Column 3 Family: Resources and Capabilities

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 · ADVANTAGE AND RESOURCES		B · CAPABILITIES			C · STRATEGY AND ORGANIZATION		D · CONTEXT
	1 Differential and Positional Advantage	2 Resource-Based View and Market-Based Assets	3 Marketing Capabilities	4 Dynamic and Adaptive Capabilities	5 Capability Deployment and Performance	6 Strategy Formation and Implementation Capabilities	7 Market-Driven Organization and Excellence	8 Capabilities in International Markets
PERIOD 1 **Foundations** to 1969	S1 ■■□ IN **Da** Differential Advantage Alderson, 1957 = P3, column 3							
PERIOD 2 **Planning** 1970s	S2 ■■□ IN **Db** Dynamic Marketing Behavior Alderson, 1965							
PERIOD 3 **Competitive Advantage** 1980s	S3 ■■■ IN **Pa** Positional Advantage Day and Wensley, 1988 = P25, column 3							
PERIOD 4 **Orientation and Relationships** 1990s	S4 ■■□ IN **Ss** Sustainable Advantage in Services Bharadwaj, Varadarajan, and Fahy, 1993	S5 ■■□ IN **Re** Marketing Resource Redeployment Capron and Hulland, 1999	S6 ■■■ IN **Cp** Market-Driven Capabilities Day, 1994 = P40, column 3		S7 ■■□ IN **Mv** Market-Driven Firm Capabilities Vorhies, Harker, and Rao, 1999		S8 ■■□ FC **Mn** Market-Driven Organization Day, 1999	
PERIOD 5 **Assets and Accountability** 2000s	S9 ■■□ IN **Or** Operant Resource Hierarchy Madhavaram and Hunt, 2008	S10 ■■■ IN **Rv** Resource-Based View and Marketing Ketchen, Hult, and Slater, 2007; Srivastava, Fahey, and Christensen, 2001	S11 ■■■ IN **Mk** Marketing Capabilities Morgan, Vorhies, and Mason, 2009; Vorhies and Morgan, 2005 = P58, column 3	S12 ■■■ IN **Dq** Dynamic Capabilities Defined Eisenhardt and Martin, 2000	S13 ■■■ IN **Pl** Planning and Product-Market Capabilities Slotegraaf and Dickson, 2004; Vorhies, Morgan, and Autry, 2009	S14 ■■□ FP **Sf** Strategy Formation Capability Slater, Olson, and Hult, 2006	S15 ■■□ IN **Cl** Customer-Relating Capability Day, 2003	S16 ■■□ IN **Ik** International Marketing Capabilities Kotabe, Srinivasan, and Aulakh, 2002; Morgan, Vorhies, and Schlegelmilch, 2006
PERIOD 6 **Engagement and Networks** 2010s		S17 ■■■ IN **Rt** Resource-Based Theory in Marketing Kozlenkova, Samaha, and Palmatier, 2014	S18 ■■■ IN **Cd** Capabilities Framework and Dispersion Krush, Sohi, and Saini, 2015; Morgan, 2012	S19 ■■■ IN **Ad** Adaptive Capabilities Barrales-Molina, Martínez-López, and Gázquez-Abad, 2014; Day, 2011 = P76, column 3	S20 ■■□ OUT **Cg** Capabilities and Growth Angulo-Ruiz et al., 2014; Feng, Morgan, and Rego, 2017	S21 ■■□ FP **Sr** Strategy Creativity and Implementation Slater, Hult, and Olson, 2010	S22 ■■■ IP **Oe** Organizing for Marketing Excellence Moorman and Day, 2016	S23 ■■□ IN **Ic** International Capabilities Review Morgan, Feng, and Whitler, 2018
PERIOD 7 **Frontier** 2020s	open position ? *Advantage in AI-mediated markets*	open position ? *Data as a market-based asset*	open position ? *Marketing capabilities built on AI*	S24 ■□□ IN **Ac** Adaptive Versus Dynamic Capabilities Hunt and Madhavaram, 2020	open position ? *Capability deployment through automation*	open position ? *Strategy formation with AI*	S25 ■□□ IN **Ex** Marketing Excellence Homburg, Theel, and Hohenberg, 2020 = P92, column 3	open position ? *Capabilities for platform and cross-border markets*

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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