Column 9 Family: Satisfaction and Loyalty

Expands column 9 of the Periodic Table of Marketing Strategy, Version 1.0. 46 constructs in 10 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.

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

Formulation, content · **FP** Formulation, process · **IC** Implementation, content · **IP** Implementation, process · Inputs: resources and sets · **OUT** Outputs: performance · **ENV** Environment and context

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

	A · FORMATION AND MEASUREMENT			B · BEHAVIORAL CONSEQUENCES			C · ORGANIZATIONAL LINKAGES		D · PERFORMANCE AND MANAGEMENT	
	1 Satisfaction Formation	2 Measurement and Indices	3 Expectations, Quality, and Delight	4 Loyalty and Retention	5 Complaints and Recovery	6 Word of Mouth and Advocacy	7 Employee-Customer Linkages	8 Satisfaction and Firm Performance	9 Satisfaction Dynamics	10 Managerial Use of Satisfaction
PERIOD 1 Foundations to 1969	S1 ■■□ OUT **Es** Early Satisfaction — Cardozo, 1965 = P7, column 9					S2 ■■□ ENV **Wm** Word-of-Mouth Origins — Arndt, 1967; Dichter, 1966				
PERIOD 2 Planning 1970s	S3 ■■□ OUT **Dx** Disconfirmed Expectancy Effects — Anderson, 1973; Olshavsky and Miller, 1972	S4 ■□□ ENV **Cd** CS/D Field Formation — Hunt, 1977		S5 ■■■ OUT **Bl** Brand Loyalty Defined — Jacoby and Chestnut, 1978; Jacoby and Kyner, 1973	S6 ■■■ OUT **Vo** Exit, Voice, and Complaining — Day and Landon, 1977; Hirschman, 1970					
PERIOD 3 Competitive Advantage 1980s	S7 ■■■ OUT **Ed** Expectancy Disconfirmation — Churchill and Surprenant, 1982; Oliver, 1980; Oliver and DeSarbo, 1988 = P31, column 9	S8 ■■□ OUT **Mr** Satisfaction Measurement Scales — Westbrook, 1980; Westbrook and Oliver, 1981	S9 ■■□ OUT **Nx** Expectation Standards — Cadotte, Woodruff, and Jenkins, 1987; Tse and Wilton, 1988		S10 ■■■ IP **Dv** Defensive Marketing — Fornell and Wernerfelt, 1987, 1988	S11 ■■■ OUT **Nw** Negative Word of Mouth — Richins, 1983	S12 ■■□ IP **Lk** Linkage Research — Schneider and Bowen, 1985	S13 ■■□ OUT **Qp** Quality and Business Performance — Phillips, Chang, and Buzzell, 1983	S14 ■■□ OUT **Ln** Longitudinal Satisfaction — LaBarbera and Mazursky, 1983	
PERIOD 4 Orientation and Relationships 1990s	S15 ■■■ OUT **Af** Affective and Attribute Bases — Oliver, 1993, 1997; Westbrook and Oliver, 1991	S16 ■■■ OUT **Ci** Satisfaction Index (ACSI) — Fornell, 1992; Fornell et al., 1996; Johnson and Fornell, 1991 = P46, column 9	S17 ■■■ OUT **Zt** Zone of Tolerance and Dynamic Expectations — Boulding et al., 1993; Zeithaml, Berry, and Parasuraman, 1993	S18 ■■■ OUT **Lf** Loyalty Framework — Dick and Basu, 1994; Jones and Sasser, 1995; Oliver, 1999	S19 ■■■ IP **Jc** Complaint Handling Justice — Blodgett, Hill, and Tax, 1997; Tax, Brown, and Chandrashekaran, 1998	S20 ■■□ OUT **Sw** Satisfaction and Word of Mouth — Anderson, 1998	S21 ■■■ OUT **Pc** Service-Profit Chain — Heskett et al., 1994; Schneider, White, and Paul, 1998	S22 ■■■ OUT **Sf** Satisfaction and Profitability — Anderson, Fornell, and Lehmann, 1994; Anderson, Fornell, and Rust, 1997; Ittner and Larcker, 1998	S23 ■■■ OUT **Dn** Satisfaction Dynamics — Bolton, 1998; Mittal, Kumar, and Tsiros, 1999; Mittal, Ross, and Baldasare, 1998	S24 ■□□ IP **Mg** Satisfaction Measurement Systems — Piercy and Morgan, 1995
