Column 18 Family:
Marketing-Finance and Performance

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

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 · PRODUCTIVITY AND SHARE		B · METRICS AND VALUE			C · RISK AND HORIZONS		D · ASSESSMENT
	1 Marketing Productivity and Accountability	2 Market Share and Profitability	3 Marketing Metrics and Dashboards	4 Marketing-Finance Interface and Shareholder Value	5 Stock Market Response to Marketing Actions	6 Marketing and Firm Risk	7 Investment Horizons and Myopic Management	8 Performance Measurement and Assessment
PERIOD 1 **Foundations** to 1969	S1 ■□□ OUT **Pd** Marketing Productivity · Sevin, 1965 · = P12, column 18							
PERIOD 2 **Planning** 1970s		S2 ■■■ OUT **Ms** Market Share Effect · Buzzell, Gale, and Sultan, 1975 · = P22, column 18						
PERIOD 3 **Competitive Advantage** 1980s		S3 ■■■ OUT **Ja** Market Share Questioned · Jacobson and Aaker, 1985		S4 ■■■ OUT **Vs** Valuing Market Strategies · Day and Fahey, 1988				S5 ■■□ IP **Pf** Marketing Performance Assessment · Bonoma and Clark, 1988
PERIOD 4 **Orientation and Relationships** 1990s		S6 ■■■ OUT **Sr** Share-Profitability Analysis · Szymanski, Bharadwaj, and Varadarajan, 1993	S7 ■■□ ENV **Bs** Balanced Scorecard · Kaplan and Norton, 1992	S8 ■■■ IN **Ma** Market-Based Assets · Srivastava, Shervani, and Fahey, 1998 · = P55, column 18	S9 ■■□ OUT **Bx** Brand Extension Announcements · Lane and Jacobson, 1995			S10 ■□□ ENV **Hm** History of Performance Measures · Clark, 1999
PERIOD 5 **Assets and Accountability** 2000s	S11 ■■■ OUT **Mp** Productivity Chain · Rust, Ambler, et al., 2004; Sheth and Sisodia, 2002 · = P73, column 18		S12 ■■■ IN **Mt** Marketing Metrics · Farris et al., 2006; Pauwels et al., 2009	S13 ■■■ OUT **Mf** Marketing and Firm Value Review · Hanssens, Rust, and Srivastava, 2009; Srinivasan and Hanssens, 2009	S14 ■■■ OUT **Pv** Promotions, New Products, and Firm Value · Pauwels et al., 2004; Sorescu, Shankar, and Kushwaha, 2007	S15 ■■■ OUT **Rk** Marketing and Systematic Risk · Fornell et al., 2006; McAlister, Srinivasan, and Kim, 2007; Tuli and Bharadwaj, 2009	S16 ■■■ FP **My** Myopic Marketing Management · Mizik and Jacobson, 2003, 2007	S17 ■■□ IP **Pi** Performance Assessment Systems · Morgan, Clark, and Gooner, 2002
PERIOD 6 **Engagement and Networks** 2010s	S18 ■■■ OUT **Dv** Demonstrating the Value of Marketing · Hanssens and Pauwels, 2016	S19 ■■■ OUT **Ss** Share Effects Reexamined · Edeling and Himme, 2018; Rego, Morgan, and Fornell, 2013	S20 ■■□ IP **Mu** Metric Use and Performance · Mintz and Currim, 2013	S21 ■■■ OUT **Me** Marketing's Impact on Firm Value · Edeling and Fischer, 2016; Fornell, Morgeson, and Hult, 2016	S22 ■■□ OUT **Xe** Event Studies and Advertising Value · Joshi and Hanssens, 2010; Sorescu, Warren, and Ertekin, 2017	S23 ■■□ OUT **Hv** Satisfaction Heterogeneity and Value · Grewal, Chandrashekaran, and Citrin, 2010	S24 ■■□ FP **Tm** Theory and Practice of Myopic Management · Currim, Lim, and Kim, 2012; Mizik, 2010	S25 ■■■ OUT **Po** Performance Outcomes · Katsikeas et al., 2016 · = P91, column 18
PERIOD 7 **Frontier** 2020s	open position ? *Productivity of AI-driven marketing*	open position ? *Share effects in platform markets*	open position ? *Real-time metrics and automated dashboards*	S26 ■□□ OUT **Fv** Firm-Value Integration · Edeling, Srinivasan, and Hanssens, 2021 · = P98, column 18	open position ? *Investor response to AI and data announcements*	open position ? *Marketing and firm risk under disruption*	open position ? *Investment horizons under algorithmic pressure*	open position ? *Performance outcomes of AI marketing*

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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