Column 5 Family: Learning and Knowledge

Expands column 5 of the Periodic Table of Marketing Strategy, Version 1.0. 25 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 · INFORMATION AND LEARNING			B · KNOWLEDGE			C · SENSING AND JUDGMENT	
	1 Market Information Use	2 Organizational Learning	3 Learning Orientation and Performance	4 Market Knowledge and Doctrine	5 Knowledge Competence and Innovation	6 Exploration and Exploitation	7 Market Sensing and Intelligence	8 Managerial Judgment and Decision Support
PERIOD 1 Foundations to 1969							S1 ■■□ ENV **Sb** Scanning the Business Environment — Aguilar, 1967	
PERIOD 2 Planning 1970s								
PERIOD 3 Competitive Advantage 1980s	S2 ■■□ FP **Iu** Market Information Use — Deshpandé and Zaltman, 1982, 1984 — = P27, column 5	S3 ■■□ ENV **Fl** Organizational Learning Defined — Fiol and Lyles, 1985						S4 ■■□ FP **Ds** Marketing Decision Support Systems — Little, 1979
PERIOD 4 Orientation and Relationships 1990s	S5 ■■■ FP **Ku** Marketing Knowledge Use and Memory — Menon and Varadarajan, 1992; Moorman, 1995; Moorman and Miner, 1997	S6 ■■■ FP **Lo** Learning Orientation — Sinkula, 1994; Slater and Narver, 1995 — = P42, column 5	S7 ■■■ FP **Ls** Market-Based Learning and Synergy — Baker and Sinkula, 1999; Sinkula, Baker, and Noordewier, 1997	S8 ■■■ IN **Ka** Knowledge as an Asset — Glazer, 1991	S9 ■■■ IN **Kc** Market Knowledge Competence — Li and Calantone, 1998	S10 ■■■ ENV **Lf** Learning Theory Foundations — Cohen and Levinthal, 1990; March, 1991	S11 ■■■ FP **Mr** Market Sensing and Managerial Representations — Day, 1994; Day and Nedungadi, 1994	S12 ■■■ FP **Mj** Models and Managerial Judgment — Blattberg and Hoch, 1990; van Bruggen, Smidts, and Wierenga, 1998
PERIOD 5 Assets and Accountability 2000s	S13 ■■□ FP **Iq** Information Acquisition in Alliances — Rindfleisch and Moorman, 2001	S14 ■□□ FP **Bl** Schools of Thought in Learning — Bell, Whitwell, and Lukas, 2002	S15 ■■□ FP **Li** Learning Orientation and Innovation Capability — Calantone, Cavusgil, and Zhao, 2002	S16 ■■□ IN **Kd** Market Knowledge Dimensions — De Luca and Atuahene-Gima, 2007	S17 ■■□ IN **Rp** Capability-Rigidity Paradox — Atuahene-Gima, 2005	S18 ■■□ FP **Xx** Exploration-Exploitation — Kyriakopoulos and Moorman, 2004 — = P60, column 5	S19 ■■□ FP **Ml** Market Learning and Competitive Intelligence — Day, 2002; Jaworski, Macinnis, and Kohli, 2002	S20 ■■□ FP **Ss** Management Support Systems — Wierenga and van Bruggen, 2000
PERIOD 6 Engagement and Networks 2010s				S21 ■□□ FP **Dc** Marketing Doctrine — Challagalla, Murtha, and Jaworski, 2014 — = P78, column 5	S22 ■■□ IN **Kn** Market Orientation, Knowledge Competence, and Innovation — Ozkaya et al., 2015	S23 ■■□ OUT **Me** Marketing Exploration and Exploitation Effects — Vorhies, Orr, and Bush, 2011	S24 ■■■ FP **Pv** Peripheral Vision and Vigilant Learning — Day, 2011; Day and Schoemaker, 2006	S25 ■■■ IN **Dp** Deploying Marketing Analytics — Germann, Lilien, and Rangaswamy, 2013; Wedel and Kannan, 2016
PERIOD 7 Frontier 2020s	open position ? *Information use with AI-generated insight*	open position ? *Human-AI market learning* — = column 5 open position	open position ? *Learning orientation in AI-augmented firms*	open position ? *Knowledge and doctrine held in AI systems*	open position ? *Knowledge competence built by AI*	open position ? *Exploration and exploitation by algorithms*	open position ? *Sensing with continuous data*	open position ? *Human-AI judgment in marketing decisions*

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