CELL BRIEFS · NO. 5 · NOVEMBER 2, 2026

Marketing Capabilities

Eight capabilities, benchmarked.

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58

Mk

MARKETING CAPABILITIES

FAMILY	3 · Resources and Capabilities
ERA	5 · Assets and Accountability (2000s)
BLOCK	IN · Inputs
TIER	3 · Landmark
ROLE	Landmark test, with a secondary defining role
LINEAGE	Cell 4 of 6 in the Resources and Capabilities column

ANCHOR WORKS

Vorhies and Morgan (2005), *Benchmarking Marketing Capabilities for Sustainable Competitive Advantage*, Journal of Marketing.

BY THE NUMBERS

29 anchor works cite it, across 11 families

17 other anchor works its own anchor cites

48 years from the family's first definition (1957) to this test

0 block changes in its family across six eras

RELATED CELLS

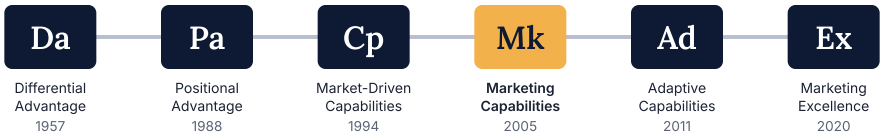
Cp Market-Driven Capabilities · **Pa** Positional Advantage · **Ad** Adaptive Capabilities · **Fi** Strategy-Structure Fit

Next in the series: **Pa** Positional Advantage, **Hy** Computer-Mediated Markets, **Sq** Service Quality.

WHAT IT IS

Vorhies and Morgan identified eight marketing capabilities (pricing, product development, channel management, marketing communication, selling, market information management, planning, and implementation) and benchmarked firms against top performers to show their link to business performance. The contribution was less the list than the method: capabilities became something a firm could be scored on, which made the resource-based view operational for marketing.

THE LINEAGE



All six cells in the Inputs block, no drift. The family has asked one question since Alderson, what inside the firm produces advantage, with the answer migrating from assets to positions to capabilities to adaptiveness.

WHERE IT TRAVELS

One curated link out, to **Strategy-Structure Fit** (organization configurations are assessed against capabilities), and 17 deep-dive mentions in nine families. Its most active export market is international marketing: born globals, multinationality and capabilities, export strategy implementation, and international marketing capabilities all name it.

WHAT IT RESTS ON

One curated link in, from the **Marketing Mix** (Mx): the eight capabilities are the mix executed. The anchor cites 17 other anchor works, the most of any of the ten with Market-Based Assets, including Day and Wensley (1988), Day (1994), Hunt and Morgan (1995), both market orientation anchors, March (1991), and the ACSI paper (1996). The list was assembled from four families' landmarks.

DESCENDANTS YOU WOULD NOT GUESS

29 anchor works in 11 families cite it; seven Core cells hold one: **Adaptive Capabilities** (Day, 2011), **Performance Outcomes** (Katsikeas et al., 2016), **Marketing Excellence** (Homburg, Theel, and Hohenberg, 2020), **CSR and Market Value**, **Manager-Customer Gap**, **Strategy-Structure Fit**, and **Market-Focused Sustainability**. Less expected: **CMO Presence** (Nath and Mahajan, 2008), the **Marketing-Sales interface** (Hughes, Le Bon, and Malshe, 2012), and **Resource-Based Theory in Marketing** (Kozlenkova, Samaha, and Palmatier, 2014).

THREE THINGS THE CELL DOES NOT SHOW

1. **The second-longest wait among the ten.** Forty-eight years passed between Alderson's differential advantage (1957) and a measured set of marketing capabilities (2005). The family defined early and measured late; only Advertising Elasticity waited longer.
2. **A synthesis disguised as a scale.** Its reference list draws on orientation, satisfaction, learning, and advantage research before it measures anything. The capability list is where four families' landmarks were first scored together.
3. **The deep dive doubles the anchor.** Sub-table cell D3-11 adds Morgan, Vorhies, and Mason (2009), the paper that tied capabilities back to market orientation and performance. The sub-lineage's open position is *Marketing capabilities built on AI* (D3-O3).

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