

FROM THE TRADITIONAL MARKETING MIX (4Ps) IN SPORT TO
NEW MARKETING MIX (3Ps): TOWARD A PARADIGM SHIFT FROM
PRACTITIONER'S PERSPECTIVE

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In the name of Allah, Most Gracious, Most Merciful

I dedicate this dissertation to my father, Huthut, for his belief in education. At the age of 13, he ran away from the desert to the city of Riyadh to find a better life. He has endured hardship and difficulties to provide for his family. The lessons and values he taught will stay with me for the rest of my life.

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ABSTRACT

There are four elements to the marketing mix, also known as the 4Ps: product, price, place, and promotion. Marketing mix is a widely accepted theory in sport marketing (Waterschoot, W. van, & Van Den Bulte, C., 1992). Scholars and practitioners have identified several setbacks and limitations with the marketing mix model. This study aims to update the marketing mix in sport by proposing an alternative model developed from the practitioner's perspective in Saudi Arabia called the 3Ps. There is a significant need for scientific or empirical studies on the practitioner's perspective.

The purpose of the *exploratory sequential design* is to first qualitatively explore perceptions of marketing practitioners and then to determine if the qualitative findings can be used to study a larger sample. The data collected in this study shows that the 3Ps model has merit and appears to be a viable marketing framework that can replace the long-held marketing mix. It is a comprehensive model that meets ever-changing marketing trends. Marketing practitioners reported appreciation for the model because it was built by practitioners and around the practice of marketing. To the sport marketing industry, the 3Ps is a base that practitioners can build on and customize according to their marketing needs.

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CHAPTER I: INTRODUCTION

Marketing mix which is known also as the *4Ps* is a widely accepted theory in marketing and sport marketing. According to *Harvard Business Review*, the widespread use of the marketing mix (4Ps) concept led it to be integral in the organization of marketing courses (Shapiro, 1985). The concept is utilized in both theory and practice, by academicians and practitioners, since its origin is more than half a century ago. The marketing mix has four elements that start with *P*: *Product*, *Price*, *Place*, and *Promotion*. Criticizing the marketing mix is not new to marketing research. Due to doubt caused by emerging marketing trends such as marketing of services, relationship management, and social media, new marketing models were needed to serve marketing practitioners (Dhas, 2014).

Sport marketing management utilizes the marketing mix. The marketing mix is crucial in the marketing industry and most of any sport marketer's time should be spent developing this cornerstone. The importance of marketing mix for a sport context is caused by the fact that its elements define the sport business (Pitts, Stotlar, 2013). In the world of sport marketing, a decision cannot be made while ignoring any one of these elements. Therefore, a discussion of the traditional marketing mix and possible revisions is central to sport marketing, just as it is central to any other industry that uses marketing.

The acceptance of the marketing mix or 4Ps grew because of its simplicity, ease of adoption, and popularity in various business school curriculums. Kent (as cited by

Grönroos, 1994) refers to the 4Ps of the marketing mix as “the holy quadruple...of the marketing faith...written in tablets of stone.” But while there is considerable support for this historic understanding of the 4Ps, criticizing the marketing mix is not new to marketing research. Harvard Business Review (2013) claimed the marketing mix served marketers well for half a century, but it is increasingly at odds with business-to-business marketing world (Ettenson et al., 2013).

Philip Kotler¹ (1992) argued that the 4Ps is good from a pedagogical perspective because of its simplicity. However, there is a need for other marketing classification to be born. Over the years, the profession of marketing has experienced major shifts and trends that led many scholars to call for change. Kotler and Keller (2012) conclude the need to update the 4Ps, since the traditional marketing mix “clearly [is] not the whole story anymore” (pg. 47).

The marketing mix concept has been criticized from a number of perspectives. For instance, Moller argues that it does not account for customer behavior and services, it does not allow for interaction and the building of personal relationships, and it allows for no personalization or customization within its framework (Moller, 2006). Additionally, the growth of the internet, information technology, and the subsequent wave of social media, artificial intelligence, and blockchain have introduced a whole new set of issues that the concept arguably does not address.

¹ Dr. Philip Kotler is Distinguished Professor of International Marketing at the Northwestern University Kellogg Graduate School of Management in Chicago. He is hailed by Management Centre Europe as "the world's foremost expert on the strategic practice of marketing."

Although there has been evolution within the marketing world over the last several years, it is logical that marketing theories and research practices are trailing behind. This condition is not surprising as, with the current field of study or profession, new information technology is being introduced faster than the academic world can keep up. Any theory, like marketing mix, must adjust to new contexts and conditions if it is to explain marketing processes. Failure to continue to explain how and why marketing principles in a theoretical construct can apply will logically call for a new theory of marketing that can work in this new environment and this process will continue as long as new information technology comes available. So rapid has been the change in the development of new information technologies that the marketing mix concept (4Ps) has been declared irrelevant and even “dead” by some marketing practitioners (Royse, 2018).

Because there is a lack of updated research specifically related to the marketing mix, this work seeks to provide an alternative model developed from a practitioner’s perspective to make it more relevant to 21st century conditions. Grönroos, Kotler, and other scholars recognize marketing has undergone a tremendous shift in practice while the marketing mix as a dominant theory has not changed much.

This study suggests a new model called the 3Ps, which seeks to modernize the current marketing mix. The 3Ps is inspired by the *three phases* mindset of marketing models that was found in the literature by both academics and practitioners. In the literature, the three phases mindset is presented as develop, design, and implement by Kotler (Kotler & Keller, 2016, p. 43-44); before, during, and after by Dib (Dib, 2018); and managing, writing, and telling by Darlow (Darlow, 2014).

The new model suggested in this study follows this three phases mindset. The new model, called the 3Ps, consists of three phases: *Pre-promotion phase*, *Promotion phase*, *Post-promotion phase*. Although the concept of three phases are developed in the literature, marketing elements need to be identified and categorized into each respective phase. The purpose of this categorization is to have a checklist or roadmap for marketing practitioners to follow in order to achieve their marketing objectives. For example, the 3Ps in the pre-promotion phase will have all the marketing activities that practitioners need in one place, such as choosing the correct pricing strategy, developing the product, and market analysis.

This new model is promotion-centered because promotion is the most common element among the 4Ps. According to Pitts and Stotlar (2013), “promotion is the element of marketing that many people... think is marketing in its entirety... that’s because promotion is the element that the general public sees and relates to as marketing” (p. 109).

Exploratory Sequential Design starts with qualitative data collection and analysis, is followed by quantitative data collection and analysis, and finally with interpretation. (Creswell & Clark, 2011). In proposing the new 3Ps model, this paper aims to analyze the practitioner’s perspective and find opinions marketing practitioners have about the 3Ps model using the Exploratory Sequential Design of the mixed method (Creswell & Clark, 2011).

Significance of the Study

The marketing mix is the dominant theory in marketing, sport marketing, and the industry. It is widely accepted in theory and practice in the last five decades as the dominant mechanism for determining and defining the marketing concept (Waterschoot, W. van, & Van Den Bulte, C. ,1992). However, the marketing mix has several limitations. First, the concept was developed in the 1960s and utilized elements that, although were necessary for the time, are very limited by today's marketing standards.

The marketing industry is an evolving one, and a marketing mix that does not reflect the reality of the marketplace is unlikely to meet the demands of the market itself. Yet, it is also arguable that the marketing mix does have some utility. While some practitioners go to the extreme of announcing the marketing mix is already dead (Royse, 2018), this study does not take that position. Researchers should not ignore the marketing mix entirely. Instead, this study updates the marketing mix by providing an alternative model developed from the practitioner's perspective.

This topic has relevance beyond the practice of marketing. The book *Sport Marketing: A Practical Approach* argued that sport management programs in universities do not do an efficient job of preparing students for real-world experiences in the sport business field (Degaris, 2015, p.2). Degaris referenced an article from *The Wall Street Journal (WSJ)* that criticizes the curriculum provided to enrollees of sport management coursework. The *WSJ* article proposed that the sport marketing topics that are presented in the curriculum are irrelevant and outdated in today's sport business, and adjustments

need to be made to improve the experience and knowledge given to students. What is taught in sport marketing will eventually show up in the real world through practice. Therefore, it is arguable that educational programs should get it right in the first place.

The shift from a major perspective in a field of study or a profession is not unprecedented. The proposed updating of the 4Ps to a different marketing mix is similar to the process that other professions that have experienced when undergoing a similarly dramatic paradigm shift. Ernest Boyer,² (1928 - 1995), the late President of the Carnegie Foundation for Teaching and Learning, argued for a shift in understanding of the role of scholarship in the life of a professor. Such a shift was a difficult one for higher education professionals to accept, but Boyer's argument has proved persuasive since the time it was proposed.

Boyer argued at the 1995 Conference of the National Association for Physical Education in Higher Education in Palm Springs that, "Scholarship has to be applied, because if we don't apply knowledge, it becomes irrelevant." Boyer's organization, the Carnegie Foundation, revisited his report *Scholarship Reconsidered* (1996) and authored a follow-up report entitled *Scholarship Assessed* (1996). In this new report, Charles Glassic (the President who succeeded Boyer) reviewed the priorities of the professoriate and developed a conceptual scheme to make them more relevant to the practice of scholarship in higher education (Glassic, 1996). Boyer's work provided a roadmap for what he hoped could be accomplished in changing the attitudes of the professoriate and

² An American educator who most notably served as Chancellor of the State University of New York, United States Commissioner of Education, and President of the Carnegie Foundation for the Advancement of Teaching. Boyer was a recipient of numerous awards, including over 140 honorary doctorates.

higher education administrators toward a new understanding of the role of scholarship in the life of a professor. A short discussion of Boyer's project will explain this analogy.

The problem that Boyer was trying to solve dealt with the Academy's emphasis on what he called "discovery" knowledge. Scholars engage in many types of research, but over many decades scholarship of an empirical nature came to be more valued than other types. Boyer developed a new scheme for categorizing and valuing scholarship that is better suited to contemporary higher education (Boyer, 1995). This emphasis on one type of scholarship over others has broad implications for faculty in higher education: promotion and tenure requirements, salaries, funding levels in various academic disciplines and professions, and the ability to fund grants and contracts are all related, directly or indirectly, to the implicit values of the type of scholarship that faculty do.

In this scheme, Boyer identified four categories of scholarship: *discovery*, *teaching*, *application*, and *integration*. The dominance of the *scholarship of discovery* created a kind of academic hegemony, which in turn caused problems with tenure and promotion among academics when these scholars engage in scholarship that is "unseen" or unrecognized by their discovery-oriented peers. Boyer's *scholarship of discovery* is the most common component of research in higher education. It is the idea of discovering a new idea and cutting-edge inquiry to expand human knowledge. But Boyer argued that if one has "scholarship discovered" but does not find a way to integrate it, then it is irrelevant knowledge. That led to the second criterion of a scholar: the *scholarship of integration*. According to Boyer (1996), "Scholars not only discover knowledge, they have to find a place for it and integrate it into a larger pattern... if there is a failure in the

academy today, it is that there are fragments of knowledge without a larger pattern... we fail to give any sense of purpose or larger perspective to our students” (pp. 131–132).

While *Scholarship Assessed* continues Boyer’s argument by asserting that the *scholarship of discovery* leads to the *scholarship of integration*, both in and of themselves are insufficient. Scholarship has to be applied, which leads to the third element: *scholarship of application*. To add to the body of knowledge, scholarly work must be useful. It can be used physically, emotionally, and economically. Knowledge that is not useful is not really knowledge at all; it is, in Boyer’s argument, “pedantry.” Finally, Boyer argued that disseminating knowledge is critical to the Academy’s mission as knowledge that cannot live beyond the life of the scholar. Consequently, the *scholarship of teaching* became the last element of Boyer’s scheme (Boyer, 1996).

An example may help in understanding these types of scholarship. If, for instance, a faculty writes textbooks that *integrate* scholarship from multiple studies, this type of scholarship in many academic departments may not be as valued as that of, say, a chemist who is funded for doing *discovery* research that is funded by the National Science Foundation. In this example, a Chemistry Department might receive more status at a university than a department in the humanities.

The benefits to the Chemistry Department because of this bias in valuing are political and economic, which could result in additional laboratory space, new faculty positions, and promotion and tenure for the research chemist. But if textbooks are not valued in the same light because of an implicit bias *against* integrating the scholarship of

others into a textbook that is used for teaching, then that scholar might not be tenured and promoted, or gain access to other resources that universities make available.

Consequently, Boyer argued that a more thorough and complete understanding of what scholarship is and does was needed in higher education, and he developed a model of understanding and evaluating scholarship that had a huge impact on higher education. One might even call Boyer's efforts a change in valuing of *the academic mix*. The changes that Boyer and Glassick argued for were complicated, involved a change in culture in the Academy, were concerned with how scholars do their work. Similarly, this dissertation seeks to provide an explanation for how professional marketers might do their work by making a change in the *marketing mix*. A similar kind of discussion would be needed; similar types of evidence would need to be gathered; similar types of analyses would be applied; and finally, similar changes in the behaviors of marketing would be required.

The goal in this dissertation is to develop a similar argument and process for reconceptualizing a way of understanding the marketing mix. It hopes to shift the understanding of how sport marketing has been done to a more contemporary way of understanding marketing in sport in the 21st century. In doing so, the marketing mix will reflect the changes in sport business practices that have occurred since the marketing mix was first developed.

Marketing as an applied discipline ultimately benefits from research into the best practices for use (Chai, 2009). Therefore, this study seeks to provide meaningful insight into the marketing mix in the 21st century for use by practitioners in the field of

marketing. Most of the sport marketing textbooks are using the marketing mix as the main theory (Mullin et al., 2014; Pitts, Stotlar, 2013). This study seeks to apply the theory of Harrigan and Hulbert (2011) that “we are at the stage where marketing academia has a lot to learn from marketing practice” (p. 254).

If one accepts the concept that marketing practice, as defined by the 4Ps, must adapt or evolve in the 21st century, then one may ask how this new paradigm can be understood and defined. Scholars such as Thomas Kuhn³ argued for a paradigm shift where an entire new way of thinking about an area of study was appropriate once the context for science shifted for cultural and technological reasons. Similarly, Ernest Boyer in *Scholarship Reconsidered* argued that the types of scholarship that are recognized by the Academy should be reconceptualized due to the evolving nature of the modern university.

The significance of this dissertation is that it accomplishes two tasks: first, it argues for a paradigm shift in sport marketing just as Kuhn and Boyer argued for a paradigm shift in their respective fields; and second, this dissertation aims to discuss the practical side of knowledge by updating the traditional marketing mix. To avoid the charge of pedantry that Boyer warned against, this dissertation, then, utilizes his *scholarship of application*.

³ Kuhn (1922 – 1996) was an American philosopher of science whose 1962 book *The Structure of Scientific Revolutions* was influential in both academic and popular circles, introducing the term *paradigm shift*, which has since become an English-language idiom.

Purpose Statement

Academics and practitioners have different views and beliefs about marketing, for instance, Bonoma (1988) has identified the gap that exists between theory and practice. According to Bonoma there is a significant gap in collaboration between scholars and practitioners. Therefore, it is sometimes difficult for both academics and practitioners to understand each other's views about marketing and marketing research. The practitioner's perspective in sport marketing is important for many reasons. First and foremost, Harrigan and Hulbert (2011) believe "we are at the stage where marketing academia has a lot to learn from marketing practice" (p. 254).

The researcher follows the purpose statement script provided by Creswell and Clark (2013): intent, design type, qualitative and quantitative data and purposes, and rational. This study addresses updating the marketing mix in sport to focus more on the practitioner's perspective. The purpose of using this exploratory sequential design of the mixed method will be to first qualitatively explore the practitioner's perspective and find opinions marketing practitioners have about the 3Ps model (Creswell & Clark, 2011).

The first phase of the study will be a qualitative single instrumental case study to explore the new suggested marketing model, the 3Ps. Open-ended interviews, observations, documents, audio and visual materials, archival records, participant observations, and physical artifacts are data collection methods used in phase one. From this initial exploration, the qualitative findings will be used to develop an online

questionnaire that can be administered to a large sample of at least 250 marketing practitioners in Saudi Arabia.

Research Questions

This study suggests a new model called the 3Ps, which is inspired by the three phases mindset of marketing models that was found in the literature by both academics and practitioners. In the literature, the three phases mindset is presented as develop, design, and implement by Kotler (Kotler & Keller, 2016, p. 43-44); before, during, and after by Dib (Dib, 2018); and managing, writing, and telling by Darlow (Darlow, 2014). In line with this mindset, the new model suggested in this study consists of three phases: Pre-promotion phase, Promotion phase, Post-promotion phase.

In proposing the new 3Ps model, this paper aims to analyze the practitioner's perspective and find opinions marketing practitioners have about the 3Ps model using the Exploratory Sequential Design of the mixed method (Creswell & Clark, 2011). In doing so, the following research questions were asked:

Research questions, phase one (qualitative):

1. What marketing activity should be included/removed in the pre-promotion phase?
2. What marketing activity should be included/removed in the promotion phase?
3. What marketing activity should be included/removed in the post-promotion phase?
4. What opinions do marketing practitioners hold about the new 3Ps model?

Research question, phase two (quantitative):

1. Which of these marketing elements in each phase (pre-promotion, promotion, and post-promotion) do marketing practitioners rank as the most important and least important?
2. Do marketing practitioners perceive the 3Ps meets the current emerging trends in marketing?

Statement to rank: The 3Ps meets the current emerging trends in marketing (rank from 5 to 1, strongly agree 5, to strongly disagree 1)

3. Will marketing practitioners consider using the 3ps in the future?

Statement to rank: : I would consider using the 3Ps model in the future (rank from 5 to 1, strongly agree 5, to strongly disagree 1)

Definition of Terms

Marketing. The American Marketing Association (AMA, 2017) defines marketing as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large⁴.

Sport marketing. the process of designing and implementing activities for the specific purpose of production, pricing, promotion and distribution of a sport or sport business product to satisfy the needs or desires of consumers and to achieve the company's objectives (Pitts et al., 2018).

⁴ The AMA's definitions of marketing and marketing research are reviewed and reapproved/modified every three-years by a panel of five scholars who are active researchers (2017).
<https://www.ama.org/the-definition-of-marketing-what-is-marketing/>

Marketing mix. A marketing framework established by Jerome McCarthy and Neil Borden in the 1960s and combines four aspects: *Product, Price, Promotion, and Place*. (Dhas, 2014).

Practitioner. a person engaged in the practice of a profession, occupation, etc. (Dictionary.com, 2019)

Promotion. all corporate activities aimed at influencing consumers' purchasing attitudes and behaviours.

Instrumental case study. a work of which the purpose is to gain a better understanding of a theoretical question or problem (Hancock & Algozzine, 2017).

Case study. a detailed analysis of a person or group, especially as a model of medical, psychiatric, psychological, or social phenomena (Hancock & Algozzine, 2017).

Summary

Marketing mix (also known as the “4Ps”) is a widely accepted theory in marketing. The marketing mix has four elements that start with *P*: *Product, Price, Place, and Promotion*. The importance of marketing mix for a sport context is caused by the fact that its elements define the sport business (Pitts, Stotlar, 2013). In the world of sport marketing, a decision cannot be made while ignoring any one of these elements.

This study updates the marketing mix in sport by providing an alternative model, called the 3Ps, that is developed from the practitioner's perspective in Saudi Arabia. The purpose of the exploratory sequential design is to first qualitatively explore perceptions of

marketing practitioners and then to determine if the qualitative findings can be used to study a larger sample.

CHAPTER II : LITERATURE REVIEW

Introduction

There are different reasons to carry out a research task. Most generally, the purpose of research is to create knowledge (Pitts et al., 2018). In a process first utilized by Rene Descartes in his classic “Discourse on Method” and explained by John Dewey in *Types of Thinking*, every piece of research is added on to the one that preceded it, and over time an entire structure of knowledge is built, figuratively “brick by brick,” with each “brick” being a small piece of the structure that is supported by the layers of information it is built on, and which in turn, will support everything that comes afterwards. The information is supposed to add one more piece to the body of knowledge.

