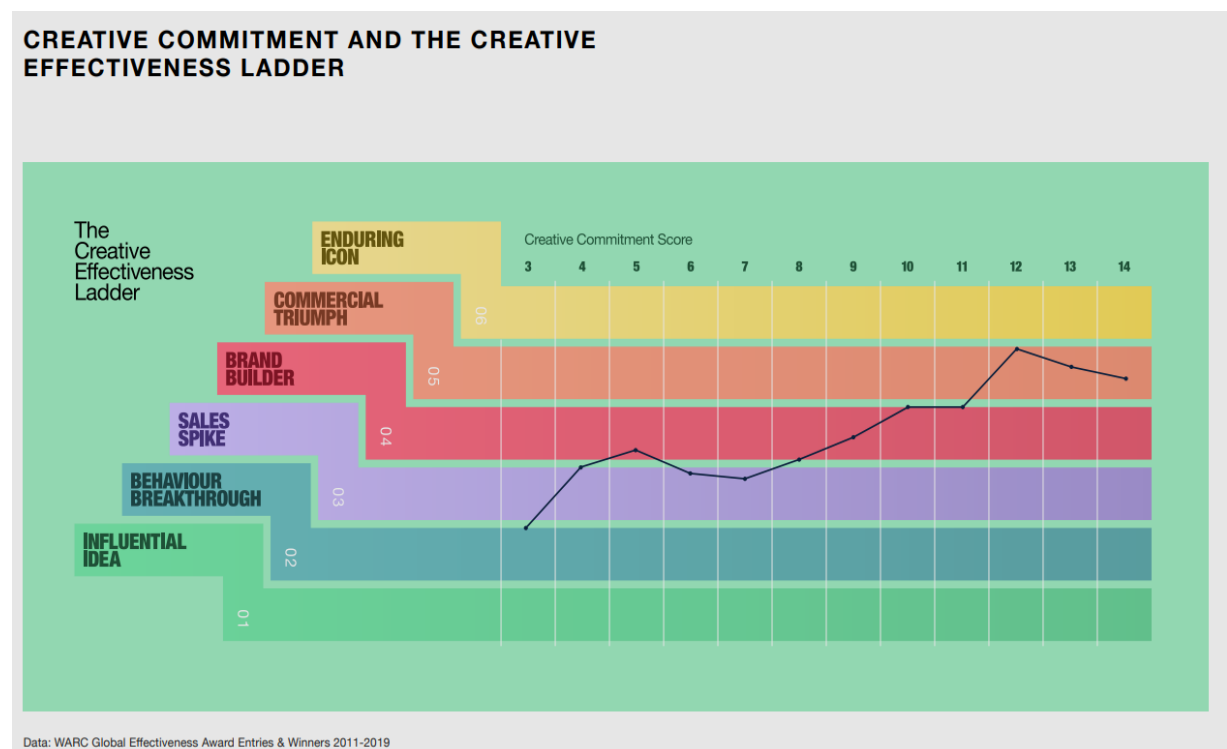
John Lewis' long-term Christmas campaign scores a total of 15: 5 for high duration, 5 for high number of media, 5 for high spend. A campaign with a \$2M media spend (medium), that ran for 3-6 months (low) and used 11 media channels (high) would have a total Creative Commitment score of 9.

Media Spend	Score (1)	Duration	Score (2)	# Channels	Score (3)
Under \$500K	1	Under 3 months	1	1 - 4	1
\$500k - 1M	2	3 - 6 months	2	5 - 7	2
\$1 - 5M	3	6 - 12 months	3	8 - 10	3
\$5 - 10M	4	1 - 3 years	4	11 - 13	4
Over \$10M	5	Over 3 years	5	14+	5

A High performing campaign i.e. one with high Creative Commitment can score a maximum of 15 points based on its duration, media spend and number of channels used, an example of this approach is the Long running John Lewis Christmas campaign which would score 5 for high duration, 5 for high number of media channels and 5 for high spend, while a campaign with a £2 million media spend that ran for 3-6months and used 11 media channels would have a total Creative Commitment score of 9.

There's a positive correlation between campaigns with higher CreativeCommitment scores and those that achieve a higher position on the Creative Effectiveness Ladder as **figure 55** below indicates, campaigns at the lowest Creative Commitment score scarcely average above Behavioural Breakthrough and at the highest scores campaigns easily achieve an average of Commercial Triumph.

The implication here is that a significant way to improve marketing's effectiveness is to apply a greater level of Creative Commitment to a campaign, because if more money is spent, if campaigns run for a longer period over more media channels, then it's likely to produce better sales and Brand-building results argues Hurman et al (2020)



(Figure 55)

Source: Effectiveness Code (2020)

4.1.4 The importance of Budget:

The Creative Commitment analysis found that increasing duration or the number of media channels increases effectiveness at any budget level and, campaigns with high Creative commitment at lower levels of media spend actually outperform those with higher media spend, Hurman (p103,2020).

The analysis showed that the three dimensions of duration, media spend, and number of media channels used are independent and play relatively equal roles in

driving effectiveness. Therefore, budget is no more important to effectiveness than duration or number of media channels.

This finding challenges the received wisdom that small budgets are less effective when spread thinly across time or media channels. In fact, the effectiveness of smaller budgets increases with greater levels of Creative Commitment. This suggests that in the case of low budgets, marketers have two levers in their arsenal to pull: Duration and Number of Media channels to increase their results.

4.1.5 Creative Commitment as a Planning tool: (Figure 56)

In the planning stages of a marketing campaign, the media budget, duration, and number of media channels can be established in a manner that aids in the ease of understanding how the campaign compares to the norms in Creative Commitment and how this is related to its chances of achieving effectiveness.

Media Spend	Score (1)	Duration	Score (2)	# Channels	Score (3)
Under \$500K	1	Under 3 months	1	1 - 4	1
\$500k - 1M	2	3 - 6 months	2	5 - 7	2
\$1 - 5M	3	6 - 12 months	3	8 - 10	3
\$5 - 10M	4	1 - 3 years	4	11 - 13	4
Over \$10M	5	Over 3 years	5	14+	5

CREATIVE COMMITMENT SCORE = SCORE (1) + SCORE (2) + SCORE (3)

Figure (56)

The following system can be used to score campaigns on all three dimensions and then combined to arrive at a total Creative Commitment score which can then provide an indication of the future campaign's probability of success or failure. *(This system is also used to judge ACE's campaigns).*

What the Creative Commitment score means:

- **A Score of between 3-5**

Danger of poor performance or temporary short-term results These campaigns are placed in the bottom 37% of all campaigns.

Corrective measure: *Increase spend, duration or number of channels to lift Creative Commitment.*

- **A Score of Between 6-8**

Likely to achieve good results. These campaigns are placed in the middle 35% of all campaigns.

Corrective measure: Maximise effectiveness with a campaign idea with creative award-winning qualities.

- **A Score of Between 9-12**

Optimal Effectiveness: Top 25% of campaigns.

- **A Score of Between 13+**

Highest 3% of Creative Commitment scores.

Corrective measure: monitor for diminishing returns.

Depending on the size of the brand and market, adjustment of the definition of high, medium and low spend may be needed as well as adjusting the media scores.

Hurman et al (p115, 2020)

4.1.6 Utilising the Creative Commitment as a post-campaign Analytical Tool

Similar to how the Creative Commitment framework can be used to predict and plan for a campaign's probability of success in the future it can also be used to assess and analyse campaigns performance retroactively where cogent data such as sales figures, profitability, and market share growth are missing using the same three dimensions of, **Duration of Campaign, Number of Media Channels used and Media Spend**. The resulting information can then be used to improve other campaigns moving forward.

4.1.7 Analysing the ACE's Campaigns

To arrive at a Creative Commitment score for the ACE campaigns in this study using the Creative Commitment Framework an assumption will be made regarding the campaign's media spend. No data was collected from the participants to assess their media spending so an assumption will be made that on average their spend is under £500,000 for the duration of their campaign.

Using this assumption, the campaigns in the study would earn 1 point for Campaign spending. The duration of the campaign is the next dimension of ACE's campaign

that is analysed and based on the results in this study **Question 13 (Figure 48), What is the duration of your typical marketing activities?** 76.6% of the participants indicated a campaign duration of less than 6 months, this would earn them 2 points. Media channels is the next dimension of analysis, based on the results contained in **Question 10 (figure 39) Which marketing communication channels does your marketing activities?** 51% indicated social media as their lead communication channel, this is an amalgamation of Facebook, Instagram, and Twitter (*TikTok was not listed as an option*) and for the purposes of this analysis the term social media here will include Facebook, Twitter and Instagram. For number of Channels used the ACE would earn 1 point.

While data on media budget and spend was not collected from the ACEs in the study based on the well-documented literature reviewed SME face significant resource constraints of which finances is just one, therefore though it is probable it is unlikely that ACEs would be allocating financial resources in excess of £500,000 (*budgets below £500,000 is considered low*) a for what amounts to a digital-only campaign for a period not exceeding six months and in most cases are much shorter. So, for this reason the ACE campaigns earn one (1) point for media spend.

Duration: 2 points

Number of Channels: 1 point

Media Spend: 1 Point

Total points:4

With reference to the Creative Commitment Framework (**figure 57**) “A score of between 3-5 places a campaign in *Danger of poor performance and/or temporary short-term results, These campaigns are placed in the bottom 37% of all campaigns.*” Hurman et al (p115, 2020)

Therefore it can be deduced that the ACE’s marketing campaigns have performed poorly because of their (Micro-duration) short duration, the limited number of channels(Mono-channel approach) used and their low budgets but has previously stated budget is an independent phenomena and it has been shown earlier, campaigns at lower budgets but with longer duration and that used multiple channels proved more effective than campaigns with bigger budgets that run for shorter periods and utilised lower number of communication channels. See **Figure 59** below for the ACE’s score on the Creative Commitment framework.

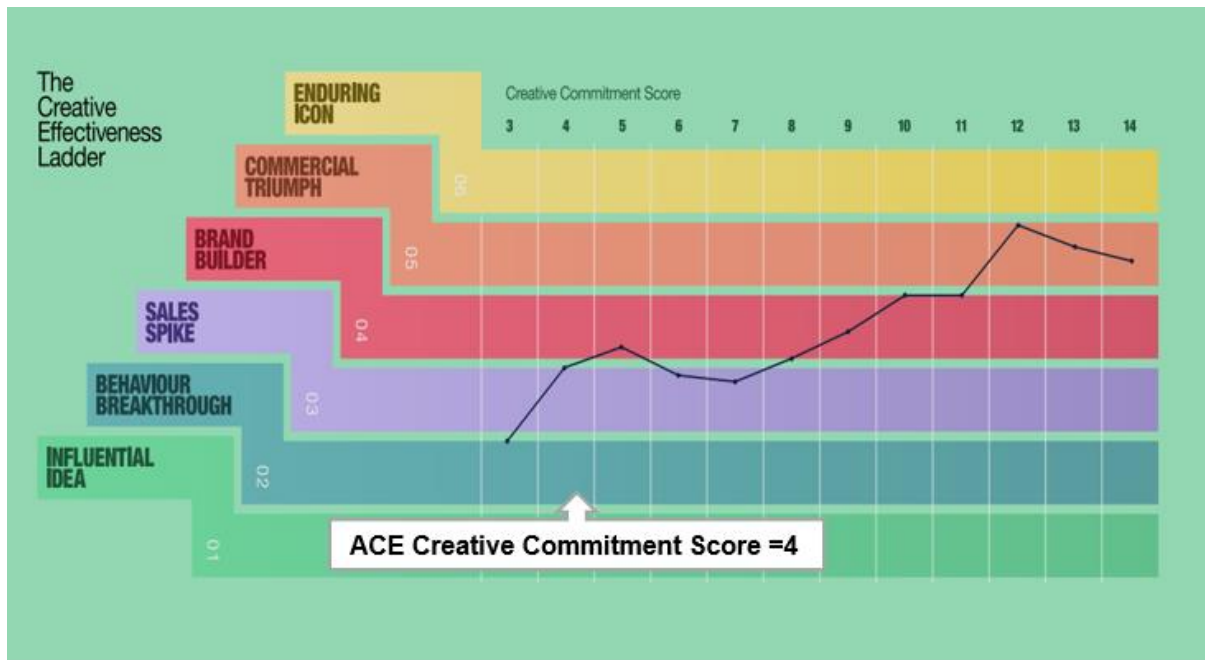


Figure 57. Modified Creative Commitment. Source: Author

With a score of 4, this places ACE's campaigns at or near the bottom of the Creative Effectiveness Ladder. **See Figure (60)** As it relates to categorising the ACE campaigns with reference to the Effectiveness Ladder their campaigns could be considered as an *"Influential Idea"*.

This sits at the bottom of the Effectiveness Ladder or at the first of six levels (**see figure 57**) on the Ladder because: they aim to drive "Buzz" and short-term action from their target audience, and by themselves Influential Idea results are normally redundant on their own that is, most campaigns should be striving for more than simply a lot of buzz, Hurman et al (p23,2020).

Buzz does little to contribute to business effects and this type of campaign which **76.6%** of ACEs are engaged in, will not lead to increased effectiveness i.e., a move up the Effectiveness Ladder until or unless the duration of their campaign increases as well as an increase in the number of media channels used.

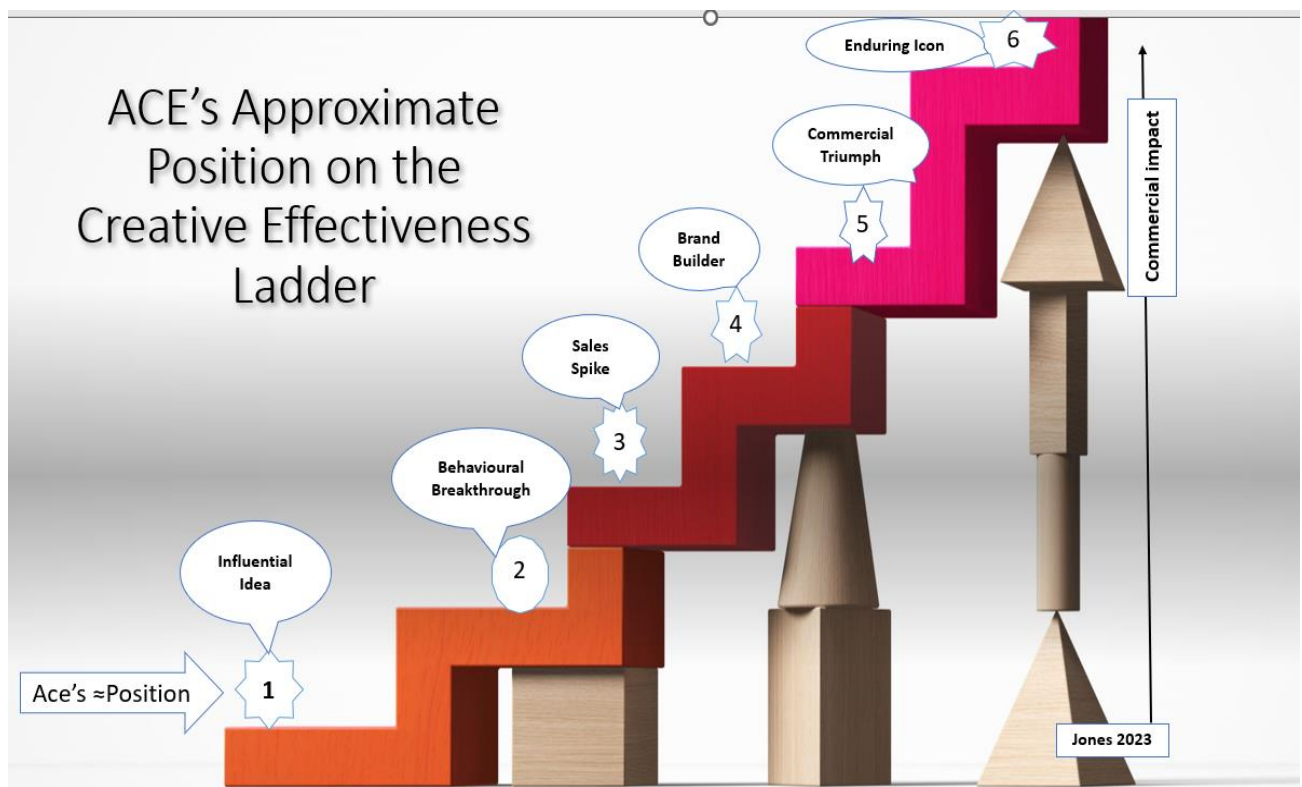


Figure (58) Modified Creative Effectiveness Ladder with ACE position. Source :Author

4.1.8 Summary of section one key findings:

Phase one (1) of the research project was to answer four objectives:

1. To determine the duration of Afro-Caribbean Entrepreneur (ACE) marketing campaigns
2. To determine the lead communication channel/s being used by ACE in their marketing campaigns.
3. To assess the position where ACE's campaigns are placed on Hurman and Fields' Creative Effectiveness Ladder (2021)
4. To determine ACE's marketing campaign's Creative Commitment Score.

