Marketing Theory

http://mtq.sagepub.com

Framing marketing effectiveness as a process and outcome

Kenneth B. Kahn and Matthew B. Myers

Marketing Theory 2005; 5; 457
DOI: 10.1177/1470593105058825

The online version of this article can be found at:
http://mtq.sagepub.com/cgi/content/abstract/5/4/457

Published by:
SAGE
http://www.sagepublications.com

Volume 5(4): 457–469
Copyright © 2005 SAGE
www.sagepublications.com
DOI: 10.1177/1470593105058825

research note

Framing marketing effectiveness as a process and outcome

Kenneth B. Kahn and Matthew B. Myers
University of Tennessee, USA

Abstract. *Marketing effectiveness is a fundamental performance dimension of the marketing organization, traditionally viewed as an output variable predicated on goal attainment. Recent literature, however, has portrayed a broader conceptualization of effectiveness that disputes this strict goal attainment model. The present article builds on this recent work by contending that marketing effectiveness should be viewed as a process and an outcome to mitigate the challenges that arise when a marketing organization solely ascribes to a goal perspective. We proffer a marketing effectiveness framework to outline implications and spur future research on marketing performance control.* ***Key Words*** ● *marketing control* ● *marketing effectiveness* ● *marketing performance*

Along with being integrated and customer-oriented, the tenets of the marketing concept implore marketing organizations to be goal-oriented (Dunn et al., 1994; Webster, 1992). This highlights an implicit emphasis by the marketing discipline on goal attainment and an outcome focus within the pretext of marketing effectiveness (Jaworski, 1988; Vorhies and Morgan, 2003). Accordingly, marketing effectiveness has been traditionally defined as the marketing organization's ability to attain its intended goals, given organizational capabilities, competition, consumer preferences, and other environmental conditions (Kerin and Peterson, 1998). Those marketing organizations with the ability to attain sizeable and/or multiple marketing goals would be attributed with greater marketing effectiveness.

An emerging concern pertains to whether marketing effectiveness as an outcome variable predicated on goal attainment is too restrictive. For example, marketing executives are under growing pressure to show the effectiveness of marketing activities with particular regard to financial implications like return on investment (Wyner, 2002). Many companies also struggle to achieve an actionable, measurable demarcation of marketing effectiveness (Morgan et al., 2002; Sheth and Sisodia, 2002), hampered by the inherent complexity of marketing activities and compounded by limited and poor quality data detailing marketing efforts in company financial statements (Clark, 1999). Clarification appears needed for how to view marketing effectiveness.

Given the multifaceted and dynamic nature of marketing performance (Morgan et al., 2002), a process surrounding marketing effectiveness should exist so that the marketing organization can properly respond to the respective marketing environment. This implies the presence of an underlying process for marketing effectiveness in addition to a goal attainment/outcome focus. The present article therefore proffers a broader representation of effectiveness as both process and outcome. Its intent is to describe and explain the marketing effectiveness construct in order to spur future study and proper management of marketing effectiveness. Note that the specific scope of this article is the marketing organization as a whole and marketing organization effectiveness, in other words, the effectiveness of the marketing organization.

The marketing effectiveness construct

Effectiveness is recognized as one of the three fundamental performance dimensions for assessing and controlling marketing organizations (Morgan et al., 2002; Sheth and Sisodia, 2002; Vorhies and Morgan, 2003; Walker and Ruekert, 1987). Adaptiveness and efficiency are the other two dimensions, and while potentially related, each is considered to be independent of each other. Adaptiveness is defined as the ability of the organization to respond to environmental changes (Morgan et al., 2002; Ruekert and Walker, 1987) and has the potential to be a precursor of effectiveness and efficiency (Morgan et al., 2002). Efficiency is defined as the relationship between performance outcomes and the inputs required to achieve them, with research finding that effectiveness and efficiency often do not converge over time due to inherent trade-offs between them (Anderson et al., 1997; Bhargava et al., 1994; Morgan et al., 2002; Ostroff and Schmidt, 1993). In fact, Vorhies and Morgan (2003) found a negative correlation between marketing effectiveness and marketing efficiency and suggested that firms may actually have difficulty in achieving both effectiveness and efficiency at the same time.