These general understandings of the purpose and outcome of research is evident in sport marketing research. Authors of *Sport Methods in Sport Management* make a compelling case of how literature adds to the body of knowledge in sport marketing, and a corresponding pedagogical plan can be made in prioritizing educational purposes of research. According to Pitts et al. (2018),

“A body of knowledge is the collective research and information known about a subject in forms of articles, papers, presentations, books, and journals. The full collection of information is known as the body of knowledge or the literature. For an academic discipline, the body of knowledge is used for educational purposes, first and foremost, to prepare students with the most current and full body of information for their jobs and careers in the sport business industry.” (2018, p. 7)

This research leans toward Pitts's argument that the job of professors and researchers is to equip students with the latest updates on the sport management and marketing industry. The idea of universities keeping up with the latest market trends in sport marketing is a significant incentive to pursue such an inquiry (Pitts et al., 2018). This process flows the other way as well, as this dissertation attests. Marketing as an applied discipline ultimately benefits from research into the best practices for use (Chai, 2009), and it is in the academy where this research usually takes place.

The marketing mix is a widely accepted theory in sport marketing. It is in almost every sport marketing textbook as a way to illustrate marketing principles. The Sport Marketing Association, for instance, named awards after two sport marketing legends: William A. Sutton and David K. Stotlar. Both marketers have had a significant impact on sport marketing literature. Stotlar and Sutton wrote books about sport marketing: Stotlar co-authored *Fundamentals of Sport Marketing*, while Sutton et al. wrote *Sport Marketing*. Both textbooks are widely used for sport marketing classes and both use the marketing mix as a way to teach students principles of sport marketing.

Although the marketing mix is a very old concept that dates back to 1918 (Shapiro, 1985), it is not aligned with the core goal of a good sport management program, which prepares students with the most current issues (Degaris, 2015, p.2). The marketing industry is an evolving one and it is not appropriate to avoid updating the marketing mix if there is a compelling reason to update and revise the mix.

Some practitioners go to the extreme of announcing the marketing mix is already dead (Royse, 2018). Royse asserted that the old way or "marketing mix" is no longer

effective for today's ever-changing consumers. He continues this argument and explains that over the past few decades, marketing has undergone a tremendous change in focus (Royse, 2018).

This study updates the marketing mix in sport by providing an alternative model called the 3Ps that is developed from the practitioner's perspective in Saudi Arabia. A summary of the literature review is in Figure 1.

Figure 1

Summary of Literature Review



Marketing Evolution

Vargo and Lusch (2004) reviewed marketing evolution in the last century. They discovered four stages that marketing has experienced. The first stage, which was from 1800 to 1920, was called “Classical and Neoclassical Economics.” In this stage, economics developed as a mature social science and its goal as an academic discipline is

to reach the quantifiable complexity used in the natural sciences. Economics demonstrated its value in understanding the manufacturing process, specifically to help illustrate how to explain value addition in goods and develop them as a commodity while having standardization (Vargo and Lusch, 2004).

Kotler and Keller (2012) named the Classical and Neoclassical Economics stage “production concept.” They believed that the earliest concept in business is the production concept. It includes the production of consumer goods that are conveniently available in most of the places at affordable prices. The ultimate value of the production concept is efficiency. Efficiency is totally concerned with the reduction of inputs and costs and the maximization of output, which is the ultimate focus of production managers. Production-based businesses always focus on low-cost labor and prefer developing countries. The production concept is also used for the expansion of business and markets (Kotler and Keller, 2012).

The second stage was from 1900 to 1950. It was considered to be “Early/Formative Marketing”. According to Vargo and Lusch, in the initial stages of marketing, it was an overwhelming explanative for products, institutions, and functions of marketing that are based on several thoughts; for instance, a school for a commodity that explains the characteristics of goods (Vargo and Lusch, 2004). The ultimate focus of this era is that marketing was on the output of marketing functions such as productivity or the value addition in products. Initially, the ultimate marketing objective was possession utility, transfer a title, or sale-orientation. The focus on marketing functions is the foundation for the acknowledgment of operant resources (Vargo and Lusch, 2004).

Kotler and Keller (2012) called this period “the selling concept,” which was totally associated with the relationship between business and consumer. The objective of selling products is achieved when there is balance between the produced products and needs of consumers. What businesses are willing to sell is exactly what consumers are willing to purchase. If there is a balance between consumer and business views about products, businesses are trying to sell what they have produced (Kotler and Keller, 2012).

The third stage is “marketing management,” which has the purpose to enhance or increase firm performance. The value determined to give markets should be embedded with the usefulness of customers because people give priority to fulfill their needs instead of buying products. The ultimate focus of firms was to fulfill and satisfy the customer’s needs and wants. In such a case, firms focused on customer satisfaction gain higher and noteworthy values in their products and services. Therefore, they can have a more competitive edge by shifting toward value in use (Vargo and Lusch, 2004).

Kotler and Keller (2012) referred to this one as “the product concept.” It is entrenched with the needs of customers; for instance, the ultimate focus of a product concept is to make a product that has quality, performance, and innovation according to the demands of customers. It means that satisfying the needs of customers is totally focused on the product concept. On the other hand, in some cases, managers are subjectively influenced with some specific products and that they want to produce for some reason *other* than what the consumer wants, where their belief in superior products can achieve the objective of the product concept. But ultimately, they commit to the better-mousetrap fallacy and the business will suffer huge losses in that particular

product. Furthermore, a newly launched product cannot be successful until or unless its distribution, features, advertisements, prices, and selling are managed with proper planning (Kotler and Keller, 2012). In this time frame, the marketing mix started to form and established new ground in marketing theory and practice.

The fourth and last stage is “marketing as a social and economic process,” which started in 1980 to 2000 and onward. Social and economic processes in which a noteworthy logic begins that the operant resources are fundamental. The thinking was shifted toward value proposition instead of the financial outcome as an end goal. At the ground level, markets can misrepresent the theory that developed from this stage. Therefore, the markets can play a significant role in the learning of an institution for the improvement of the financial performance of the firm (Vargo and Lusch, 2004).

Other scholars provide a slightly different timeline regarding the last period. Hanssens & Parsons (1993) stated that the “marketing concept” emerged in 1950. The marketing concept started as a response to philosophy and customer-centered focus. The ultimate objective of the marketing concept, according to Kotler and Keller (2012), is to understand what customers need and then produce and sell accordingly. Correspondingly, the focus on producing the right product for your customer is a replacement for the targeted customers for your product.

The marketing concept has a significant role in the achievement of business goals. Harvard University’s Theodore Levitt, as cited by Kotler (2012), differentiates the selling and marketing concept with,

“The marketing concept focuses on buyer’s needs and selling on seller’s needs.

Selling is totally related to the manufacturer's perspective: it produces, distributes and sells according to the desires of the seller, but the marketing concept is totally associated with the needs of customers. In the marketing concept total focus is on getting customers; feedback, produce, and sell accordingly” (Kotler and Keller, 2012).

Marketing Mix Evolution

One commonly used tool in marketing is marketing mix. Also known as the 4Ps, this tool was established by Jerome McCarthy and Neil Borden in the 1960s and combines four aspects: *Product, Price, Promotion, and Place*. (Dhas, 2014). Overtime, the 4Ps that make up the marketing mix became essential in academic research and seems to remain the marketing “bible” to most marketing researchers in the academic world today without questioning the validity of the 4Ps being taken for granted (Grönroos, 1994).

According to Alexandra Twin (2019), the idea of the marketing mix as a concept was developed by Neil Borden in the 1950s. Borden made major contributions to the subject of marketing and was a professor of advertising at Harvard University. In his 1996 paper titled “*The Concept of the Marketing Mix,*” he elaborated that the businesses and companies use advertising strategies to have more engagement with their customers (Twin, 2019).

Twin (2019) stated that Borden’s idea of the marketing mix has significantly influenced the world of business. The idea has improved over time. In particular, E. Jerome McCarthy narrows the marketing mix down to the 4Ps, which is widely used in today’s business environment, almost sixty years later. McCarthy, a professor of marketing at Michigan State University, developed and promoted the expression “4Ps” in

his book, *Basic Marketing: A Managerial Approach*, in 1960. Twin (2019) suggested in the pre-internet era that the marketing mix helped companies to succeed. The marketing mix has evolved and developed with time. For instance, three more “Ps” were added: People, Process, and Physical Evidence, and the value of the marketing mix has increased (Twin, 2019).

Marketing Mix in the Sport Industry

The simple definition of marketing is that it is the study of people and what they buy, how much they will pay, where they want to purchase a product, and how they are affected by promotion tactics and messages. In its basic form, sport marketing is not different from marketing in other industries. From the above definition it follows that sport marketing is defined as the process of designing and implementing activities for the specific purpose of production, pricing, promotion and distribution of a sport or sport business product to satisfy the needs or desires of consumers and to achieve the company's objectives (Pitts et al., 2018).

As with other industries, sport marketing management utilizes the marketing mix. The marketing mix is crucial in the marketing industry and most of any sport marketer's time should be spent developing this cornerstone. The importance of marketing mix is caused by the fact that its elements define the sport business (Pitts, Stotlar, 2013).

In the world of sport marketing, as with other marketing environments, a decision cannot be made while ignoring any one of these elements. Although the definitions are

simple, the development and use of these elements are complex and ever-changing. The development of the marketing mix involves finding the best, optimal combination among these four elements (i.e. product, price, place, and promotion). For any sport marketer working in any business, the four elements must be manipulated until the optimal formula is reached to achieve marketing goals (Mullin et al., 2014).

Every element in the marketing mix is interrelated; this means that if a decision is made to raise product price, such as a game ticket, other elements, such as product perception or promotion factors, are affected as well. As a result, decisions should be made only if enough marketing research is gathered to help reach the optimal combination. If not, too many changes or the incorrect mix could have serious and long-lasting repercussions on the product, company, and industry as a whole.

Sport marketing is gaining momentum since the sport business is becoming one of the largest industries in the United States and in many regions of the world. Although it is difficult to estimate a number, the growth in the industry has been massive. The many segments of the sport industry include sport tourism, sporting goods, sport apparel; the games themselves from youth and community sport, interscholastic sport, intercollegiate athletics, and professional sport; an entire communications industry that surrounds and communicates all aspects of spectator sport; and other venues almost too numerous to write about. These industries provide a large opportunity for growth and a chance to be a leader in a high-growth industry. This means that a new company that is breaking into the industry could do it with very little or no competition, open a new segment that has not

been thought of yet, and potentially get a very large market share with comparatively few problems with market regulation (Milne & McDonald, 1998).

In summary, marketing mix has four elements that are interrelated: product (what is going to sell); price (how much is being charged for the product); place (where customers are going to get the product) and finally, promotion (how customers are being told about the product). It is time to take a deep look at each element.

First Marketing Mix Element: Products in the Sport Industry

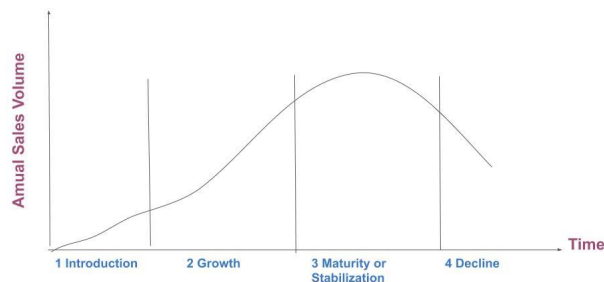
To understand a product, a product must be viewed as a “concept” and must be used as an umbrella term that includes goods, services, people, places, and ideas with tangible or intangible attributes related to that product. Once this is understood, marketers can build on it to understand the greater concept behind the next level of product marketing. This understanding leads to a very important question: Why do people buy a product or service? All marketers agree that people seek to satisfy needs, wants, and desires. Slogans like “satisfaction or your money back” are developed to try to convince a customer that their product will satisfy the consumer’s desires or needs. If satisfaction is not realized, whether real or perceived, the consumer may return a product to the seller (Branded, 2016).

Another important aspect of products in sport is the product life cycle. Each product has four stages: introduction, growth, maturity, and decline. The *introduction* stage starts when a product is introduced to the market for the first time. At this stage, it

is typical that the product is entirely unknown. From a company's perspective, sport marketers should promote aggressively since sales are zero and profits are negative as shown in Figure 2. It is worth noting that in the introductory stage, there is a high percentage of risk and failure (n.d.).

Figure 2

The Product Life Cycle



When aggressive marketing starts, sales will increase and demand for the product will begin its next stage in the product life cycle, *the growth stage*. One main characteristic of this stage is that the product sales and profits will steadily increase. Usually in the growth stage competitors join the market and attempt to obtain share of the market. Aggressive marketing tactics, promotion, mastering operational performance, and legal actions against imitators will help to stabilize profits. Survival at this point is based on the organization implementing effective strategies to expand, control competition, enter new potential markets and improve or change their brand image.

The third stage is *maturity*. Once the product hits maturity, momentum will either climax or plateau. In order to help push a product to reach further success, research efforts must be focused on competitive intelligence in hopes of acquiring some of a competitor's customer base. During the maturity stage, the product is established and the aim for the sport marketer is now to maintain the market share that was initially established.

This is probably the most competitive time for most products, and businesses need to invest wisely in any marketing they undertake. At this point the limit for market share has been reached and new customers must be acquired from the competition. If a business is entering a new market the possibility of establishing a market share is easier. However, if a business is entering an established market then the business must immediately start taking a share of the customers from its competition who have brand recognition. When a product hits the maturity stage any product modifications or improvements to the production process which might give a competitive advantage will be used at this point (Schneider, 2017).

Eventually, the market for a product will start to shrink and this is what's known as the *decline* stage. Markets may no longer be interested; consumer habits, needs, and wants have changed. In some scenarios, new companies enter the market and change the entire game. A good example of this is what happened with the dominant maker of cellphones, Nokia, in 2007. At that time, Apple introduced its first iPhone, a product addition that changed the market completely and unexpectedly. Similar situations can occur in the sport industry. Sport marketers are challenged to stop the production of the

product such as phasing out goods for a team or find another strategy such as finding another market for it. In the above example, Nokia lost the war against Apple in North America and Europe. However, Nokia is still doing well in Africa and South America. It may still be possible for companies to make some profit by switching to less expensive production methods and cheaper markets. A significant change in the product itself can also jump-start the marketing cycle again (PLC, n.d.). The length of each stage varies for any given product. The challenge as a marketer is to be able to spot and identify each of the product's life cycle stages and make marketing decisions according to the information gathered from research.

To summarize a product's life cycle, sport consumers and sport fans buy millions of products every year. Older, long-established products eventually become less popular, while in contrast, the demand for new, more modern goods usually increases quite rapidly after they are launched. The products purchased years ago are unavailable now as the demand was reduced enough to take the products permanently off the shelf. Examples of sport products include selling tickets for sport events and activities, sporting goods, promotion goods, sport entertainment and spectator sport, sport magazines, E-sport business, and finally industry trade magazine.

Second Marketing Mix Element: Pricing in Sport Industry

The second element and probably the most sensitive in the sport marketing mix is price. The question, "What do I get for my money?" is asked by every consumer. What consumers want is to pay for a product that they believe is equivalent to the value of their

money. The difficulty is that this means something different to each consumer (Pitts & Stotlar, 2013).

Determining the price of a product in the sport business industry is a challenging task. The price from a business's perspective is very critical since capital and operational costs must be recouped. From the consumer perspective, price is the amount of money the individual must allocate for a product. To start being able to tackle this task we will first define price and pricing, then the four Cs of price determination, and finally strategies in pricing in sport marketing.

What is price? Price is the exchange value of a good or service, and price fluctuates according to its exchange value in the marketplace, or its market value. The problem lies in how value is defined. Stanton et al. had a definition that value is a quantitative measure of the worth of a product. The question then becomes, "How does one determine the quantitative worth of a product?" In any marketplace, buyers and sellers negotiate over price (Pitts & Stotlar, 2013).

It is the sport marketer's job to consider the four factors that affect price and pricing strategies. The four factors are the customer, competitor, company and climate (Pitts & Stotlar, 2013). When a marketer talks to customers, it is important to note that the consumer considers much more than the price in making a purchase decision. Consumers look to factors such product quality, refund policy, customer service, and warranty. Each factor has some weight in the consumer's mind. Competitors are another factor that cannot be ignored.

Consumers, before making a purchase decision, do their homework, and, generally speaking, the higher the value or purchase price, the more research consumers do. Considering the availability of information now available on the internet, sport marketers have a very tough job to do. If a business prices its product higher than the competition, that business must offer something the competition does not have. The same applies if a business prices its product significantly lower: that business must show that its product is not lacking in quality. If a product is the same price, the company needs to explain what makes it better than the competitors.

Another important piece of the puzzle is the company. A price cannot be put on a product that does not, at a minimum, cover the cost of production which includes materials, equipment, rent, payroll costs, and maintenance. If a business is only covering its costs, the business is “breaking even.” But most companies don’t aim to break even; rather they want to lead and succeed. To make a product, take a company to a successful business place a company must do more than just the basic amount.

Last but not least is the climate. This consists of all external factors that sport marketers cannot control. Examples of climate are government regulations, the protocol climate, the economic situation, and consumer spending habits. When the market collapsed in 2008, consumers had little disposable income. When consumers are not buying, the consumer price rate falls. All four factors must be constantly monitored in order to make educated decisions that will provide happy and satisfied customers, a successful company and happy investors.

The next and final step in setting prices for a sport product is deciding on specific methods and strategies. There are many pricing strategies in sport marketing. The first method is price discrimination. In this method, different prices are charged for the same sport product. For example, sport companies use demographic variables such as age, income, facility, gender, and nationality. Using age for instance, fitness centers use this method and provide senior citizen discounts or special rates for children.

The second strategy in pricing is off-peak pricing. For instance, fitness centers encourage customers to come in these low-use times by giving price incentives, special interest programs and discounts. Other pricing strategies and methods include Going-Rate, Seasonal Pricing, Average-Cost Pricing, Penetration Pricing, Cost-Plus Pricing, and Break-Even Pricing (Pitts & Stotlar, 2013).

Third Marketing Mix Element: Place in Sport Industry

The third component of marketing mix is place or what marketers like to call it *distribution*. Distribution means the process of getting the product to the consumer. Sport business has to decide how its products are going from manufacturer or producer to the consumer. This entire process involves finding all intermediaries in each distribution and how much they cost. Here are some examples of channels: sport complex, sporting goods retailer, direct sales, vendors, ticket retailers and brokers, internet and subscription.

There are many types of distribution intermediaries available for sport marketer, but most common in the industry are wholesaler, retailer, e-tailer, agent, and distributor.

Take Nike for example: Nike's sport shoes, clothing and equipment are sold in outlets all over the world. This is a perfect example of the next marketing mix point. Where is a business going to sell its products? How are consumers going to find them? What is the best distribution format? Nike's example gives a list of distribution formats they are currently using.

The first and most important is retailers, they represent the largest distribution for Nike and currently the most common for consumers to find and purchase their products. Secondly, they use their official online store. Online shopping has now reached the point of becoming highly successful, both as retail and directly from the company. The last major distribution point is Nike's own retail stores that are dedicated to their own products, Niketown.

Retailers are at the top of the list, Nike relies heavily on the top retailers. The largest stores and shoe retailers across the country will most likely carry Nike shoes. Nike has adjusted their marketing mix over the history of their company to include as much of the market as they can. They are now a household name in most countries but they were around before online sales, so they adjusted their marketing mix as the market changed to add new distribution channels. This was necessary to maintain their share of market control and to take advantage of their ability to establish themselves ahead of their competition.

Once established, they changed their mix again to add their own dedicated stores. Once they had a significant share of the market and an adequate product line, they once again dove into a new realm and opened stores that only sold their own products in a well

designed customer experience. This was a step that most of their competition still has not been able to achieve.