Research objective one (1): *To determine the duration of Afro-Caribbean Entrepreneur (ACE) marketing campaigns.* The resulting findings from the research study indicated 50% of ACE campaign lasted 1-4 weeks, 14.40% incated that there campaigns lasted between 1-3 months, another 12.20% indicated that their campaigns lasted between 3-6 months. This means that **76.6%** of Afro-Caribbean Entrepreneurs (ACE) marketing campaigns duration was six months or less.

Research objective two (2): *To determine the lead communication channel/s being used by ACE in their marketing campaigns.* The research found that 51% of ACE used Social Media channels as their lead communication channel.

Research objective Three (3): *To assess the position where ACE's campaigns are placed on Hurman and Fields' Creative Effectiveness Ladder (2021).* The research found that the ACE's campaigns were placed at Level one: *"Influential Idea"* which is the first rung on the Creative Effectiveness Ladder and is deemed the least effective type of marketing campaigns because of its short duration and limited number of media channels used.

Research objective four (4): *To determine ACE's marketing campaigns Creative Commitment Score.* This research project awarded a Creative Commitment Score to the ACE campaigns of Four (4). A score between 3 and 5 on the Creative Commitment framework is considered poor and is an indication that the campaign is in danger of performing poorly because of low budget, low duration and low number of media channels and in the case of the ACE where the Framework was used as retroactive analytical tool it showed that the campaigns had performed poorly even though relevant financial data was not available during the analysis.

Phase one (1): have provided the answers as to what marketing activities ACE conducts as it relates to the duration, the number of channels used, and where they are positioned on the Creative Effectiveness Ladder, Phase two's aim (**research objective five**) is to explain the "why" behind their decision surrounding the choice of channels and duration of campaign and will be explored in the next section.

4.1.9 Phase Two (2): Qualitative analysis findings:

NVivo was used to analyse a purposive sample size of ten (10) ACE individuals whose interview was captured and recorded and transcribed automatically by the

Microsoft Teams application.

This method was used as a tool to mitigate concerns around the covid-19 pandemic where concerns around travelling and meeting in-person could have been obstacles, Dahlin, E. (2021) Lobe et al., 2020 and Teti et al., 2020, asserts that this approach is increasing becoming more relevant for contemporary researchers when designing and developing their research design, while Santana et al.,(2021) views this approach as resource-effective approach designed to maximise use of technological aides while conserving physical and financial resources.

These individuals did not participate in the quantitative phase of the research project but agreed to participate in the semi-structured interviews.

This section consisted of six (6) open-ended questions (**See figure 61 below**), which asked the participants to explain their responses, Ottman, et al (2013) argues that open-ended questions in semi-structured interviews allows the researcher to develop rapport with the participant and ask more probing questions. Probing questions were not utilised intend the prompt of “Why” was asked at the end of each response to the six questions asked so that participants would expand on their original answers.

This analysis adopted three approaches to extract as “*Rich*” a data as possible from the respondents.

Firstly, the word frequency tool in Nvivo was used to analyse the responses followed secondly by a Thematic analysis using stemmed words, and third, and finally this was followed by a cluster analysis to explore and understand the relationship between the response groupings. **Figure 59: Qualitative Interview sheet**

Interview Questions

- 1) Is your Marketing activities designed to get a immediate response from Consumers? Please explain your answer to the question
- 2) Which communication channel/s does your marketing activities use and Why? (Social media (e.g., Facebook, Instagram...Radio Newspapers (Print)Out of Home (e.g., Bill-Boards, Posters) Search (e.g. Google) Cinema Online Video (e.g. YouTube, Facebook, TV)
- 3) Which communication channel/s do you believe delivers the best results for your business and Why? Social media (e.g., Facebook, Instagram...Radio Newspapers (Print)Out of Home (e.g. Bill-Boards, Posters) Search (e.g. Google) Cinema Online Video (e.g. YouTube, Facebook) TV
- 4) Is your marketing activities designed to: Reach new customers, Target current customers, Reach everyone in the category for your product or service Both reach new customers and target current customers?
- 5) What is the duration of your typical marketing activities? and why this duration? 1-4 Weeks, 1-3 Months, 3-6 Months, 6 Months-12 Months,1-2 Years ,2-4 Years Over 5 years.
- 6) If money was not an issue which media channel/s would you use to grow your business?

4.2.0 Approach One (1):

Note on Anonymity: All the respondents names have been changed to protect both their identity and privacy and as such have been given random initials. Of the six questions asked in in this section qualitative section, questions one (1), two (2) and four (4) corroborated the quantitative responses from phase one (1) and there were included in this section as they added no further value in determining the rationale behind the participants strategic campaign choices, they are however available in **Appendix G**.

The aim of the three questions analysed here is to establish the ACE's rationale in relation to their campaign's choice of duration, number of media channel/s used, this is explored in the following section with the respondent's answers.

Question 3: Which communication channel/s do you believe delivers the best results for your business and Why? Social media (e.g., Facebook,

Instagram...Radio Newspapers (Print)Out of Home (e.g. Bill-Boards, Posters)
Search (e.g. Google) Cinema Online Video (e.g. YouTube, Facebook) TV

(See word cloud below in figure 60 for responses to this question),

TC, responded to this question in this manner:

TC: *"I think, which I am not using because it is very expensive, but I think Billboards are very effective. I have seen Realtors who have used billboards get some really good hits".*

SS, was of the view that the Social Channels delivers best business results:
"I'm going to go back to the same thing and as you rightly say, follow on from that the best results is where you're going to find the audience and the targeted audience you're going to find is on social media. That is going to be on Facebook where you can maybe have a sort of slightly more mature crowd, on Instagram you get the younger crowd. On YouTube you get a blended crowd depending and on Instagram you get a younger crowd on TikTok you get a crazy crowd and I'm trying to say so, therefore you're trying to tap into all different eras, all different areas, so it is social media, and when I say social media, I mean Facebook, Instagram, and TikTok".

Chris Jones: "All the socials"?

SS: *"All those social media, LinkedIn to a certain extent. I put the LinkedIn like if I have any sort of senior person. So the most serious stuff I just put that on LinkedIn as well just to divert them or to guide them or to inform them that this is happening on YouTube and they can always watch after."*

Chris Jones: OK, so socials in your view deliver the best business results for you?

SS: "Yes".

GB, had a different view as to which channels delivered the best business results and why:

"Well, like I said, word of mouth. word of mouth is very important. They will speak about you positively and then you can measure how much benefits can come from that".

DD, similarly, believed that word-of-mouth delivers best business results for his business: ***“Word of mouth win all day long”***

FZ, concurred with DD’s view on the impact of word-of-mouth on his business performance:

“I think word of mouth is definitely been the one that's been more productive in creating new lines of opportunity just being, you know, working with different ones and those have worked with in the past, have kept in touch with me and they have been referred me to someone through their connections with them so that's definitely been the more productive one. I think social media is just a more recent avenue that I have been using”.

RY, A florist for seventeen years is also of the view that word-of-mouth delivers the best business results, and this was the response when asked which channel delivers the best business results.

RY: “Word of mouth”.

NM: A Public Relations practitioner for fifteen years, opined that social media in particular LinkedIn delivers the best business results for her and her rationale is as follows: ***“So LinkedIn is a massive one for us at this moment. LinkedIn because it's B2B, we're now looking at scaling into more what we classify as businesses that are a little bit more established already and so the ability to get into some of those decision-makers who are based primarily on LinkedIn, and more recently, networking in a more strategic way, and when I say network, I'm speaking about going out in person, being at events, being at awards, talking to people and being less fearful around that space as well. This is why I mentioned that we do the normal social media, but we're strategically now ensuring that as many of our social media followers, friends, likes whatever actually sign up to our mailing list. we're going to really focus strongly on managing that area of the business, more so LinkedIn, networking and the mailing list would be our primary.***

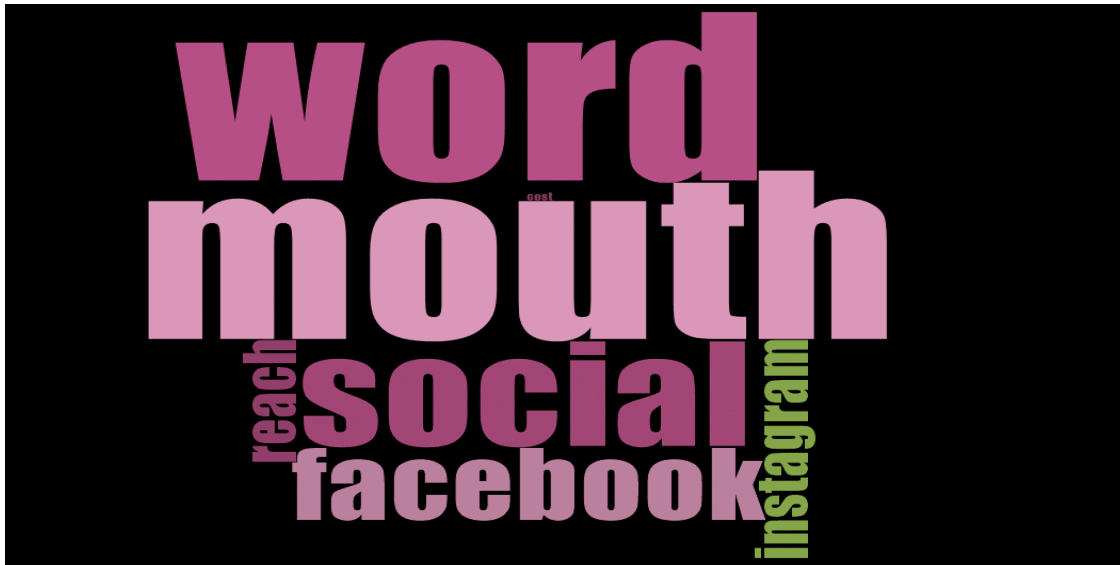


Figure 60

Word of Mouth Cloud. Source: Author

Question 5: What is the duration of your typical marketing activities? and why this duration? 1-4 Weeks, 1-3 Months, 3-6 Months, 6-12 Months, 1-2 Years ,2-4 Years Over 5 years

NM admitted to not being entirely sure of her campaign's duration the response below was provided: *"I'm not very good at measuring those things I'm not very good but I'm going to say 18 months"*.

SS, On the other hand was certain of his campaign duration and the length of time the campaign stayed in the market was measured in weeks and in some cases days, the following dialogue provides insight into the campaign duration thought process

SS: *Now that is a very, very good and interesting question because*

When I saw 1-4 weeks, I said that was long. When I say one to four weeks, one to four weeks is because shows are normally planned seven days in advance, and we promoted and therefore it's really even three days before. So that's where I just put the alert out when we had something of recent nature, it's the passport thing. I went on a campaign with these guys for like 2 weeks to get it into people's mind to say get ready for this and we use the same platform, social media, Facebook, Instagram, like a campaign. So therefore, the length of time is subject to the product or the event, but typically its one to four weeks if that answers your question?

TC on the other hand adopted an always-on approach and expanded on the cost implications.

TC: *"It doesn't have an expiration date It's continuous".* Chris Jones: "So, it's continuous? so hold on! give me an example"? **TC:** *"Well, I mean, it's a year I've been doing it for a year now I've been on these platforms for about a year now."*

Chris Jones: "One year and why"?

TC: *"Why What"?*

Chris Jones: "Why have you continued with this duration? Why a marketing for one year"?

TC: *"Because this is cost-effective so the plan is to my build my brand, then I will move on to other activities that will cost a whole lot more."*

Similarly, **GB's** word-of-mouth campaign adopted an always-on approach.

GB: *"Well, because of the kind of marketing I do is continuous, it's ongoing all the time, so there is no time frame, time benefits to it. It is perpetual all the time, you want to be able to give good service that will make people see you as a brand to trust on personality".*

FZ was also of the view that less is more regarding duration, but this was mainly due to budgetary constraints.

FZ: *"I mean, if I've done print advertising in the past, I probably done it maybe days just based on budget. If I felt I needed to go in that direction, so it's not usually been very long, just a couple of days, I think".*

DM's campaign duration was of a similar length to others in this study.

DM: *"One to four weeks, every month we put different things out and send it out".*



(Figure 61) Chart Title: Months and weeks. Source author

Question 6: If money was not an issue which media channel/s would you use to grow your business?

(See figure 61 for word cloud responses to this question)

This question was designed to determine whether or not financial considerations influenced the marketing communication channel choices of ACEs and as detailed below in the majority of responses if money was not an issue they would have opted for mass media channels such as Television and Radio and even where this is not the case and respondents opted for new media i.e social media they would place additional revenue behind their social media campaigns.

NM: *“Alright, experiential! so experiences will be things like throwing large galas, exhibitions and more exhibitions. Yeah, galas and exhibitions. I think parties, I love a party, but anything that’s gala, experiential, anything that is kind of like VIP access to venues anything like that. I like those kinds of things for being able to really convert and hold on to people and build those all-important relationships. Think of it like the old boy’s network, golfing, galas and VIP events, that kind of thing. That would be where I put a lot of money.”*

SS: *“I would use the same Facebook, same Instagram, the same YouTube, and what you do now, the common is that you boost it and that is what lots of*

people do because they will always come back to you and say if you put £10 you can get this to a certain amount of persons because they open the door because these guys are all into making money at one time you could have 5-10000 thousand subscribers following you and you wonder why you're only seeing the same person each time. Why when you post something you want to get in six or five? Why? Because these guys sort of control it and then you get a little message if you want this particular post to go wider, pay £10 or £20 pounds, and will you reach 10000 thousand people. So, you boost it and like. On YouTube for argument's sake, you got people always messaging you that we can get you more live viewers. You see people on Instagram have thousands of followers and when you look at it you see small interactions, they bought it! but the advantage with some of these things is that if money is not an objective you can boost the advertisement, you can boost the reach, and therefore, you get 20,000 and they get 200. It's a numbers game at the same time. So, I would use it the same way, but boost it? That's the thing. You boost it and you widen your scope.

Chris Jones: So, if money was no object, you would use the same social media platforms but just put a bit more revenue behind it?

SS: "Put more revenue behind it to boost it. Yes".

GB: "If money is not a constraint? I would combine with electronic media advertisements."

Chris Jones: Which electronic media?

GB: "I'll use more of the internet because it has a wider reach, social media, anything internet-based can reach far wider than television, radio or whatever."

TC: "If money was not an issue, I would have loved to be on all platforms to capture as many eyeballs as possible, so that would include the radio, the television, the billboards, and adding the daily paper, and social media I am still keeping that yeah, I think that covers it."

