Column 4 Family: Market Orientation

A family deep dive from The Periodic Table of Marketing Strategy · Version 1.0, October 2026

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 · CONCEPT	B · CONSTRUCT		C · EFFECTS	D · BUILDING AND EXTENDING ORIENTATION			E · CONTEXTS AND LEVELS	
	1 Marketing Concept and Customer Focus	2 Market Orientation Construct	3 Measurement	4 Market Orientation and Performance	5 Culture, Antecedents, and Implementation	6 Responsive and Proactive Orientation	7 Orientation Interfaces	8 Market Orientation in Context	9 Customer Orientation at the Individual Level
PERIOD 1 Foundations to 1969	S1 ■■■ FP **Mc** Marketing Concept Drucker, 1954; Keith, 1960; Levitt, 1960 = P4, column 4								
PERIOD 2 Planning 1970s	S2 ■■□ FP **Pc** Present Status of the Marketing Concept McNamara, 1972								
PERIOD 3 Competitive Advantage 1980s	S3 ■■□ FP **Hc** Marketing Concept Clarified Houston, 1986	S4 ■■□ FC **Wo** What Is Market Oriented? Shapiro, 1988			S5 ■■■ FP **Oc** Marketing Culture Deshpandé and Webster, 1989 = P26, column 4				S6 ■■■ IP **Sw** Salesperson Customer Orientation Saxe and Weitz, 1982
PERIOD 4 Orientation and Relationships 1990s	S7 ■■□ FC **Mg** Market-Driven Management Webster, 1994	S8 ■■■ FP **Mo** Market Orientation Kohli and Jaworski, 1990; Narver and Slater, 1990 = P41, column 4	S9 ■■■ FP **Mr** MARKOR and Measurement Synthesis Deshpandé and Farley, 1998; Kohli, Jaworski, and Kumar, 1993	S10 ■■■ OUT **Ce** Competitive Environment Moderation Slater and Narver, 1994	S11 ■■■ FP **Ac** Antecedents and Consequences Jaworski and Kohli, 1993	S12 ■■■ FC **Cl** Customer-Led Versus Market-Oriented Christensen and Bower, 1996; Slater and Narver, 1998	S13 ■■□ FP **Bs** Market and Learning Orientation Synergy Baker and Sinkula, 1999	S14 ■■□ FP **Xo** Export Market Orientation Cadogan and Diamantopoulos, 1995; Cadogan, Diamantopoulos, and de Mortanges, 1999	S15 ■■■ FP **Cu** Customer Orientation as Culture Deshpandé, Farley, and Webster, 1993
PERIOD 5 Assets and Accountability 2000s	S16 ■■□ FC **Cc** Customer-Centric Marketing Shah et al., 2006; Sheth, Sisodia, and Sharma, 2000	S17 ■■□ FC **Pv** Market Orientation Perspectives Synthesis Lafferty and Hult, 2001	S18 ■□□ FP **Mt** Three Scales Compared Matsuno, Mentzer, and Rentz, 2005	S19 ■■■ OUT **Mm** Meta-Analysis and Integration Hult and Ketchen, 2001; Hult, Ketchen, and Slater, 2005; Kirca, Jayachandran, and Bearden, 2005	S20 ■■■ FP **Ck** Creating a Market-Oriented Culture Gebhardt, Carpenter, and Sherry, 2006; Homburg and Pflesser, 2000	S21 ■■■ FP **Pm** Proactive Market Orientation Atuahene-Gima, Slater, and Olson, 2005; Narver, Slater, and MacLachlan, 2004 = P59, column 4	S22 ■■□ FP **Gr** Strategic Orientations Meta-Analysis Grinstein, 2008	S23 ■■□ OUT **El** Cross-National Meta-Analysis Ellis, 2006	S24 ■■□ IP **Sk** Service Worker Customer Orientation Brown et al., 2002; Kennedy, Goolsby, and Arnould, 2003
PERIOD 6 Engagement and Networks 2010s	S25 ■■□ FC **Oi** Outside-In Strategy Day and Moorman, 2010			S26 ■■□ FP **Sa** Sustained MO Advantage Kumar et al., 2011 = P77, column 4			S27 ■■□ FP **Ok** Orientation Interactions and Knowledge Hakala, 2011; Ozkaya et al., 2015		S28 ■■□ IP **Zf** Frontline Customer Orientation Meta-Analysis Zablah et al., 2012
PERIOD 7 Frontier 2020s	open position ? *Customer focus when customers act through agents*	open position ? *Market orientation toward AI agents as buyers* = column 4 open position	open position ? *Measuring orientation from digital behavior*	open position ? *Orientation payoffs in AI-mediated markets*	open position ? *Building orientation in automated organizations*	open position ? *Proactive orientation with predictive AI*	open position ? *Orientation interfaces with machine learning*	open position ? *Market orientation in platform contexts*	open position ? *Customer orientation of AI frontlines*

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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