Fourth Marketing Mix Element: Promotion in Sport Industry

After building a great product, pricing that product, and putting it where customers are going to find it, it is time to promote the products and let the world know all about it. The marketing mix stresses that building a great product with low price is not enough, people can not buy a product if they do not know it exists. The purpose of promotion is to tell consumers about the product, why they need it, and the added value that product X has.

Promotion is defined as all corporate activities aimed at influencing consumer's purchasing attitudes and behaviours. Sport promotion is an entire industry by itself. There are marketing firms, advertising firms, and companies that specialize in producing promotion products such as flags, logos, t-shirts, bags, balloons, cups, mugs, hats, and so on. With a great infrastructure already in the industry a new product can jump in and the resources to get noticed are already established.

There are four promotion elements that will help sport marketers to communicate to the customer the features and benefits that would hopefully lead customers to purchase. First is advertising. It is usually paid to tv, radio, newspaper, or magazine for the purpose of reaching the masses. The second method is public relations and sponsorship, which try to increase the positive image of the brand in different outlets.

This type of advertisement may or may not be paid. The third targets specific influential and potential customers through customized letters, email, and text messages. Last, sales promotions which aim to grasp short wins such as a surge in sales.

Using the internet and social media to promote your company is on the rise. Companies use methods such as pay-per-click (PPC) or search engine optimization (SEO) in order to rank well for related search terms. To conclude, every kind of communication for a sport marketer that is aimed at stimulating sales and influencing potential customers to buy falls under the category of promotion.

Summary of the Marketing Mix in the Sport Industry

There are four elements to the marketing mix or the 4Ps, beginning with product, price, place, and ending with promotion. Clearly defining product and other components must all be considered when forming a sound sport marketing strategy. It does not matter whether a marketer is dealing with a startup or an old respected entity; balancing these four elements is critical to success and achieving long term organizational marketing goals. The main objective is to find the optimal combination of product, price, place, and promotion.

As with other industries, sport marketing management utilizes the marketing mix. The marketing mix is crucial in the marketing industry and any sport marketer's time should be spent developing this cornerstone. The importance of marketing mix is that the elements define the sport business (Pitts & Stotlar, 2013). Marketing mix is a widely

acceptable theory in sport marketing. The marketing industry is an evolving one and it is not acceptable to remain immune from changing and updating the marketing mix. Some practitioners go to the extreme of announcing the marketing mix is already dead (Royse, 2018).

Practitioner's Perspective

In the movie *All the President's Men* about the Watergate scandal that brought down President Richard Nixon, there were two journalists from *The Washington Post* investigating. One of them is Bob Woodward, who was portrayed by Robert Redford. Woodward contacts a senior government whistleblower whom he used as an anonymous source. Woodward called him "Deep Throat." They meet at night in a nearly abandoned parking garage. Deep Throat speaks in metaphors but keeps advising Woodward to "follow the money" in order to find who is behind Watergate. In the world of sport marketing, the concept of "following the money" equates to knowing what's relevant for students when they graduate and what is making money in the industry.

For example, Advertising Age known as Ad Age is a global media brand publishing company that marketing practitioners pay an annual fee for membership. Ad Age (2019) published under the title "Follow the Money" stating that the financial services in the United States spent a total of \$14.486 billion last year alone as of 2018.

In reference to the sport marketing industry, Ad Age stated:

"in a season where the price of a 30-second commercial in a majority of broadcast TV's premier shows is in decline... football [and] NFL TV ads [Sport ads] remain the most expensive for 2019-2020... advertisers [practitioners] paid \$685,227 on average for a 30-second commercial [on NBC] show Sunday Night

Football...while Fox's Thursday Night Football holds at number 2, [since advertisers paid \$540,090]" (*Ad Age*, Oct 14, 2019, p. 19-20).

The data suggests that money happens to be on the practitioner's side, money is power (Ends, 2018). That is in itself a good incentive to pursue the practitioner's perspective regarding the marketing mix.

Academics and practitioners have different views and beliefs about marketing. For instance, Bonoma (1988) has identified the gap that exists between theory and practice. Moreover, the academics have their own ways of teaching in light of research methods, have their own conferences and in some instances have little exchange of ideas with practitioners. However, marketing is a field that can be applied and practiced in the markets. According to Bonoma, there is a significant gap in collaboration between scholars and practitioners, therefore, it can be complicated for both academics and practitioners to understand each other's views about marketing and marketing research (1988).

Practitioner's perspectives in sport marketing are important for many reasons. First and foremost, Harrigan and Hulbert (2011) believe that ... "we are at the stage where marketing academia has a lot to learn from marketing practice." Second, students are heading to the sport industry after graduation to be a practitioner. According to Pitts et al. (2018), in the sport management context, the role of researchers, scholars, and educators is to prepare students with the most current knowledge and information for their jobs and careers in the sport business industry.

Kover (1976) explored the gap in communication and collaboration between academics and practitioners. Furthermore, he explored the grounds of different views such as career patterns of both academics and practitioners that present various demands and incentives to their practice. Stern and Tseng (2002) found several gaps that exist between the scholars/researchers and practitioners on what to teach to undergraduate marketing students and what content should be incorporated in the course. Both the academics and practitioners have different views on the course. Academics believe that a course of study should be based on research-oriented material, whereas practitioners believe that a course of study should be fundamentally marketing oriented.

According to Gergely (2007), the academia-practitioners collaboration gap has significant importance and is discussed widely in the literature of marketing. The advertising practitioners and advertising academicians have totally opposite views about marketing. Furthermore, Hunt (2002) identified that gap of academicians and practitioners. However, the gap between both parties would not be distressing if the focus of both parties remains on the fact that inconsistency always exists in theoretical modeling and its practical implications at ground level during its application. Hunt argued that throughout the history of 100 years of marketing, the most significant gap or division exists between academicians and practitioners. Certainly, a significant and considerable literature has been developed on the gap of practitioners and academicians in the discipline of marketing practices.

Gergely Nyilasy and Leonard Reid (2007) investigated this phenomenon of how researchers have created so much knowledge on marketing but failed to focus on the

practical level. One of their findings is the need for more studies to investigate practitioner's perspective because "such an investigation is long overdue." Furthermore, Nyilasy and Reid strongly believe this divide between academicians and practitioners are endangering marketing research as a discipline and marketing as a profession. It is ironic that the essence of marketing is to listen to customers, yet, for teaching professors and academic researchers, practitioners are their ultimate customers. University's outcomes are students who are looking for jobs in the sport marketing industry. They have not fulfilled the literature gaps in light of markets or practitioner's needs.

Philp Kotler, as quoted by Gronroos, stated that a paradigm shift occurs when practitioners are not satisfied with what they have, as marketers today are witnessing this shift from transactional marketing to relationship marketing (Gronroos 1994, p. 329). There is a significant need for scientific or empirical studies on the practitioner's perspective. Marketing has undergone a tremendous shift in practice while marketing mix as a dominant theory has not changed much.

Toward A Paradigm Shift: Marketing Mix Criticism

The concept of the marketing mix which was developed by McCarthy has been well received since its inception and has been utilized in formal marketing planning in a diverse range of industries and companies. The acceptance of the *4Ps* grew because of its simplicity, ease of adoption, and popularity in various business school curriculums. Kent (as cited by Grönroos, 1994) refers to the *4Ps* of the marketing mix as "the holy quadruple...of the marketing faith...written in tablets of stone."

Despite the confidence marketers had for this marketing framework, changes occurred in later years. New marketing models were proposed that either modified the variables or rejected the framework in its entirety. There are 5Ps, 7Ps, and some researchers added to 33Ps. This is due to doubt caused by emerging marketing trends such as marketing of services, relationship management, and its effect in industrial management (Dhas, 2014).

Criticising the marketing mix is not new to marketing research. Philip Kotler famously says “McCarthy's classification is especially useful from a pedagogical point of view. Nevertheless, the feeling remains that some other classification, still to be born, will develop better conceptual distinctions among the large variety of marketing decision variables” (Waterschoot & Bulte, 1992). Kotler is laying the foundation of crafting new marketing models that are “still to be born” in order to serve the marketing industry.

Since its introduction in the 1960s, the marketing mix management has been at the forefront of marketing both in practice and theory, but it is now starting to lose its dominant position (Grönroos, 1994). There is now a dramatic change in perception of the fundamentals of marketing that can only be described as a paradigm shift. Globalization of business, customer relationship economics, market economies, and the continued recognition of the importance of customer retention have created new approaches and technologies that are emerging in market research and ultimately reinforcing this dramatic change in mainstream marketing (Grönroos, 1994).

Grönroos decades ago argued there is a need for a paradigm shift from traditional

marketing mix to new models or alternatives. American Marketing Association's (AMA) new report in 2019 confirms Grönroos's claims from 1995 that there is a paradigm shift happening in the marketing industry. AMA's new research is titled *The Future of Marketing Report*, 2019. They interviewed over 500 marketers to predict a decade from now trends in marketing in the world's two largest economies, the United States and China. The new report confirmed Gronroos's need for a new paradigm shift in marketing almost two decades later, with the rise of social media being a prominent reason.

The Future of Marketing Report (2019) concludes

“there has been a massive transformation of advertising and marketing... ad spend splits roughly 50-50 between online and off. The largest slices of the pie go to social media and online ads, while television and radio still lead among old media. This shift reflects the explosive growth of digital and mobile advertising during this decade, as well as the slippage in traditional media market shares” (2019, p. 3).

It is clear that a paradigm shift is happening with some marketing practitioners believing the marketing mix is already dead (Royse, 2018). Philip Kotler, as quoted by Gronroos, states that a paradigm shift occurs when practitioners are not satisfied with what they have, with marketers today witnessing this shift from transactional marketing to relationship marketing (Gronroos 1994, pg 329).

In most textbooks, the marketing mix is still the primary theory of marketing. However, since its creation in 1960, researchers demonstrate a need to update the marketing mix because of the paradigm shift in economic and social changes. Alternative marketing theories and models to the traditional marketing mix have been developed. Scholars behind the emerging ideas of service marketing, relationship marketing, and

interactive marketing are arguing that they are very important; this denotes the need for a paradigm shift. Kotler and Keller (2012) also conclude the need to update the 4Ps, since the traditional marketing mix “clearly [is] not the whole story anymore” (p. 47).

Given the complexity of the marketplace, new trends, and forces, both Kotler and Keller believe “without a question...these trends have defined the first decade of the 21st century... leading business firms to a new set of beliefs and practices” in marketing (2012, p. 40). The new marketing realities are changing marketing behaviours dramatically. There are major societal forces, the most influential being digital revolution and social media, industry convergence, retail transformation, informed consumer, and consumer buying power. All these new marketing realities are transforming the marketplace to the point Kotler and Keller suggest that “with some confidence that the marketplace is not what it used to be... it is dramatically different from what it was even 10 years ago” (2012, p. 34). The goal is not to add additional Ps to the traditional marketing mix. It is more than that. Another way of thinking is required. “The issue is not whether there should be 4, 6, or 10 Ps so much so as what framework is most helpful [to practitioners] in designing integrated marketing programs.” (Kotler & Armstrong, 2014, p. 77).

Kotler and Keller’s main argument is that it is time for a paradigm shift in marketing because there is a need to update the traditional marketing mix. Due to many changes in the marketplace that Kotler mentions, this paper is going to discuss the next big force, which is only one aspect of “digital revolution:” social media. Social media has changed marketing forever. Lots of business owners have the fear of getting left behind

because they cannot adapt to new trends in marketing. *AMA*'s latest report (2019) states that "brands need to understand that the future of marketing isn't about tools or ads. They need to realize that their idea of marketing is flawed."⁵

The Rise of Social Media

Many trends and changes are happening recently in marketing that push for a fresh paradigm shift. Philip Kotler and Gary Armstrong in the *Principles of Marketing* (2014) states "the explosive growth in digital technology has fundamentally changed the way we live... communicate, share information, learn, shop... in turn, it has had a major impact on the ways companies bring value to their customers... technology has become an indispensable part of our lives" (p. 45).

According to the 2019 report from the American Marketing Association (AMA), "there has been a massive transformation of advertising and marketing: ad spend in both United States and China splits roughly 50-50 between online and off... the largest slices of the pie go to social media and online ads" (p.3, 2019). For this report, AMA (2019) chapter in New York interviewed more than 500 consumers and more than 500 marketing practitioners.

AMA (2019) starts their findings by the "rise and rise of social media" (p. 6). This massive transformation of marketing is caused by social media: 47% of ad spend in the U.S. and 52% in China is on digital media in companies' most recent campaigns

⁵ (2019, August 6). The Future of Marketing is About Customer Experience, Not Retrieved October 16, 2019, from <https://www.ama.org/2019/08/06/the-future-of-marketing-is-about-customer-experience-not-tools/>

(AMA, 2019). There are ten media segments that companies spend money on. Average ad spend by media in the U.S. is divided between social media, in-store advertising, outdoor advertising, newspaper and magazines, print media, broadcast TV/ Radio, streaming video/radio, email, websites, and others. The largest shares of ad spending among those ten categories goes to social media by 18% (AMA, 2019).

Next among online media are email marketing at 13%, web ads and content at 12%; in addition, traditional media which includes television and radio takes 12% of marketing pie (AMA, 2019). They are followed by print, direct email, in-store advertising, and outdoor ads. Ad spending in both countries “reflects the explosive growth in digital advertising since 2010” (AMA, 2019, p. 6). In a nine-year window, ad spending in the U.S. grew from \$26 billion in 2010 to more than \$67 billion, 2.5 times (AMA, 2019). In China, growth occurred even faster for the same period, from \$2 billion in 2010 to \$63 billion “a mind-boggling increase of more than 30-fold” in 2019. It is expected to grow and rise to \$112 billion in just three years in 2022 (AMA, 2019).

In contrast, AMA (2019) talks about how traditional media experiences a free fall and a big loss in an ads market share. Print media advertising has fallen from 36% to only 10% (AMA, 2019). Broadcast TV also felt the change, from 45% in 2010 to 12% (AMA, 2019). In the U.S., there are six social media applications dominating ad spending. Facebook’s website itself grabs 34% (AMA, 2019). The reminders of the ad spending pie is done by well-known names: Instagram 14%, Youtube 13%, Twitter 13%, LinkedIn 12%, and Snapchat 6%. Ad spend in both the U.S. and China splits the marketing budget in half, 50% online and 50% offline (AMA, 2019).

AMA (2019) report continues its proposition that the massive transformation of marketing today not only caused by social media, but there are also new marketing approaches, trends, and technology marketing practitioners seek. Among 500 practitioners interviewed, roughly half to three fourths plan to “increase their use of every one of the nine novel ad techniques tested in the next three years” (AMA, 2019, p. 8) All of these nine are not included in the marketing mix. Practitioners are planning to increase ad spending over these nine areas of marketing: personalized ads, employees as influencers, micro-influencers, internet of things, artificial intelligence assistant, omnichannel marketing, smart speakers, virtual reality, and augmented reality.

All these trends and changes to marketing are reshaping the sport marketing industry and changing marketing mix. The AMA (2019) report concludes its social media segment by asserting “the trends are clear. Marketing has been transformed by the rise of digital media and purchasing behavior of consumers in America and more visible in China” (p. 9).

The Need for Holistic Marketing: Introducing 3Ps Model

Marketing has changed. Social media and other forces have had a huge impact on marketing in practice, but still the current theory is outdated. According to Matthew Sweezey, a well-known marketing author and speaker, marketing is “currently in the largest transition in the history of marketing... our idea of marketing was created during the limited media era. The only way to reach customers then was capital, because

businesses owned the media market” (2019). The scope of change is significant; therefore, the demand for a totally new way of thinking is urgent.

In order to propose a new marketing framework, marketing literature points to three main characteristics of the traditional marketing mix. First, simplicity is a key behind its popularity (Grönroos, 1994). Second, it is an “operative tool” for practitioners to achieve marketing objectives (Dominici, 2009). Third, it is outdated (Grönroos, 1994) (Kotler & Keller, 2016, pp. 43-44). As a result, any marketing proposal to create a new marketing mix, has to be simple, a practical “operative tool,” and current. Any new model must meet the simplicity aspect. It must be simple for practitioners to understand and simple to apply. If a new model is simple but not practical, it is not useful for practitioners. Since practicality for practitioners means the model is a way to achieve marketing objectives (Dominici, 2009). Simplicity and practicality are not enough. A new model must also be current enough that it covers new trends in marketing.

Adding more Ps to the traditional marketing mix will not fix the marketing problem. “The issue is not whether there should be 4, 6, or 10 Ps so much so as what framework is most helpful [to practitioners] in designing integrated marketing programs.” (Kotler & Armstrong, 2014, p. 77) Kotler argues the 4Ps is outdated since the traditional marketing mix “clearly [is] not the whole story anymore” (Kotler & Keller, 2012, p. 47) and to stop the old way of thinking, which was adding more Ps by academics.

The change in marketing is massive and that requires a paradigm shift in thinking. Kotler introduced the holistic marketing concept. The holistic marketing dimensions consist of three phases: develop, design, and implement. Holistic marketing includes

integrated marketing, relationship marketing, internal marketing, and performance marketing (Kotler & Keller, 2016, pp. 43-44). The holistic marketing approach that Kotler suggests meets two out of the three characteristics needed for building a good model to substitute the 4Ps. The holistic marketing concept is practical and current but not simple to apply. Since this paper adopts a marketing practitioner's perspective to update the marketing mix or the 4Ps, the current models utilized by marketing practitioners in the marketing industry today must be analyzed.

In reviewing literature by marketing practitioners, there was a common theme of three phases in any proposed model. For instance, Allan Dib, a “serial entrepreneur, rebellious marketer, technology expert” (Successwise.com, 2019), wrote the book *The One-Page Marketing Plan*, which is a very popular book adopted by many marketing practitioners today. Dib's marketing model consists of three phases: beginning, during, and after. In the beginning phase, marketers identify an ideal target market, craft a compelling message, and deliver that to them. The second phase is the during, where the goal is to capture leads and nurture customers into payment. The third phase is after, where customers are transformed through a well-designed customer-experience into raving fans. The only setback of this model is that it is sales-oriented than marketing (Dib, 2018).

Another example of the three phases marketing model is presented in Jeremy Darlow's *Brands Win Championships*. Darlow's marketing model consists of three phases: (1) develop: managing your perception, (2) design: writing your story, and (3) implement: telling your story (Darlow, 2014).

This study suggests a new model called the 3Ps, which is inspired by the three phases mindset of marketing models that was found in the literature by both academics and practitioners. In the literature, the three phases mindset is presented as develop, design, and implement by Kotler (Kotler & Keller, 2016, pp. 43-44); before, during, and after by Dib (Dib, 2018); and managing, writing, and telling by Darlow (Darlow, 2014).

The new model suggested in this study follows this three phases mindset. The new model, called the 3Ps, consists of three phases: Pre-promotion phase, promotion phase, Post-promotion phase. Although the concept of three phases are developed in the literature, marketing elements need to be identified and categorized into each respective phase. The purpose of this categorization is to have a checklist or roadmap for marketing practitioners to follow in order to achieve their marketing objectives. For example, the 3Ps in the pre-promotion phase will have all the marketing activities that practitioners need in one place, such as choosing the correct pricing strategy, developing the product, and market analysis.

The focus of the 3Ps model is promotion. The aim is to build a model that meets the three characteristics suggested by the literature: simple, practical, and current. To justify why the new model is promotion-centered is the fact that it is the most common one among the 4Ps. According to Pitts and Stotlar (2013), “promotion is the element of marketing that many people... think is marketing in its entirety... that’s because promotion is the element that the general public sees and relates to as marketing” (p. 109). Promotion is already positioned in the public’s mind as marketing. Instead of trying

to correct this popular narrative, the 3Ps is utilizing this popular narrative to its advantage.

There is another justification of why it is promotion centered. Promotion is highly valuable in the traditional marketing mix. With no promotion, it is hard to believe customers would know about any given product regardless of how great it is. Jennifer Rowley (1998) stated “promotion is an important component of the marketing mix... [because it] is concerned with ensuring that customers are aware of the products... improve market share...educate market...create a competitive advantage...increase sales.”