FZ: I would definitely explore outside of social media and probably something online, maybe, maybe some YouTube type of advertising or Google ads kind of have advertising, you know, maybe even Television, because that's not necessarily one that I've seen a lot of design companies use.

And there are a lot of people who watch television. So that might be an option as well”.

DM: “I think for myself, if money wasn’t an issue, you know, I’d probably start going to, you know, the LBC and the higher platforms in the sense of that but obviously you know that comes with a cost”

Chris Jones: “So if money was not an issue, you’ll be thinking of using national platforms, platforms that have major reach.”

DM: “That’s correct”

‘DD: “Radio, because there’s one on the radio LBC quite a lot and there’s one on the radio and they are on every half hour, and they’ve been doing it for a good few months, If it wasn’t paying they wouldn’t be doing it, because I mean it doesn’t really fit TV, so radio.”



(Figure 62) Chart Title: Television and Radio. Source: Author

The response to the question confirms that the communication channels selected are chosen in the main because of a lack of financial resources, this has been previously confirmed by the literature reviewed, Wyman (2021) and Ram et al (2020)

4.2.1 Approach Two (2): Three emergent themes that the analysis produced.

Castleberry (2018) argues that the use NVivo as qualitative data analysis software is

particularly useful in developing data visualizations in the form of a three-dimensional map of code clusters or emergent themes. NVivo software tool was used to develop the three-dimensional map in **figure 64** using the emergent codes, and stemmed words function in NVivo to conduct the analysis only after adding various pronouns, conjunctions and preposition that did not add value to the analysis to the stop-word list which then made the findings more cogent. The size of the nodes suggests how often that code is present across the data collected and analysed, while the colour of the codes indicates families of codes or codes with meanings of a particular function or relationship, Castleberry (2018).

In **Figure 64** below “*Customers*” are at the very top of the three-dimension chart in blue which is an indication of the frequency and importance to the respondents of customers to their businesses. Similarly social which is an abbreviation for “*social media*” is also blue and is not dissimilar in size to the node “*Customers*” which sits at the top of the chart, however, this is much lower and at the opposite end of the chart which indicates significance but of a secondary nature.

With both the nodes “*Customers*” and “*social media*” being of a similar colour, blue is an indication of a relationship which can be explained by the participant’s responses and views regarding social media playing a significant role in the retention and acquisition of both old and new customers.

“*Word-of-mouth*” was another theme that emerged from the thematic analysis and sits at the lower end of the chart just above “*social media*”.

The presence of “*Word-of-mouth*” in the participants responses was surprising yet enlightening as this was not one of the forms of communication that was listed as an option among the traditional communication channels but it’s clear to see based on the responses that the participants view and consider word-of-month as a major and effective component in their marketing communication strategy.

It is of significant note that the responses made no differentiation between traditional word-of-month or Electronic-word-of-month. While word-of-month is a significant detail to emerge from the analysis based on the size and position of the node it is ranked third in order of importance and significance to the respondents. Therefore, according to the ACEs “*Customers*” unsurprisingly is the most important variable to their viability, this encompasses the whole spectrum ranging from acquisition to retention, secondly regarding the importance of communication “*social media*” is the

main and favoured communication channel and is in agreement with findings in the quantitative findings, this was followed by the surprising emergence of the importance and favourability of “word-of-mouth” communications.

This was an unanticipated response which I had not previously thought of including in the options listed in the quantitative questionnaire as an option of choice relating to communication channels and as such is not supported by the findings from phase one of the study. Nonetheless, its significance and value to the ACEs are profoundly important and had not been the utilisation of the cross-sectional mixed method approach this central component relating to the ACEs perception and value of word-of-communication would have been missed.

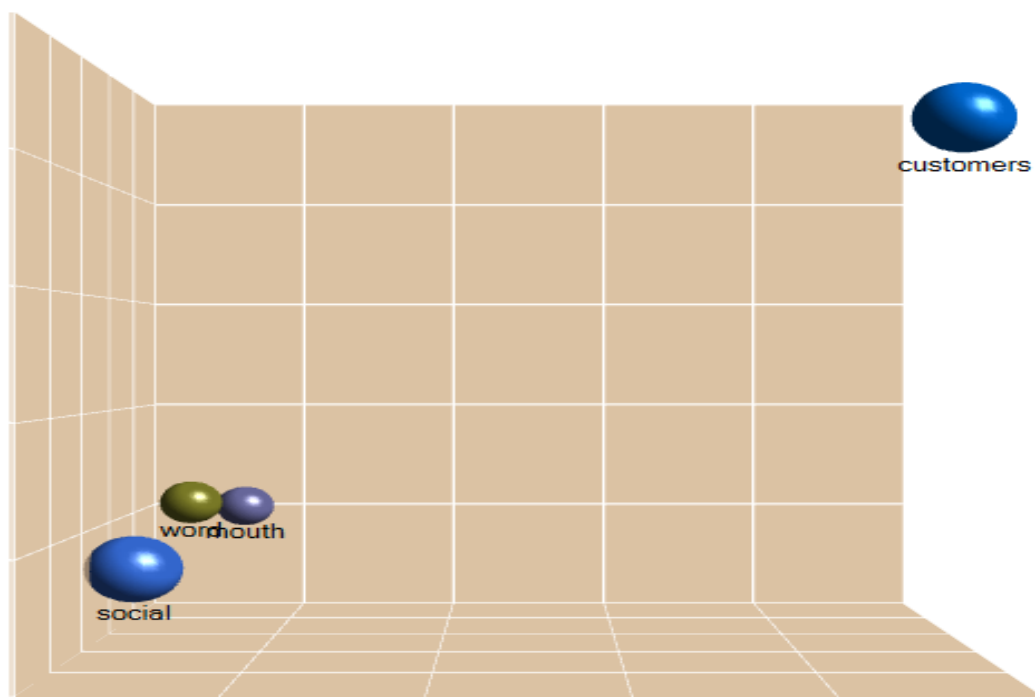


Figure 63: Three Key themes that emerged from the analysis using stemmed words.

Approach Three(3): ClusterAnalysis.

Cluster analysis can be used as an exploratory tool to support the identification of associations within qualitative data, Marcia (2015). Exact matches were used as the search criteria in NVivo cluster analysis tool to analyse the response groupings and gain further insights and a deeper understanding of the responses provided by the ten (10) ACEs. In the first cluster in **figure 63**, contains four terms which in reality is three because word-of-mouth is one word. The other terms are customer and Facebook. As noted by Marcia (2015) nodes or words that are in clusters have a

relationship of some sort and it is up to the researcher to explain/expand/examine these relationships.

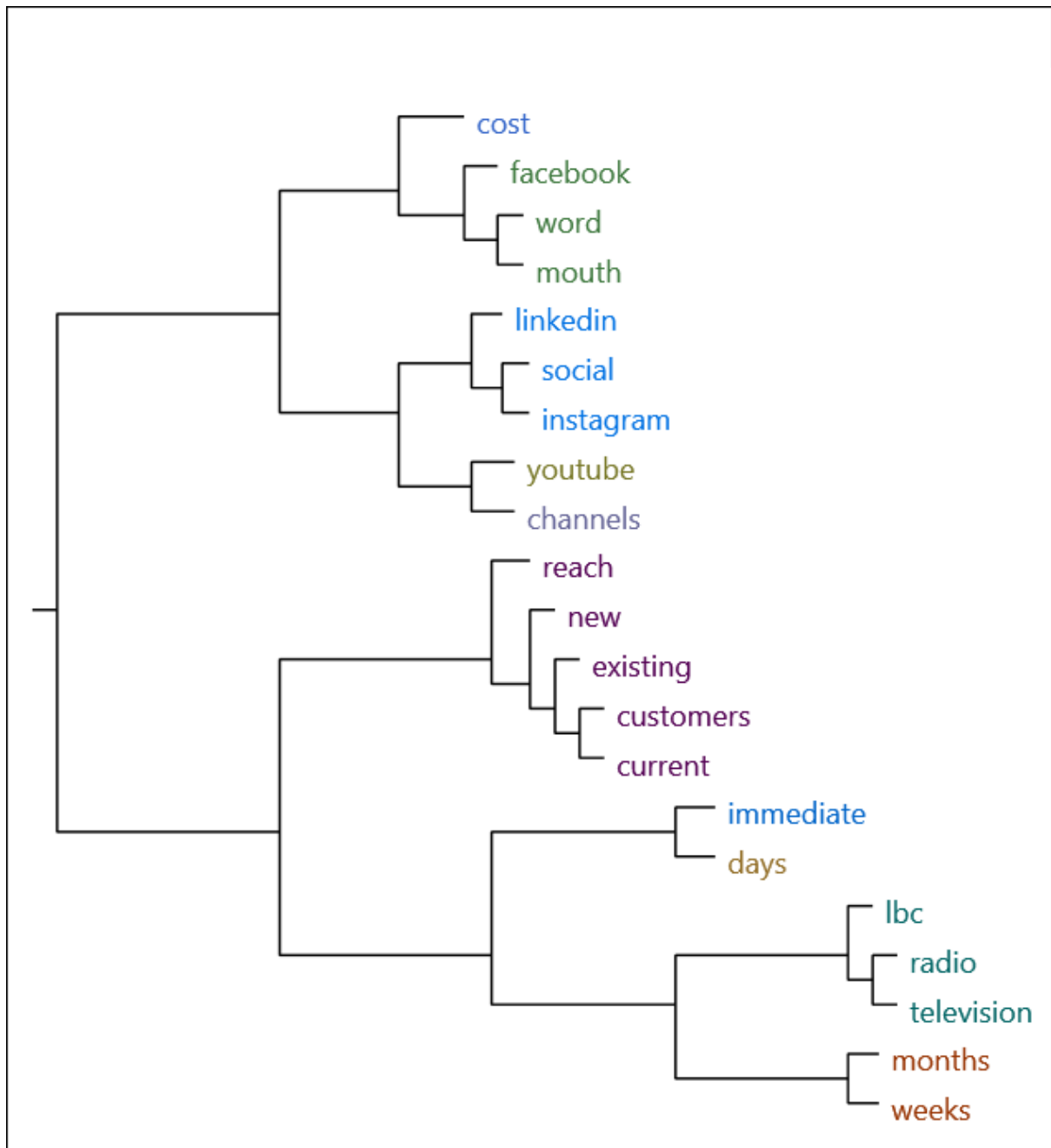
The First clusters association of cost, Facebook and Word-of-mouth can be attributed to the respondents opining that the reasons they chose to utilise those forms of communication and think that are effective is due primarily because of their low cost of deployment.

The Second cluster with the words LinkedIn, social (*which is an abbreviation of social media*) and Instagram can be explained because these were the social media channels the ACEs mentioned that utilised the most in their marketing campaigns, **The Third cluster** is a subsidiary extension of the second cluster this include YouTube and other generic channels.

The fourth cluster is in reference to their customer acquisition strategy where their aim was to reach new and existing customers while retaining their current ones. **The Fifth Cluster's** two words immediate and days is a clear association and explanation of the time frame they expected to see the results of their marketing communications.

The Sixth Clusters' three words are associated with traditional/old/legacy media and and resuted because the respondents were asked if money was no object which communication channels they would use and the mentioned LBC, Radio and Television. LBC is popuar London based radio station that is available nationally on digital radio.

Radio was mentioned generally along with Televison. **The Seventh** and final cluster that housed two words "Weeks and Months". These two words are associated with the time the ACEs stated that their marketing campaign spent in the market.



(Figure 64.) Chart Title: Cluster Analysis. Source: Author

4.2.3. Summary of qualitative findings:

The qualitative findings from this research provide insightful perspectives into the communication strategies and preferences of Afro-Caribbean Entrepreneurs (ACEs).

1. Preferred Communication Channels:

- **Word-of-Mouth:** The majority of respondents believe that word-of-mouth delivers the best business results. GB highlighted its importance, stating it generates positive customer feedback and measurable benefits. DD emphasized its unmatched effectiveness, while FZ noted it created more new business opportunities compared to other channels.
- **Social media:** Though word-of-mouth was viewed favourably in qualitative responses, the quantitative data indicated social media as the most effective channel. This discrepancy suggests a nuanced understanding of communication effectiveness among respondents.

2. Campaign Duration:

- Respondents indicated that their campaign durations varied from days to months, primarily driven by cost-effectiveness. TC and FZ explicitly mentioned financial constraints as a determining factor. TC chose shorter campaigns to build her brand cost-effectively before moving on to more expensive activities. FZ echoed this sentiment, noting his past use of short-duration print advertising due to budget limitations.

3. Channel Preferences with Unlimited Resources:

- Most respondents would choose traditional channels like Television and Radio if resources were not an issue. DM and DD would prefer radio, specifically LBC. TC and FZ would explore a mix of TV, Radio, Billboards, and online channels like YouTube and Google ads. Only GB, NM, and SS indicated they would increase their spend on current channels instead of switching to traditional ones.

4. Resource Constraints:

- The responses highlighted resource constraints as a significant determinant of both campaign duration and the choice of communication channels. The preference for cost-effective methods underscores the financial limitations faced by ACEs.

5. Cluster Analysis:

- The cluster analysis identified seven clusters of responses, with the first cluster containing the words: Cost, Facebook, and word-of-mouth. This supports the findings from the initial approach, emphasizing the impact of costs and resource constraints on ACEs' communication strategies and their reliance on Facebook and word-of-mouth

The qualitative findings underscore the critical role of resource constraints in shaping the marketing strategies of Afro-Caribbean Entrepreneurs. While word-of-mouth and social media are preferred channels due to their cost-effectiveness, traditional media like TV and Radio are favoured in an ideal resource-rich scenario. This highlights the need for financial support and strategic guidance to help ACEs optimize their marketing efforts for better business outcomes.

Figure sixty-four (64) provides a detailed summary of the core themes that have been identified, the extant supporting literature, this thesis's findings and its distinctive contributions.

(Figure 65) Core Themes identified, supporting literature and this research's distinctive contribution.

Theme	Current Literature	Research Findings	This Research Distinctive Contributions
Gender Distribution	Entrepreneurial studies often highlight gender disparities and representation. Essers, C. et al. (2009)	Gender distribution among respondents: 43.3% Female, 41.1% Male,	Highlights a near-equal gender representation, contrasting with typical disparities noted in literature.

	Hughes, et al (2012).	13.3% non-disclosed.	
Age Range of Entrepreneurs	Most entrepreneurs are middle-aged, with younger, educated individuals from Black and Asian backgrounds (Wyman, 2020).	Largest group: 35–45 years (35.6%); significant representation across other age ranges.	Confirms middle-aged prevalence; provides nuanced age distribution data across ethnic backgrounds.
Business Operation Status	High percentage of entrepreneurs actively operate their own businesses. Robb, A. M. et al (2007). & Ram, M. et al (2008)	98.9% of respondents are currently operating a business.	Validates high operational engagement, indicating active business involvement among Afro-Caribbean entrepreneurs.
Business Age	Start-ups and long-established businesses both prevalent. (Audretsch, D. B. et al. 2019). & (Stam, E, et al 2018).	Broad range: 24.4% businesses operational for 1 year, 20% for over 5 years, 17.8% for over 10 years.	Highlights the extensive sector diversity among ACEs, reinforcing literature on minority business sector diversity.
Industry Distribution	Minority-owned businesses often operate in diverse sectors.	Over 41 sectors represented; most frequent: skincare and	Highlights the extensive sector diversity among ACEs, reinforcing literature

	(Zulema 2012), (Fairlie 2020)& (Robb 2013)	beauty, e-commerce, food retailing, barbering, marketing, hairdressing.	on minority business sector diversity.
Employee Numbers	SMEs dominate business landscape with majority having 1-5 employees (ONS, 2022).	87.8% have 1-5 employees, aligning with national SME data.	Reinforces SME dominance, contextualizing ACEs within broader SME trends.
Marketing Activities and Financial Constraints	Ethnic minority businesses face significant financial challenges impacting marketing (FSB, 2020; Wyman, 2021).	2.2% cannot afford marketing; 67.8% engaged in marketing activities, 14.4% not currently engaged.	Underlines financial constraints as a significant barrier, echoing broader minority business challenges.
Marketing Strategies and Duration	Long-term marketing campaigns drive sustained profitability (Binet et al., 2013).	50% of campaigns last 1-4 weeks; only 12.2% exceed 6 months.	Reveals short-term focus, contrasting with evidence favouring longer campaigns for better profitability.

