Column 16 Family:
Digital, Data, and Technology

Expands column 16 of the Periodic Table of Marketing Strategy, Version 1.0. 32 constructs in 10 families across the parent's 7 eras, plus 6 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 · MARKETS AND CHANNELS		B · COMMUNICATION			C · DATA			D · BUSINESS MODELS AND TECHNOLOGY	
	1 Computer-Mediated Markets	2 Direct, Database, and Relationship Systems	3 Digital Advertising and Search	4 Social Media and Online Word of Mouth	5 Mobile and Location	6 Analytics, Models, and Big Data	7 Privacy and Data Governance	8 Personalization and Recommendation	9 E-Commerce and Digital Business Models	10 Marketing Technology and AI
PERIOD 1 **Foundations** to 1969										
PERIOD 2 **Planning** 1970s						S1 ■■□ FP **Ds** Marketing Decision Support Systems Little, 1979				
PERIOD 3 **Competitive Advantage** 1980s		S2 ■■□ IC **Db** Database and Direct Marketing Roberts and Berger, 1989								
PERIOD 4 **Orientation and Relationships** 1990s	S3 ■■■ ENV **Hy** Computer-Mediated Markets Hoffman and Novak, 1996 = P53, column 16	S4 ■■□ FC **If** Future of Interactive Marketing Deighton, 1996	S5 ■□□ IC **Wa** Web Advertising Response Briggs and Hollis, 1997			S6 ■■□ IN **Sk** Scanner Data Applications Bucklin and Gupta, 1999	S7 ■■□ ENV **Pt** Privacy as Implied Social Contract Milne and Gordon, 1993		S8 ■■□ ENV **Ie** Internet and Consumer Marketing Peterson, Balasubramanian, and Bronnenberg, 1997	S9 ■■■ ENV **Ta** Technology Acceptance Davis, 1989
PERIOD 5 **Assets and Accountability** 2000s	S10 ■■□ ENV **Ix** Interactivity in Electronic Markets Yadav and Varadarajan, 2005	S11 ■■■ IP **Cr** CRM Process Payne and Frow, 2005; Reinartz, Krafft, and Hoyer, 2004 = P71, column 16	S12 ■■■ IC **Ss** Sponsored Search and Banner Advertising Ghose and Yang, 2009; Manchanda et al., 2006	S13 ■■■ OUT **Ow** Online Word of Mouth Chevalier and Mayzlin, 2006; Godes and Mayzlin, 2004	S14 ■■□ IC **Mb** Mobile Marketing Synthesis Shankar and Balasubramanian, 2009	S15 ■□□ FP **Me** Marketing Engineering Lilien et al., 2002	S16 ■■□ OUT **Px** Privacy Economics and the Privacy Paradox Norberg, Horne, and Horne, 2007; Rust, Kannan, and Peng, 2002	S17 ■■■ IC **Rs** Recommendation Systems and E-Customization Ansari and Mela, 2003; Ansari, Essegaier, and Kohli, 2000	S18 ■■□ ENV **Dv** Consumer Surplus in the Digital Economy Brynjolfsson, Hu, and Smith, 2003	S19 ■■□ IN **Tr** Technology Readiness Parasuraman, 2000
PERIOD 6 **Engagement and Networks** 2010s	S20 ■■■ ENV **Ce** Computer-Mediated Environments Synthesis Yadav and Pavlou, 2014		S21 ■■■ IC **Rt** Retargeting and Advertising Measurement Gordon et al., 2019; Lambrecht and Tucker, 2013	S22 ■■■ IC **Sw** Social Media Marketing Kaplan and Haenlein, 2010; Lamberton and Stephen, 2016	S23 ■■■ IC **Mt** Mobile Targeting and Advertising Grewal et al., 2016; Luo et al., 2014	S24 ■■■ IN **An** Marketing Analytics Wedel and Kannan, 2016 = P89, column 16	S25 ■■■ ENV **Pv** Privacy Regulation and Data Use Goldfarb and Tucker, 2011; Martin and Murphy, 2017	S26 ■■□ OUT **Pz** Personalization Paradox Aguirre et al., 2015	S27 ■■■ FC **Dg** Digital Marketing Framework Kannan and Li, 2017	S28 ■■□ ENV **Sr** Service Revolution and Marketing Science Rust and Huang, 2014
PERIOD 7 **Frontier** 2020s	open position **?** *Markets mediated by AI agents*	open position **?** *Relationship systems run by autonomous agents*	open position **?** *Advertising in generative search*	S29 ■■□ ENV **Fu** Future of Social Media in Marketing Appel et al., 2020	open position **?** *Ambient and wearable marketing*	open position **?** *Analytics with foundation models*	S30 ■■□ ENV **Fp** Privacy and Data-Based Innovation Bleier, Goldfarb, and Tucker, 2020	open position **?** *Personalization under privacy limits*	S31 ■■□ FC **Dt** Digital Transformation Verhoef et al., 2021	S32 ■■■ ENV **Ai** AI in Marketing Davenport et al., 2020; Huang and Rust, 2021 = P96, column 16

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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