PERIOD 5 Assets and Accountability 2000s	S25 ■■■ OUT **Mt** Antecedents Meta-Analysis — Szymanski and Henard, 2001	S26 ■■■ OUT **Np** Net Promoter and Metric Validity — Keiningham et al., 2007; Morgan and Rego, 2006; Reichheld, 2003	S27 ■■□ OUT **Dl** Customer Delight — Rust and Oliver, 2000	S28 ■■■ OUT **Rc** Satisfaction to Repurchase — Mittal and Kamakura, 2001; Seiders et al., 2005	S29 ■■□ IP **Oh** Organizational Complaint Handling — Homburg and Fürst, 2005	S30 ■■□ OUT **Wa** Word-of-Mouth Antecedents — Brown et al., 2005; de Matos and Rossi, 2008	S31 ■■□ IP **El** Employee-Customer Satisfaction Link — Brown and Lam, 2008; Homburg, Wieseke, and Hoyer, 2009	S32 ■■■ OUT **Sv** Satisfaction and Firm Value — Anderson, Fornell, and Mazvancheryl, 2004; Fornell et al., 2006; Gruca and Rego, 2005 = P64, column 9	S33 ■■□ OUT **Fd** Formation Dynamics — Homburg, Koschate, and Hoyer, 2006	S34 ■■□ IP **Ux** Satisfaction Information Usage — Morgan, Anderson, and Mittal, 2005
PERIOD 6 Engagement and Networks 2010s	S35 ■□□ ENV **Xn** Cross-National Satisfaction — Morgeson et al., 2011	S36 ■□□ OUT **Rt** Satisfaction as Predictor: Replication — van Doorn, Leeflang, and Tijs, 2013	S37 ■■□ OUT **Ey** Customer Effort — Dixon, Freeman, and Toman, 2010	S38 ■■■ OUT **Li** Loyalty Integration — Kumar, Pozza, and Ganesh, 2013; Watson et al., 2015	S39 ■■□ OUT **Rk** Recovery Effectiveness — Gelbrich and Roschk, 2011; Knox and van Oest, 2014	S40 ■■■ OUT **Ew** Electronic Word of Mouth — Babić Rosario et al., 2016; Berger, 2014	S41 ■□□ IP **Cl** Cross-Lagged Employee-Customer Link — Zablah et al., 2016	S42 ■■■ OUT **Sk** Satisfaction and Market Returns — Fornell, Morgeson, and Hult, 2016; Fornell, Rust, and Dekimpe, 2010	S43 ■□□ OUT **Hg** Heterogeneity in the Satisfaction Chain — Larivière et al., 2016	S44 ■■□ OUT **Pg** Manager-Customer Gap — Hult et al., 2017 = P82, column 9
PERIOD 7 Frontier 2020s	open position **?** *Satisfaction with AI-delivered offerings*	open position **?** *Satisfaction measured from digital traces*	open position **?** *Expectations set by algorithms*	open position **?** *Loyalty in subscription and platform markets*	S45 ■■□ OUT **Tp** Complaint Handling and Loyalty — Morgeson et al., 2020	open position **?** *Word of mouth in creator and review economies*	open position **?** *Employee-customer linkage with hybrid workforces*	S46 ■■□ OUT **Sp** Satisfaction Payoff — Otto, Szymanski, and Varadarajan, 2020 = P94, column 9	open position **?** *Real-time satisfaction dynamics*	open position **?** *Managerial use of AI-derived customer insight*

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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