

**ENACTING CHANGE IN STRATEGIC MARKETING DECISIONS:
THE ROLE OF REGULATORY FOCUS IN TEAMS**

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ABSTRACT

The ability to enact change underlies long-term marketing success. We examine how individual and leadership motivations influence a team's propensity to enact change across a variety of marketing decisions. We utilize regulatory focus theory and identify the effects of regulatory focus match vs. mismatch within teams on the propensity to enact change in decision-making across the marketing mix. We find that regulatory focus match renders leadership-prescribed goal pursuit strategies ineffective and that only teams under regulatory focus mismatch make decisions consistent with leadership-prescribed goal pursuit strategies. For regulatory match teams, our results demonstrate that a promotion focus is associated with greater levels of change in team marketing decisions than a prevention focus.

References available upon request