In conjunction with textbook definitions, many studies use Kotler's (1977) characterization of marketing effectiveness that portrays marketing effectiveness as the five components of: customer philosophy, integrated marketing organization, adequate marketing information, strategic orientation, and operational efficiency (Webster, 1995). This characterization acknowledges that marketing effectiveness ultimately depends on the ability to implement marketing plans successfully at various levels of the respective organization (Appiah-Adu et al., 2001; Kotler, 1977). This strongly hints at process elements underlying marketing effectiveness. Yet studies that adopt Kotler's characterization have typically portrayed marketing effectiveness within a goal attainment and outcome perspective in accordance with traditional textbook definitions by asking whether parts of each component had been achieved or not. Kotler's characterization also overlaps the apparently distinct constructs of efficiency and effectiveness by including efficiency as a component of effectiveness. Portrayal of marketing effectiveness from a goal attainment/outcome perspective coupled with the overlap of efficiency and effectiveness constructs may explain why the marketing audit (Kotler, 1977) has received little empirical validation and little evidence for its reliability and validity. Presumed to be a predominant systematic tool for assessing marketing effectiveness (Dunn et al., 1994; Morgan et al., 2002), the marketing audit remains primarily a subjective normative checklist (Morgan et al., 2002; Rothe et al., 1997).

Emphasis on the attainment of marketing goals such as market share growth, sales growth, and market position is not without benefits however. Indeed, the goal attainment/outcome focus simplifies the organization's ability to gauge organizational performance. This is because performance can be assessed from the standpoint of an internal 'user' rather than an external 'expert' (Cooper et al., 1981; Kerr and Slocum, 1981) and so marketing goals, objectives, and standards can naturally serve as the predominant basis for appraising marketing performance effort (Lewin and Minton, 1986; Miles, 1980). The notion of simplicity thus may explain why the goal attainment/outcome perspective remains popular.

We contend, though, that strict adherence to a goal attainment/outcome perspective is questionable because of at least five theoretical challenges. First, whose goals should be considered? This presents a possible boundary problem for the goal consideration set. For example, non-profit organizations have numerous marketing goals from which to choose as a result of multiple stakeholders (Harrell and Frazier, 1999). This plethora of goals suggests a potentially boundless construct space in which marketing effectiveness may be conceptualized and explained.

A second challenge concerns the existence of conflicting goals where goals for one marketing entity may not be necessarily appropriate for the entire marketing organization and/or goals of the marketing organization fail to be in sync with capabilities of other functional units (Maltz, 2000) and/or the whole company. There also is a typical conflict between short-term goals that favor a cost emphasis and long-term goals that favor customer satisfaction; with most companies unable to sustain a dual emphasis (Rust et al., 2002).

A third challenge concerns marketing's inability to operationalize and measure marketing effectiveness by way of goals and thereby clarify a linkage between marketing activities and the bottom line (Morgan et al., 2002; Sheth and Sisodia, 2002). Indeed, many consumer packaged goods companies have great difficulty evaluating the effectiveness of million-dollar marketing promotions due to the myriad of confounding market issues (Sheth and Sisodia, 2002; Wyner, 2002). Many marketing managers are therefore unable to uncover and confidently support cause-and-effect relationships between marketing inputs, marketing processes, and marketing performance outcomes (Morgan et al., 2002).

A fourth challenge concerns whether achieving end goals justifies the means to achieve these goals. Recent scandals with Enron and Worldcom show how senior managers can be praised for attaining corporate goals and deemed effective (e.g. Foust et al., 2002), even though unscrupulous accounting methods were employed. This relates to the aforementioned internal versus external appraisal of marketing effectiveness.

A fifth challenge to the traditional outcome orientation concerns the contextual nature of goal accomplishment. Many of today's companies embrace a customer orientation and remain profitable, and thus meet criteria of an effective marketing organization (Kotler, 2003). However, in today's marketplace, these same companies are being called ineffective and criticized for poor stock price performance. The nature of marketing effectiveness would appear to be dictated by different perspectives within and external to the marketing organization, including line personnel, staff personnel, middle management, senior management, exchange partners, customers, and the general public (Harrell and Frazier, 1999).

