Column 11 Family:
Relationships and Customer Equity

Expands column 11 of the Periodic Table of Marketing Strategy, Version 1.0. 35 constructs in 10 families across the parent's 7 eras, plus 9 open positions. Outlined spine cells are the parent's own cells and keep their parent symbol and number.

h 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 · FOUNDATIONS		B · MANAGING RELATIONSHIPS				C · CUSTOMER SIDE			D · VALUE
	1 Exchange and Relationship Foundations	2 Relationship Quality: Trust and Commitment	3 Relationship Marketing Programs	4 Customer Relationship Management	5 Customer Lifetime Value and Equity	6 Acquisition, Retention, and Churn	7 Customer Engagement and Participation	8 Relationship Dynamics and Dark Side	9 Consumer-Brand Relationships	10 Customer Metrics and Firm Value
PERIOD 1 Foundations to 1969										
PERIOD 2 Planning 1970s	S1 ■■■ IP **Xc** Marketing as Exchange Bagozzi, 1975, 1978; Kotler, 1972 = P18, column 11									
PERIOD 3 Competitive Advantage 1980s	S2 ■■■ IP **Br** Buyer-Seller Relationships Dwyer, Schurr, and Oh, 1987; Macneil, 1980 = P33, column 11	S3 ■■□ IP **Cu** Trust and Continuity Anderson and Weitz, 1989	S4 ■■■ FC **Rl** Relationship Marketing Concept Berry, 1983; Jackson, 1985		S5 ■■□ IN **Lv** Customer Lifetime Valuation Dwyer, 1989					
PERIOD 4 Orientation and Relationships 1990s	S6 ■■□ FC **Rs** Relationship Marketing Paradigm Sheth and Parvatiyar, 1995	S7 ■■■ IP **Ct** Commitment-Trust Garbarino and Johnson, 1999; Moorman, Deshpandé, and Zaltman, 1993; Morgan and Hunt, 1994 = P48, column 11	S8 ■■□ IC **Lp** Loyalty Programs Questioned Dowling and Uncles, 1997	S9 ■■□ IC **Oo** One-to-One and Addressability Blattberg and Deighton, 1991; Peppers and Rogers, 1993	S10 ■■■ IN **Eq** Customer Equity Test and CLV Models Berger and Nasr, 1998; Blattberg and Deighton, 1996	S11 ■■□ OUT **Le** Loyalty Effect Reichheld, 1996		S12 ■■■ OUT **Dd** Dark Side of Relationships Fournier, Dobscha, and Mick, 1998; Grayson and Ambler, 1999	S13 ■■■ OUT **Bq** Consumer-Brand Relationships Fournier, 1998	S14 ■□□ IN **Py** Customer Profitability Analysis Mulhern, 1999
PERIOD 5 Assets and Accountability 2000s	S15 ■■□ FC **Xf** Explanatory Foundations of Relationship Marketing Hunt, Arnett, and Madhavaram, 2006	S16 ■■■ OUT **Tv** Trust, Value, and Loyalty Sirdeshmukh, Singh, and Sabol, 2002	S17 ■■■ IP **Rf** Relationship Marketing Effectiveness Bolton, Kannan, and Bramlett, 2000; De Wulf, Odekerken-Schröder, and Iacobucci, 2001; Palmatier et al., 2006	S18 ■■■ IP **Ro** CRM Roadmap Boulding et al., 2005; Jayachandran et al., 2005	S19 ■■■ IN **Cq** Customer Equity and CLV Gupta et al., 2004; Rust, Lemon, and Zeithaml, 2004; Venkatesan and Kumar, 2004 = P66, column 11	S20 ■■■ IP **Ac** Acquisition, Retention, and Churn Neslin et al., 2006; Reinartz and Kumar, 2000; Reinartz, Thomas, and Kumar, 2005	S21 ■■□ FP **Px** Customer Participation Bendapudi and Leone, 2003	S22 ■■□ IP **Gt** Customer Gratitude Palmatier et al., 2009	S23 ■■□ OUT **Bt** Brand Relationship Norms and Attachment Aggarwal, 2004; Thomson, MacInnis, and Park, 2005	S24 ■■■ OUT **Mf** Customer Metrics and Financial Performance Bolton, Lemon, and Verhoef, 2004; Gupta and Zeithaml, 2006
PERIOD 6 Engagement and Networks 2010s	S25 ■■□ FC **Or** Online Relationship Marketing Steinhoff et al., 2019	S26 ■■□ OUT **Dp** Data Privacy and Trust Martin, Borah, and Palmatier, 2017	S27 ■■□ IC **Ly** Loyalty Program Effectiveness Steinhoff and Palmatier, 2016	S28 ■■□ IP **Ez** Enduring Customer Value Kumar and Reinartz, 2016	S29 ■■□ IN **Vt** Customer Valuation Theory Kumar, 2018	S30 ■■□ OUT **Ru** Retention Targeting Ascarza, 2018	S31 ■■■ IN **En** Customer Engagement Brodie et al., 2011; Pansari and Kumar, 2017; van Doorn et al., 2010 = P84, column 11	S32 ■■□ IP **Te** Transformational Relationship Events Harmeling et al., 2015	S33 ■■■ OUT **Bv** Brand Love Batra, Ahuvia, and Bagozzi, 2012	S34 ■■■ OUT **Vb** Customer-Based Valuation McCarthy, Fader, and Hardie, 2017; Schulze, Skiera, and Wiesel, 2012
PERIOD 7 Frontier 2020s	open position ? *Relationships when firms and customers deploy agents*	open position ? *Trust in algorithmic relationship management*	open position ? *Subscription and membership relationships*	S35 ■■□ IP **Am** AI and Customer Relationships Libai et al., 2020	open position ? *Lifetime value under privacy limits*	open position ? *Retention in automated and subscription markets*	open position ? *Engagement with AI agents and automated brands*	open position ? *Relationship dynamics in real time*	open position ? *Brand relationships with virtual and AI personas*	open position ? *Customer-based firm valuation* = column 11 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.

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