Preferred Marketing Channels	TV and traditional media are highly effective but wrongly perceived as costly (Binet & Field, 2013; ThinkBox, 2020).	51.1% use social media primarily; if budget allowed, preference shifts to TV and radio.	Demonstrates reliance on social media due to cost constraints, diverging from literature advocating for traditional media channels and in some instances a combination of Digital and traditional channels
Position on Effectiveness ladder	Campaigns that sits higher on the ladder will be more commercially profitable (Hurman et al 2020)	ACE positioned on the Lowest rung of the Ladder.	Provides a benchmark of ACE's performance as well as clear guidelines on how to climb the various rungs of the Creative Effectiveness Ladder.
ACE Creative Commitment score	A Creative commitment score of between 8-15 is an indicative of potentially profitable campaign Hurman et al (2020)	ACE's Creative commitment score was Four (4). A score of between 3-5 is considered poor	Reenforces ACE's current poor performance but provides a starting point and a planning framework with which ACE's can plan and evaluate future campaign performance to increase likelihood of profitability.

(Figure 66) Chart Title: Core Themes identified, supporting literature and this research's distinctive contribution.

4.2.4 Integration of findings Interpretation of Findings

Fielding (2012, p. 127) emphasises the importance of integrating data in mixed-method research, suggesting that combining information from multiple sources is essential to create a comprehensive understanding. Uprichard et al. (2016) echo this sentiment, highlighting that data integration is fundamental to mixed-method research. This section synthesizes and interprets the data from both the quantitative and qualitative phases to provide a cohesive set of findings.

Research Objectives and Findings:

1. Duration of Afro-Caribbean Entrepreneur (ACE) Marketing Campaigns:

- Quantitative Findings: The research revealed that 50% of ACE campaigns lasted 1-4 weeks, 14.4% lasted 1-3 months, and 12.2% lasted 3-6 months. In total, 76.6% of campaigns had a duration of six months or less.
- Qualitative Findings: Respondents indicated that short campaign durations were primarily due to cost-effectiveness. For example, TC noted that short campaigns were cost-effective for brand building before moving to more expensive activities. FZ also cited budget constraints as a reason for brief campaigns.

2. Lead Communication Channels Used by ACE:

- Quantitative Findings: The research found that 51% of ACEs used social media as their primary communication channel.
- Qualitative Findings: While social media was seen as effective, word-of-mouth was also highly valued. Respondents like GB and FZ highlighted word-of-mouth for its ability to generate measurable business benefits and new opportunities.

3. Position on Hurman and Fields' Creative Effectiveness Ladder (2021):

- Quantitative Findings: ACE campaigns were placed at the "Influential Idea" level, the first rung on the Creative Effectiveness Ladder, indicating the least effective type of marketing campaigns due to short duration and limited media channels.

- Qualitative Insights: The preference for cost-effective channels like social media and word-of-mouth, driven by financial constraints, explains this low ranking. Respondents expressed a desire to use more effective channels like TV and Radio if resources allowed.

4. Creative Commitment Score of ACE Marketing Campaigns:

- Quantitative Findings: ACE campaigns received a Creative Commitment Score of four (4). Scores between 3 and 5 are considered poor, suggesting that these campaigns are likely to perform poorly due to low budget, short duration, and limited media channels.
- Qualitative Insights: Financial constraints were again a significant factor. The qualitative data revealed that with adequate resources, respondents would choose more impactful channels like TV and Radio, which are shown to deliver better commercial returns.

5. Rationale Behind ACEs' Choices of Campaign Duration and Lead Communication Channel:

- Qualitative Findings: Financial resource constraints were the primary reason for choosing short campaign durations and cost-effective channels like social media and word-of-mouth. When financial constraints were not a factor, respondents preferred traditional channels such as TV and Radio, known for better commercial returns.

4.2.5 Integrated Interpretation:

The integrated findings from both the quantitative and qualitative phases reveal a clear picture of the marketing practices and challenges faced by Afro-Caribbean Entrepreneurs (ACEs):

- Short Campaign Durations: Predominantly driven by cost-effectiveness and financial constraints, leading to less effective marketing outcomes.
- Preference for social media and Word-of-Mouth: While these channels are cost-effective and valued for generating immediate results, they do not align with the long-term brand-building strategies associated with marketing effectiveness.

- **Low Creative Effectiveness and Commitment Scores:** Reflect the impact of limited budgets, short campaign durations, and restricted media channels, suggesting a need for more strategic, resource-intensive approaches.
- **Financial Constraints:** A significant determinant of marketing strategy, highlighting the need for financial support and strategic guidance to help ACEs optimize their marketing efforts.

The findings indicate that ACEs are not currently practicing marketing effectiveness principles due to financial constraints, leading to short campaign durations and reliance on cost-effective channels. This misalignment with best practices underscores the need for targeted support and resources to help ACEs adopt more effective marketing strategies that can drive long-term growth and sustainability. Addressing these challenges can bridge the gap between current practices and ideal marketing standards, ultimately enhancing the business success of Afro-Caribbean Entrepreneurs.

4.2.6 Chapter Summary:

This section of the thesis presents an in-depth analysis of the marketing practices of Afro-Caribbean Entrepreneurs (ACE), with a specific focus on their use of marketing communication channels, campaign durations, and overall effectiveness.

The findings highlight a predominant reliance on social media due to its cost-effectiveness, with 76.6% of campaigns lasting less than six months.

Despite the constraints, 67.8% of ACEs actively engage in marketing activities, although these efforts often prioritize immediate sales over long-term brand building.

The study also positions ACE campaigns on the Creative Effectiveness Ladder, revealing a tendency towards short-term, low-budget, and narrow-channel strategies that limit their effectiveness. The chapter underscores the stark contrast between ACE practices and broader marketing research, which advocates for long-term, multi-channel, and emotionally resonant campaigns.

Upon reflecting on the research process, a significant realisation was the omission of word-of-mouth as a potential communication tool in the initial quantitative phase. This oversight stemmed from an implicit bias towards best practices followed by large, well-established companies, which typically do not engage in word-of-mouth marketing in the formal sense. However, this assumption failed to consider the

unique socio-economic context and systemic challenges faced by Afro-Caribbean entrepreneurs, who may rely heavily on resource-light, community-driven methods such as word-of-mouth. Word-of-mouth was not a communication tool I was expecting to be mentioned in a research paper that was examining marketing effectiveness. This was perhaps because I was focusing on what is considered best practices by the biggest and best companies in the land and then making a comparison with the ACE practices. These entities, however, do not engage in or utilise word-of-mouth, and when it comes to the effectiveness literature, word-of-mouth is rarely mentioned.

However, had I been more self-aware, I would have realised and contextualised the situation with the fact that while I was not examining the marketing practices of the biggest, best, and most effective marketing companies, I was examining Afro-Caribbean entrepreneurs' marketing practices. This segment of the population has a well-documented history of systemic disenfranchisement socially, politically, and financially (Macpherson, 1999).

Therefore, in the quantitative phase, a question on word-of-mouth should have been included as an option in the questionnaire because of the systemic issues faced by this section of the population and their need to perhaps utilise an approach that was less resource intensive. While this was not included in the questionnaire, the cross-sectional mixed-method design used in the study allowed the word-of-mouth phenomenon to be captured.

Additionally, the reflection on the exclusion of word-of-mouth highlighted a broader issue: the importance of context-sensitive research design. As a researcher with a background that may unconsciously align more with established marketing norms, it was crucial to remain open to the distinct practices and strategies employed by ACEs. This includes understanding the informal networks and community-based approaches that play a pivotal role in their marketing efforts.

Furthermore, the use of a sequential explanatory mixed-method approach proved invaluable in capturing these nuances. The quantitative phase provided a broad overview of the marketing practices, while the qualitative phase allowed for a deeper exploration of the context and rationale behind these practices. The qualitative interviews revealed the significant role of word-of-mouth and other community-based strategies, which might have been overlooked if the research had solely relied on

quantitative methods.

Critically, this reflection underscores the need for continuous reflexivity throughout the research process. By periodically revisiting and questioning assumptions, researchers can better align their methods and interpretations with the realities of the studied population.

This approach not only enhances the validity and reliability of the findings but also ensures that the research remains relevant and respectful of the participants' contexts and experiences. In conclusion, this reflexivity highlights the importance of context-sensitive research design and the need for continuous self-awareness and critical reflection.

By acknowledging and addressing potential biases and assumptions, researchers can produce more comprehensive and accurate representations of the studied phenomena, ultimately contributing to more effective and meaningful research outcomes.

5.0 Chapter Five.

5.1 Discussion:

Introduction:

This doctoral research investigates the marketing effectiveness of Afro-Caribbean Entrepreneurs (ACEs) operating in South London, examining the extent to which these entrepreneurs adhere to established marketing effectiveness principles. Grounded in the analytical frameworks provided by Hurman et al. (2020) and supported by insights from Field and Binet (2013) and Peter Field (2019), the study critically assesses the duration, channel usage, and overall strategic deployment of marketing campaigns among this demographic.

The investigation is framed around five key research objectives, designed to uncover both the practices and underlying rationales of ACEs in their marketing endeavours: Assessing the duration of ACE marketing campaigns to understand temporal commitments. Identifying the primary communication channels utilized in ACE marketing efforts. Evaluating the positioning of ACE campaigns on Hurman and Fields' Creative Effectiveness Ladder (2021) to gauge relative effectiveness.

Determining the Creative Commitment Score of ACE campaigns to quantify their adherence to effectiveness principles. Exploring the reasons behind the choices of campaign duration and communication channels to identify potential resource constraints or strategic decisions.

Utilising a cross-sectional methodological approach, the study involved in-depth interviews with one hundred entrepreneurs who identify as Afro-Caribbean or of Caribbean heritage. These discussions aimed to complement a quantitative assessment of campaign effectiveness, linking practical outcomes with strategic choices within the framework of the Warc Cannes Lion Effectiveness Competition

standards. Initial findings revealed a prevalent use of short-duration campaigns and a significant reliance on social media as a primary communication channel, with 76.6% of campaigns lasting six months or less, and 51% primarily utilising digital platforms.

This indicates a potential misalignment with the best practices that advocate for longer campaign durations and broader media reach to achieve sustainable profitability and brand growth. This introduction sets the stage for a deeper exploration of these findings, offering a comprehensive understanding of how ACEs' marketing strategies stand in relation to established effectiveness benchmarks and what might be done to enhance their marketing success in the competitive landscape.

The duration of marketing a campaign, the number of and type of communication channels used are key indicators of whether the marketing campaign/company/brand are engaging in marketing effectiveness principles and/or best practices Hurman et al (2020). Field and Binet (2013) identified that campaigns which lasted six months or less and whose lead communication channel was digital is likely to be less profitable than those whose campaigns lasted beyond six months and utilised broad-reach communication channels such as Television as their lead communication channel. This was further confirmed by Peter Field, in *"The Crisis in Creativity"* (2019).

As it relates to communication channel effectiveness Hurman et al (2020) through a longitudinal analysis from 2011-2019 of both the Institute of Practitioners in Advertising Effectiveness (IPA) and The Warc Cannes Lion Effectiveness competition entrants and winners found that the most successful/effective marketing campaigns had Television as their lead communication channel and also lasted for a period beyond six months, often in excess of eighteen months but less than three years when effectiveness effects starts to decline and/or decay. The aim of this research was *"To examine the extent to which Afro-Caribbean Entrepreneurs (ACEs) were practising marketing effectiveness principles"*.

To arrive at a determination relating to their marketing effectiveness practices five research objectives had to be satisfied, these were:

- To determine the duration of Afro-Caribbean Entrepreneur (ACE) marketing campaigns.
- To determine the lead communication channel/s being used by ACE in their marketing campaigns.
- To assess the position where ACE's campaigns are placed on Hurman and Fields' Creative Effectiveness Ladder (2021).
- To determine ACE campaign's Creative Commitment Score.
- To access the rationale behind ACEs' choice of campaign duration and their lead communication channel choice.

To achieve these one hundred (N-100) entrepreneurs who self-identified as either being Afro-Caribbean or having Caribbean ancestry or heritage were interviewed utilising a cross-sectional method approach, the resulting findings qualitative findings were then used to assess their position on Hurman and Field (2020) Creative Effectiveness Ladder which is planning and evaluation framework used by effectiveness judges to assess campaigns effectiveness entered in the Warc Cannes Lion Effectiveness Competition. After this was completed the qualitative phase of the project commenced to determine and establish a rationale behind the choices of the ACEs, the key findings are listed below.

5.1.1 Restatement of Key Findings:

Research objective one (1):

To determine the duration of Afro-Caribbean Entrepreneur (ACE) marketing campaigns. The resulting findings from the research study indicated **50%** of ACE campaigns lasted 1-4 weeks, 14.40% indicated that their campaigns lasted between 1-3 months, and another 12.20% indicated that their campaigns lasted between 3-6 months. This means that **76.6%** of Afro-Caribbean Entrepreneurs (ACE) marketing campaigns duration was six months or less.

Research objective two (2):

To determine the lead communication channel/s being used by ACE in their marketing campaigns. The research found that 51% of ACEs used Social Media channels as their lead communication channel.

Research objective Three (3):

To assess the position where ACE's campaigns are placed on Hurman and Fields' Creative Effectiveness Ladder (2021). The research found that the ACE's campaigns were placed at Level One: *"Influential Idea"* which is the first rung on the Creative Effectiveness Ladder and is deemed the least effective type of marketing campaign because of its short duration and limited number of media channels used.

Research objective four (4):

To determine ACE's marketing campaigns Creative Commitment Score. This research project awarded a Creative Commitment Score to the ACE campaigns of Four (4). A score between 3 and 5 on the Creative Commitment framework is considered poor and is an indication that the campaign is in danger of performing poorly because of low budget, low duration and low number of media channels and in the case of the ACE where the Framework was used as retroactive analytical tool it showed that the campaigns would have performed poorly even though relevant financial data was not available during the analysis.

Research objective five (5):

To access the rationale behind ACEs' choice of campaign duration and their lead communication channel choice. The primary reasons provided by the ACE in regard to why they chose a particular campaign duration, and a particular lead was one based on financial resource constraints. As it relates to campaign lead channel choices, the presence of financial constraints forced them into choosing social media and word-of-mouth however, when this constraint was removed their lead channel choices were those of Television and Radio.

This highlighted and confirmed two things, firstly that they are undoubtedly making decisions through the lens of resource constraints and secondly, although social media and word-of-mouth have been chosen in both phases of the research as the communication media that the respondents believed delivers the best commercial returns it can be concluded based on these findings that the media, television that has been shown to deliver the best commercial returns for businesses (ThinkBox (2020), field 2020, and Hurman et al, 2020) was not considered because it was viewed as too expensive.

These qualitative results further explain why 50(%) percent of ACE campaigns lasted an average 1-4 weeks and also why 76 (%) percent of the campaigns last six months or less. This results therefore indicates that the ACEs in the study were not practicing marketing effectiveness principles as it relates to (1) The duration of their campaigns and (2) the number and type of channels used in their campaigns. Their marketing activities when accessed against the Creative Effectiveness Ladder placed them at the foot of the ladder or the first rung with a score of four (4), a score of between 3-5 is considered poor which means that their campaigns either performed poorly or was likely to, although it may generate some short-term results.