These challenges suggest that marketing effectiveness based solely on a goal attainment perspective may be too restrictive and not comprehensive enough for explaining marketing effectiveness. This has led some to characterize marketing effectiveness as an elusive construct (Dunn et al., 1994; Mitchell, 1995) and the characterization of marketing effectiveness as a frustrating and unrequited effort (Morgan et al., 2002; Sheth and Sisodia, 2002). If marketing effectiveness is an *effort* as suggested and the inherent nature of marketing performance is dynamic (Morgan et al., 2002), marketing effectiveness would be indicative of a process and thus should be viewed more broadly than solely as an outcome variable predicated on goal attainment.

A process view of marketing effectiveness is being resounded by recent research stressing the need to understand the financial consequences of marketing decisions. This research broadens the view of marketing effectiveness to encapsulate the value produced by company resources to sustain a competitive advantage (Morgan and Hunt, 2002), the enhancement of shareholder returns in the course of providing superior value to customers compared with current and potential rivals (Srivastava et al., 1998, 1999), and the degree to which the marketing organization contributes to the success of the firm relative to other functions (Moorman and Rust, 1999). To do this, market-based assets including marketplace and organizational knowledge for understanding the financial consequences of marketing decisions must be properly used. Marketing investments and commitments also must be assessed for their effect on efficiency and effectiveness of business processes, financial outcomes, and creation of shareholder value, with performance metrics benchmarked against both internal (e.g. performance levels achieved in the past) and external standards (e.g. performance levels achieved by competitors or 'best in class' companies in other industries) (Srivastava et al., 1998). Central elements therefore are customers, product, service delivery, financial accountability, and top management, where the marketing function plays a role in connecting the customer with the product, service delivery, and financial accountability (Moorman and Rust, 1999). Such characterizations emphasize the need for a process view of marketing effectiveness. We agree and propose a compromise position where marketing effectiveness is viewed as a process and outcome.

Marketing effectiveness as process and outcome

Marketing effectiveness represents an important element of marketing performance and control (Morgan et al., 2002), with two particular types of control delineated: supervisory control of marketing personnel and marketing management control of marketing actions (Jaworski, 1988). The latter is pertinent to the discussion of marketing organization's effectiveness because by definition, marketing management control of marketing activities is indicative of the process that ensures planned marketing activities produce desired results and that the marketing strategy is properly implemented and remains appropriate to achieve predetermined goals (Jaworski, 1988; Merchant, 1988). This encompasses a broad behavioral view of control that defines control as the linkage between strategy execution and strategy adjustment to include all that 'causes activities and outcomes to happen' (Dermer, 1988: 28), including information processing and decision making (Seashore, 1983).

The behavioral view of control can be explained using a Cybernetic System perspective (Jaworski, 1988; Merchant, 1985; Morgan and Hunt, 2002). This perspective suggests that goals are necessary for effective performance as part of a three-step evaluative process: (1) the goal is set; (2) the goal is monitored; and (3) corrective or regulating action is taken when a deviation from the goal is deemed significant (Jaworski, 1988). Morgan and Hunt (2002) further stress the key role of interpretation when monitoring the environment prior to regulating the organization to achieve a predetermined goal. Adapting these characterizations from the Cybernetic system perspective, a three-step process of marketing effectiveness is proposed: (1) goal determination; (2) monitoring and interpretation; and (3) regulating action (see Figure 1).

Goal determination

Goals are important to an organization because they powerfully shape that organization's direction and character (Miles, 1980). The step of goal determination thus serves to present the marketing organization with definable marketing goals so that marketing effectiveness can be represented by the attainment of, or progress toward, these goals. The issue is determining what goals to pursue.