There are many marketing elements that are suggested by marketing literature, such as product development, pricing, logistics, and outdoor advertising among others. In order to identify and classify elements into the correct phases of the 3Ps, the researcher analyzed two different marketing perspectives: the Academic perspective and the Practitioner and industry perspective.

In analyzing the Academic perspective, Finch et al. (2012) study “seeks to extend the work of previous scholars who have examined a practitioner’s view of marketing.” In their research, they “conducted a curriculum analysis of the top 20 marketing programs in the United States and eight of the leading marketing programs in Canada [and found] a total of 72 [marketing] items” (Finch et al., 2012). Although they analyzed a lot of marketing literature, this data and research is outdated.

The second perspective used to classify marketing elements into the phases of the 3Ps is the practitioner’s perspective and industry insights. A recent report was published by the American Marketing Association (AMA) titled, The Future of Marketing Report,

2019. The AMA interviewed over 500 practitioners to predict trends in marketing activities in the world's two largest economies, the United States and China, a decade from now. The report indicated examples of marketing trends relying on online advertising, social media, and mobile marketing in the future. Having such an updated marketing resource such as this report will produce more practical and current elements and sub-elements in each phase of the 3Ps model.

There are two resources used to validate the classification of marketing elements into the phases of the 3Ps. The first resource is *Principles of Marketing* by Philip Kotler and Gary Armstrong (Global Edition, 2014). The second resource is titled *Marketing Management* by Philip Kotler and Kevin Keller (Global Edition, 2012). The reason for consulting these two resources is to verify the marketing element in each phase is covered. Another benefit in utilizing these two resources is to determine where to properly classify each marketing element. For instance, product and price are in the pre-promotion phase because it was discussed in Kotler's book before promotion begins. On the other hand, advertising and online marketing are in the promotion phase since Kotler assigns them to the "promotion mix" (Kotler & Armstrong, 2014, p. 428).

Philosophical Stance: Exploratory Sequential Design

The methodology of exploratory sequential design used in this dissertation is explained and justified in a discussion of the philosophical approaches of objectivism and constructionism. The debate over Objectivism versus Constructionism and the philosophy

of knowledge has been occurring almost as long as philosophy has existed. Scholars have long debated the nature of knowledge and the distinction between philosophical, methodological and theoretical views within the research process. In Michael Crotty *The Foundations of Social Research*, Crotty emphasized the distinction between constructionism, ethnography and netnography and case study. He made a concerted effort to illustrate that these approaches to knowledge, or epistemology, are not synonymous, and that they each possess “different process elements” (1998). Crotty makes a point to show that each of these terms belongs in the research process, and they should be treated individually. Crotty’s claim was that methodologies, theoretical perspectives, and approaches are often ‘thrown together in grab-bag style as if they were all comparable terms’ (Crotty, 1998).

Crotty focuses on the distinctions between epistemology, theoretical perspective, methodology, and methods, which are the four interconnected elements that research contains. Epistemology includes the theoretical perspectives or “the philosophical stance informing the methodology and thus providing a context for the process and grounding its logic and criteria” (1998, p. 3) and proper methodologies that the researcher is able to utilize. Although the terms methodology and methods are used interchangeably, they are different things. Whereas methodology is the process and strategy used to test a hypothesis, methods refer to the actual techniques and tools used to gather the data and analyze it. It is crucial when researching to make this distinction.

All four of these interconnected elements should be included and well monitored in order to perform the research in an acceptable manner. To do this, researchers should

answer four questions that Crotty poses: What *methods* do you propose to use? What *methodology* governs your choice and use of the methods? What *theoretical perspective* lies behind the methodology in question? What *epistemology* informs this theoretical perspective? (Crotty, 1998).

Crotty argues that there are three epistemological positions that best inform the type of research being done in this dissertation: Objectivism, Constructionism, and Subjectivism. All three are defined below in more depth, but in general these three positions can be summarized as follows. Objectivism focuses on facts and data. There are no multiple perspectives, only one correct stance. The second position is that of Constructionism, which takes the position that social contexts determine the results. In other words, without specific social constructs, certain phenomena would not exist. The third position is Subjectivism, which relies entirely on the viewer and his or her own interpretations. It is important to understand how these positions can affect the results of research and determine their findings.

Objectivism

Pierre Bourdieu (1930–2002) defined objectivism as the “theoretical relation” to the world (p. 52). In Bourdieu’s view, the social world exists as “a spectacle offered to an observer who takes up a ‘point of view’ on the action and who... proceeds as if it were intended solely for knowledge” (p. 52). Objectivism is the epistemological view that things exist as meaningful entities independently of consciousness and experience, and

that they have truth and meaning residing in them as objects (Crotty, p. 6). This viewpoint is markedly different in that it maintains that objects exist in spite of others' knowledge of it. Something does not rely on others' perceptions of it to exist.

Objectivism is directly related to positivism and postpositivism. Positivism is the belief that the truth can never be discovered. In contrast, only untruths can be found. By researching, we can only theorize and disprove. The process of elimination is the only way to discover new meaning.

With this knowledge in mind and given the complexity of the research question the paper is trying to answer, the goal is to explore the practitioner's perspective and find opinions marketing practitioners have about the 3Ps model. Having said that, the methodological of mixed-method is the best option to answer such a question. In mixed methods research, Constructivism and Objectivism are used to answer the research question.

According to Creswell & Clark (2011), Exploratory Sequential Design is a mixed-method design, which has a two-phase sequential design that "starts by qualitatively exploring a topic before building to a second, quantitative phase." They continue by asserting

"the primary purpose of the exploratory design is to generalize qualitative findings based on a few individuals from the first phase to a larger sample gathered during the second phase...exploratory design begins qualitatively... from constructivist principles... [then] the researcher moves to the quantitative phase [using] postpositivism to guide the need for identifying and measuring variables...thus, multiple worldviews are used in this design, and the worldview shifts from one phase to the other phase" (pp. 86-87).

Constructionism

John Dewey was one of the first philosophers to argue for the process of Constructionism. In Dewey's words, "education is a constant reorganization or reconstructing of experience" (1916). Constructionism rejects objectivism because reality is constructed by individuals and social groups based on their experiences with interpretations of the world.

Constructionism states that, in contrast to objectivism, there is no objective truth. Instead, truth is in the minds of its interpreters. Without humans to interpret events, their meaning does not exist. Those viewers must, therefore, construct a meaning from them. Because humans each operate under separate circumstances and view things through separate lenses, their interpretations have the capacity to greatly differ. The differences in interpretation lend themselves to the idea that every event that happens is subjective; there is no central truth.

The epistemological stance of constructionism is invariably linked to and viewed through the lense of interpretivism. According to Myers's *Qualitative Research in Business & Management*, "interpretive researchers assume that access to reality (given or socially constructed) is only through social constructions such as language, consciousness, shared meanings, and instruments" (Myers, 2008).

Summary

The traditional marketing mix, also known as the 4Ps, has four elements that start with P, beginning with product, price, place, and ending with promotion. As a dominant theory in marketing, sport marketing management and other industries utilize the marketing mix. The importance of marketing mix in the sport industry is that the elements define the sport business (Pitts & Stotlar, 2013). Although the marketing mix has been in practice for decades, scholars and practitioners have identified several issues with the marketing mix model. Some practitioners have gone to the extreme of announcing the marketing mix is already dead (Royse, 2018).

Grönroos decades ago argued there is a need for a paradigm shift from traditional marketing mix to new models or alternatives. Kotler and Keller (2012) also conclude the need to update the *4Ps*, since the traditional marketing mix “clearly [is] not the whole story anymore” (p. 47). American Marketing Association’s (AMA) new report in 2019 confirms both Grönroos’s claims from 1995 and Kotler’s views from 2012 that there is a paradigm shift happening in the marketing industry.

Although scholars and practitioners agree there are issues with the marketing mix, academics and practitioners have different views and beliefs about marketing. Bonoma (1988) has identified the gap that exists between theory and practice. The practitioner’s perspective in sport marketing is important for many reasons; first and foremost, Harrigan and Hulbert (2011) believe “we are at the stage where marketing academia has a lot to learn from marketing practice.” Another reason is that the needs of practitioners are

ever changing in meeting marketing goals. Philip Kotler, as quoted by Gronroos, stated that a paradigm shift occurs when practitioners are not satisfied with what they have, as marketers today are witnessing this shift from transactional marketing to relationship marketing (Grönroos 1994, p. 329).

There is a significant need for scientific or empirical studies on the practitioner's perspective. Grönroos, Kotler, the AMA, and other scholars recognize marketing has undergone a tremendous shift in practice while the marketing mix as a dominant theory has not changed much. In order to propose a new marketing framework, marketing literature points to three main characteristics of the traditional marketing mix. First, simplicity is a key behind its popularity (Grönroos, 1994). Second, it is an "operative tool" for practitioners to achieve marketing objectives (Dominici, 2009). Third, it is outdated (Grönroos, 1994) (Kotler & Keller, 2016, pp. 43-44). As a result, any proposal to create a new marketing mix has to be simple, a practical "operative tool," and current.

This study suggests a new model called the 3Ps, which is inspired by the three phases mindset of marketing models that was found in the literature by both academics and practitioners. In the literature, the three phases mindset is presented as develop, design, and implement by Kotler (Kotler & Keller, 2016, pp. 43-44); before, during, and after by Dib (Dib, 2018); and managing, writing, and telling by Darlow (Darlow, 2014). In line with this three phases mindset, the new model suggested in this study consists of three phases: Pre-promotion phase, promotion phase, Post-promotion phase.

This new model is promotion-centered because promotion is the most common element among the 4Ps. According to Pitts and Stotlar (2013), "promotion is the element

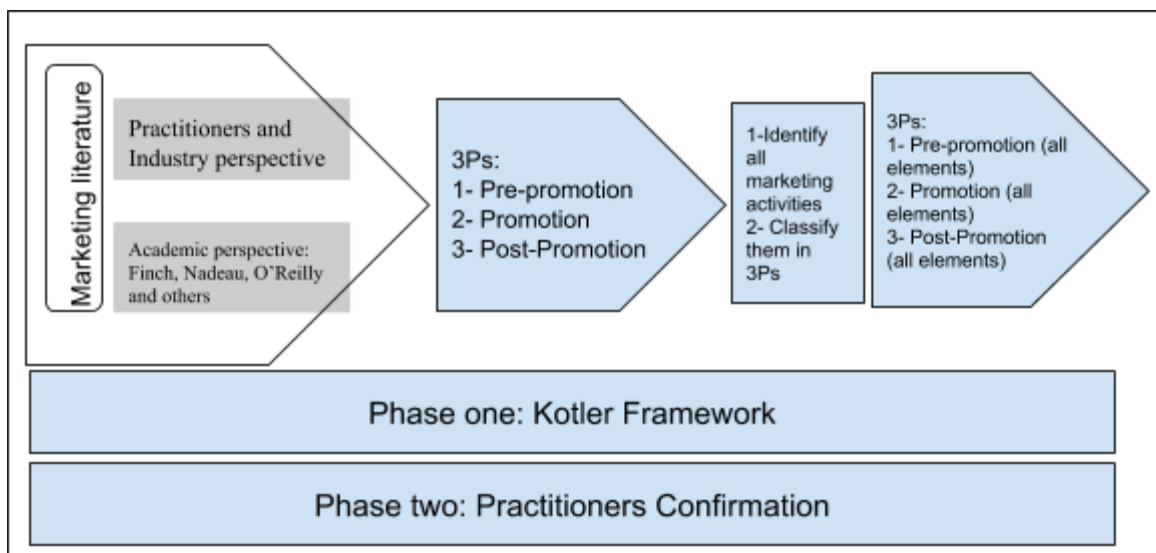
of marketing that many people... think is marketing in its entirety... that's because promotion is the element that the general public sees and relates to as marketing" (p. 109). In proposing the new 3Ps model, this paper aims to analyze the practitioner's perspective and find opinions marketing practitioners have about the 3Ps model using the Exploratory Sequential Design of the mixed method (Creswell & Clark, 2011).

CHAPTER III: METHODS

Introduction

Although the marketing mix has been in practice for decades, scholars and practitioners have identified several limitations with the marketing mix model. There is a significant need for scientific or empirical studies on the practitioner's perspective. Grönroos, Kotler, the AMA, and other scholars recognize marketing has undergone a tremendous shift in practice while the marketing mix as a dominant theory has not changed much. Some practitioners go to the extreme of announcing the marketing mix is already dead (Royse, 2018).

In proposing the new 3Ps model, this paper aims to analyze the practitioner's perspective and find opinions marketing practitioners have about the 3Ps model. The mixed method's exploratory sequential design will help such inquiry (Creswell & Clark, 2011). The sequential design begins with qualitatively interviewing six marketing practitioners. The design continues with quantitatively analyzing surveys to confirm the results of the qualitative phase. In conducting the mixed method, the following research questions were asked to help design and validate the 3Ps model. Put simply, practitioners were asked if the 3Ps is useful in practice and, if so, what marketing elements are appropriate in each phase. Figure 3 is a visual summary of the process.

Figure 3*Building the 3Ps from Literature***Research Question**

Research questions, phase one (qualitative):

1. What marketing activity should be included/removed in the pre-promotion phase?
2. What marketing activity should be included/removed in the promotion phase?
3. What marketing activity should be included/removed in the post-promotion phase?
4. What opinions do marketing practitioners hold about the new 3Ps model?

Research question, phase two (quantitative):

1. Which of these marketing elements in each phase (pre-promotion, promotion, and post-promotion) do marketing practitioners rank as the most important and least important?
2. Do marketing practitioners perceive the 3Ps meets the current emerging trends in marketing?
 - a. Statement to rank: the 3Ps meets the current emerging trends in marketing
(rank from 5 to 1, strongly agree 5, to strongly disagree 1)
3. Will marketing practitioners consider using the 3ps in the future?
 - a. Statement to rank: I would consider using the 3Ps model in the future
(rank from 5 to 1, strongly agree 5, to strongly disagree 1)

Description of Methodology & Data Generation Methods

According to Creswell and Clark (2011) in their book *Designing and Conducting Mixed Methods Research*, mixed methods designs can be classified in three ways: concurrent, sequential, or multiphase combination. In the *Sequential Design*, there are two designs. The first type starts with qualitative data collection, and analysis follows up with quantitative data collection and analysis, and then ends with interpretation. The second type starts with qualitative data collection and analysis, builds to quantitative data collection and analysis, and finally interpretation. This process is summarized in Figure 4. This second type is being utilized since this paper is working to “test or measure qualitative exploratory findings” (Creswell & Clark, 2011, p. 73). In designing the Exploratory Sequential Design, phase one is qualitative and phase two is quantitative.

Figure 4*The Exploratory Sequential Design*

Phase One of Design and Implement the Qualitative Strand: Case Study

The Exploratory Sequential Design procedures start with the qualitative strand. Collection and analysis of qualitative data is the first step to explore a phenomenon. According to Creswell's (2013) *Qualitative Inquiry & Research Design: Choosing Among Five Approaches*, there are five approaches to choose from in qualitative research. They are narrative research, phenomenology, grounded theory, ethnography, and case study. Case study is chosen in this phase since "case study research involves the study of a case within a real-life, contemporary context or setting" (Creswell, 2013, p. 97).

The new model suggested in this study follows the three phases mindset. The new model, called the 3Ps, consists of three phases: Pre-promotion phase, promotion phase, Post-promotion phase. Although the concept of three phases are developed in the literature, marketing elements need to be identified and categorized into each respective phase. Case study yields several characteristics that are best suited to answer these research questions. The case study research method, through in-depth interviews with

marketing practitioners, provides the categorization of necessary marketing elements into each phase of the 3Ps.

The purpose of this categorization is to have a checklist or roadmap for marketing practitioners to follow in order to achieve their marketing objectives and improve the decision-making process of marketing. For example, the 3Ps in the pre-promotion phase will have all the marketing activities that practitioners need in one place, such as choosing the correct pricing strategy, developing the product, and market analysis.

According to Creswell (2013), the case study may be an individual, a small group...relationship, a decision process... typically, case study researchers study current, real-life cases” (Creswell, 2013, p. 98). There are three types of qualitative case studies which are distinguished by the size of the bounded case, the single instrumental case study, the multiple case study, and the intrinsic case study. The single instrumental case study meets the requirements of this study. It involves one individual or several individuals, six marketing practitioners (Creswell, 2013).

Participants

In this qualitative single case study phase, “researchers should consider using a small purposeful sample” (Creswell & Clark, 2011). Six marketing practitioners are chosen to discuss and provide perspective on the 3Ps marketing model and filling each phase with its right marketing items. Once completed, these insights will be used to develop a survey that will be distributed to marketers for their input. This dissertation

uses the model of Finch et al.'s (2012) purposeful sampling procedures "to insure a diverse representation of marketing expertise... criteria used to select the [Practitioners] involved [in] (a) representation from business to business and business to consumer marketers, (b) size of business...(c) representation from diverse industries. Based on these criteria, a pool of candidates was identified via the [researcher] professional networks."

The participants in the qualitative study are six marketing practitioners. According to Creswell & Clark (2011), participants in the qualitative study are usually few in number since the idea of qualitative research "is not to generalize from the sample... but to develop an in-depth understanding" of the central phenomenon or case (p. 74). In this scenario, it is the 3Ps of marketing. Numbers in qualitative studies may range from 1 to 2 people, 4 to 10, or 20 to 30. There are no definitive sizes of samples (Creswell & Clark, 2011, p. 74).

Saudi Arabia

The six marketing practitioners sampled in this study are from Saudi Arabia; this is relevant to the researcher's context. The Kingdom of Saudi Arabia is a country in Western Asia constituting the bulk of the Arabian Peninsula. Saudi Arabia is the largest country in the Middle East, the second-largest in the Arab world, and the economy of Saudi Arabia is one of the top twenty economies in the world. It is part of The Group of Twenty (G20), which is an international forum for the governments and central bank

governors from 19 countries and the European Union (EU). Those twenty countries “represent 85% of global economic output, two thirds of the world's population, and 75% of international trade” (Global Affairs, 2019). The Kingdom “possesses about 16% of the world's proven petroleum reserves, ranks as the largest exporter of petroleum, and plays a leading role in OPEC” (The World Factbook: Saudi Arabia, 2018). Saudi Arabia is also a natural bridge connecting people and goods around the world, representing a crucial logistic hub for both global trade routes and for business expansions (Invest Saudi, 2019).

Data Collection and Procedures

The first data collection are the open-ended interviews with the six marketing practitioners. The researcher is using the paid pro version of Zoom.us as an instrument to meet and record such interviews. Zoom.us is a popular service in the business industry to conduct online meetings locally and globally. The researcher lives in Murfreesboro, Tennessee, United States of America (USA), and most of those practitioners live in Saudi Arabia. The researcher chose to “reflect... about emerging codes, themes, and concerns that arise during the [interview]” (Creswell & Clark, 2011, p. 178) by recording notes while conducting online interviews. Secondary data collection in the case study includes observations, documents, audio and visual materials, archival records, participant observations, and physical artifacts (Creswell, 2013). The secondary data collection that is available are the practitioner’s documents including websites, magazines, and books.

The interview protocol was developed to ensure that the data collection involves systematically gathering the information needed and recording the data in a way that can be analyzed by a single researcher (Appendix A). Zoom.us records the interview and automatically saves essential data about the time and day of each interview. The purpose of the interview was to collect data marketing practitioner's perceptions about the 3Ps, and if there are any marketing elements that should be included or removed in each phase of the model.

