CELL BRIEFS · NO. 2 · OCTOBER 22, 2026

# Market Orientation

*The most-cited cell in the table, by the table's own works.*

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**Mo**

MARKET ORIENTATION

| | |
|---|---|
| FAMILY | 4 · Market Orientation |
| ERA | 4 · Orientation and Relationships (1990s) |
| BLOCK | FP · Formulation Process |
| TIER | 3 · Landmark |
| ROLE | Defining statement (Narver and Slater also a landmark test) |
| LINEAGE | Cell 3 of 6 in the Market Orientation column |

## ANCHOR WORKS

**Kohli and Jaworski (1990)**, *Market Orientation: The Construct, Research Propositions, and Managerial Implications*, Journal of Marketing.

**Narver and Slater (1990)**, *The Effect of a Market Orientation on Business Profitability*, Journal of Marketing.

## BY THE NUMBERS

**106** anchor works cite its two anchors, the most of any cell

**30** of the 98 Core cells hold one of those citing works

**10** curated links out, the most of any cell

**36** years from the marketing concept to its operationalization

## RELATED CELLS

**Mc** Marketing Concept · **Oc** Marketing Culture · **Pm** Proactive Market Orientation · **Cp** Market-Driven Capabilities

Next in the series: **Ns** New Product Success, **Ma** Market-Based Assets, **Mk** Marketing Capabilities.

## WHAT IT IS

Kohli and Jaworski defined market orientation as organization-wide generation of, dissemination of, and responsiveness to market intelligence. Narver and Slater conceptualized it as a culture of customer orientation, competitor orientation, and interfunctional coordination, and showed its association with profitability. Two definitions, one year, one journal: the field received a behavior and a culture at the same time, and has been reconciling them since.

## THE LINEAGE




All five filled cells sit in the Formulation Process block with no drift. Thirty-six years separate Drucker's marketing concept (1954) from its operationalization (1990); the column then turns to whether the orientation can be proactive and whether its advantage lasts.

## WHERE IT TRAVELS

Ten curated Core Table links, the most of any cell: **Resource-Advantage Theory**, **Market-Driven Capabilities**, **Learning Orientation**, **Innovativeness**, **Role of Marketing**, **Market Driving**, **Exploration-Exploitation**, **Supply Chain Orientation**, **Market-Focused Sustainability**, and **Marketing Excellence**. Twenty more deep-dive cells in nine families name it.

## WHAT IT RESTS ON

No curated link in; the cell is a source, not a destination. Its reference lists tell the story instead: both anchors cite Day and Wensley (1988, **Positional Advantage**) and Deshpandé and Webster (1989, **Marketing Culture**), and Narver and Slater cite Kohli and Jaworski. Advantage and culture are its parents.

## DESCENDANTS YOU WOULD NOT GUESS

106 anchor works in 15 families cite the two 1990 papers, and 30 of the 98 Core cells hold one of them: **Resource-Advantage Theory** (Hunt and Morgan, 1995), **Market-Based Assets** (Srivastava, Shervani, and Fahey, 1998), **Service-Dominant Logic** (Vargo and Lusch, 2004), **Satisfaction and Firm Value** (Anderson, Fornell, and Mazvancheryl, 2004), **Emerging Market Strategy** (Sheth, 2011), **Marketing Agility** (Kalaignanam et al., 2021), and **Upper Echelons in Marketing** (Whitler et al., 2021).

## THREE THINGS THE CELL DOES NOT SHOW

1. **Two definitions, one issue.** Both anchors appeared in the Journal of Marketing in 1990 and share the same two parents. The deep dive devotes a cell to reconciling them (Perspectives Synthesis, 2001) and another to comparing their three scales (2005). The argument is part of the construct.
2. **It reaches almost a third of the Core Table.** 30 of 98 Core cells hold an anchor that cites market orientation; Market-Driven Capabilities, the next most-cited cell, is cited by 91 anchor works to this cell's 106.
3. **Its frontier is the buyer, not the firm.** Open position O3 asks what intelligence generation, dissemination, and responsiveness mean when AI agents make or mediate purchases for customers, extending this cell and Proactive Market Orientation.

Cite as: Hult, G. Tomas M. (2026), "Market Orientation," *Cell Briefs* No. 2, The Periodic Table of Marketing Strategy, periodictableofmarketingstrategy.com. Link counts and citing works are from the site's analysis dataset (Version 1.0). Placements, anchors, and tiers are editorial judgments; verify against the original works.



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