Marketing goals will often stem from the purposes of key decision-makers like senior company management and senior marketing managers who are inside the organization and have controlling power in defining the operative purposes of the organization (Seashore, 1983). Recent work stresses that marketing goals must be updated to link to financial success and ultimately the enhancement of shareholder returns (e.g. Moorman and Rust, 1999; Srivastava et al., 1998, 1999). Other work, though, stresses that the normal effectiveness criteria of most marketing

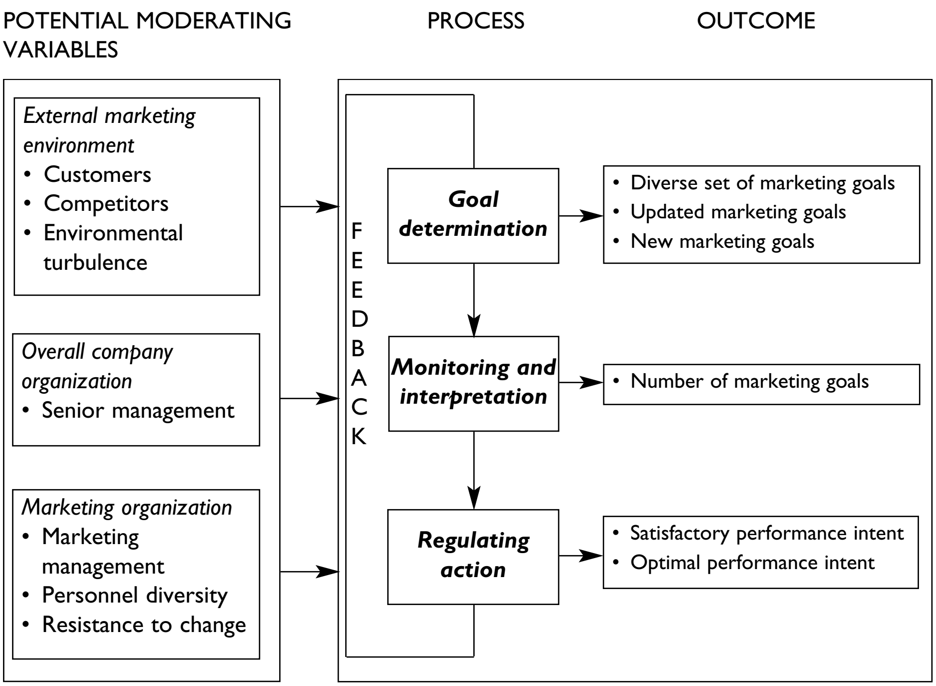

Figure 1

A framework of marketing effectiveness

organizations are really micro-effectiveness because these organizations legitimatize only the goals and activities of the focal organization; to truly achieve marketing effectiveness, the marketing organization should promote the well-being and quality of life for society as a whole (Nord, 1983). Such work advocates for a diverse set of marketing goals that includes financial goals (Moorman and Rust, 1999; Srivastava et al., 1998, 1999), customer satisfaction goals (Anderson, 1982), and social responsibility goals (Brown and Dacin, 1997; Handelman and Arnold, 1999) in order to receive more favorable consumer evaluation of the firm and its products (Brown and Dacin, 1997; Handelman and Arnold, 1999), and correspondingly, generate higher performance. Proposition P1 is offered:

P1: Marketing organizations with a diverse set of marketing goals will reflect higher performance.

Varying value perspectives and assumptions of the marketing organization's managers may lead to the prioritizing of some marketing goals over others, however. This makes explicit that the marketing organization is a value-laden environment and that goal formation results from a judgmental, if not political, process (Dermer, 1988). Indeed, multiple, possibly conflicting, goals can emerge and persist within the organization, with only those goals championed by stronger coalitions being emphasized (Jaworski, 1988). It is further possible that dominant coalitions over time will result in a marketing organization that is too internally homogeneous and externally inflexible. That is, over time marketing goals may become too ingrained (Miles, 1980) due to the structure, process, and technology being designed to accomplish historical goals and give organizational stability rather than create new goals to address changing environments (Schneider, 1983). This decreases the marketing organization's capacity for change due to organizational inertia within the marketing organization (Houston et al., 2001). To remain viable and competitive in turbulent environments, marketing organizations must take steps to create a necessary tension by updating marketing goals as part of appropriate decision making (Schneider, 1983). Marketing organizations also must attract, select, and retain a diversity of people who will engage in external and future-oriented behaviors that encourage the updating of goals (Dunn et al., 1985; Norburn et al., 1990). Two research propositions are offered:

P2: Marketing organizations that periodically update their marketing goals will reflect higher performance.