5.1.2 Interpretation of Findings:

This section provides the interpretations, between the quantitative and qualitative findings within the context of the literature reviewed. Results from the findings suggests that Afro-Caribbean Entrepreneurs in the study were not practising marketing effectiveness principles.

This was due to **research objective one** where 50% of the participants indicated that their campaign duration was between 1-4 weeks and 76% indicated that their campaigns lasted six months or less. The literature indicates that the most successful campaigns are with a duration that lasts beyond six months, Field et al 2013 and Field et al 2019.

Therefore, the vast majority of ACEs in the study were engaging in micro-duration campaigns which were concluding right at the point where long-term profitability/effectiveness begins, at the six-month mark. This sixth month is crucial in driving effectiveness as this is where the short-term effects of sales activation decays and disappears and where long-term brand-building effects begins, and memory structures are created leading to the profitable growth of the brand (Field et al 2013).

Research objective two found that 51% of the respondents indicated that their lead communication channel was social media, this can be explained from the point of that social media and in particular Facebook is widely used and is ubiquitous in society, 89% of marketers globally used Facebook as a communication channel, 27% of SMEs reported using it as a communication tool to raise their brand's awareness (Statista 2022).

Another explanation presented by Taiminen (2015) which corresponds to those expressed and offered as a rationale in **Research objective five (5)** was cost, more importantly cost savings, because of social media perceived wide reach via organic posts and because of the resource constraints faced by SMEs in general and in particular those from Black and Minority Ethnic backgrounds (Macpherson 1999, Wyman 2020) a communication channel that could theoretically reach millions of potential customers is a very appealing prospect to these individuals.

Whether it's able to deliver the theoretical reach is of minor consideration, just the mere possibility is enough reason for utilisation. This sentiment was captured by TC when she responded that the reason, she uses various social platforms is because they were cost-effective however she admitted that she was not able to say just how effective they were at delivering profitable returns for her business.

Research objective three (3)

aim was to determine where on the Creative Effectiveness Ladder did the ACE campaigns placed. ACE campaigns were placed on the bottom (*First rung of the Creative Effectiveness Ladder*) of the *Creative Effectiveness Ladder*.

This position is classified as an *"Influential idea"* and 37% of all campaigns in the effectiveness competitions falls within this category, Hurman (2020). The campaigns that are in this category all generate short-term sales spike that rarely last beyond three months. These campaigns perform very poorly in the medium and long-term.

What is clear from these results is that both the well-resourced (the majority of entrants) and the under-resourced in this case the ACE campaigns are underperforming because of the strategic choices relating to the duration of their campaigns and the number and type of channels used in their campaigns.

Research objective four (4):

To determine ACE's marketing campaigns Creative Commitment Score. While budgetary data for the ACE campaigns was not collected, based on the well documented historical data regarding resource-constraints faced by SMEs (Bakhtiari et al (2020), Taiminen (2015) Holton et al., (2013) in general and the systemic sociopolitical and financial disadvantages faced by Black and minority ethnic businesses owners (Wyman 2020) the assumption was made that this would also affect how they conducted their marketing activities, this assumption was further

validated later in research objective five when the ACEs provided some of the reason why they made their decisions.

With the assumption made that ACE budgets would be underfunded, combined with the results that on average 50% of their marketing campaign lasted between 1-4 weeks and that 76% of the campaigns lasted no longer than 6 months, this along with the fact their primary/lead channel being social media allowed for a “*Creative Commitment Score*” to be calculated and a place on the Creative Effectiveness Ladder determined.

Based on the factor of low budget, low duration and the limited number of channels used, ACE campaigns achieved a score of four (4) (***A score of between 3-5 is considered poor***) which meant that either they had performed poorly, will perform poorly or are in danger of doing so. This can be partly explained by the long-documented phenomenon of resource-constraints both in the form of human and financial resources that SMEs face. There is no doubt that if these companies had the financial resources to attract and compensate competent professionals their marketing functions would be performing better and more profitably.

They would have also been able to afford to have their campaigns in the market for a longer period even though the relationship between a campaign's duration and its likelihood of success was not assessed among the ACEs explicitly in a asked questioned it can be inferred that if they had more financial resources their campaigns would run for longer periods because the reverse is in fact true based on their statements in research objective five, which will be explored now.

Research objective five (5):

To access the rationale behind ACEs' choice of campaign duration and their lead communication channel choice. The reason proffered by ACEs can be viewed through two lenses, firstly, the availability heuristics goes some way in explaining why they are overwhelming choosing social media as their lead communication channel and secondly resource constraints explains the short duration of their campaigns.

The availability heuristic or as it is also known “*the availability bias*” is a cognitive bias leading people to judge probabilities on the basis of how easily examples come to mind, Tversky (1973). Simply put because of the ubiquitousness of social media

and Facebook in both contemporary society and commercial communications it readily comes to mind with limited expenditure of effort, thought, and an evaluation of alternatives. If an evaluation of alternatives were to take place this would increase the cognitive load which would require expenditure of thought and effort.

Kahneman (2011) in *“Thinking Fast, Thinking Slow”*, likens this prowess of humans engaging in profound deep time-consuming thought when making decisions to cats swimming, they can do it but prefer not to. He argues that 94% of the brain’s decision-making is done in System 1 mode which is intuitive, instinctive fast and emotional while System 2 is where 6% of the brain’s decision-making occurs but it is slower more deliberately rational and often time serves to approve difficult decisions already by System 1.

Kahneman (2011) argues that humans loathe using their System 2 brains because it is laborious and this is where System 1 takes over with the decision making, and where the availability bias plays a significant role. The availability bias is the most reasonable and plausible explanation for the ACEs media choice which reflects the media choices of the wider population at large. Resources constraints as explicitly expressed by TC and FZ as the primary reasons why their campaigns durations were so short.

This explanation proffered by the ACEs of resource-constraints is corroborated and supported by the literature reviewed and presented in this thesis. The interpretation of this cross-sectional mixed methods thesis and its resulting findings in both the quantitative, and qualitative phases and the merged conclusions are the personal interpretations of the author and while every effort has been throughout the various chapters to remain not only objective and reflexive by engaging in reflexivity at the end of each chapter in an attempt to guard against researchers bias I am mindful that the findings could possibly interpreted differently by another researcher using the same methods adopted for this project.

However, what cannot be misinterpreted is the transparency of findings that indicated the length of campaigns, lead communication channel/s used in the campaigns, where these activities placed them on the Creative Effectiveness Ladder, the Creative commitment score which they achieved and finally the reasons they chose particular durations and channels over others. The accumulated findings

lead to the reasonable and logical conclusion based on the findings that the ACE campaigns that were examined in the study were not engaging in marketing effectiveness principles or best practices

5.1.3 Managerial implications:

The managerial implications in this section are for the consideration of Afro-Caribbean Entrepreneurs (ACEs) and other similar SMEs who face similar issues to those encountered by the ACEs such as severe resource constraints be that human and/or financial.

The managerial implications of this research findings are twofold firstly, it provides ACEs and owner managers of these minority entities a hitherto now treatise of how marketing is conducted within these organisations. Secondly and more importantly it has identified the two significant areas that directly impacts the potential of their entity in its continuance of being a going concern.

The implications are that if the practice of adopting a micro-duration and mono-channels approached in their marketing campaigns are not addressed, they will be unlikely to improve their financial performance and the prospect of remaining a going concern are likely to decrease significantly. The findings are clear ACEs engage in micro-duration and mono-channel campaigns which not only restricts their potential reach but also their growth prospects, while they have presented mitigating circumstances for these choices in the form of financial constraints the Creative Effectiveness Ladder Framework clearly presents the evidence that the two levers of duration and number channels used can be pulled to increase organisation marketing performance this is true even where there exist little or limited resources. Managers and owners need to utilise these two levers to improve their entity's commercial prospects beyond the short-term horizon and adopt a long-term evidenced sustainable approach to their marketing practice.

5.1.4 Policy implications

The policy implications identified in this section are addressed primarily to the local councils and Universities within these boroughs in which the research was conducted. The local council are stakeholders in local business and also have legislative wherewithal to implement and enact immediate policy changes that can have a significant impact on the business within their

Boroughs.

The Universities are embedded within these communities and therefore are partners and stakeholders within them and as such have a civic responsibility to engage and share their expertise. in the co have specialist expertise and therefore should.

The borough of Lewisham and Lambeth Council which was the setting where the research was conducted along with the local universities within these Boroughs have a moral and commercial responsibility to ensure that their policies and activities support minority businesses with evidenced-based engagement and interventions to ensure their continued progression from SMEs to medium and large enterprises.

The local councils who are in direct and continuous contact with these companies because of the requirement to be registered as well as through the collection of business rates can improve these entities' chances of survival by providing evidenced-based marketing workshops around the themes of effectiveness and where possible provide business rate relief or offset them based on the portion of capital invested in marketing spend on the duration of their campaigns and the types of channels used. The longer the duration of the campaign and the wider the audience reached with its communication channels the more business relief rates relief they should be entitled to.

These relief initiatives should cease to exist the moment the campaigns end, therefore providing an incentive/nudge to conduct the campaign for an extended duration.

Universities can mandate that knowledge exchange activities are targeted at Black and Minority Ethnic business owners (ACEs) in partnerships with local councils so that they can provide and share evidenced-based marketing effectiveness principles via workshops or masterclasses whether virtually or in-person aimed at improving the marketing practice within these under-served, and under-resourced communities which would well improve the Boroughs as a whole with reduced benefit claims and increased revenue from tax receipts generated from successful businesses in the long-term as a direct result of systemic engagement through knowledge exchange activities.

5.1.5 Summary

This discussion section examined the marketing effectiveness of Afro-Caribbean Entrepreneurs (ACEs) in South London, focusing on the duration, type, and number

of communication channels used in their marketing campaigns. Key findings from the research objectives have revealed that most ACEs' marketing campaigns are short-term, primarily utilizing digital media, particularly social media, and lack the broader strategic deployment seen in more successful long-term campaigns which incorporate traditional media channels like television.

Campaign Duration and Effectiveness

The majority of ACE campaigns are short-lived, with 50% lasting only 1-4 weeks and a total of 76.6% lasting less than six months. This contrasts with findings from Field and Binet (2013) and Hurman et al. (2020), which suggest that campaigns extending beyond six months typically show higher profitability and effectiveness.

Communication Channels

51% of ACEs predominantly use social media as their main marketing channel. This choice reflects a trend influenced by financial constraints and the perceived cost-effectiveness of digital platforms.

Creative Effectiveness Ladder Placement

ACE campaigns generally rank at the "Influential Idea" level on Hurman and Fields' Creative Effectiveness Ladder, indicating that these campaigns are at the lower end of effectiveness, primarily achieving short-term buzz rather than long-term brand building.

Creative Commitment Score

The campaigns scored a low Creative Commitment Score of four, suggesting a risk of poor performance due to limited budget, short campaign durations, and restrictive use of media channels.

Rationale Behind Strategic Choices

Financial constraints significantly influence ACEs' marketing strategies, leading to shorter campaign durations and limited channel usage. When not restricted by budget, preferences shift towards more effective, traditional channels like television and radio.

Interpretation of Findings

The results indicate that ACEs in South London are not fully applying marketing effectiveness principles, primarily due to resource constraints. The reliance on short-duration, social media-focused campaigns aligns with broader trends among SMEs

but diverges from the practices associated with higher long-term profitability and effectiveness. This misalignment is evident in the overall performance of these campaigns on established effectiveness metrics, suggesting a need for strategic realignment towards longer, more diverse marketing initiatives to enhance profitability and brand equity.

Reflecting on the methodological approach and findings, a key realisation emerged regarding the importance of context in shaping marketing strategies. Initially, the research design did not account for the significance of word-of-mouth as a marketing tool among ACEs, possibly due to an implicit bias towards traditional and digital media channels emphasized in mainstream marketing literature. This oversight highlights the necessity of adapting research frameworks to consider the unique cultural and socio-economic contexts of minority entrepreneurs. By acknowledging the systemic disenfranchisement faced by Afro-Caribbean communities, it becomes evident that their reliance on resource-efficient strategies like word-of-mouth is both a pragmatic and necessary adaptation. The inclusion of qualitative interviews was crucial in capturing these nuanced practices, which might have been overlooked in a purely quantitative approach.

Managerial Implications

These findings highlight crucial areas for improvement among ACEs, particularly in extending the duration and diversifying the communication channels of their marketing campaigns. Practical steps include:

- Educating ACEs on the benefits of integrating traditional media alongside digital platforms to enhance reach and effectiveness.
- Providing platforms or partnerships that can offer financial or strategic resources for broader, more effective marketing campaigns.

Policy Implications

Local councils and universities within the studied boroughs are urged to support ACEs through policies and programs that encourage effective marketing practices. Suggestions include:

- Workshops and seminars delivered through local academic institutions focusing on marketing effectiveness.

- Financial incentives or relief for SMEs that adopt longer-term, broader-reaching marketing strategies.

This research underscores the need for tailored support and strategic realignment in the marketing practices of Afro-Caribbean Entrepreneurs. By extending campaign durations and diversifying communication channels, ACEs can enhance their marketing effectiveness, leading to sustained business growth and community prosperity. The findings also provide valuable insights for policymakers and educational institutions aiming to support minority-owned businesses in achieving long-term success.

6.0 Chapter Six

6.1 Recommendations:

The recommendations in this section are specifically for Afro-Caribbean Entrepreneurs (ACEs) and comparable businesses encountering similar hurdles, particularly those engaged in short-duration and mono-channel marketing campaigns. The recommendations are threefold:

1. Increase Campaign Duration Beyond Six Months, preferably to 12 Months:

For long-term sustainable growth, campaign duration needs to increase significantly. Currently, the typical campaign duration of 1-4 weeks is far shorter than the short-term benchmark of three months. Extending campaigns to at least 12 months will allow ACEs to build stronger brand recognition and customer loyalty. This recommendation recognises the inherent challenge of securing funding for longer campaigns but emphasises the necessity for strategic planning and resource allocation to achieve lasting business success.

2. Utilise Broadcast Channels in Addition to Narrowcast Tight-Targeting Media Channels:

There is a notable reluctance to use broadcast channels like television and radio, despite evidence showing that TV is the most reliable channel for returning a profit. Television advertising accounts for 71% of total advertising-generated profit, with an average return on investment (ROI) over three years of £4.20 per £1 spent, the highest among all media (Ebiquity 2018).

It must be clear that nationwide television campaigns are not feasible for ACEs and SMEs. Instead, regional television campaigns should be considered. The perception of marketing expenditures as inherently risky and the opportunity costs of foregoing immediate short-term sales often drive media choices, potentially explaining the

short duration of ACE campaigns. Television, when used as a lead channel, can provide long-term stability, with 72% of campaigns generating a profit and 86% of campaigns showing profitability within three years (Ebiquity 2018). This makes television a safe investment for resource-constrained businesses seeking predictable media ROI.

3. Spend Creative Capital:

While financial resources in the SME sector are limited, there is an abundance of "Creative Capital." The creation of an enterprise itself is a testament to this creativity. This creativity, when paired with emotive communications, can offer leverage and reach beyond traditional capital. SMEs and ACEs should maximize their creative potential, recognizing it as a hidden profit accelerator. Field et al. (2017) in "Crisis of Creativity" highlighted that creatively awarded campaigns outperform those with bigger budgets, often due to their emotional impact.

Therefore, ACEs and SMEs should fully utilise their creative capital.

Field (2019) supports this view, stating, "Historically, creativity has been the single most important tool we can harness to boost effectiveness. The evidence of this link has been very strong, with enormous effectiveness multipliers evident for the most creative campaigns." With resource constraints being a significant factor, leveraging creative capital should be a consistent element in planning and executing marketing campaigns.

