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Learning Orientation

What a market-oriented firm needs in order to keep learning.

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LEARNING ORIENTATION

FAMILY	5 · Learning and Knowledge
ERA	4 · Orientation and Relationships (1990s)
BLOCK	FP · Formulation Process
TIER	3 · Landmark
ROLE	Defining statement (both anchors)
LINEAGE	Cell 2 of 5 in the Learning and Knowledge column

ANCHOR WORKS

Sinkula (1994), *Market Information Processing and Organizational Learning*, Journal of Marketing.

Slater and Narver (1995), *Market Orientation and the Learning Organization*, Journal of Marketing.

BY THE NUMBERS

53 anchor works cite it, fourth-most of 98 cells

12 Core cells hold one of those citing works

20 other anchor works cited by Slater and Narver

0 block changes in its column across four cells

RELATED CELLS

Mo Market Orientation · **Iu** Market Information Use · **Iv** Innovativeness · **Xx** Exploration-Exploitation

Next in the series: **Rg** Relational Governance, **Fm** Pioneer Advantage, **Im** Strategy Implementation.

WHAT IT IS

Sinkula linked market information processing (how an organization acquires, distributes, interprets, and stores market information) to organizational learning. Slater and Narver argued that market orientation produces sustained advantage only when it is joined to a learning orientation: the values that shape an organization's propensity to create and use knowledge, and to question what it already believes about its markets.

THE LINEAGE



The column starts in the 1980s and is one of five on the table that never change block: every cell is Formulation Process. Its four filled cells run from how managers use market research (1982) to the principles firms distill from experience (2014), and it ends at an open position on market learning shared between people and AI.

WHERE IT TRAVELS

Three curated links out, each to a different family: **Innovativeness**, **Adaptive Capabilities**, and **Marketing Agility**. Of seven deep-dive mentions, four are in the supply chain deep dive (learning-based purchasing, supply chain orientation, knowledge development in supply chains, the marketing-supply chain interface), where organizational learning was applied to purchasing and logistics.

WHAT IT RESTS ON

One curated link in, from **Market Orientation** (Mo): learning orientation is the complement market orientation needs. Slater and Narver cite 20 other anchor works, among them both market orientation anchors, Day (1994), Day and Wensley (1988), Fiol and Lyles (1985), March (1991), and Sinkula (1994). Sinkula cites four.

DESCENDANTS YOU WOULD NOT GUESS

Fifty-three anchor works in 13 families cite the cell, and 12 Core cells hold one. Among them: **Market-Driven Capabilities** (Day, 1994), **Customer Value** (Woodruff, 1997), **Innovativeness** (Han, Kim, and Srivastava, 1998; Hurley and Hult, 1998), **Service-Dominant Logic** (Vargo and Lusch, 2004), **Marketing Capabilities** (Vorhies and Morgan, 2005), **Market Shaping** (Nenonen, Storbacka, and Windahl, 2019), and **Marketing Agility** (Kalaignanam et al., 2021).

THREE THINGS THE CELL DOES NOT SHOW

1. **Mid-decade by citation rate, fourth by anchor citations.** The two anchors sit at the 58th and 69th percentiles of 1990s works by citations per year, yet only Market Orientation, Market-Driven Capabilities, and Role of Marketing are cited by more anchor works. Its weight is in how often other cells build on it.
2. **A hinge between orientation and capability.** Of the 53 citing works, 11 appear in the learning deep dive, 11 in market orientation, and nine in resources and capabilities. The cell sits where the question changed from what a firm attends to, to what it is able to do.
3. **The sub-lineage stops early.** In the deep dive, organizational learning runs from Fiol and Lyles (1985) through this cell to the schools of thought reviewed by Bell, Whitwell, and Lukas (2002). No cell follows in the 2010s, and its open position is the one the Core column ends on: human-AI market learning (D5-O2).

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