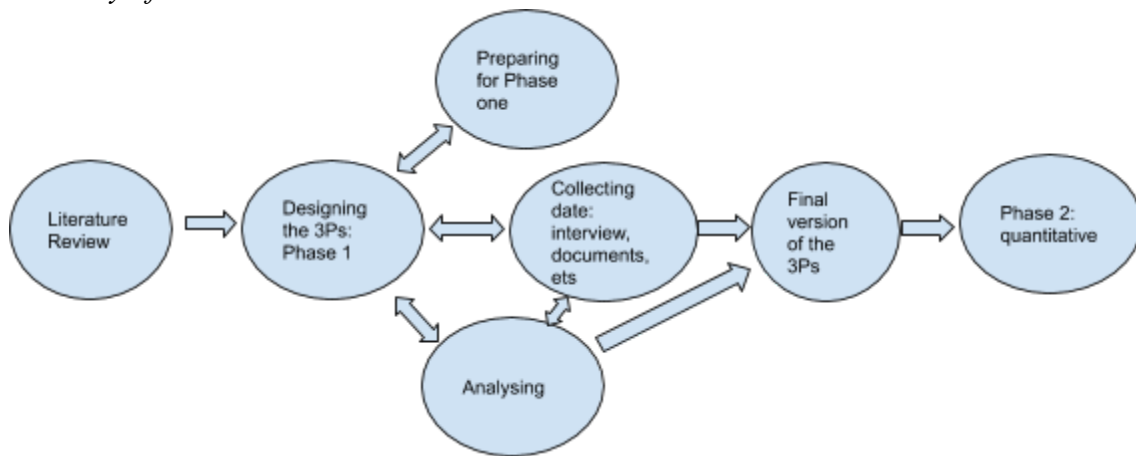
The interview protocol was designed by the researcher after in depth examination of a literature review of current practices in marketing. The author developed pre-written, open-ended questions to ask each participant. At the beginning of each interview, the researcher reads the interview checklist items, which includes (a) welcome and thanks for participating, (b) title of the study and goals, (c) period of the interview which was 30-40 minutes long, and (d) privacy and confidentiality. After that, the researcher rewatches each interview to identify any emerging codes, themes, elements, or concerns.

Two books were chosen to guide this research. The first book is *Principles of Marketing* by Philip Kotler and Gary Armstrong (2014). The second book is *Marketing Management* by Philip Kotler and Kevin Keller (2012). The reason for consulting these two books is to make sure the content in each phase is covered. Another benefit is to determine where to put each marketing element. For instance, product and price are in the *pre-promotion phase* because it was mentioned in Kotler's book before promotion. In contrast, advertising and online marketing are in the *promotion phase* since Kotler

assigned them to “promotion mix” (Kotler & Armstrong, 2014, p. 428). It is accurate to note that Kotler’s books are used as a guideline for the 3Ps model.

While Kotler’s two books provide the initial design of the 3Ps, an important part of marketing is still missing. There are many marketing elements such as growth hacker marketing, Guerrilla marketing, and content marketing that are not mentioned in Kotler’s books, AMA report, or the Finch et al. finding. For that reason, this paper is interviewing marketing practitioners to fill this gap in order to seek their perspective about identifying all marketing activities in each phase as the researcher’s primary data and scanning marketing practitioner’s books and websites as secondary data. In line with the benefits of qualitative studies, these “gaps” are left to the subjects to fill in with their expertise.

In coding of the primary data for the interviews with marketing practitioners, the researcher gave fictitious names to the participants for confidentiality purposes and to comply with the IRB. The real names and the fictitious names are kept in the researcher’s coding book. In coding the secondary data, the researcher used the abbreviations MP1, MP2, MP3, etcetera. In order to distinguish between primary data and secondary data in the results section in Chapter IV, the searcher used names for the primary data and abbreviations for the secondary data. Figure 5 is a visual representation of the study.

Figure 5*Summary of Method***Phase Two: Design and Implement the Quantitative Strand**

The Exploratory Sequential Design procedures have two phases. It starts with the qualitative strand. Collection and analysis of qualitative data is the first step to explore a phenomenon and analyze qualitative data using procedures. After answering the questions of the first phase, the researcher identifies the information needed to inform the second phase, the quantitative. The researcher's main goal is to refine quantitative research questions and hypotheses using the information gathered from the qualitative case study. At this point, a few marketing practitioners were asked to evaluate the new 3Ps and to describe all marketing activities and elements in each phase.

Participants and Sampling Design

The population selected for examination in this study was marketing practitioners in Saudi Arabia. This population of practitioners was chosen since it matches the criteria to answer the main research question about the new marketing model, the 3Ps.

Convenience sampling is used to collect data because “[the researcher is] forced to employ convenience sampling due to practical constraints” (Pitts et al., 2018, p. 225).

The research samples represent the larger population of marketing practitioners in Saudi Arabia. The final sample goal is to reach a minimum of 250 responses, geographically drawn from across Saudi Arabia (Finch et al., 2012). This group of practitioners represent the researcher's context.

Data Collection Method

Survey is a scientific method that involves gathering information from a sample of respondents through a questionnaire. The word survey is “used to describe a research instrument and method for gathering information from people [marketing practitioners]... surveys are created to gather ... [data regarding] knowledge, attitudes, opinions, values, perceptions, behaviour, intentions, personality, and positions on issues or topics” (Pitts et al., 2018, p. 141). The aim is to ask marketing practitioners to rank marketing activities in each phase of the 3Ps from 1 to 5 (Finch et al., 2012). One is least important and 5 is most important. According to Pitts et al. (2018), in sport management research, “rating

and ranking are the two most common measurement techniques used by sport management researchers to measure attitudes” (p. 234).

In other words, practitioners with their expertise are ranking marketing activities that developed from the literature review and phase one of this study, the qualitative case study. At the end, the final 3Ps model reaches its final shape from the practitioner’s perspective. The expected outcomes are to see which elements are very important and least important in the pre-promotion phase, promotion phase, and the post-promotion phase.

In this survey research, a questionnaire was developed to rank the marketing elements in each phase (Appendix B). An online survey is chosen because it has become the most popular survey technique in recent years thanks to the internet. Since the targeted marketing practitioners are dispersed over Saudi Arabia, the researcher used the online survey because it is an efficient way to reach a nationwide sample (Pitts et al., 2018). Social media such as Twitter, Facebook, Whatsapp, and Snapchat is used as a tool to recruit participants.

Procedures and Questionnaire Design

The research samples represent the larger population of marketing practitioners in Saudi Arabia. The final sample goal is to reach a minimum of 250 responses, geographically drawn from across Saudi Arabia (Finch et al., 2012). After phase one of the Exploratory Sequential Design, each phase of the new 3Ps has all of the marketing

activities involved. For instance, marketing activities such as product development, pricing strategies, logistics, content marketing, social media, and leads are all designated to one specific phase. Every one of these has to be assigned to (1) pre-promotion phase, (2) promotion phase, or (3) post-promotion phase. The practitioner's job in the case study is to assign all the marketing activities to the appropriate phase in order to reach the optimal 3Ps. Once the researcher reaches the final 3Ps, each element of each phase is ranked at the survey from 1 to 5. Five means it is extremely important to have it in this phase. Four denotes that it is very important. Three means it is moderately important. Two is slightly important. One means it is not important to have it at all.

In designing the questionnaire, the researcher is applying a systematic and scientific process described by scholars. According to the authors of *Research Methods in Sport Management*, there are six steps of the questionnaire development process: (1) defining the objectives of the survey research, (2) determining a format of questioning, (3) writing the questions, (4) reviewing the questionnaire, (5) pretesting the questionnaire, and (6) revising and finalizing the questionnaire (Pitts et al., 2018, p. 188).

Following Pitt et al.'s Model of how to design a questionnaire the researcher crafted the interview questions. (1) objectives: creating a marketing framework; (2) format for questioning: ranking; (3) writing the questions: determining the marketing elements/phase, emerging trends in marketing, assessing future use of the 3Ps; (4) reviewing the questionnaire: ensuring the questions provide the needed information; (5) pretesting the questionnaire: testing the questionnaire with a small sample of marketing practitioners; (6) devising and finalizing the final questionnaire: applying any final edits.

Description of Data Analysis Methods

In analyzing the data in the quantitative phase of the research, the researcher utilized the descriptive statistics and inferential statistics. Descriptive statistics is used to describe the results of the data collected while inferential statistics is information inferred from the data collected. Descriptive and inferential statistics were used to provide a simple summary of the sample and measures. In this study, the sample included at least 250 marketing practitioners representing the population.

Summary

In the Sequential Design, there are two phases. The first phase starts with qualitative data collection, and analysis follows up with quantitative data collection and analysis, and then ends with interpretation. The second phase starts with quantitative data collection and analysis, and finally interpretation.

CHAPTER IV: RESULTS

This study addresses updating the marketing mix in sport from a practitioner's perspective. The purpose of this exploratory sequential design is to first qualitatively explore perceptions of marketing practitioners and then to determine if the qualitative findings can be used to study a larger sample.

The first phase of the study is to gather qualitative information, which is presented below. Open-ended interviews, observations, documents, audio and visual materials, archival records, participant observations, and physical artifacts are the data collection methods used in this phase. The second phase of the study is the gathering of quantitative data, which is used to express in statistical fashion the perceptions of the participants of the effectiveness of the new marketing mix. An online questionnaire was administered to a large sample of at least 250 marketing practitioners in Saudi Arabia. The purpose of a minimum of 250 participants is to reach statistical significance.

The qualitative questions asked during phase one are:

Question 1: "What marketing activity should be included/removed in the pre-promotion phase?"

Question 2: "What marketing activity should be included/removed in the promotion phase?"

Question 3: "What marketing activity should be included/removed in the post-promotion phase?"

Question 4 “What opinions do marketing practitioners hold about the new 3Ps model?”

The quantitative questions asked during phase two are:

Question 1: “Which of these marketing elements in each phase (pre-promotion, promotion, and post-promotion) do marketing practitioners rank as the most important and least important?”,

Question 2: “Do marketing practitioners perceive the 3Ps meets the current emerging trends in marketing?”, and

Question 3: “Will marketing practitioners consider using the 3Ps in the future?”

Phase One Results (Qualitative):

Participants. Since there are no definitive sizes of samples (Creswell & Clark, 2011, pg. 174), six marketing practitioners were chosen to support building the 3Ps marketing model and filling each phase with its marketing elements. Analysis was conducted primarily on the basis of shaping and building a practical marketing model. Themes emerged from participants answering the research questions of this study.

The six practitioners have marketing experience ($n = 6$). Interview participants are all men, due to males dominating the marketing industry in Saudi Arabia. The participants live in different cities in Saudi Arabia and range in age from 33 to 46 years of age, with an average age of 39.6 years. At the time of the interviews, they had 11 to 26 years of marketing experience in different industries, with an average of 18.8 years of

marketing experience. The participants have worked in sports marketing, sponsorship, banking, marketing consultation, and other industries.

Results

This chapter reports the research findings in which the theory of thematic analysis was used to code, to identify and to organise relevant themes and patterns extracted from the data sources of six interview transcripts, observations and other documents. Each interview was conducted and recorded through the online video conference platform Zoom.us and lasted between 25 and 40 minutes. Interviews were originally conducted and transcribed in Arabic. The transcribed interviews were subsequently translated into English. Translations were made by a certified third-party translation agency that specializes in Arabic-to-English and English-to-Arabic translations. Recorded videos of the interviews were deleted after the videos were transcribed and translated. Interview transcripts were then reviewed, analysed, and coded in order to identify and synthesize common ideas and patterns. The extracted patterns were then organised into core themes with the goal of creating a model for the implementation and practice of the 3Ps.

All six marketing practitioners who were interviewed reviewed, agreed to, and signed an online consent form and confidentiality agreement. The researcher used the legal terms provided by the Institutional Review Board (IRB) manager in the online consent form and confidentiality agreement to ensure compliance with all IRB guidelines. The agreement emphasized the benefits and risks of participating in the interview. Each

participant understood that all reasonable efforts will be made to keep all disclosed personal information private and confidential. For confidentiality purposes, fictitious names were given to each participant and used in this chapter for reference and analysis. The names of participants and their corresponding fictitious names are recorded in the code book.

The participants answered the four research questions described above. 17 marketing elements, including their sub-themes, emerged from the analysis of the answers to research questions

3Ps Marketing Model

The 3Ps consist of three phases: (1) pre-promotion phase, (2) promotion phase, and (3) post-promotion phase. Marketing practitioners agreed the pre-promotion phase includes eight elements. The promotion phase includes seven elements. The post-promotion phase includes two elements. Some elements include sub-themes. The qualitative part of the study revealed that 17 marketing elements, including their sub-themes, emerged from the analysis of the answers to these questions.

Marketing practitioners have outlined the 3Ps model into elements as shown in Table 1 on the next page.⁶

⁶ Per the MTSU Style Guide (2019), Table 4.1 is featured on the next page to comply with the spacing guidelines to prevent widows and orphans.

Table 1*The 3Ps*

Pre-Promotion Phase	Promotion Phase	Post-Promotion Phase
<ol style="list-style-type: none"> 1. Goals and Marketing Strategy <ol style="list-style-type: none"> a. KPI 2. Market Analysis <ol style="list-style-type: none"> a. Marketing Research 3. Segmentation <ol style="list-style-type: none"> a. Identifying a Market Segment b. Positioning and Branding 4. Product/ Service Development <ol style="list-style-type: none"> a. Added Value 5. Pricing Strategy 6. Place (Point of Sale) <ol style="list-style-type: none"> a. Channels: Marketing Logistics <ol style="list-style-type: none"> i. The Offline and Online Channels b. Retailing and Wholesaling Developments 7. Customer Experience Design <ol style="list-style-type: none"> a. Customer Relationship Management b. User Experience 8. Testing Redness with All Stakeholders <ol style="list-style-type: none"> a. Team Management b. Internal Awareness c. Soft Launch 	<ol style="list-style-type: none"> 1. Online Advertising: <ol style="list-style-type: none"> a. E-Marketing b. Social Media (Owned and Paid) c. Content Marketing d. Google Ads (Search Engine Ads) e. Influencers f. SEO g. Micro-Influencers 2. Offline Advertising <ol style="list-style-type: none"> a. TV/Radio b. Outdoor Ads 3. Sponsorship 4. Personal Selling 5. Events and Partnerships 6. Public Relation 7. Sales Promotion/ Other Types of Promotion <ol style="list-style-type: none"> a. Guerrilla Tactics b. Geofencing Promotion 	<ol style="list-style-type: none"> 1. Close Monitoring <ol style="list-style-type: none"> a. Metrics Management (Sales, Leads, ROI) 2. Customer Management <ol style="list-style-type: none"> a. Improve the Customer Experience b. Customer Feedback c. CRM Software d. Customer Satisfaction

Pre-Promotion Phase

Marketing practitioners have outlined eight themes in implementing the pre-promotion phase: (1) Goals and Marketing Strategy; (2) Market Analysis; (3) Segmentation; (4) Product/Service development; (5) Pricing Strategy; (6) Place (Point of Sale); (7) Customer Experience Design; and (8) Testing Readiness with All Stakeholders. These themes along with their corresponding sub-themes emerged from the analysis of the answers to research question 1: “What marketing activity should be included/removed in pre-promotion phase?”

1. Goals and Marketing Strategy

The participants emphasized the importance of having clear goals and a solid marketing strategy. For instance, Ali responded that, “You first need a goal, always. A lot of people ask what you want to achieve..what is the goal?” Identifying goals with a clear key performance indicator “KPI” from the onset in the pre-promotion phase will allow for a more defined marketing strategy to follow. The marketing strategy will allow companies to operate more efficiently. Companies that operate without an outlined strategy or clearly defined goal is like building a product that has no purpose or that no one wants. Sami explained, “It will be clearer, marketing strategy will identify your goals such as increased sales.” Participants agreed that not setting goals will not only waste time and resources but will quickly lead to failure.

2. Market Analysis

The participants explained that market analysis and marketing research is important to marketing practitioners because it provides information needed about the market, competitors, and consumers. Businesses and companies rely on marketing research to operate efficiently in selling their product based on specific market and consumer trends. Aligning with other practitioners, SD1 explained that “the objectives of the market analysis section of a business plan are to show to investors that...you know your market. The market is large enough to build a sustainable business.”

Market analysis is highly valued in launching new products or trying to improve existing products and services. Mahmood explained that, “You do the marketing strategy for a product and then market analysis, which goes along with the research.” Marketing research can help businesses get ahead of their competitors by understanding tactics of their competitors and how they approach the market. Market research allows companies to test new products and services before launch by understanding and meeting consumer needs. Mahmood further explained that “The research [department] is working with us to ask customers, do they understand the ads [before we launch our campaign].”

3. Segmentation

Participants believed that market segmentation is an important tool to penetrate a market by carefully choosing the segments they would serve. Ali explained that, “[The placement of] segmentation [in the pre-promotion phase] is fantastic [since] you [already] created your strategies and goals and...your research.” To marketing practitioners, segmentation is a way to tailor products or services to more individual customer needs.

To use the segmentation strategy, practitioners target customers within a geographic, demographic, or behavioural segment in order to market a product or service. Mahmood responded that, “I agree ... [the segmentation step is to identify your target market] and [segmentation is done after market analysis and research].” Practitioners mentioned detailed positioning and branding is part of the segmentation process.

4. Product/Service Development

The practitioners value having product or service development in the pre-promotion phase. Products are physical, tangible objects that span a variety of industries such as electronics, which include smartphones and computers, groceries, which include milk and bread, and transportation, which include automobiles and recreational vehicles. Services are actions or labor that span a variety of industries including technology, legal, finance, and marketing. It is imperative that the product or service provides value to the consumer. Product and service development is a way for companies to offer innovative and unique benefits and solutions to clients and consumers.

Fahad explained, “Most companies’ problems are in product [development]....I give more importance to the [product] development, and [promotion] will surely come later.” Marketing practitioners believe product and service development is important because it can generate added value for a company. SD3 reiterated that, “modification of an existing product to create a better performing version with new features helps sustain a company by generating additional revenue.” Consumers may prefer a company over its competitor from a novel benefit provided by a company’s product or service. If a consumer prefers a company over its competitors or has a favorable experience with a

company, then added value is generated for the company. Mahmood explained that, “When we receive a brief from a customer, we send a copy to the creative department so they work on designing the product...We want to make sure that the product fits the segment market that we are targeting.”

5. Pricing Strategy

The participants agree pricing is best suited in the pre-promotion phase because choosing pricing strategies comes before the launch of a product.. Fahad explained that, “What we have to focus on in the Saudi market is... pricing. Pricing is always the core [problem] from my experience.” Pricing must be able to fit within the realities of the market and be affordable enough that customers are willing and able to pay the price. Effective use of price strategies will alter supply and demand as well as the customer base. Jasim explained that, “[The advantage of the 3Ps] in sport for example is that we apply the pricing strategy on ticket sales, [we can apply the 3Ps in sport context or even outside]...In some sports clubs, they care about having a lot of fans [during a game] and that has an effect on pricing [discounted tickets or cheaper tickets to have more fans]. While other clubs care about money and revenues [and increase prices means less fans].”

6. Place (Point of Sale)

The practitioner participants agree that place in the pre-promotion phase because this plays a major role in the distribution of goods and services. Jasim stated that, “I liked having the logistics side [of a business] under [the pre-promotion phase].” Place is related to the availability and accessibility of a product or service for the customer. The appropriate place ensures that the product is available at the correct time and location.

Companies must understand the different channels in moving, lodging, and supplying a product or service to customers. Mahmood explained that, “Ok, true, true [place after product development and price].”

A clearly defined and organized logistical strategy can ensure a customer receives a product or service in a timely and accurate manner. In addition to traditional channels, companies have more options with digital channels. Ali explained, “As for the place, the channel of marketing logistics; [offline & online] channels, retailing and wholesaling development....the old specialization of the marketing is obsolete.” Although digital channels have affected the ability companies alter the consumer experience, companies must integrate new online channels with traditional offline channels. The effective integration of offline and online channels is crucial to the logistic strategy. Designing the customer journey in the retail store venue and understanding the wholesaling are two important aspects of understanding place as an important element of marketing.

7. Customer Experience Design

The practitioners agreed that designing the customer experience should be dealt with in the pre-promotion phase. Fahad stated that companies should “design of the customer experience is in the pre-promotion phase.” The emphasis of designing the customer experience is meeting customer needs by placing oneself in the customer’s shoes. The goal is to have a positive customer experience so that the customer will become an advocate for the brand, create brand loyalty, and increase the market share. Ali explained, “I disagree with [the term] 'customer experience', it should be designing

the customer journey. There's a difference in concepts because [the customer is] on a journey, the experience has become everything to me.”