6.1.1 Area of Future Research:

- **Expand Sample Size:** Although a sample size of 100 participants is adequate, future research could benefit from a larger sample size and an increased qualitative component to gain deeper insights. This would provide a more comprehensive understanding of the marketing practices of ACEs and similar businesses.
- **Broader Geographic Scope:** This research was conducted in Lewisham and Lambeth, two London Boroughs with significant Afro-Caribbean populations. Future studies should include Croydon, which has the largest Afro-Caribbean population in London, and Birmingham, which has the largest Afro-Caribbean population in the UK. This broader geographic scope would help determine

the findings of this study are consistent across different communities or if there are unique factors influencing marketing practices in different regions.

6.12 Critical Reflexivity:

Reflecting critically on these recommendations, it is essential to acknowledge the underlying systemic and structural challenges that ACEs face. The recommendations to increase campaign duration and utilise more expensive media channels like television and radio must consider the socio-economic barriers and financial constraints that these entrepreneurs experience. While the theoretical benefits of longer campaigns and broadcast media are clear, practical implementation requires substantial financial investment, strategic planning, and possibly external support or partnerships. Moreover, the emphasis on creative capital acknowledges the ingenuity and resourcefulness of ACEs but also risks romanticising creativity as a cure-all. While creativity can indeed drive effectiveness, it must be supported by a robust strategic framework and access to necessary resources. Without addressing the broader systemic issues, such as access to finance and market opportunities, the potential of creative capital might not be fully realised.

In conclusion, these recommendations aim to provide actionable strategies for improving the marketing effectiveness of ACEs. However, they also highlight the need for a supportive ecosystem that addresses the structural barriers these entrepreneurs face. Future research should continue to explore these dynamics, offering insights that bridge the gap between theory and practice and ultimately contribute to the sustainable growth of minority-owned businesses.

7.0 Chapter Seven.

7.1 Conclusion:

This cross-sectional mixed-methods research thesis examined the existence of marketing effectiveness best practices among Afro-Caribbean Entrepreneurs (ACE). The study aimed to provide insights into the marketing strategies adopted by ACEs and evaluate their alignment with established marketing effectiveness principles. The research was guided by five specific objectives, each designed to uncover different aspects of ACEs' marketing practices. This conclusion revisits these objectives, summarizes the key findings, and discusses how these findings support or contradict existing literature on marketing effectiveness and minority-owned businesses. Additionally, this section includes a critical reflective commentary to provide deeper insights into the research process and its implications.

Summary of Research Objectives and Findings

Research Objective 1: To determine the duration of Afro-Caribbean Entrepreneur (ACE) marketing campaigns. The findings revealed that 50% of ACE campaigns lasted 1-4 weeks, 14.40% lasted between 1-3 months, and 12.20% lasted between 3-6 months. This means that 76.6% of ACE marketing campaigns had a duration of six months or less. This predominance of short-term campaigns suggests a tendency towards short-termism, which contradicts the principles of marketing effectiveness that emphasize long-term brand building and sustained engagement. Existing literature, such as Binet and Field's (2013) work on marketing effectiveness, highlights the importance of long-term campaigns in building brand equity and achieving sustainable growth. The short-term focus observed among ACEs represents a significant departure from best practices.

Research Objective 2: To determine the lead communication channel/s being used by ACE in their marketing campaigns. The research found that 51% of ACEs relied

primarily on social media channels for their marketing efforts. While social media offers cost-effective and targeted marketing opportunities, reliance on a single channel (mono-channel approach) limits the reach and growth potential of campaigns. This finding contradicts the literature advocating for multi-channel strategies, which are shown to enhance campaign effectiveness and audience reach (Sharp, 2010). The literature underscores that diverse media usage, including traditional and digital channels, can create synergistic effects that improve marketing outcomes.

Research Objective 3: To assess the position where ACE's campaigns are placed on Hurman and Fields' Creative Effectiveness Ladder (2021). The assessment placed ACE campaigns at the foot of the Creative Effectiveness Ladder. This position reflects the short duration and mono-channel approach of their campaigns, which are considered less effective in achieving significant marketing impact. Hurman and Field's framework emphasizes the need for creative, long-term, and multi-channel strategies to climb the ladder and achieve higher marketing effectiveness. The placement of ACE campaigns at the lower end of this framework highlights a gap between current practices and the ideal standards of marketing effectiveness.

Research Objective 4: To determine ACE campaign's Creative Commitment Score. ACE campaigns were awarded a Creative Commitment Score of four (4), which falls within the 3-5 range considered poor. This score indicates that ACE campaigns are at risk of poor performance due to limited budget, short duration, and restricted use of media channels. The concept of Creative Commitment, as discussed by Hurman et al. (2020), stresses that higher scores correlate with more effective campaigns. Thus, the low score for ACE campaigns suggests substantial room for improvement in their marketing strategies.

Research Objective 5:

To access the rationale behind ACEs' choice of campaign duration and their lead communication channel choice. The study found that ACEs' marketing decisions were primarily influenced by resource constraints. This focus on cost-effectiveness led to the selection of less resource-intensive channels like social media and word-of-mouth, and campaign durations that were often brief. This finding aligns with existing literature on minority-owned businesses, which frequently face financial and

resource limitations that impact their strategic choices (Ram et al., 2020). While this rationale is understandable, it underscores the need for support mechanisms to help ACEs adopt more effective marketing practices.

7.2 Linking Findings to Literature

The findings of this research support and expand upon existing literature regarding the challenges faced by minority-owned businesses. Studies by Wyman (2021) and Ram et al. (2020) highlight the resource constraints and financial challenges that minority entrepreneurs often encounter, which can hinder their ability to implement best practices in marketing. This thesis confirms that ACEs are similarly affected, leading to short-term, mono-channel marketing strategies that diverge from the principles of marketing effectiveness. Conversely, the findings contradict the literature advocating for long-term, multi-channel marketing approaches as essential for achieving sustainable business growth and brand equity (Binet and Field, 2013; Sharp, 2010). The predominance of short-termism and reliance on social media alone among ACEs suggests a gap between theoretical best practices and practical application, driven largely by resource limitations.

In conclusion, the research objectives aimed to uncover the marketing practices of Afro-Caribbean Entrepreneurs and evaluate their alignment with marketing effectiveness principles. The findings indicate that ACEs are not currently engaged in best practices for marketing effectiveness, primarily due to resource constraints that influence their strategic decisions. This highlights the need for targeted support and resources to help ACEs adopt more effective marketing strategies that can drive long-term growth and sustainability. Addressing these challenges can bridge the gap between current practices and ideal marketing standards, ultimately enhancing the business success of Afro-Caribbean Entrepreneurs.

7.2.1 Contributions to Theory and Practice

This thesis makes significant contributions to the theoretical understanding of marketing effectiveness among minority-owned businesses, particularly Afro-Caribbean Entrepreneurs (ACEs). It broadens existing frameworks, adapts theoretical constructs for SMEs, and provides new insights into the effectiveness of different marketing channels and the behavioural dynamics under resource constraints.

Contributions to Practice

Practically, this research and its findings offers actionable strategies for ACEs to optimise their marketing effectiveness by extending campaign durations and diversifying communication channels. It also provides valuable insights for policymakers and support organisations to design targeted initiatives that enhance the commercial success and sustainability of minority-owned businesses.

Figure (66) Thesis Contributions to Theory and Practice:

Aspect	Contribution to Theory	Contribution to Practice
Broadening Marketing Frameworks	Expands existing marketing effectiveness frameworks by integrating the unique challenges faced by ACEs.	Provides actionable strategies for ACEs to improve marketing effectiveness by extending campaign durations and diversifying communication channels.
Adaptation for SMEs	Adapts theoretical constructs to fit the context of SMEs, enhancing the understanding of marketing effectiveness across different business scales.	Offers practical insights on channel selection and utilisation, guiding ACEs on how to maximize limited resources for broader reach and greater impact.
Channel Effectiveness Insights	Contributes to understanding how different marketing	Informs ACEs about the strategic benefits of integrating traditional

	channels (digital vs. traditional) perform in resource-constrained environments	media channels (e.g., TV, radio) alongside digital channels for more effective marketing.
Behavioural Insights in Minority Entrepreneurship	Explores how resource constraints influence marketing decisions among ACEs, providing a theoretical basis for marketing behaviour under constraints.	Guides ACEs in overcoming resource limitations by leveraging creative, emotionally resonant marketing approaches.
Policy and Support Structures	Enhances the applicability and robustness of marketing theories to include diverse entrepreneurial contexts.	Provides evidence-based insights for policymakers to design targeted support programs, financial incentives, and educational workshops aimed at minority-owned businesses.
Economic and Community Development	Fills a critical gap in the literature regarding the marketing practices of minority-owned businesses, particularly Afro-Caribbean entrepreneurs.	Suggests that by improving marketing effectiveness, ACEs can achieve sustainable growth, contributing to economic stability and prosperity within their communities.
Innovation in Marketing Approaches	Challenges existing theories that predominantly focus on large enterprises,	Encourages ACEs to adopt innovative marketing practices, leveraging creativity for

	providing a new perspective on channel efficacy within resource-constrained environments.	long-term success, thus fostering a more supportive and prosperous environment for minority entrepreneurs.
Overall Contribution	Integrates minority group dynamics into marketing effectiveness frameworks, enhancing theoretical understanding and robustness.	Offers practical, evidence-based strategies for ACEs and similar minority-owned businesses to enhance marketing effectiveness, contributing to their commercial success and sustainability.

7.2.2 Critical Reflective Commentary:

Reflecting on the research process, several insights and realisations emerged that shaped the study's direction and outcomes. Initially, the assumption that best practices from large, resource-rich companies could be directly compared to ACEs overlooked the unique contextual challenges faced by this demographic.

This oversight was particularly evident in the initial exclusion of word-of-mouth as a marketing tool, which later emerged as significant during the qualitative phase of the research. Recognising the systemic disenfranchisement faced by Afro-Caribbean entrepreneurs, as highlighted by the Macpherson Report (1999), provided a deeper understanding of why certain marketing practices were prevalent among ACEs.

Moreover, the reliance on practitioner literature, such as the works of Binet, Field, and Hurman, while initially viewed with some scepticism due to their non-academic publication status, proved to be invaluable. These sources provided robust frameworks and empirical evidence that were crucial for analysing ACE marketing practices. This decision underscored the importance of integrating practical industry insights with academic research, particularly in applied fields such as business administration.

The mixed-methods approach of this study, while resource-intensive, allowed for a comprehensive understanding of the research problem. The quantitative phase provided broad insights into the general marketing practices of ACEs, while the qualitative phase captured the nuanced experiences and rationales behind these practices.

This methodological choice reinforced the value of combining positivist and interpretivist paradigms to achieve a holistic view, Creswell, et al (2017).

Finally, the research highlighted the need for tailored support mechanisms for ACEs, emphasising education on the benefits of long-term, multi-channel marketing strategies and providing resources to overcome financial constraints.

Future studies should continue to explore these areas, considering larger sample sizes and different regional contexts to validate and expand upon these findings.

This reflexive process has been instrumental in ensuring the reliability and validity of the study's findings, acknowledging the researcher's positionality, and mitigating potential biases.

It has also reinforced the importance of contextually adapting best practices to meet the unique needs of minority-owned businesses by not just providing empirical answers to the title of this thesis: **Black Magic Marketing Myth or Material? An examination of Marketing Effectiveness within the Afro-Caribbean Entrepreneurial Community in The South of London**, which sought to uncover this elusive phenomenon of the practices of marketing effectiveness within the context of a ethnic minority group but also provides practical recommendations that can make a Material difference in these entrepreneurs' lives and render Mythical Marketing practices to the margins of history.

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8.1 Appendix A: Quantitative Questionnaire

Marketing Practices of Afro Caribbean Entrepreneurs

QuestionsResponses90Settings

Section 1 of 2

Marketing Practices of Afro Caribbean Entrepreneurs(Owner/Managers)

A Doctoral Research into the marketing practices of Afro-Caribbean Entrepreneurs.

By completing this questionnaire you are self-identifying as: (A) of African ancestry or heritage and/or (B) of Caribbean ancestry and heritage

Instructions: please select the response which best applies to you from the options listed and write a short answer for question 5.

Copy of your responses will be forwarded to the email address you have provided.

Email *

Gender

☐ Male

☐ Female

☐ Prefer not to disclose

☐ Non-Binary

Age Range *

☐ 18-25

☐ 25-35

☐ 35-45

☐ 45-55

☐ 55-65

☐ 65 and over

Are you presently operating your owner Business *

☐ Yes

☐ No

205

Age of Business *

☐ 1 year

☐ 2 years

☐ 3 years

☐ 4 years

☐ Over 5 years

☐ Over 7 years

☐ Over 10 years

Which Industry does your organisation operate *

Short-answer text

Number of employees *

☐ 1-5 employees

☐ 5-10 employees

☐ 10-20 employees

☐ 20-40 employees

☐ 40-60 employees

☐ 60-80 employees

☐ 80-100 employees

☐ Over 100 employees

Is your company engaged in any marketing activities *

☐ Yes

☐ No

☐ Not at the moment

☐ Maybe in the future

☐ Don't need to

☐ Marketing is a waste of time

☐ Cannot afford it

Are your marketing activities planned *

☐ YES

☐ NO

☐ I don't plan, I just react to what's happening at the time

☐ Not yet

☐ Perhaps in the future

☐ Marketing is a waste of time and money

☐ No time for planning

Is your Marketing activities designed to get a immediate response from consumers *

☐ Yes

☐ No

Is the aim of your marketing communication To: *

- ☐ To make consumers feel something when they are in contact with the communication
- ☐ Tell consumers about the benefits of your products ,services and offers
- ☐ All of the above
- ☐ None of the above

Which communication channel/s does your marketing activities use *

- ☐ Social media(eg Facebook, Instagram, Twitter,)
- ☐ Radio
- ☐ Newspapers(Print)
- ☐ Out of Home (eg Bill-Boards, Posters)
- ☐ Search(eg Google)
- ☐ Cinema
- ☐ Online Video(eg Youtube, Facebook)
- ☐ TV
- ☐ Broadcaster VOD
- ☐ online display
- ☐ All of the Above
- ☐ Some of the Above
- ☐ None of the above

Which communication channel/s do you believe delivers the best results for your business *

- ☐ Social media(eg Facebook, Instagram, Twitter,)
- ☐ Radio
- ☐ Newspapers
- ☐ Out of Home (eg Bill-Boards, Posters)
- ☐ Search(eg Google)
- ☐ Cinema
- ☐ Online Video(eg Youtube, Facebook)
- ☐ TV
- ☐ Broadcaster VOD
- ☐ online display
- ☐ All of the Above
- ☐ Some of the Above
- ☐ None of the Above

Tt

Is your marketing activities designed to: *

☐ Reach new customers
 ☐ Target current customers
 ☐ Reach everyone in the category for your product or service
 ☐ Both reach new customers and target current customers
 ☐ All of the Above
 ☐ Some of the Above
 ☐ None of the Above

What is the duration of your typical marketing activities *

☐ 1-4 Weeks
 ☐ 1-3 Months
 ☐ 3-6 Months
 ☐ 6 Months-12 Months
 ☐ 1-2 Years
 ☐ 2-4 Years
 ☐ Over 5 years

Do you examine your marketing activities success or failure after they have ended *

☐ Yes
 ☐ No
 ☐ sometimes
 ☐ All the time

Do you know what is your marketing activities contribution to your profits *

☐ Yes I am aware of marketing contribution to profits
 ☐ No I am not aware of marketing contribution to profits
 ☐ I do not care what contribution marketing made to profits
 ☐ None of the above

8.2 Appendix A1 Quantitative questionnaire link

Available here:

https://docs.google.com/forms/d/e/1FAIpQLSc3PpgFZSJ2nf_jjRLDvouNq4FEeUY3Zs6JrwMPZNHYPavEg/viewform?usp=sf_link

8.3 Appendix B: Qualitative Questionnaire

Interview Questions

- 1) Is your Marketing activities designed to get a immediate response from Consumers? [Please explain your answer to the question](#)

 - 2) Which communication channel/s does your marketing activities use and Why? [\(Social media \(e.g., Facebook, Instagram...Radio Newspapers \(Print\)Out of Home \(e.g., Bill-Boards, Posters\) Search \(e.g. Google\) Cinema Online Video \(e.g. YouTube, Facebook, TV\)](#)

 - 3) Which communication channel/s do you believe delivers the best results for your business and Why? [Social media \(e.g., Facebook, Instagram...Radio Newspapers \(Print\)Out of Home \(e.g. Bill-Boards, Posters\) Search \(e.g. Google\) Cinema Online Video \(e.g. YouTube, Facebook\) TV](#)

 - 4) Is your marketing activities designed to: [Reach new customers, Target current customers, Reach everyone in the category for your product or service Both reach new customers and target current customers?](#)

 - 5) What is the duration of your typical marketing activities? and why this duration? [1-4 Weeks, 1-3 Months, 3-6 Months, 6 Months-12 Months, 1-2 Years ,2-4 Years Over 5 years.](#)

 - 6) If money was not an issue which media channel/s would you use to grow your business?
-

8.4 Appendix D Introductory Emails

Hello and Good afternoon, My Name is Chris Jones,
I am a researcher at Sunderland University where I am examining the marketing practices of Afro-Caribbean entrepreneurs.

