Column 7 Family: Organization and Implementation

Expands column 7 of the Periodic Table of Marketing Strategy, Version 1.0. 31 constructs in 9 families across the parent's 7 eras, plus 7 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 · STRUCTURE AND ROLE		B · IMPLEMENTATION AND FIT		C · INTERFACES AND LEADERSHIP		D · THEORY, CONTROL, AND ADAPTATION		
	1 Marketing Organization Structure	2 Marketing's Role and Influence	3 Strategy Implementation	4 Strategy-Structure Fit	5 Marketing-Sales and Interfunctional Interfaces	6 Marketing Leadership and the CMO	7 Organization Theory and Boundary Spanning	8 Planning and Control	9 Responsiveness, Ambidexterity, and Agility
PERIOD 1 Foundations to 1969								S1 ■■■ FP **Km** Analysis, Planning, and Control — Kotler, 1967	
PERIOD 2 Planning 1970s	S2 ■■□ FC **Os** Organization Strategy for Marketing — Corey and Star, 1971							S3 ■■□ IP **Me** Marketing Effectiveness Audit — Kotler, 1977	
PERIOD 3 Competitive Advantage 1980s	S4 ■■■ IP **Cg** Contingency Theory of Marketing Structure — Ruekert, Walker, and Roering, 1985	S5 ■■■ FC **Tf** Marketing and the Theory of the Firm — Anderson, 1982	S6 ■■□ IP **Im** Strategy Implementation — Bonoma, 1984, 1985; Walker and Ruekert, 1987 = P29, column 7		S7 ■■■ IP **If** Interfunctional Interaction — Ruekert and Walker, 1987			S8 ■■■ IP **Kc** Marketing Control Theory — Jaworski, 1988	
PERIOD 4 Orientation and Relationships 1990s	S9 ■■■ IP **Mf** Marketing Organization Framework — Workman, Homburg, and Gruner, 1998	S10 ■■■ IP **Rm** Role of Marketing — Homburg, Workman, and Krohmer, 1999; Moorman and Rust, 1999; Webster, 1992 = P44, column 7	S11 ■■■ IP **Ni** Implementing Marketing Strategies — Noble and Mokwa, 1999; Piercy, 1998	S12 ■■□ IP **Sl** Strategy Type and Sales Force — Slater and Olson, 2000			S13 ■■■ ENV **Nw** Network Marketing Organization — Achrol, 1991; Achrol and Kotler, 1999	S14 ■■□ IP **Cc** Control Combinations — Jaworski, Stathakopoulos, and Krishnan, 1993	
PERIOD 5 Assets and Accountability 2000s	S15 ■■■ IP **Cu** Customer-Focused Structure — Homburg, Workman, and Jensen, 2000	S16 ■■■ IP **Mi** Marketing Department Influence — Verhoef and Leeflang, 2009	S17 ■□□ IP **Ie** Implementation Approaches — Sashittal and Jassawalla, 2001; Thorpe and Morgan, 2007	S18 ■■■ IP **Fi** Strategy-Structure Fit — Olson, Slater, and Hult, 2005; Vorhies and Morgan, 2003 = P62, column 7	S19 ■■■ IP **Tw** Marketing-Sales Thought Worlds and Configurations — Homburg and Jensen, 2007; Homburg, Jensen, and Krohmer, 2008	S20 ■■□ IP **Ch** CMO Presence — Nath and Mahajan, 2008		S21 ■□□ FP **Pl** Marketing Planning and Performance — Pulendran, Speed, and Widing, 2003	S22 ■■□ FP **Or** Organizational Responsiveness — Homburg, Grozdanovic, and Klarmann, 2007
PERIOD 6 Engagement and Networks 2010s	S23 ■■□ OUT **Cl** Customer-Centric Structure and Performance — Lee et al., 2015	S24 ■■□ IP **Cm** CMO and Marketing Power — Feng, Morgan, and Rego, 2015; Germann, Ebbes, and Grewal, 2015 = P80, column 7	S25 ■■□ IP **Xm** Customer Experience Management Implementation — Homburg, Jozić, and Kuehnl, 2017	S26 ■□□ IP **Hr** HRM Policies and Strategy Implementation — Olson, Slater, Hult, and Olson, 2018	S27 ■■□ IP **Si** Marketing-Sales Synergy — Hughes, Le Bon, and Malshe, 2012		S28 ■■□ FC **Bs** Boundary-Spanning Marketing Organization — Hult, 2011		S29 ■■□ FP **Ab** Strategic Marketing Ambidexterity — Josephson, Johnson, and Mariadoss, 2016
PERIOD 7 Frontier 2020s	open position ? *Organizing marketing around AI systems*	open position ? *Marketing's influence when AI makes decisions*	open position ? *Implementation through automation*	open position ? *Fit between strategy and AI-enabled structure*	open position ? *Marketing-sales interface with AI agents*	S30 ■■□ IP **Ue** Upper Echelons in Marketing — Whitler et al., 2021	open position ? *Boundary spanning in platform ecosystems*	open position ? *Planning and control with real-time data*	S31 ■■□ IP **Ag** Marketing Agility — Kalaignanam et al., 2021 = P93, column 7

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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