Additionally, the customer’s experience affects the customer’s impression of the product and company across every stage of the customer’s journey. Sami added that “the customer experience should be in the beginning [pre-promotion phase] and at the end [post-promotion phase] in order to improve the customer experience.”

8. Testing Readiness with All Stakeholders

The participants explained that marketing practitioners work with their team and all stakeholders to ensure that each employee understands the next step is the current roll out of the promotion phase. Saad explained that “I like the pre-promotion phase but we must make sure to test the readiness with all stakeholders before we launch the readiness of the campaign.” The practitioners state that there needs to be an internal awareness of the campaign from the top of management down the channel to all employees. Mahmood expanded that, “In some industries, channels are through their branches...and [you need to] make sure every branch is ready. Designing the promotion materials inside the bank.” Some practitioners recommend a soft launch of the campaign limiting the promotion initially to one or a few cities. Once the soft launch is successful, the promotion is then extended to a larger geographic region. Jasim stated that, “The soft launch should be part of the pre-promotion phase and it is the last step of the pre-promotion [before launching a big campaign].”

Promotion Phase

Marketing practitioners outlined seven elements in implementing the promotion phase: (1) Online Advertising; (2) Offline Advertising; (3) Sponsorship; (4) Personal Selling; (5) Events and Partnerships; (6) Public Relation; and (7) Sales Promotion/Other Types of Promotion. Practitioners mention that during the promotion that any one of these elements may be used individually or together with one or more of the other elements depending on available resources and applicability to each industry. All elements are not required to promote the product or service. These elements along with their corresponding sub-steps emerged from the analysis of the answers to research question 2: “What marketing activity should be included/removed in the promotion phase?” During the interview, Fahad indicated that, “What we have to focus on in the Saudi market is promotion.”

1. Online Advertising

Participants agreed that there are two types of advertising appropriate in the promotion phase: online and offline advertising. Jasim explained that there is a need to “Divide advertising into two parts: online advertising and offline advertising.” Online advertising allows a company to reach a broader or even targeted audience in order to communicate and increase visibility of a product or service. SD8 indicated that, “digital campaigns have greater transparency, allowing [companies] to adjust...cost easily based

on performance. In the offline world, once you've paid for the space in a print publication or a spot on the radio, there's no adjusting your investment after the fact."

Within online advertising, practitioners pinpointed the following sources utilized: E-marketing, social media, content marketing, Google ads (search engine ads), influencers, SEO (search engine optimization), and micro-influencers. Ali stated that, "No, [I think you are touching all the elements of online advertising]."

2. Offline Advertising

Participants agreed that there are two types of advertising appropriate in the promotion phase: online and offline advertising. Jasim explained that there is a need to "Divide advertising into two parts: online advertising and offline advertising." Offline marketing includes marketing channels that are not connected to the internet in order to communicate with consumers and increase visibility of a product or service. Offline advertising creates unique marketing experience further explained by SD9 explained: "Offline marketing enforces word-of-mouth."

Offline advertising includes television, radio, and print advertising as well as outdoor advertising, such as billboards. Offline advertising can be expensive for a company because these traditional marketing channels require more time and resources to develop and execute. SD9 further clarified that, "while digital marketing is unarguably necessary for all businesses now, businesses should also recognize how important offline marketing still is." Although there may be a large initial cost to execute offline advertising, practitioners agree that offline advertising can reach a very wide and broad

audience. During the interview, Jasim agreed that, “From a comprehensive perspective, this is all [for the offline advertising elements.]”

3. Sponsorship

Marketing practitioners identified sponsorship as an important element in the promotion phase. Jasim explained that, “I see the sponsorship. I totally agree [it to be an independent element in the promotion phase].” Sami also agreed, stating that, “Sponsorships...[was] not mentioned in the 4Ps but they are all viable promotion activities.” Sponsorship allows for a company to engage its product or service in a more integral way with consumers.

Sponsorship creates a unique medium for a consumer to interact with a company that may be unattainable through traditional marketing channels. These spaces are created through partnerships a company makes to sponsor an event, cause, or sports team. Through sponsorship, companies can form dynamic relationships with consumers. Aligning with other participants, SD10 agreed that, “A growing number of marketers think that corporate sponsorship is better than other methods as it provides opportunities to gauge customer response to products immediately.”

4. Personal Selling

Personal selling was identified by the participants as an element appropriate in the promotion phase. Personal selling is when a company utilizes a salesperson or a store to market a product or service physically face-to-face with a consumer. SD11 explained that, “personal selling is most commonly used for business-to-business (B2B) selling, although it’s also used in retail and trade selling, too.”

Marketing practitioners recognize the benefits in personal selling including building trust between the brand and the consumer due to its interactive nature, receiving questions and feedback instantly from consumers and prospective buyers, and reaching and speaking with consumers in a persuasive way. SD11 further clarified that “[personal selling] gives your sales team the chance to individually address any questions, concerns, or objections potential customers may have and move them closer to purchase.” During the interview, Mahmood explained that, “Usually, [for example] in a big company [that I worked for in the past], they have many individual stores. They usually put big posters in their stores [as an advertisement to entice people to come in and act on the promotion].”

5. Events and Partnerships

Practitioners identified events and partnerships as an independent element in the promotion phase. Jasim explained that “Also, I agree with you 100% on the subject of events and partnership. It must be alone [as its own element]. For example, some companies use events as a solo promotion tactic.” Sami also agreed, stating that, “Events and partnerships were not mentioned in the 4Ps but they are all viable promotion activities.” Event marketing and partnerships is a unique way for companies to increase brand awareness. Practitioners said that creating events and starting partnerships builds trust between the company and consumers in order to achieve marketing goals.

6. Public Relations

To marketing practitioners, public relations is considered to be an effective way to create a solid reputation both online and offline and is an independent element needed in the promotion phase. Sami explained that, “Online promotion and offline promotion,

sponsorship, and public relations...is good to have free publicity.” SD13 agreed, clarifying that, “Most business executives dub PR as 'free advertising.’” Public relations allows companies to send the right messages to the right place and the right people. It is a way to increase profits, sales, and leads through efficient communication. SD13 further explained that, “Public relations boosts an organization's credibility, because it'll operate through numerous trusted intermediaries.”

7. Sales Promotion and Other Types of Promotion

Practitioners agree the primary goal of offering inducement to buyers is to increase sales. Examples of the tactics employed include price discounts, free sampling, gifts, and drawings. Goals of sales promotions are to meet the marketing objectives and create buzz. In creating buzz for a product or service, companies started thinking outside the box and in unconventional and unique ways to reach customers. SD14 explained that, “today’s customer is spoiled for choice and hence, only companies that have the right kind of product mix can increase their market share. By being aware of the several strategies of promoting sales, the company can achieve its goals comfortably and increase the popularity of its products to a great extent.”

These unique ways, which are often referred to as guerrilla marketing tactics, include growth hacking, geofencing promotion, and other types of novel promotion ideas. During the interview, Jasim agreed that, “Got it, got it [you covered all points of the other types of promotions such as B-2-B and other ideas in the promotion phase].”

Summary of the Promotion Phase. Marketing practitioners think that the promotion phase is expansive and includes a variety of elements. The elements allow

companies to promote their product or service in different ways to reach a broad range of consumers. These elements do not need to be all used in order to complete the promotion phase. Jasim agreed that, “I see that you covered all aspects of the promotion phase [that I can think of].”

Post-Promotion Phase

Marketing practitioners outlined two steps in implementing the post-promotion phase: (1) Close Monitoring; and (2) Customer Management. These elements along with their corresponding sub-themes emerged from the analysis to the answers of research question 3: “What marketing activity should be included/removed in the post-promotion phase?”

1. Close Monitoring

Marketing practitioners agree that close monitoring of marketing campaigns and efforts are crucial in the post-promotion phase. Close monitoring of marketing efforts includes metrics management and analysis of all factors in marketing a product such as sales, leads, return on investment, and consumer demographics among others.

SD15 expanded that, “The fact of the matter is that the process of monitoring your marketing results will help you assess whether you are receiving a return on investment, and accomplishing your marketing and advertising goals.” Close monitoring allows for companies to understand and connect marketing with conversion rates so they can later continue or modify their campaigns. During the interview, Saad explained that

“Right now the promotion is running, you need close, 24/7, live monitoring of your customer’s feedback.”

2. Customer Management

Practitioners identified customer management as a crucial element in the post-promotion phase because it allows companies to analyze customer data and customer feedback from marketing efforts in order to manage and improve products and the customer experience for both current and potential customers. Sami explained that “In my opinion, the customer experience should be in the beginning [pre-promotion phase] and at the end [post-promotion phase] in order to improve the customer experience.”

Companies are able to do this with various customer retention management tools and software that can collect and manage customer data, calculate metrics in specific parameters such as location and demographics, and provide companies with better insight to consumer habits and customer satisfaction. Ali explained that, “Our goal as a public sector is to market for the country, and try to provide the best experience to the customer so he can spread [his good experience to others], so we [are looking to] give the best experience to the G20 guest. We have more than 40,000 guests in a year so our target is to give them an exceptional experience so[when they go back to their countries, they] talk about it [and spread that experience through] word of mouth, therefore, we engineer every part of the guest's journey.”

Feedback and Practitioner's Perspective Regarding the 3Ps

Feedback and comments from marketing practitioners emerged from the analysis to the answers of research question 4: "What opinions do marketing practitioners hold about the new 3Ps model?"

Marketing practitioners view the new 3Ps model as a unique approach to marketing. Sami explained that "Personally, I've never seen a person organize marketing like this." Marketing practitioners agree that the new 3Ps model is more comprehensive and detailed than the current 4Ps approach that is utilized. Fahad responded that "You see, the 3Ps is more comprehensive than the 4Ps." The new 3Ps model includes crucial elements to consider in marketing. Mahmood explained that "It's an unbelievable model. because you made it in 3 [easy] steps...it's much more comprehensive than the 4Ps. For example, there is no KPIs in the 4Ps, there is no online/offline. In this model, it is very detailed....The 3Ps is better to teach and more comprehensive [than other frameworks]." Marketing practitioners see the 3Ps as a guide that they can use in accomplishing marketing objectives. Fahad explained, "I agree that [3Ps is like a checklist for me]."

Marketing practitioners see many advantages with the 3Ps model due to its multiple-element approach to marketing. Mahmood explained that, "I don't see any disadvantages [of using 3Ps]. It's very clear to me. Advantages: I see all I want as a marketing practitioner is there from A to Z... before creating the product all the way to the results." Fahad responded that, "You healed a [marketing] wound. In the past, we

added elements to the 4Ps if it did not cover it. With this model, [everything is here].” Marketing practitioners are eager to see how the new 3Ps model can be used in practice to modern marketing. Fahad stated that “As soon as you publish or submit the research, I hope that I get a copy.” Ali explained that “3Ps simplifies the idea of marketing and makes it easier for practitioners.”

Although the 3Ps amends gaps in the current marketing mix model, some practitioners have feedback on its improvement. Ali explained, “From a practical perspective, to me [the 3Ps] is more theoretical...It should be aligned with the organizational structure.” When the researcher asked Ali to propose an alternative model to the 3Ps, Ali replied that, ”I don't know, I have never thought about it.”

Phase Two Results (Quantitative)

The second phase of the study is the gathering of quantitative data, which is used to express, in statistical fashion, the perceptions of the participants of the effectiveness of the new marketing mix, 3Ps. Participants were asked to rank the importance of marketing elements on a scale of 1 to 5, with 5 being very important and 1 being least important. The quantitative phase was guided by and updated to its final version in correspondence to the results of the qualitative phase, which focused on marketing practitioners identifying marketing elements and categorizing them into appropriate phases. All data presented is rounded to the third decimal place.

This second phase of the study is presented below. An online questionnaire was distributed online to marketing practitioners. Prior to distribution it was determined that

the survey needed to be administered to a sample of at least 250 marketing practitioners in Saudi Arabia. The purpose of a minimum of 250 participants is to reach statistical significance. a total of 308 total participants took the survey, results 23% more than the minimum target number required.

Participants

Participants were 308 marketing practitioners that included males 74.14% and females 25.86%. Participant age ranged from 18 to older than 50. 30.63% were 18 to 29 years of age, 40.72% were 30 to 39 years of age, 25.23% were 40 to 49 years of age, and 3.42% were 50 years old or older. Participant's years of experience ranged from 1 to 4 years 56.99%, 5 to 9 years 19.49%, 10 to 14 years 12.50% , and 15 years or more 11.03%. Participants were in industries that included services 21.23%, retail 13.97%, food 10.71%, automotive 1.27%, personal care 1.8%, pharmaceuticals 1.27%, household products 0.73%, beverages 1.45%, telecommunications 3.45%, sports and entertainment 2.18%, insurance 0.54%, and other industry sectors 41.38%.

Descriptive Statistical Results for Marketing Elements of 3Ps

The quantitative questions asked during phase two are:

Question 1: "Which of these marketing elements in each phase (pre-promotion, promotion, and post-promotion) do marketing practitioners rank as the most important and least important?"

Question 2: “Do marketing practitioners perceive the 3Ps meets the current emerging trends in marketing?”, and

Question 3: “Will marketing practitioners consider using the 3ps in the future?”

The marketing practitioners who participated in the quantitative phase generally agreed with the marketing elements within the respective categories of the 3Ps, with the results showing an overall mean of 4.08. In other words, marketing practitioners rank the three phases with all their marketing elements 4.08 out of 5. This means that elements in the phases are valuable and important to practitioners.

Table 2 shows the ranking of the elements for pre-promotion phase. The overall mean of the ranking by the marketing practitioners of all the pre-promotion phase elements equaled to 4.19. There was only slight variation in the responses as shown by a standard deviation of 0.414.

In answering the first question in relation to the pre-promotion phase, marketing practitioners agreed there were no elements missing from the pre-promotion phase. 84% of respondents stated there were no marketing elements missing from the pre-promotion phase, while 16% of respondents stated there were marketing elements missing from the pre-promotion phase. The 16% of respondents stated the following marketing elements were missing: competition response, customer response during soft launch, decide the marketing budget, marketing plan, marketing calendar, analyzing external forces, purchase power of the customer, crisis management, and packaging design.

Although the researcher recognizes that the practitioners recognize some elements are missing, the suggested elements fit into the main eight elements. For example, a

practitioner cited competition response is missing but this particular element seems to be part of market analysis and marketing research. Also, the researcher recognizes that, along with the elements of the pre-promotion phase that a minority of respondents asked for, there may be yet others that have not been recognized by any population. Only future studies and use of the 3Ps model will be able to reveal these or other components.

Table 2

Marketing Element Ranking for the Pre-Promotion Phase

Marketing element	Mean	Standard Deviation	N	Extremely Important	Very Important	Moderately Important	Slightly Important	Not at all Important
Pre-Promotion phase								
1-Goals and Marketing Strategy	4.665	0.574	302	71%	25%	3%	0%	0%
1A - KPI	4.353	0.681	300	46%	45%	9%	0%	0%
2- Market Analysis	4.459	0.664	303	53%	40%	6%	0%	1%
2A - Marketing Research	3.960	0.821	303	27%	45%	25%	2%	1%
3 - Segmentation	4.279	0.699	301	41%	48%	10%	1%	0%
3A- Identifying a market segment	4.538	0.665	301	61%	33%	5%	1%	0%
3B - Positioning and branding	4.079	0.773	302	30%	50%	16%	3%	0%

Marketing element	Mean	Standard Deviation	N	Extremely Important	Very Important	Moderately Important	Slightly Important	Not at all Important
Pre-Promotion phase								
4-Product/ Service development	4.285	0.768	302	45%	40%	12%	2%	0%
4A-Added value	4.335	0.746	301	49%	38%	12%	2%	0%
5- Pricing strategy	4.301	0.681	302	42%	47%	11%	1%	0%
6- Place (Point of sale)	4.136	0.802	302	37%	42%	19%	1%	1%
6A-Channels: Marketing Logistics	4.037	0.787	299	28%	51%	18%	2%	1%
6B-Integrating The offline and online channels	3.910	0.879	302	27%	43%	24%	5%	1%
6C- Retailing and wholesaling management	3.811	0.867	302	23%	41%	32%	3%	1%
7-Customer Experience Design	4.123	0.869	301	39%	39%	18%	3%	1%
8-Testing readiness with all stakeholders	4.093	0.895	302	37%	43%	14%	5%	1%
8A-Team management	4.402	0.659	301	49%	43%	8%	1%	0%
8B-Internal awareness	4.100	0.794	301	34%	46%	18%	2%	0%
8C- soft launch	3.613	0.956	300	18%	39%	31%	10%	2%

Table 3 shows the ranking of the elements for the promotion phase. The overall mean of the ranking by the marketing practitioners of all the promotion phase elements equaled 3.66. There was only slight variation in the responses as shown by a standard deviation of 0.470.

In answering the first question in relation to the promotion phase, marketing practitioners agreed there were no elements missing from the promotion phase. 91% of respondents stated there were no marketing elements missing from the promotion phase while 9% of respondents stated there were marketing elements missing from the promotion phase. The 9% of respondents stated the following marketing elements were missing: viral marketing, exhibition, buzz promotion, phone game promotion.

Although the researcher understands that the practitioners recognize some elements are missing, the suggested elements fit into the main seven elements. For example, a practitioner cited exhibition is missing but this particular element seems to be part of events and partnership. Also, the researcher recognizes that, along with the elements of the promotion phase that a minority of respondents asked for, there may be yet others that have not been recognized by any population. Only future studies and use of the 3Ps model will be able to reveal these or other components.

Table 3*Marketing Element Ranking for the Promotion Phase*

Marketing element	Mean	Standard Deviation	N	Extremely Important	Very Important	Moderately Important	Slightly Important	Not at all Important
Promotion Phase								
1-Online advertising	4.256	0.760	301	43%	42%	14%	1%	0%
1A- E-marketing	4.352	0.713	301	47%	43%	9%	1%	0%
1B- Social media	4.327	0.708	300	45%	44%	9%	2%	0%
1C- Content marketing	4.263	0.750	300	43%	41%	14%	1%	0%
1D- Google ads (search engine ads)	3.623	0.985	300	22%	33%	32%	12%	1%
1E-Influencers	3.382	1.088	301	18%	27%	36%	14%	5%
1F- SEO	4.137	0.883	300	41%	37%	18%	3%	1%
1G- Micro-influencers	3.100	1.167	300	14%	21%	37%	17%	11%
2- Offline advertising	2.873	1.023	300	6%	20%	38%	27%	9%
2A- TV/ Radio	2.610	1.135	300	8%	12%	30%	33%	17%
2B- Outdoor ads	3.160	1.057	300	11%	25%	42%	14%	8%
3- Sponsorship	3.223	1.047	300	11%	28%	40%	14%	7%
4- Personal selling	3.680	0.924	300	19%	40%	31%	8%	1%
5- Events and partnerships	3.674	0.905	298	19%	40%	33%	7%	1%
6- Public Relation	4.231	0.813	299	43%	40%	13%	4%	0%
7- sales promotion/ Other types of promotion	4.007	0.807	299	28%	47%	21%	2%	1%

Marketing element	Mean	Standard Deviation	N	Extremely Important	Very Important	Moderately Important	Slightly Important	Not at all Important
Promotion Phase								
7A- Guerrilla tactics	2.972	1.170	287	10%	22%	38%	16%	15%
7B- Geofencing promotion	3.805	0.879	297	20%	51%	23%	5%	2%

Table 4 shows the ranking of the elements for post-promotion phase. The overall mean of all the post-promotion phase elements equaled to 4.40. There was only slight variation in the responses as shown by a standard deviation of 0.442.