This is a unique and ground-breaking project in that It will be one of the first research projects in the UK to explore how Afro-Caribbean entrepreneurs conduct their marketing activities as opposed to previous research which generally examines BAME Entrepreneurial activities which assumes ethnic minority members or one demographic.

As someone from the Afro-Caribbean community I am all too familiar with the various resource constraints faced by our community, this research project aims to close one such gap which is readily available evidence-based best practice marketing approaches.

I am keenly aware that as an Entrepreneur you are always busy and pressed for time all I need of your time is five (5) minutes to complete the questionnaire available here><https://forms.gle/R3gGoPg5vKREYzEVA>. If you would like your business to be used as a case study in the project, please indicate this to me separately at the above email address. Once completed all you have to do is press submit and your response and participation will be recorded. No personal data or personal identifiers is collected just questions regarding your marketing activities and tactics.
It would be greatly appreciated if you could complete and submit the form by Friday 8th July 2022.

Thanks for your time and effort in participating in this ground-breaking research project.
https://docs.google.com/forms/d/e/1FAIpQLSc3PpgFZSJ2nf_jjRLDvouNq4FEeUY3_Zs6JrwMPZNHyPAvEg/viewform?usp=sf_link



[Marketing Practices of Afro-Caribbean Entrepreneurs\(Owner/Managers\)](#)

A Doctoral Research into the marketing practices of Afro-Caribbean Entrepreneurs. By completing this questionnaire you are self-identifying as; (A) of African ancestry or heritage and/or (B) of Caribbean ancestry and heritage Instructions: please select the response which best applies to you from the options listed and write a short answer for question 5.

docs.google.com

8.5 Appendix D1: Reminder Emails

Good morning,

My Name is Chris Jones, and I am a researcher at Sunderland University. Conducting a unique and ground-breaking research project in the UK that explores how Afro-Caribbean entrepreneurs conduct their marketing activities as opposed to earlier research projects that examined BAME Entrepreneurial activities which assumes ethnic minority members are one homogeneous group.

As someone from the Afro-Caribbean community I am all too familiar with the various resource constraints faced by our community, this research project aims to close one such gap which is readily available evidence-based best practice marketing literature.

With that said, I am asking you for 5 minutes of your time to participate in the survey. All you have to do is scan the QR code or click on the link provided at the bottom of the page. The findings will be shared with you in the coming months.

University of Sunderland Doctoral researcher Chris Jones partners with Lewisham council to examine 'How Afro-Caribbean Entrepreneurs conduct their marketing activities'.

Following on the heels of the High Street Survey conducted in 2021 by the council where one of the challenges minority entrepreneurs said they faced was marketing.

This research project aims to not only examine how marketing is conducted by these individuals but also compare the results with evidence-based best practices and supply a contextualised best practice marketing reference guide to those entrepreneurs that identifies the most effective marketing strategies that would improve the commercial outcomes of their businesses.

To participate all the entrepreneurs, need to do is click on the link provided here: <https://forms.office/Default278b0a5c18> or scan the QR code available at the bottom of this page.

The survey is anonymised so it collects no personal identifiers, respondents can withdraw their participation at any time, data is not shared with a third-party, and asks only information relating to how marketing is conducted within these organisations.



Marketing Practices of Afro Caribbean Entrepreneurs (Owner/Managers)

A Doctoral Research into the marketing practices of Afro-Caribbean Entrepreneurs. By completing this questionnaire you are self-identifying as: (A) of African ancestry or heritage and/or (B) of Caribbean ancestry and heritage. Instructions: please select the response which best applies to you from the options listed and write a short answer for question 5.

Submit

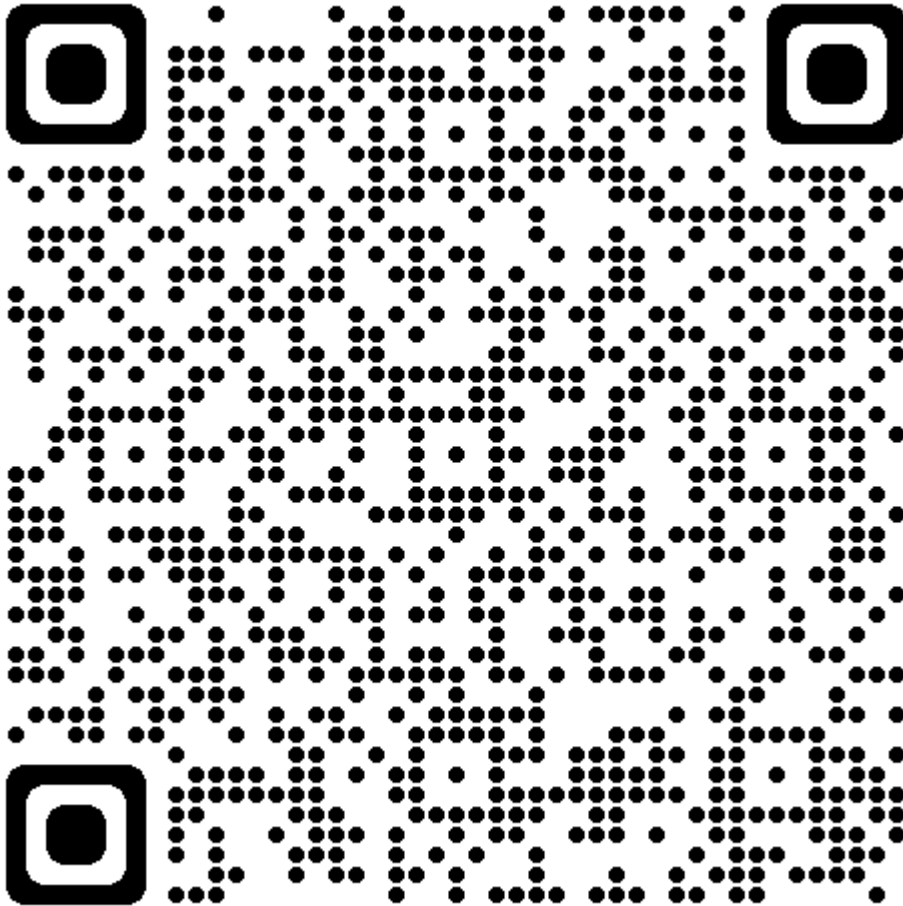
QR Code Scan Here to complete survey:



I hope this is enough however if it is not, please free to contact me and I will be happy to provide more information. Once again thanks for all your help and your collaboration on this project.

Warm Regards
Chris Jones

8.6 Appendix E: Quantitative Questionnaire QR code.



9.0 Qualitative (4) Interview transcript with GB

Moderator: Is your market activity designed to get immediate response from consumers?

Respondent: Yes, it is.

Moderator: Why?

Respondent: Because time is a very valuable resource. If I'm marketing it's because I want patronage and I want to see the effects of my marketing approach. If there is no response then I'm going to ask myself, 'Am I communicating?' If there is a response I want to analyse what kind of response, could be positive, could be negative. Then I need to also respond to that. So the earlier the better.

Moderator: Which communication channel do you use and why?

Respondent: I use more of referral, I rely more on referral and the reason is because you want to do something good, you want to give a good service of product. In all cases of service you want to give a good service to a customer that will elicit (audio distorts 01.59) what's nice about you and tell that, 'Look, that's the place to go.'

Moderator: Which method delivers the best results and why?

Respondent: Well, like I said, word of mouth. Word of mouth is very important, word of mouth is very important. They will speak about you positively and then you can measure how much benefits can come from that.

Moderator: Is your marketing designed to reach new or current customers?

Respondent: Both, reach new and help you to retain old ones.

Moderator: What is the division of your typical market activities and why?

Respondent: Well, because of the kind of marketing I do is continuous, it's ongoing all the time, so there is no time frame, time benefits to it.

Moderator: It's just perpetual?

Respondent: It is perpetual all the time, you want to be able to give good service that will make people see you as a brand to trust on personality (ph 03.37).

Moderator: If money was no object which channel would you use to grow your business?

Respondent: If money is not a constraint? I would combine the (inaudible 04.04) with electronic media advertisements.

Moderator: Which electronic media?

Respondent: I'll use more of the internet because it has a wider reach. Social media, anything internet-based can reach far wider than television, radio or whatever (inaudible 04.36).

9.1 Qualitative (5) Interview transcript of IE

Moderator: First question is, by the way I'm interviewing, I'm an entrepreneur, author and lecturer. So, the first question is are your marketing activities designed to get an immediate response from consumers? Explain your answers.

Speaker1: Yes I'd say yes and no.

Moderator: Okay.

Speaker1: Because currently we do have a couple of, so we have like a high (inaudible 00.30) way of getting data from consumers. And I'll just give some examples, for instance on a recent project on retail chain, we had interviewed a couple of people to get from them first hand what really would make sense in terms of the way we would be serving them and the way we'd get products delivered to them. And on the other hand, we also have had surveys we've sent. Now when you're having those interactions, some people will call them consumer (inaudible 01.04) or consumer interviews and things like that. You get your information real time at the spot of the moment, but then when you're doing your surveys and you're conducting sending out a lot of questionnaires and all that, that comes a bit later on. So it's a hybrid basically.

Moderator: So your marketing is not designed for immediate response? Are you saying it is designed for immediate response as well as?

Speaker1: Both of them yes because I get immediate when I'm doing my interviews and then subsequently I can also get results from my surveys, Those ones come always later on yes.

Moderator: So your communication channel, which communication channel does your marketing activities use? And why?

Speaker1: So we're quite heavy on social media.

Moderator: So social media.

Speaker1: So, do you want me to expand further?

Moderator: Yes.

Speaker1: But then also bits funnel down to Facebook, Instagram and also LinkedIn. Now LinkedIn just started up, so I'll say there's 3 would be (talking over each other 02.11)

Moderator: So social, so why?

Speaker1: Because you know out there you could literally target the specific demographic, psychographic, behavioural segment that you want. And on top of that as well, it's a lot easier for you to switch when you see that this method is not working, it takes seconds to literally switch. So it's easier and then you also get feedback from those channels as to whether or not your approach is working. And then you can make a switch when you need to make that switch.

Moderator: The third question, which communication channel do you believe delivers the best results for your business and why?

Speaker1: I would say Facebook still. I mean I've heard a lot of, when we did the analytics we saw that Facebook was really getting us, first of all we got more responses from there and it appeared that when we acted upon those responses versus the ones we got on Instagram, we got a lot more positive reactions you know than other mediums. So I would say Facebook would be the best.

Moderator: Because it's more, it gives you, why would you say it is the best? How would you describe it? Why would you say it is the best?

Speaker1: Yes, first of all it's quite cost effective.

Moderator: So it's cheaper than other options?

Speaker1: Yes, so it's cost effective, per click, per dollar, you get more (inaudible 03.40) and it's very wide reach, so you get onto millennials, you get onto the baby boomers. You have that reach, it's huge. Now I know Instagram is coming up fast, but for now it's still Facebook really.

Moderator: Are your marketing activities designed to reach new customers? Target current customers? Reach everyone in your category for your (inaudible 04.05) Service? Or both reach new and target customers?

Speaker1: Typically targeted. So for instance for our retail chain, we're going more on premium shoppers and then at the end, value shoppers. And we then tailor the approach, but we don't do them on the same adverts. So when we run an advert there could be an advert where we're going for premium eyes, or we are going for premium shoppers I meant to say. And then we'll do an advert that would take us to and help us get that right traction with the value customers.

Moderator: So those customers are they new, current customers, higher churn? Which customers are you describing?

Speaker1: They're typically new.

Moderator: New customers?

Speaker1: The other ones we just run a loyalty programme, they're already in the franchise, we run a loyalty programme to keep them in franchise. But most of the time we do our adverts for new customers.

Moderator: What is the duration of your typical marketing activities? And why this duration?

Speaker1: It's usually around 4 weeks.

Moderator: Is there any specific reason why this duration?

Speaker1: Good question honestly, it's just something we passed, that was passed down from academia back then as a student. And also what I did see in my previous organisations was typically we would run promotions at the beginning of the month and then we'd close that at the end of the month. Honestly I can't tell you exactly really, really why we would do that, but then I just started doing that. Now some options have

popped up to say let's do some stuff fortnightly, but it's still between fortnightly or monthly. For now we're still doing monthly.

Moderator: Final question, if money was no object, money was not an issue, which media channels would you use to grow your business?

Speaker1: Face to face consumer interactions. We just want to hear from the people live in their (inaudible 06.01).

Moderator: So which media channel do you think you'd be able to achieve that with? So you have money, the budget is not a problem, so which channel do you think you would use?

Speaker1: I'd need to get foot soldiers, not foot soldiers, that's the wrong word I'm using. I need to get researchers, that's a better word to use and the researchers would, then we'd need to organise this at home visit, or this on site visit with consumers. And literally ask them the right questions and then listen to, get their feedback, keep it as open ended as possible, but still within the right framework to get the right kind of response from them. And then implement those points because literally they're telling you what they want, I think that's a very powerful one.

Moderator: If you would say okay you are, with your product, or your service that you're offering and you have, you want to reach them and you have basically a limitless, apart from using out of home additional researchers. If you had to use a channel, like a marketing, communications channel, which one would you choose? How would you go about that? Would you use 1 channel, 2 channels? How would you approach it? Which channels?

Speaker1: I think it's always nice to have a mix, not nice, but effective to have a mix. But also be careful about having too-, because you know too many cooks spoil the broth. Typically I would have 2, maximum 3 methods. So for instance I would have my STU targeted approach on social media with a particular target. Then we'd directly use something that I want to get onto. At the same time I could do posts, so I could target those people with specific posts, then at the same time, I may want to do a radio copy or something on TV media. Just to match that and then I'll make sure that in my polls I direct people to watch my TV. On my TV I refer them to do stuff. Another hybrid I could have would be the posts and then I could have engagement discussions that would drive virality. So I get that traction on the virality which would be driven and then I'll advertise that discussion that that community that I'm trying to drive that virality. For

instance maybe with a very popular person, I'll advertise that in and out of, in a TV copy. So that when people are watching the TV copy, they are directed to and to the community and then they go there and then they enjoy that as well, so that's ways in which you can drive virality.

Moderator: Thank you for that interview and this is where the recording stops.

Speaker1: Okay.

9.2 Qualitative (9)Interview Transcript of TC

Chris Jones0:15

At any point in time, during the recording, if there are any questions you are uncomfortable with, feel free to stop the interview. UM, you are not compelled to answer any questions during the interview and the data that is taken will be processed and use only for the purpose of the research project. OK will not be shared by a third party and your data will be anonymized.

