Column 2 Family: Competition and Timing

Expands column 2 of the Periodic Table of Marketing Strategy, Version 1.0. 24 constructs in 8 families across the parent's 7 eras, plus 8 open positions. Outlined spine cells are the parent's own cells and keep their parent symbol and number.

Each cell: satellite number, influence pips (within the stream), block code, then symbol, construct, and anchor works (alphabetical).

- **FC** Formulation, content
- **FP** Formulation, process
- **IC** Implementation, content
- **IP** Implementation, process
- **IN** Inputs: resources and assets
- **OUT** Outputs: performance
- **ENV** Environment and context

■■■ landmark ■■□ major ■□□ emerging or specialized · open position · parent spine cell

	A · MARKETS OVER TIME		B · ENTRY AND RIVALRY		C · ADVANTAGE AND DRIVING		D · GAMES AND ECOSYSTEMS	
	1 Product Life Cycle and Market Evolution	2 Market Definition and Competitive Structure	3 Order of Entry and Pioneer Advantage	4 Competitive Dynamics and Reactions	5 Competitive Advantage Theory	6 Market Driving and Market Shaping	7 Competitive Games and Defensive Strategy	8 Platform and Ecosystem Competition
PERIOD 1 Foundations to 1969	S1 ■■□ FC **Lc** Product Life Cycle — Levitt, 1965; Polli and Cook, 1969 = P2, column 2							
PERIOD 2 Planning 1970s	S2 ■■□ ENV **Fp** Forget the Product Life Cycle — Dhalla and Yuspeh, 1976	S3 ■■□ FC **Pk** Product-Market Definition — Day, Shocker, and Srivastava, 1979 = P14, column 2						
PERIOD 3 Competitive Advantage 1980s	S4 ■■■ ENV **Ep** Evolutionary Processes Beyond the Life Cycle — Day, 1981; Lambkin and Day, 1989	S5 ■■■ FC **Cu** Customer-Oriented Market Structure — Abell, 1980; Srivastava, Alpert, and Shocker, 1984	S6 ■■■ FC **Fm** Pioneer Advantage — Lieberman and Montgomery, 1988; Robinson and Fornell, 1985; Urban et al., 1986 = P24, column 2	S7 ■■□ FC **Ce** Competitive Reactions to Entry — Gatignon, Anderson, and Helsen, 1989	S8 ■■□ IN **Ak** Assets and Skills — Aaker, 1989		S9 ■■■ FC **Dg** Defensive Strategy and Game Theory — Hauser and Shugan, 1983; Moorthy, 1985	
PERIOD 4 Orientation and Relationships 1990s		S10 ■■□ FP **Mi** Managerial Identification of Competitors — Clark and Montgomery, 1999	S11 ■■■ OUT **Pl** Pioneer Advantage Reassessed — Golder and Tellis, 1993; Kerin, Varadarajan, and Peterson, 1992; Szymanski, Troy, and Bharadwaj, 1995	S12 ■■■ FC **Rt** Retaliation and Rivalry — Chen, 1996; Kuester, Homburg, and Robertson, 1999	S13 ■■■ IN **Ra** Resource-Advantage Theory — Hunt and Morgan, 1995, 1996 = P39, column 2		S14 ■■□ FC **Cw** Competitive Marketing Behavior — Ramaswamy, Gatignon, and Reibstein, 1994	S15 ■■■ ENV **Nr** Network Effects and Information Rules — Shapiro and Varian, 1998
PERIOD 5 Assets and Accountability 2000s	S16 ■■□ ENV **Tk** Market Evolution and Takeoff — Agarwal and Bayus, 2002		S17 ■■□ OUT **Su** Sustainable Pioneering Advantage — Boulding and Christen, 2003	S18 ■■■ FC **Ca** Competitive Reactions to Attacks — Steenkamp et al., 2005	S19 ■■□ IN **Gc** General Theory of Competition — Hunt, 2000	S20 ■■□ FC **Md** Market Driving — Jaworski, Kohli, and Sahay, 2000; Kumar, Scheer, and Kotler, 2000 = P57, column 2		S21 ■■□ ENV **Ec** Strategy as Ecology — Iansiti and Levien, 2004
PERIOD 6 Engagement and Networks 2010s				S22 ■■□ ENV **Cd** Competitive Dynamics Review — Chen and Miller, 2012		S23 ■□□ FC **Mh** Market Shaping — Kindström, Ottosson, and Carlborg, 2018; Nenonen, Storbacka, and Windahl, 2019 = P75, column 2		S24 ■■■ ENV **Ek** Ecosystems Theory — Adner, 2017; Jacobides, Cennamo, and Gawer, 2018
PERIOD 7 Frontier 2020s	open position ? *Life cycles of platforms and AI products*	open position ? *Market definition when boundaries shift with AI*	open position ? *Entry timing in AI-driven markets*	open position ? *Algorithmic competition and reactions*	open position ? *Advantage from data and algorithms*	open position ? *Shaping markets with AI*	open position ? *Competitive games among algorithms*	open position ? *Platform and ecosystem rivalry* = column 2 open position

How to read. Rows, block colors, and tier marks follow the parent table; tiers are judged within the stream. Down a column follows one family through time; across a row shows what the stream studied in an era. Spine cells may carry added anchors under the satellite's inclusion rule, which admits the stream's own journals and the outlets in which its defining statements appeared.

Placements, anchors, and tiers are editorial judgments, and anchors are entry points rather than a complete record of any stream. Anyone who uses or adapts this table is responsible for verifying its contents against the original works.

Copyright © G. Tomas M. Hult 2026