In answering the first question in relation to the post-promotion phase, marketing practitioners agreed there were no elements missing from the Post-promotion phase. 92% of respondents stated there were no marketing elements missing from the post-promotion phase while 8% of respondents stated there were marketing elements missing from the post-promotion phase. The 8% of respondents stated the following marketing elements were missing: providing more value to customers, improving the product with feedback from customers, and post-sales service.

Although the researcher understands that the practitioners recognize some elements are missing, the suggested elements fit into the main two elements. For example, a practitioner cited improving the product with feedback from customers is missing but this particular element seems to be part of customer management. Also, the

researcher recognizes that, along with the elements of the post-promotion phase that a minority of respondents asked for, there may be yet others that have not been recognized by any population. Only future studies and use of the 3Ps model will be able to reveal these or other components.

Table 4

Marketing Element Ranking for the Post-Promotion Phase

Marketing element	Mean	Standard Deviation	N	Extremely Important	Very Important	Moderately Important	Slightly Important	Not at all Important
Post-Promotion phase								
1-Close monitoring	4.181	0.789	297	39%	43%	15%	2%	0%
1A- metrics management (sales, leads, roi)	4.384	0.722	297	50%	41%	7%	2%	0%
2- Customer Management	4.456	0.696	298	54%	40%	5%	0%	1%
2A- Improve the customer experience	4.513	0.648	296	58%	35%	5%	0%	0%
2B- Customer feedback	4.468	0.636	297	54%	39%	7%	0%	0%
2C- CRM software	4.297	0.750	296	45%	41%	11%	2%	0%
2D- Customer satisfaction	4.495	0.643	297	56%	38%	5%	0%	0%

The second research question was “Do marketing practitioners perceive the 3Ps meets the current emerging trends in marketing?” In answering the second question, marketing practitioners were asked to agree with the statement “The 3Ps meet the current emerging trends in marketing” on a scale of 1 to 5, with 5 being “Strongly agree”, 4 being “Agree”, 3 being “Undecided”, 2 being “Disagree” and 1 being “Strongly disagree.” 90% of respondents either strongly agreed “45%” or agreed “45%”, 8% of respondents were undecided. 1% of respondents disagreed and 1% of respondents strongly disagreed. The mean equaled 4.31. There was only slight variation in the responses as shown by a standard deviation of 0.752.

The third research question was “Will marketing practitioners consider using the 3Ps in the future?” In answering the third question, marketing practitioners were asked to agree with the statement “I would consider using the 3Ps model in the future” on a scale of 1 to 5, with 5 being “Strongly agree”, 4 being “Agree”, 3 being “Undecided”, 2 being “Disagree” and 1 being “Strongly disagree.” 84% of respondents either strongly agreed “38%” or agreed “46%”, 13% of respondents were undecided. 2% of respondents disagreed and 1% of respondents strongly disagreed. The mean equaled 4.20. There was only slight variation in the responses as shown by a standard deviation of 0.783.

Inferential Statistical Results for Marketing Elements of 3Ps

Pre-Promotion Phase. The ANOVA analyzed if there is a difference of opinion in the overall mean of pre-promotion responses between the four different age groups.

Based on a p -value = 0.301, there is no statistically significant difference in their responses based on age. The means of each age group ranged from 4.140 to 4.311. The mean for the age group between 18 and 29 equaled to 4.196, the mean for the age group between 30 and 39 equaled to 4.141, the mean for the age group between 40 and 49 equaled to 4.235 and the mean for the age group of 50 and older equaled to 4.311.

The independent t -test analyzed if there is a difference of opinion in the overall mean of pre-promotion responses between the two gender classifications. Based on the p -value = 0.411, there is no statistically significant difference in the responses based on sex. The means of each gender group range from 4.176 to 4.217: The mean for males equaled to 4.176 and the mean for females equaled to 4.217.

The ANOVA analyzed if there is a difference in opinion in the overall mean of pre-promotion responses between the four different groups for years of experience. Based on a p -value = 0.285, there is no statistically significant difference in their responses based on years of experience: The means of each group for years of experience range from 4.158 to 4.281. The mean for participants with 1 to 4 years of experience equaled to 4.158, the mean for participants with 5 to 9 years of experience equaled to 4.166, the mean for participants with 10 to 14 years of experiences equaled to 4.281, and the mean for participants with 15 or more years of experience equaled to 4.252.

Promotion Phase. The ANOVA analyzed if there is a difference of opinion in the overall mean of promotion responses between the four different age groups. Based on a p -value = 0.301, there is no statistically significant difference in their responses based on age group. The means of each age group range from 3.612 to 3.733: The mean for the

age group between 18 and 29 equaled to 3.612, the mean for the age group between 30 and 39 equaled to 3.631, the mean for the age group between 40 and 49 equaled to 3.733, and the mean for the age group of 50 and older equaled to 3.712.

This independent samples t-test analyzed if there is a difference in opinion in the overall mean of promotion responses between the two gender classifications. Based on the p-value = 0.616, there is no statistically significant difference in the responses based on sex. The means of each gender group range from 3.646 to 3.677: The mean for males equaled 3.646 and the mean for females equaled 3.677.

The ANOVA analyzed if there is a difference of opinion in the overall mean of promotion responses between the four different groups for years of experience. Based on a p-value = 0.764, there is no statistically significant difference in their responses based on age group. The means of each group for years of experience range from 3.602 to 3.694: The mean for participants with 1 to 4 years of experience equaled to 3.672, the mean for participants with 5 to 9 years of experience equaled to 3.626, the mean for participants with 10 to 14 years of experiences equaled to 3.694, and the mean for participants with 15 or more years of experience equaled to 3.602.

Post-Promotion Phase. The ANOVA analyzed if there is a difference of opinion in the overall mean of post-promotion responses between the four different age groups. Based on a p-value = 0.197, there is no statistically significant difference in their responses based on age group. The means of each age group range from 4.285 to 4.476. The mean for the age group between 18 and 29 equaled to 4.430, the mean for the age

group between 30 and 39 equaled to 4.355, the mean for the age group between 40 and 49 equaled to 4.476, and the mean for the age group of 50 and older equaled to 4.286.

The independent t-test analyzed if there is a difference of opinion in the overall mean of post-promotion responses between the two gender classifications. Based on the p-value = 0.004, there is a statistically significant difference in the responses based on sex. The means of each gender group range from 4.358 to 4.512: The mean for males equaled 4.358 and the mean for females equaled 4.512.

The ANOVA analyzed if there is a difference of opinion in the overall mean of post-promotion responses between the four different groups for years of experience. Based on a p-value = 0.545, there is no statistically significant difference in their responses based on age group. The means of each group for years of experience range from 4.337 to 4.439: The mean for participants with 1 to 4 years of experience equaled to 4.429, the mean for participants with 5 to 9 years of experience equaled to 4.337, the mean for participants with 10 to 14 years of experiences equaled to 4.440, and the mean for participants with 15 or more years of experience equaled to 4.398.

Summary

In considering alternatives to the marketing mix, this study utilized the practitioner's perspective through the mixed method's *exploratory sequential design*. The qualitative portion of the study relied on in-depth interviews with six marketing practitioners to identify necessary marketing elements within the phases of the 3Ps. The

marketing practitioners outlined eight elements within the pre-promotion phase, seven elements within the promotion phase, and two elements within the post-promotion phase.

The quantitative phase of the study was designed to statistically show the perceptions of the marketing practitioners of the effectiveness of the new marketing model 3Ps in correspondence to the results of the qualitative phase. Participants were asked to rank the importance of marketing elements on a scale of 1 to 5. An overwhelming majority of marketing practitioners agreed all necessary marketing elements were identified and classified in each phase of the 3Ps. Marketing practitioners perceived that the proposed 3Ps model would meet their needs as well or better than the current model would.

CHAPTER V: DISCUSSION

Chapter five is presented in six sections: (1) Introduction; (2) Summary of the Study; (3) Summary of the Findings; (4) Discussions and Implications of Findings; (5) Recommendation for Further Study; and (6) Conclusion.

Introduction

This study addresses updating the marketing mix from a practitioner's perspective in a new 3Ps model. Marketing practitioners were asked if the marketing mix can be updated in a way that is relevant in a modern marketing context from a practitioner's perspective. The goal of this section will be to discuss the qualitative findings collected from six interviews with marketing practitioners and the quantitative findings collected from an online questionnaire that was administered to a large sample consisting of 250 marketing practitioners in Saudi Arabia.

Summary of the Study

The purpose of this mixed methods: exploratory sequential design is to first qualitatively explore with a small sample of marketing practitioners and then to determine if the qualitative findings can be generalized to a large sample. This study was conducted in order to examine if the marketing mix can be updated to reflect more contemporary practices of modern marketing. The literature review indicates the marketing mix is the dominant theory in marketing, sport marketing, and the industry.

The marketing mix allows businesses to market its product or service. The importance of marketing mix for a sport context is caused by the fact that its elements define the sport marketing business (Pitts & Stotlar, 2013).

However, some practitioners go to the extreme of announcing the marketing mix is already dead (Royse, 2018). Practitioner's perspective in sport marketing is important for many reasons; first and foremost, Harrigan and Hulbert (2011) believe "we are at the stage where marketing academia has a lot to learn from marketing practice."

This paper is not suggesting to ignore marketing mix entirely, rather to explore an alternative framework from a practitioner perspective. There is a significant need for scientific or empirical studies on the practitioners' perspective. Marketing has undergone a tremendous shift in practice while marketing mix as a dominant theory has not changed much.

Summary of the Findings

Qualitative Findings. The following summarizes the results of the study. Due to the nature of this mixed methods study, the findings are presented in two parts. The first phase is the qualitative phase. Participants answered four research questions presented in the first qualitative phase of the study. The elements are discussed in relation to each of the research questions.

Research Question 1: "What marketing activity should be included/removed in the pre-promotion phase?"

Marketing practitioners identified the following eight elements of the pre-promotion phase: (1) Goals and Marketing Strategy; (2) Market Analysis; (3) Segmentation; (4) Product/Service Development; (5) Pricing Strategy; (6) Place (Point of Sale); (7) Customer Experience Design; and (8) Testing Readiness with All Stakeholders.

Research Question 2: “What marketing activity should be included/removed in the promotion phase?”

Marketing practitioners identified the following seven elements of the promotion phase. Practitioners agreed that not all seven elements needed to be completed in order to successfully promote a product or service and execute the promotion phase: (1) Online Advertising; (2) Offline Advertising; (3) Sponsorship; (4) Personal Selling; (5) Events and Partnerships; (6) Public Relation; and (7) Sales Promotion/Other Types of Promotion.

Research Question 3: “What marketing activity should be included/removed in the post-promotion phase?”

Marketing practitioners identified two elements of the post-promotion phase: (1) Close Monitoring; and (2) Customer Management.

Research Question 4 “What opinions do marketing practitioners hold about the new 3Ps model?”

Marketing practitioners agreed that the new 3Ps model and its corresponding elements and sub-themes is a more comprehensive and detailed approach to modern marketing.

Quantitative Findings. The second phase is the quantitative phase. Participants answered three research questions presented in the second qualitative phase of the study. The findings are discussed in relation to each of the research questions.

Research Question 1: “Which of these marketing elements in each phase (pre-promotion, promotion, and post-promotion) do marketing practitioners rank as the most important and least important?” The overall mean of all the marketing elements the pre-promotion, promotion, and post-promotion phase equaled to 4.08.

With respect to the pre-promotion phase in answering question one, 84% of respondents stated there were no marketing elements missing from the pre-promotion phase while 16% stated there were marketing elements missing from the pre-promotion phase. The overall mean of all the pre-promotion phase elements equaled 4.19. There was only slight variation in the responses as shown by a standard deviation of 0.414.

The ANOVA analyzed if there is a difference of opinion in the overall mean of pre-promotion responses between the four different age groups. Based on a p-value = 0.301, there is no statistically significant difference in their responses based on age. The means of each age group ranged from 4.140 to 4.311. The independent t-test analyzed if there is a difference of opinion in the overall mean of pre-promotion responses between the two gender classifications. Based on the p-value = 0.411, there is no statistically significant difference in the responses based on sex. The means of each gender group range from 4.176 to 4.217. The ANOVA analyzed if there is a difference in opinion in the overall mean of pre-promotion responses between the four different groups for years

of experience. Based on a $p\text{-value} = 0.285$, there is no statistically significant difference in their responses based on years of experience: The means of each group for years of experience range from 4.158 to 4.281.

With respect to the promotion phase in answering question one, 91% of respondents stated there were no marketing elements missing from the promotion phase while 9% of respondents stated there were marketing elements missing from the promotion phase. The overall mean of all the promotion phase elements equaled to 3.66. There was only slight variation in the responses as shown by a standard deviation of 0.470.

The ANOVA analyzed if there is a difference of opinion in the overall mean of promotion responses between the four different age groups. Based on a $p\text{-value} = 0.301$, there is no statistically significant difference in their responses based on age group. The means of each age group range from 3.612 to 3.733. This independent t-test analyzed if there is a difference in opinion in the overall mean of promotion responses between the two gender classifications. Based on the $p\text{-value} = 0.616$, there is no statistically significant difference in the responses based on sex. The means of each gender group range from 3.646 to 3.677. The ANOVA analyzed if there is a difference of opinion in the overall mean of promotion responses between the four different groups for years of experience. Based on a $p\text{-value} = 0.764$, there is no statistically significant difference in their responses based on age group. The means of each group for years of experience range from 3.602 to 3.694.

With respect to the post-promotion phase in answering question one, 92% of respondents stated there were no marketing elements missing from the post-promotion phase while 8% of respondents stated there were marketing elements missing from the post-promotion phase. The overall mean of all the post-promotion phase elements equaled 4.40. There was only slight variation in the responses as shown by a standard deviation of 0.442.

The ANOVA analyzed if there is a difference of opinion in the overall mean of post-promotion responses between the four different age groups. Based on a p-value = 0.197, there is no statistically significant difference in their responses based on age group. The means of each age group range from 4.285 to 4.476. The independent t-test analyzed if there is a difference of opinion in the overall mean of post-promotion responses between the two gender classifications. Based on the p-value = 0.004, there is a statistically significant difference in the responses based on sex. The means of each gender group range from 4.358 to 4.512. The ANOVA analyzed if there is a difference of opinion in the overall mean of post-promotion responses between the four different groups for years of experience. Based on a p-value = 0.545, there is no statistically significant difference in their responses based on age group. The means of each group for years of experience range from 4.337 to 4.439.

Research Question 2: “Do marketing practitioners perceive the 3Ps meets the current emerging trends in marketing?” Marketing practitioners were asked to agree, on a scale from 1 to 5, with the following statement: “The 3Ps meets the current emerging trends in marketing.” Among the marketing practitioners that participated, 90% of

respondents either strongly agreed “45%” or agreed “45%”, 8% of respondents were undecided, 1% of respondents disagreed and 1% of respondents strongly disagreed that the 3Ps meets the current emerging trends in marketing. The mean equaled to 4.31. There was only slight variation in the responses as shown by a standard deviation of 0.752.

Research Question 3: “Will marketing practitioners consider using the 3ps in the future?” Marketing practitioners were asked to agree, on a scale from 1 to 5, with the following statement: “I would consider using the 3Ps model in the future.” Among the marketing practitioners that participated, 84% of respondents either strongly agreed “38%” or agreed “46%”, 13% of respondents were undecided, 2% of respondents disagreed and 1% of respondents strongly disagreed that they would consider using the 3Ps model in the future. The mean equaled 4.20. There was only slight variation in the responses as shown by a standard deviation of 0.783.

Discussions of Findings

3Ps. Kotler argued the 4Ps is outdated since the traditional marketing mix “clearly [is] not the whole story anymore” (Kotler and Keller, 2012, p. 47). Kotler encouraged scholars and researchers to develop an alternative model to the 4Ps. He said “all of [these new marketing models are] welcome, including the possibility of someone coming up with a radically different model for marketing.” (Mahajan, 2014).

To provide marketing theory to discuss the finding of this dissertation, the marketing literature emphasized two characteristics for building a new marketing model.

First, marketing literature stressed a need to build a marketing framework that covers all aspects of marketing as argued by holistic marketing theorists (Kotler & Keller, 2016, p. 47). Second, marketing literature emphasized any proposed model in the future “[must be] helpful [to practitioners when they design] integrated marketing programs.” (Kotler & Armstrong, 2014, p. 77).

In order to build an effective marketing model, the model must be a “one-stop shop” for practitioners and must be appreciated by them. This research agreed with Kotler’s holistic marketing theory but provides an alternative approach, which is the 3Ps. The 3Ps is inspired by the three phases mindset of marketing models that was found in the literature by both academics and practitioners. In the subsequent paragraphs, the data shows this new model meets the two characteristics outlined by the marketing literature and previous studies.

In meeting the first characteristic, the 3Ps includes all marketing activities and programs that practitioners need as well as current marketing trends. Opinions from marketing practitioners interviewed during the qualitative phase of the study confirm the 3Ps meets the first characteristic. During the qualitative phase, Mahmood explained that “[the 3Ps is] an unbelievable model... because you made it in 3 [easy] steps...it's much more comprehensive than the 4Ps. For example, there is no KPIs in the 4Ps, there is no online/offline. In this model, it is very detailed....The 3Ps is better to teach and more comprehensive [than other frameworks].” The literature points to how the 4Ps is too limiting for day-to-day practice. This is confirmed by the marketing practitioners like Mahmood.

In a similar vein, Fahad responded that “You healed a [marketing] wound. In the past, we added elements to the 4Ps if it did not cover it. With this model, [everything is here].” In other words, marketing practitioners like Fahad are looking for a marketing framework that is a one-stop-shop for marketing activities. What is happening in the practice is that marketing practitioners are using 4Ps as a base and adding elements as they go. However, there is no comprehensive model that includes everything. The 3Ps corrects this oversight of the 4Ps and provides a holistic approach to marketing that allows practitioners to see the whole picture.

Similar results from the quantitative phase also confirm the 3Ps meet the first characteristic, the holistic marketing theory (Kotler & Keller, 2016, p. 47). The marketing practitioners who participated in the quantitative phase generally agreed with the marketing elements within the respective categories of the 3Ps, with the results showing an overall mean of 4.08. In other words, marketing practitioners rank the three phases with all their marketing elements 4.08 out of 5. This means that elements in the phases are valuable and important to practitioners. For example, in the pre-promotion phase, marketing practitioners highly valued having clear goals and a solid marketing strategy since the participants ranked it 4.66 out of 5, having in mind that a rank of 4 is “very important” and a rank of 5 is “extremely important.”

Having marketing practitioners directly involved in developing a new marketing model is very significant since “there is an alarming and growing gap between the interests, standards, and priorities of academic marketers and the needs of marketing executives operating in an ambiguous...and complex marketplace... [which] has become

detrimental to the long-term health of the [marketing] field.” (Reibstein et al., 2009, p. 1). The tendency of the 3Ps model is to bridge the gap that the marketing literature points to. The benchmark of bridging the gap is measured by the opinions of the marketing practitioners as reflected by the research. For example, the data shows that among the marketing practitioners who participated in the quantitative phase, 84% of respondents either strongly agreed “38%” or agreed “46%” that they would consider using the 3Ps model in the future. Even though the 3Ps is a new model, marketing practitioners are open to adapt. The participants recognize that the 3Ps is organized in a way that includes elements that traditional frameworks and academics have not considered.

Additionally, marketing practitioners agreed that the 3Ps met the current emerging trends in marketing. Among the marketing practitioners that participated in the quantitative phase, 90% of respondents either strongly agreed “45%” or agreed “45%” that the 3Ps meets the current emerging trends in marketing, with a mean equal to 4.31. The marketing practitioners have historically criticized academics for providing theoretical frameworks that are not practical. Sometimes practitioners go to extremes in announcing popular marketing frameworks, such as the 4Ps, are dead. (Royse, 2018). Because the change in marketing is massive (AMA, 2019), the 3Ps is meeting these changes. The data shows that 90% of respondents believe in the 3Ps as a current model.

