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Global Marketing Strategy

Three views of global strategy, folded into one construct.

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70

Gm

GLOBAL MARKETING STRATEGY

FAMILY	15 · Global Marketing Strategy
ERA	5 · Assets and Accountability (2000s)
BLOCK	FC · Formulation Content
TIER	3 · Landmark
ROLE	Landmark test, with a secondary defining role
LINEAGE	Cell 5 of 7 in the Global Marketing Strategy column

ANCHOR WORKS

Zou and Cavusgil (2002), *The GMS: A Broad Conceptualization of Global Marketing Strategy and Its Effect on Firm Performance*, Journal of Marketing.

BY THE NUMBERS

8 anchor works cite it, seven in its own deep dive

2 curated links in, none out

3 block changes in its column across six cells

48 th percentile of citations per year among 2000s works

RELATED CELLS

Xp Export Marketing Strategy · **Gl** Globalization of Markets · **Mx** Marketing Mix · **Em** Emerging Market Strategy

Next in the series: **Sc** Supply Chain Orientation, **Fs** Market-Focused Sustainability.

WHAT IT IS

Zou and Cavusgil integrated three perspectives on global marketing strategy (standardization of the marketing program, configuration and coordination of value-chain activities, and integration of competitive moves across markets) into one broad construct, the GMS, measured on eight dimensions. They then showed its effect on a firm's strategic and financial performance in its global markets.

THE LINEAGE

Sz	Up	Gl	Xp	**Gm**	Em	011
Standardization Question 1968	Uppsala Process Model 1977	Globalization of Markets 1983	Export Marketing Strategy 1994	**Global Marketing Strategy 2002**	Emerging Market Strategy 2011	Geopolitical fragmentation open

The same two authors, in reverse order, anchor the cell before it: Cavusgil and Zou (1994) on export marketing strategy. This cell absorbs the question the column began with, since the standardization Buzzell asked about in 1968 becomes one part of a broader strategy. The open position asks what global strategy means under geopolitical fragmentation.

WHERE IT TRAVELS

No curated links out. Six deep-dive mentions match on the words international, export, cross-national, and global: two cells on international marketing capabilities, export market orientation, cross-national studies of market orientation and of satisfaction, and learning-based purchasing. They trace the family's vocabulary more than this construct.

WHAT IT RESTS ON

Two curated links in: **Marketing Mix** (Mx), whose program elements it standardizes, and **Competitive Positioning** (Ps), the source of configuration and coordination. From its own column the anchor cites Cavusgil and Zou (1994) and Levitt (1983); from outside its family, Day (1994), Li and Calantone (1998), and Szymanski, Bharadwaj, and Varadarajan (1993).

DESCENDANTS YOU WOULD NOT GUESS

Eight anchor works cite it, seven in the global marketing deep dive and none on the Core Table. Among them: **Export Venture Performance** (Morgan, Kaleka, and Katsikeas, 2004), **Fifty Years of Standardization Research** (Schmid and Kotulla, 2011), **Global and Local Brands** (Özsomer, 2012; Steenkamp, 2014), and **Export Strategy Implementation** (Morgan, Katsikeas, and Vorhies, 2012). The one outsider is **Share Effects Reexamined** (Edeling and Himme, 2018).

THREE THINGS THE CELL DOES NOT SHOW

1. **A cell that gathers more than it sends.** Two curated links in, none out, and seven of eight citing works inside its own deep dive. Global marketing strategy imports constructs from the rest of the table and is cited mostly within its own family.
2. **It closes a debate more than it opens one.** The deep-dive sub-lineage runs from global strategy configuration (Hamel and Prahalad, 1985; Porter, 1986) and drivers (Yip, 1989; Zou and Cavusgil, 1996) to this cell, and then to field-level reflections (Cavusgil and Cavusgil, 2012; Samiee and Chabowski, 2012), not to a new construct.
3. **Landmark by judgment.** The anchor sits at the 48th percentile of 2000s works by citations per year. Its tier reflects its place as the integrating statement of its family, which the citation rate alone would not show.

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Cell 70 of 98

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