TC

TC0:47

Thank you.

CJ

Chris Jones0:49

You are most welcome, Sir. The first question, shall we? Shall we start? Are you sitting comfortably?

TC

TC0:55

I am.

CJ

Chris Jones0:58

OK, so we have six questions. I have six questions I wanna ask and it's relatively it's relatively straightforward. The six questions, the first one is.

are your marketing, is your marketing activities designed to get an immediate response from consumers? If yes did why? If no, please state why.

TC

TC1:24

Yes it is.

CJ

Chris Jones1:27

OK.

TC

TC1:28

Why do I want to get the response from consumers?

CJ

Chris Jones1:31

Immediately, why do you want to? Why do? Yeah, why? Why is that? You want on the media response?

TC

TC1:33

Immediately is the keyword. It doesn't have to be immediate. I just need a response at some point in time.

CJ

Chris Jones1:45

So what if the response was like a year later? Would that be good enough?

TC

TC1:52

Still good enough.

CJ

Chris Jones1:55

So which communication channels does your marketing activities use and why? So, the examples of communication channels are social media, which includes Facebook, Instagram. Then we have radio, newspapers, print.

Out of home, which includes posters, search Google, Cinema.TV.

Yes.

TC2:28 Social media, websites, Flyers.

CJ

Chris Jones: Why those? why? Why does channels? Why those mediums?

TC

TC2:43 Cost effective!

CJ

Chris Jones2:45

So, it's cost effective, but do you know if it is effective or are you just using because it's cost effective?

TC

TC2:54

I'm using it just because it's cost effective. I don't know to what extent it is effective, but I've had I've reached clients on all platforms already.

CJ

Chris Jones3:06

OK, thank you. Which communication do you believe delivers the best results for your business and why so I think you may have answered that, but I'll just post it again, which communication, all the channels you think delivers the best results for your business?

TC

TC3:09

What?

I think, uh, what? I'm not using, which is very expensive, but I think the Billboard is very effective I have seen, Realtors who have used big board get some really good hits.

CJ

Chris Jones3:44

So you believe that billboard is quite effective?

TC

TC3:49

Yeah.

Chris Jones3:50

So that's out of home? Are your marketing activities designed to reach new customers? Target current customers are reach everyone in the category for your product?

TC

TC4:08

All of the above.

CJ

Chris Jones4:09

OK We are almost there. What is the duration of your typical marketing activities and why?

TC

TC4:22

Doesn't have an expiration date. It's continuing.

CJ

Chris Jones4:26

So it's continuous, so hold on. So for example, give me a typical example. Hold on. Do you and give?

TC

TC4:31

Well, I mean, it's a year I've been doing it a year now. I've been on these platforms. About a year now.

CJ

Chris Jones4:41

OK. So one year so and why?

TC

TC4:45

Why? What?

CJ

Chris Jones4:46

Why? Why have you continued while you're duration? Why you engaged marketing this for year? Why?

TC

TC4:58

Because this is cost effective.

CJ

Chris Jones5:01

OK.

TC

TC5:02

So the intuition is I build my brand with social media

CJ

Chris Jones5:02

All right.

TC

TC5:08

And then I will move on to other activities that will cost a whole lot.

CJ

Chris Jones5:17

OK, alright. Thank you. And the last question and this may tie into what you just mentioned if money was not an issue, which channel would you use to grow your business?

TC5:26

OK, If money was not an issue, I would have loved to be on all platforms to capture as many eyeballs as possible, so that would include the radio, the television, the billboards and adding the Gleaner the daily paper, social media, I am still keeping that. Yeah, I think that covers it. Yes.

CJ

Chris Jones5:57

So, money was not object you would go with a more with a multi-channel campaign, but because of costs restraints constraints you are just using social media at the moment.

TC

TC6:07

OK, social media, websites and Flyers.

CJ

Chris Jones6:12

OK, Social media website and Flyers. OK, thank you for correcting me. Alright, so what I'm going to do? I'm going to stop the recording right here. Thank you for your participation. Ms TC Let me stop the recording here. One moment.

Chris Jones stopped transcription

9.3 Qualitative (10) Interview transcript of JJ

Chris Jones

started transcription

CJ

Chris Jones: I am interviewing tomorrow, JJ.

An entrepreneur And I'm interviewing him and this is purposes sampling, and I'm interviewing him for the purpose of ascertaining Why Caribbean entrepreneurs conduct their marketing activities and the way they do.

So, the first question. is this, is your marketing activities designed to get an immediate response from customers? if yes why. If not, why?

JJ: Uh, yes.

JJ: Because I've been disconcerting, says I want to see the difference in my following and engagement

Interviewer: OK, the reason was that you want to send an immediate response and you're following your engagement, OK?

Interviewer: How many marketing channels do your marketing use and why?

JJ: social media now.

Such as.

JJ: TikTok, Instagram, and sometimes Twitter But mainly TikTok and Instagram

Yeah. Because I think it's best suited to my audience, younger people between the ages 18-24.

Interviewer: Which channel do you believe delivers the best results for your business and why?

JJ: TikTok

JJ: Because I can see the spoils. The news, I can see them. Our views.

Comments.

Interviewer: is your marketing activity designed to target new customers? to target current customers? reach everyone in the category for your product and service are both reach new customers and targeting current customers?

JJ: It's designed to reach new and current customers.

Interviewer: OK. its designed to reach new and current customers

Interviewer: What is the typical duration of your marketing activities?

JJ: So, I would say a week or month.

Interviewer: And why is this? why this duration?

JJ: To test out our marketing strategies

Interviewer: OK, perfect. So, it's money was not an issue which media channels would you choose to use to grow your business?

JJ: Billboards and TV

Later.

You just multiply that some love with cars. I resource constraints you just used the social media ones. Yeah. Thank you.

??

Chris Jones

stopped transcription

9.4 Qualitative responses to questions 1,2,4.

Question 1: Are your Marketing activities designed to get an immediate response from Consumers? [Please explain your answer.](#)

(See word cloud in figure 59 for responses to this question)

The response to this question was an overwhelming yes, they wanted an immediate response from their marketing activities. When asked why and to explain their answers, the reasons were as follows:

DM who operates a beauty salon said:

“I obviously want to bring back in the trade into the shop, to let people know about the services we're doing such as special offers for the month”.

While **DD** had another reason for wanting an immediate response:

DD, who is a property developer and Landlord stated the reason for wanting an immediate response was as follows: ***“Because of the type of business I am in, I can action a response immediately, so if someone contacts me for argument’s sake, in the guaranteed rent scheme that I do. I can do the survey of the property immediately and I could basically place somebody in that property immediately and they can start earning money for themselves and I can start earning money for myself immediately. I don’t advertise for projects that are in planning or you know to come online, these are projects that I have already got customers for basically. So, I’ve got customers waiting. So, when I advertise for landlords, I know I can basically do the business straight away.”***

GB, who runs an accountancy practice offered yet another reason for wanting immediacy of response and the rationale behind it: ***“Because time is a very valuable resource. If I’m marketing, it’s because I want patronage and I want to see the effects of my marketing approach. If there is no response then I’m going to ask myself, ‘Am I communicating?’ If there is a response, I want to analyse what kind of response, could be positive, could be negative. Then I need to also respond to that. So, the earlier the better.”***

JJ whose trainer reselling business is a virtual one and is hosted on various social media sites gave yet another reason for wanting an immediate response and the rationale behind it: ***“Because I want to see a difference in my following and engagement”.***

While **FZ**, who operates a graphic design studio, noted that:

“it’s always important to have a pipeline of new clients coming through the door, because one project may not lead to another one necessarily. So, you have to have a few of them in the works you know? in order to have that consistent flow of work. So that’s why we’re probably doing that.”

SS, a qualified Solicitor, and Talk Show Host presented a different perspective on his two approaches and reasons for wanting not an immediate response for legal business but wanting one for his Talk show, the rationale is displayed in the dialogue below:

“I think the response to that is and what I said was not Immediate, because the nature of what I do, which is a talk-show and I’m using it because I do two type of business, one is my legal support that is with a private situation there, So it’s not like my own personal business but, for the social media or the online show which I do My thing is that it’s twofold! Immediate responses to the shows what I’m about to do, so my shows will go out in advance with an alert and advertisements on the different platforms and say I’m going live on XY time, so I want to see the immediate response to that or that they need to click a button right away. You know, I’m saying? The immediate response is that they are aware that eventually in two hours’ time or in three days’ time the show is going go live. Getting it into their mindset. So, it depends on what the immediate response is. It is that they are aware and that they can click Yes, to schedule the show, they can click it on online YouTube and say OK, whenever the show starts, it will pop up on my thing when the show starts , or is it that they know they are prepared to wait for three days’ time to watch it, You know I believe that sort of explains it.

Chris Jones: So, the answer you want them to respond to your Marketing activities because you want them to watch your show.

SS. Yes, to be aware of it, to be alert of it, that there's going to be Chris Jones on the show in three days' time, Chris Jones talks about this, blah blah blah or I could set it for in the evening at 9:00 o'clock when Chris Jones is going to be on the show. So, it is to Be aware, be attentive and there are options where people can click a link, a YouTube link, a Facebook alert where you can actually Just click a button and it's scheduled, so it's scheduled that they can actually be alerted when the show starts.



Figure 45

Question 2: Which communication channel/s does your marketing activities use and why? (Social media (e.g., Facebook, Instagram...Radio Newspapers (Print)Out of Home (e.g., Billboards, Posters) Search (e.g. Google) Cinema Online Video (e.g. YouTube, Facebook, TV)

(See word cloud below in figure 46 for responses to this question)

SS response to this question is as follows:

Social-media and for example, you have Facebook, and Instagram, and it's kicked away reading newspapers, billboards, and posters. it has kicked Those

out of the way, it's strictly because one is not mainstream, one is actually tapping into the social-media world. The advent of COVID has taught us that, and just like we're doing teams now, it's a social media world. The live stream, the virtual. So therefore Facebook, Instagram, YouTube, you know, I see for example YouTube cinema has online videos. YouTube, Facebook, YouTube, Facebook, Instagram, and TikTok are the activities I use, and why those? as I said before it's because you can quickly reach a very wide audience. Somebody who comes on my show sometimes and say I don't watch TV, you know? I don't turn on the TV. TV confuses me. You know I go online, and I watch YouTube videos. I watch Facebook. I watch your show, you know? Instagram and different things. So yeah.

FZ, Describes the marketing channels used and rationale in this way:

"I think most of my work has been sourced through word of mouth.

I have some people just referring my work to other people that they know or hear of needing my services, but I do use social media as well. I try to interact with different ones that I may follow, who I know may have businesses of their own and ask them to some initial conversations with them about possible collaborations, so I tend to use those as my main two avenues for drumming up business".

Chris Jones. "OK, so the first is word-of-mouth which is basically referrals and the 2nd is social media. Why do you use that Channel in particular"?

FZ: "Because I'm usually on it and I'm usually going through and seeing, you know, for design work, I may just follow certain accounts for inspiration, but I also tend to interact with different ones as well and that leads to conversations with them regarding potential work I could be doing with them, so I think it's been useful for that reason".

DD shares a similar sentiment to FZ regarding word-of-mouth benefits even though they have never met and is evidenced by the following comment:

“Right, so I'm old school, so my primary channel is word of mouth”.

“I mean I'm on social media, I'm on LinkedIn, I've got Instagram account, but I don't really use it. So, I have someone doing a bit of marketing for me, so they do Facebook, they use Facebook and Instagram and funnily enough today they've just launched a little campaign I can send you that still and you can tell me what you think. So yeah, social media very little, word of mouth massive amount, because I've been in the business for 20 odd years, I have a network of people that I rely on to get the word out. That's really what I'm doing”.

DM, embraced a multitude of approaches:

“We tried to use as many as possible. We've got radio ads on local stations, and we've got social media. Obviously, all of the platforms we'd like to do. You know, we've gone over to this new TikTok. The girls are doing videos and that sort of stuff. We've also got the mailing list which we use, that was, you know, from the word start. So, we've got the loyalty cards obviously, so that goes out to our regular customers obviously promoting and promotions and giving them something back also and we've got the Lewisham council website. So those are what we use, like probably every single month.”

JJ's unsurprisingly because of the virtual nature of the business socials were the chosen communication because of the intended audience:

“Social media now, TikTok, Instagram, and sometimes Twitter but mainly TikTok and Instagram. Yeah, Because I think it's best suited to my audience and this is younger people between the ages of 18-24.”

GB, similarly, to others in this section preferred referrals(word-of-mouth)

“I use more of referral, I rely more on referral and the reason is because you want to do something good, you want to give a good service or product. In all cases of service, you want to give a good service to a customer that will elicit good feedback and say what's nice about you and say, 'Look that's the place to go!'

TC's response highlighted a combination of channels with the accompanying comment and rationale: *social media, websites, and Flyers.*

Chris Jones: *"Why those? Why those channels?"*

TC: *"Cost effective."*

Chris Jones: *"OK, so it's cost-effective? but do you know if it is effective or are you just using it because its cost-effective"?*

TC: *"I'm using it just because it's cost-effective, I don't know to what extent it is effective, but I've reached clients on all platforms already."*



Figure 46

Question 4: Are your marketing activities designed to: [Reach new customers](#), [Target current customers](#), and [Reach everyone in the category for your product or service](#) Both [reach new customers](#) and [target current customers](#)?

See word cloud below in figure 48 for responses to this question.

NM response to the above question:

"Reach new customers and target current customers and Just embed ourselves as a leading voice in the PR space".

TC wanted to accomplish: *"All of the above".*

SS had a similar view to TC neither had ever met with the following statement:

"it's interesting now that it's frame, we've got one cancels, one can just say

yes detail we just say yeah, because yes, it is designed to reach new customers because what you're trying to do is to increase your subscription. The more subscription increase, the more sort of influence you have and the more sort of you can monetise, and you can get income from such. So therefore, you're trying to get new customers. You want to keep your existing customers alive or persons would know that every Thursday night "Name Redacted" goes live on in the review. Every Saturday night he goes live on Talk and Sip, and then in between time you'll do some different shows, but everybody knows without a doubt that we need to try to get more people to actually tap into in the review, by getting more different guests, get Chris Jones to come on to talk on a particular thing, which is, you know, on Saturday night, you know, Talk and Sip. Trying to reach new customers and Current customers we need to keep that balance because current customers are so crucial. if you can't keep your current customers, you're going to have a difficulty when you get new customers, because if you can't keep your current customers what's going to happen when you get new customers? You going to recycle? but you can't keep them, so therefore you have to try to find a way to so for argument's sake, if I'm doing a show online, somebody one of my assistant always keep referring to the comments that people make. You need to keep them. So I always have to say, OK, guys, let's hear what the comments are actually saying, you know, you try to keep your existing customers alive. You respond to them and then you reach new customers, bring them into your current customers and try to keep them, and of course you want to reach everyone in the category for your product or services and my product is actually in for information, edutainment to a certain extent, sociopolitical issues. So therefore, I'm trying to move away from everyone being influenced by external things for arguments sake, Today I was speaking to my cousin, and he said oh, I just got a BBC alert, I said I know, sorry I just got a BBC alert. Somebody throws a firebomb and something like that and I would say I would look at it and we look at it and say wow, these guys control us at the sametime we are all getting the same information. Next thing they're going to say Kanye West is a bomb and then Oh my days the media saying Kanye West is a bomb and it shows how it controls us. So I said I need to deviate from that and try to

start to put my spin on turn information as well and so that's my sort of product sort of line to give a different perspective on things.”

GB: *“Both, reach new and help you to retain old ones”.*

DM: *“Primarily new customers because existing customers know what I do already and if they want to do more business they would just automatically do it because my business hasn't changed what I'm doing hasn't changed, so it would be for new customers primarily”.*



Figure 48