In meeting the second characteristic, the 3Ps is beneficial to practitioners in the field. The marketing literature mentions that “... the role of academic marketing is not just to advance theory and methods but also to have an impact on the practice of marketing.”(Reibstein et al., 2009, p. 1) It is a waste of time and effort to build a model

that is purely theoretical and not helpful to practitioners. Philip Kotler, as quoted by Gronroos, states that a paradigm shift occurs when practitioners are not satisfied with what they have (Gronroos, 1994, p. 329). Kotler is clearly putting marketing practitioners as a benchmark regarding the usefulness of academic research.

The marketing literature clarifies that “[academics are] at the stage where marketing academia has a lot to learn from marketing practice” (Harrigan & Hulbert, 2011). Opinions from marketing practitioners interviewed during the qualitative phase of the study confirm the 3Ps meets the second characteristic, usefulness to practice. During the qualitative phase, Mahmood explained that, “advantages [of the 3Ps]: I see all I want as a marketing practitioner is there from A to Z... before creating the product all the way to the results.” Marketing practitioners noted the uniqueness of the 3Ps, with Sami explaining that “personally, I've never seen a person organize marketing like this.” Ali further explained that “3Ps simplifies the idea of marketing and makes it easier for practitioners.”

Similar findings were observed in the quantitative phase. Marketing practitioners overwhelmingly agreed they would consider using the 3Ps model in the future. Among the marketing practitioners who participated in the quantitative phase, 84% of respondents either strongly agreed “38%” or agreed “46%” that they would consider using the 3Ps model in the future, with the mean equal to 4.20.

Pre-Promotion Phase

Marketing literature values having practitioners participate when designing any marketing models. Linrud and Hall agree that “practitioner integration activities offer professional educators alternative means of enhancing student learning in preparation for their own entrance into the dynamic marketplace as marketing practitioners themselves.” (Linrud & Hall, 1999, p. 21). When doing so, academics will have something highly valuable to real world professionals. In designing the pre-promotion phase, 84% of respondents stated there were no additional marketing elements needed while 16% of respondents stated there were marketing elements that needed to be included. Regardless, the overall mean of all the pre-promotion phase elements equaled 4.19. This shows marketing practitioners rated the elements within the pre-promotion phase a 4.19 out of 5 and thus had a general positive opinion for the pre-promotion phase.

The ANOVA analyzed if there is a difference in the overall mean of pre-promotion responses between the four different age groups. Based on a p-value = 0.301, there is no statistically significant difference in their responses based on age group. The means of each age group range from 4.140 to 4.311. Per the data, younger marketing practitioners from 18 to 30 years of age agreed with older marketing practitioners from 31 to 60 years of age or older that the marketing elements for the pre-promotion phase are accurate and correctly categorized.

The independent t-test analyzed if there is a difference in the overall mean of pre-promotion responses between the two gender classifications. Based on the p-value = 0.411, there is no statistically significant difference in the responses based on sex. The means of each gender group range from 4.176 to 4.217. This data shows that both male and female marketing practitioners rank the marketing elements corresponding to the pre-promotion phase as important.

The ANOVA analyzed if there is a difference in the overall mean of pre-promotion responses between the four different groups for years of experience. Based on a p-value = 0.285, there is no statistically significant difference in their responses based on years of experience. The means of each group for years of experience range from 4.158 to 4.281. The data shows that marketing practitioners value the elements within the pre-promotion phase regardless of their years of experience. Newer marketing practitioners who have experience that range from 1 to 4 years or 5 to 9 years agree with those more seasoned marketing practitioners who have 10 to 14 years of experience or more.

Promotion Phase

With respect to the marketing elements within the promotion phase, 91% of respondents stated there were no additional marketing elements needed while 9% of respondents stated there were marketing elements that needed to be included. Regardless, the overall mean of all the promotion phase elements equaled to 3.66, which shows an

general positive opinion for the promotion phase of the 3Ps. The mean for the pre-promotion phase is 4.19 and the mean for the post-promotion phase is 4.40. The overall mean is 4.08. The reason why the mean for the promotion phase is less than the other overall means is because marketing practitioners had varying opinions regarding the promotion marketing elements. For example, offline advertising in general had a lower mean with 2.873. Specifically, television and radio advertising had a mean of 2.610 and outdoor advertising had a mean of 3.160. These findings are supported by previous studies regarding traditional promotion (AMA, 2019). The AMA (2019) talks about how traditional media experiences are in a free fall and a big loss in an ads market share.

The ANOVA analyzed if there is a difference in the overall mean of promotion responses between the four different age groups. Based on a p-value = 0.301, there is no statistically significant difference in their responses based on age group. The means of each age group range from 3.612 to 3.733. Per the data, younger marketing practitioners from 18 to 30 years of age agreed with older marketing practitioners from 31 to 0 years of age or older that the marketing elements for the promotion phase are accurate and correctly categorized.

This independent t-test analyzed if there is a difference in the overall mean of promotion responses between the two gender classifications. Based on the p-value = 0.616, there is no statistically significant difference in the responses based on sex. You can notice the means of each gender group range from 3.646 to 3.677. This data shows that both male and female marketing practitioners rank the marketing elements corresponding to the promotion phase as important.

The ANOVA analyzed if there is a difference in the overall mean of promotion responses between the four different groups for years of experience. Based on a p-value = 0.764, there is no statistically significant difference in their responses based on age group. The means of each group for years of experience range from 3.602 to 3.694. The data shows that marketing practitioners value the elements within the promotion phase regardless of their years of experience. Newer marketing practitioners who have experience that range from 1 to 4 years or 5 to 9 years agree with those more seasoned marketing practitioners who have 10 to 14 years of experience or more.

Post-Promotion Phase

With respect to the marketing elements within the post-promotion phase, 92% of respondents stated there were no additional marketing elements needed while 8% of respondents stated there were marketing elements that needed to be included. Regardless, the overall mean of all the promotion phase elements equaled to 4.40, which shows an general positive opinion for the post-promotion phase of the 3Ps.

The ANOVA analyzed if there is a difference in the overall mean of post-promotion responses between the four different age groups. Based on a p-value = 0.197, there is no statistically significant difference in their responses based on age group. The means of each age group range from 4.285 to 4.476. Per the data, younger marketing practitioners from 18 to 30 years of age agreed with older marketing practitioners from

31 to 50 years of age or older that the marketing elements for the post-promotion phase are accurate and correctly categorized.

The independent t-test analyzed if there is a difference in the overall mean of post-promotion responses between the two gender classifications. Based on the p-value = 0.004, there is a statistically significant difference in the responses based on sex. The means of each gender group range from 4.358 to 4.512. Females had significantly higher responses than males when tested at the .05 level of significance and were even significant at the .01 level. This data shows that both male and female marketing practitioners rank the marketing elements corresponding to the post-promotion phase as important.

The ANOVA analyzed if there is a difference in the overall mean of post-promotion responses between the four different groups for years of experience. Based on a p-value = 0.545, there is no statistically significant difference in their responses based on age group. The means of each group for years of experience range from 4.337 to 4.439. The data shows that marketing practitioners value the elements within the post-promotion phase regardless of their years of experience. Newer marketing practitioners who have experience that range from 1 to 4 years or 5 to 9 years agree with those more seasoned marketing practitioners who have 10 to 14 years of experience or more.

Implications and Limitations

The study revealed implications for academics and marketing practitioners. For academics, the marketing literature shows there is a gap between academics and marketing practitioners (Nyilasy & Reid, 2007). The literature explains this phenomenon of how researchers have created so much knowledge on marketing but have failed to focus at the practical level. From the data, this study was able to successfully bridge that gap by integrating the practitioner's perspective in forming and refining the 3Ps model. The 3Ps utilized the marketing practitioner's perspective that reflects the real world of marketing practice. As such, academics may use the 3Ps model as a viable and more accurate alternative to the 4Ps to teach marketing.

For marketing practitioners, this academic study reveals that the 3Ps model can be an effective tool in day-to-day use to achieve marketing objectives. Marketing practitioners were excited about the 3Ps and the prospect of an alternative to the 4Ps. During the qualitative phase, Fahad stated that "as soon as [the research is published or submitted], I hope that I get a copy." The implication for practitioners is that the 3Ps model offers an applied framework to guide marketing decisions. It is more practical than the conceptual 4Ps model.

Further, the 3Ps model, as it stands, may have some limitations. For marketing practitioners, the 3Ps model is not a fixed model like the 4Ps. The 3Ps model is customizable and can be tailored to a specific product or service in order to fit the needs of a specific industry. Some marketing practitioners pointed out their own reservations about the 3Ps. During the qualitative phase, Ali explained, "from a practical perspective, to me [the 3Ps] is more theoretical...It should be aligned with the organizational

structure.” When asked to propose an alternative model to the 3Ps, Ali replied that, ”I don't know, I have never thought about it.”

Another possible limitation to this study is that the sample of marketers surveyed skewed toward the 1 to 4 year level of experience. This sample therefore may yield responses that are not representative of all marketers as a whole, even though the responses of this group were almost entirely positive. Because many of the participants are early in their marketing career, this can affect their perception on old and new models. For instance, they may be biased toward a new model without understanding all of the benefits of the 4Ps. Additional use of the 3Ps model can determine whether or not this is the case.

Summary

The 3Ps model appears to be a viable marketing framework that can rival the long-held marketing mix. Marketing literature showed a widening gap between marketing theory and day-to-day marketing practices. Additionally, marketing literature stressed a need to build a marketing framework that covers all aspects of marketing as argued by holistic marketing theorists (Kotler & Keller, 2016, p. 47). Also, marketing literature emphasized any proposed model in the future “[must be] helpful [to practitioners when they design] integrated marketing programs.” (Kotler & Armstrong, 2014, p. 77).

Sport marketing management utilizes the marketing mix. The marketing mix is crucial in the marketing industry and most of any sport marketer’s time should be spent

developing this cornerstone. The importance of marketing mix for a sport context is caused by the fact that its elements define the sport business (Pitts & Stotlar, 2013). In the world of sport marketing, a decision cannot be made while ignoring any one of these elements.

In developing the 3Ps, marketing practitioners played a crucial role in identifying and classifying marketing elements within the phases. By relying on the perspective of marketing practitioners, the 3Ps is a holistic approach for marketing practitioners since it entails all aspects of marketing including current and emerging marketing trends. Furthermore, the practitioner's perspective provided needed insight in developing the 3Ps as a practical tool for marketing practitioners to utilize in achieving marketing objectives.

The qualitative and quantitative data support the 3Ps has merit. It is a comprehensive model that meets the ever-changing marketing trends. Marketing practitioners like the model because it was built by practitioners and around the practice of marketing. To the sport marketing industry, the 3Ps is a base that practitioners can build on and customize according to their marketing needs.

To summarize, the researcher asked professional marketing practitioners to design an effective marketing model that meets the current trends in sport business and other industries. The qualitative and quantitative data confirmed that the 3Ps is a good working model. The data also showed that the 3Ps meets the needs of marketing practitioners and that the practitioners would use it in the future.

Recommendations for Further Study

There are two recommendations for further study: for practitioners and for academics studying the science of marketing. For practitioners, the 3Ps model is not a fixed model like the 4Ps. The 3Ps model is customizable and can be tailored to a specific product or service. In sport marketing, practitioners can continue researching contemporary topics in marketing, such as augmented reality and artificial intelligence, to be added to the 3Ps. Additionally, the 3Ps can be customized to different industries to meet respective marketing goals. In sports marketing, the elements of the pre-promotion phase in a brick-and-mortar retail store for a sport team or club would be different from its e-commerce store.

For academics, there is a need to make a difference in marketing practice. With the 3Ps, academics can research the idea of using the model to demonstrate marketing instead of the 4Ps. Academics can further compare and contrast the 3Ps with the 4Ps or other marketing frameworks to determine which model is more relevant. Academics can also research the practitioner's perspective on 3Ps framework in other sectors such as hospitality, service, and tourism. Since the participants in this study were drawn from Saudi Arabia, academics can also test if the 3Ps can provide similar marketing results in other countries.

The final recommendation is to see research that improves the practice of marketing by embracing the practitioner's perspective. "Our call is for the whole

marketing academic community to work on relevant business problems... Working on relevant issues and making a difference in the practice of marketing can be both engaging and enjoyable. It feels good when your work makes a difference” (Reibstein et al., 2009, p. 3).

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APPENDICES

APPENDIX A: QUALITATIVE INTERVIEW

Interview Protocol⁷: Semi-standardised

Researcher Note:

1. Institutions: Middle Tennessee State University
2. Interviewee name: _____ Title: _____ Date: _____
3. Post Interview Comments or Leads:

Introductory Protocol:

To facilitate our note-taking, we would like to record our conversations today. For your information, only the researcher on the project will access the cloud recording which will be eventually deleted after they are transcribed. One important aspect of the protocol is to meet the human subject requirements, which state that: (1) all information will be held confidential, (2) your participation is voluntary and you may stop at any time if you feel uncomfortable, and (3) there is no risk involved in your participation.. Thank you for your agreeing to participate.

We have planned this interview to last 30-40 minutes. During this time, we have several marketing questions that we would like to cover. If time begins to run short, it may be necessary to interrupt you in order to push ahead and complete this line of questioning.

⁷ The researcher adapts with modifications the Stanford's interview protocol https://web.stanford.edu/group/ncpi/unspeficied/student_assess_toolkit/sampleInterviewProtocol.html#sampleProtocolForm

Introduction:

You have been selected to speak with us today because you have been identified as a marketing practitioner in Saudi Arabia. Our research project as a whole focuses on updating the marketing mix (4Ps) from a practitioner's perspective.

Our study is proposing a new marketing mix (3Ps) and we are trying to learn from your experience, what you think about it. The goal is to create a marketing model for practitioners, which is current and meet their needs. The focus of the new marketing mix, which is also called the 3Ps, is promotion. The aim is to resemble a real world and a practical framework. There are also there phases: *Pre-promotion phase, Promotion phase, Post-promotion phase.*

Research topics	Questions asked	Notes
The old model, 4Ps	What are the advantages and disadvantages of the 4Ps?	
pre-promotion phase	What marketing activity should be included/removed in pre-promotion phase?	
promotion	What marketing activity should be included/removed in promotion phase?	
post-promotion	What marketing activity should be included/removed in post-promotion phase?	
Evaluating the 3Ps	What opinions do marketing practitioners hold about the new 3Ps model?	

APPENDIX B: 3Ps QUESTIONNAIRE

Part One:

Protocol ID: 20-2102.

Approval Date:01/30/2020

Expiration Date: 12/31/2020

Primary Investigator: Mohammed Huthut, E

Faculty Advisor: Steven, Estes

Age:

18-29

30-39

40-49

+50

Sex:

Male

Female

Years of experience:

1-4

5-9

10-14

15

Industry you work in:

- Sport and Entertainment
- Auto
- Retail
- Food
- Personal care
- Pharmaceutical
- Household products
- Beverages
- Services
- Telecommunication
- Insurance
- Others

Part Two:

Introduction: This study aims to provide an updated marketing model from the practitioners perspective. It includes two parts: the first, (completely finished), introduces meetings with marketing practitioners. It seeks to develop a marketing mix resembling the real market. A new three-phase marketing model has been devised, based on promotion, called 3Ps (each phase starts with P). This new mix, designed according to marketing practitioners, is composed of three phases: (1) pre-promotion, (2) promotion, and (3) post-promotion. In each of these phases, the marketing practitioners propose a set of marketing elements. As a practitioner, you are kindly requested to rank these elements

on a scale from 1 to 5 based on their importance in each phase. "1" represents the least important element and "5" represents the most important one.

Pre-Promotion Phase (Eight Elements)					
The 3Ps model is composed of three phases: (1) pre-promotion, (2) promotion, and (3) post-promotion.					
Pre-promotion phase: according to marketing practitioners, there are eight elements in this phase. Please, rank each element based on its importance according to your viewpoint as a practitioner. (Note: some elements may have sub-items, so please rank them as well.)					
	Very Important	Fairly Important	Neutral	Not So Important	Not at All Important
1-Goals and Marketing Strategy					
A- KPI					
2- Market Analysis					
A- Marketing Research					
3- Segmentation:					
A- Identifying a Market Segment					
B- Positioning and Branding					
4- Product/Service Development					
A- Added Value					
5- Pricing and Pricing Strategy					
6- Place (Point of sale):					
A- Channels: Marketing Logistics					

	Very Important	Fairly Important	Neutral	Not So Important	Not at All Important
a- Integrating the Offline and Online Channels					
B- Retailing and Wholesaling Management					
7- Design the Customer Experience					
8- Testing Readiness with All Stakeholders					
A- Team Management					
B- Internal Awareness					
C- Soft Launch					
Participants were asked to answer the following question:					
Are there any important marketing elements that are missing from the Pre-Promotional phase?	Yes	No			
Promotion Phase (Seven Elements)					
The 3Ps marketing model is composed of three phases: (1) pre-promotion, (2) promotion, and (3) post-promotion.					
Promotion phase: according to marketing practitioners, there are seven elements in this phase. Please, rank each element based on its importance according to your viewpoint as a practitioner. (Note: some elements may have sub-items, so please rank them as well.)					
	Very Important	Fairly Important	Neutral	Not So Important	Not at All Important
1- Online Advertising					
A- E-marketing					

	Very Important	Fairly Important	Neutral	Not So Important	Not at All Important
B- Social Media					
C- Content Marketing					
D- Google Ads (search engine ads)					
E- Influencers					
F- SEO					
J- Micro-influencers					
2- Offline Advertising:					
A- TV\ Radio					
B- Outdoor Ads					
3- Sponsorship					
4- Personal Selling					
5- Events and Partnerships					
6- Public Relation					
7- Sales Promotion/Other Types of Promotion					
A- Guerrilla Marketing					
B- Geofencing Promotion					
Participants were asked to answer the following question:					
Are there any important marketing elements that are missing from the Promotional phase?	Yes	No			

Post-Promotion Phase (Two Elements)					
The 3Ps marketing model is composed of three phases: (1) pre-promotion, (2) promotion, and (3) post-promotion.					
Post-promotion phase: according to marketing practitioners, there are two elements falling within this phase. Please, rank each element based on its importance according to your viewpoint as a practitioner. (Note: some elements may have sub-items, so please rank them as well.)					
	Very Important	Fairly Important	Neutral	Not So Important	Not at All Important
1- Close Monitoring					
A- Metrics Management (sales, leads, ROI)					
2- Customer Management					
A- Improve Customer Experience					
B- Customer Feedback					
C- CRM Software					
D- Customer Satisfaction					
Participants were asked to answer the following question:					
Are there any important marketing elements that are missing from the Post-Promotional phase?	Yes	No			
Participants were asked to rank the following statements:					
	Strongly Agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)
The 3Ps meets the current emerging trends in marketing					

	Very Important	Fairly Important	Neutral	Not So Important	Not at All Important
I would consider using the 3Ps model in the future					

APPENDIX C: TRANSLATION CERTIFICATION



19.3.2020

Dear Madam/Sir

It is my pleasure to provide this letter with regard to the translation of the survey prepared by Mr. Al-Qahtani Mohammed Huthut, in partial fulfillment of his dissertation requirements for the PhD degree in sports marketing at Middle Tennessee State University.

I edited the survey linguistically, because of my fluency in both Arabic and English, written and spoken. I have also professionally reviewed and translated texts in both languages, which qualifies me to conduct the survey review and write this letter.

With respect to the survey prepared by Mr. Al-Qahtani, I have reviewed both versions and can attest without hesitation that the translation is true, correct, and has preserved the intended meaning in both Arabic and English. The survey questions were clear, easy to understand, and well-constructed.

To have a clear picture about me, I studied around 10 years in UK at (the University of Hull, which I got my Master and PhD degrees from). Additionally, I worked as a visiting lecturer at Al-Yamamah University in Riyadh for two years. Currently, I work in the sports industry as CEO of FG Sports Company.

I wish Mr. Mohammed the best of luck and success with his future endeavor. For any help or if you have any question regarding the translation of the survey prepared by Mr. Al-Qahtani, please don't hesitate to contact me any time on my contacts detailed below.

Sincerely,

Dr. Mugbil Binjudia

CEO of FG Sports Company

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