P3: Marketing organizations with a diverse mix of marketing personnel will see their marketing goals change over time.

Monitoring and interpretation

Monitoring and interpretation is driven by the premise that organizations develop distinct ways for employing information resources in the pursuit of goal attainment and that an effective marketing organization would be one that optimizes the processes for getting, storing, retrieving, allocating, manipulating, interpreting, and discarding marketing information (Sheth and Sisodia, 2002). Monitoring encompasses scanning activities where such activities represent information acquisition and processing to foresee opportunities or anticipate problems (Morgan and Hunt, 2002). Interpretation is a sense-making process of the changing external environment by translating data and information into agreeable, organization-wide understanding (Bogner and Barr, 2000; Weick and Daft, 1983).

The presence of interpretation introduces subjectivity into the marketing effectiveness process because the environment is subjectively perceived and subjective presumptions about the environment are subsequently made by the organization (Weick and Daft, 1983). Subjectivity derives from the different possible ways for interpreting the environment and the different expectations and fundamental principles underlying criteria for effectiveness throughout the marketing organization (Ramaswami, 1996). Political pressures from higher management levels also can influence the interpretation of effectiveness. For example, Tadepalli (1992) finds evidence that if marketing forecasts indicate marketing goals to be unattainable, marketing personnel will have the propensity to 'reinterpret' inputs to ensure that the goals are indeed met.

Monitoring influences interpretation too because what is tracked becomes the marketing organization's reality. Measurement imperfections and indexing in the tracking effort bound the marketing organization's interpretation of the environment (Jaworski, 1988). For instance, tracking sales volume alone would inhibit an organizational view towards profitability, and may encourage a short-run versus long-term view. Two propositions about monitoring and interpretation are offered:

P4: Marketing organizations that extensively monitor and interpret the environment will periodically update their marketing goals.

P5: Marketing organizations with an extensive monitoring effort will reflect a greater number of marketing goals.

Regulating action

Regulating action extends from the marketing organization's interpretation of the environment to enact action to adjust marketing activities and/or goals. Interestingly, a regulating action may not be optimal, but rather, satisfactory in nature. Satisficing may provide opportunities for introducing inharmonious or non-comparable goals as a response to uncertainty (Dickson, 1992). Satisficing also is a more readily adaptive method of decision making than optimizing on the grounds of lower setup, implementation, and adjustment costs (Neave and Petersen, 1980). Furthermore, by the time an optimal decision can be found and implemented, the environmental structure may have changed such that the implementation of the optimal decision would be irrelevant or even damaging to the company (Neave and Petersen, 1980). Even if marketing performance falls below the best performance attainable, it may be judged as being effective if the intent is to learn about better criteria or better methods for future goal determination (Starbuck and Nystrom, 1983). This latter point highlights the importance of a feedback loop in the marketing effectiveness process, which is indicative of the Cybernetic control system. The following two propositions about regulating action are offered:

P6: Marketing organizations that satisfice their performance will reflect higher performance than those marketing organizations intent on achieving optimal performance.

P7: Marketing organizations with a defined feedback loop process will more likely update their marketing goals during goal determination.

Discussion and implications

Effectiveness is a recognized, important dimension of marketing performance (Morgan et al., 2002; Walker and Ruekert, 1987), but the marketing organization's ability to clearly define marketing effectiveness has been problematic. While recent literature has begun to conceptualize marketing effectiveness more broadly, traditional marketing management literature has been predominantly outcome focused (Jaworski, 1988), treating marketing effectiveness as a specific outcome. Such traditionally studies have typically employed a single item or set of items querying respondents on the effectiveness of their company's marketing organization, which only taps a small portion of what the marketing effectiveness construct represents, as discussed in the present article. The recognition of process elements in addition to outcome elements is necessary to have a more complete representation of marketing effectiveness. As proposed, marketing effectiveness should be viewed as goal attainment within the process steps of goal determination, monitoring and interpretation, and regulating activity.

Goals (outcomes) are necessary so that marketing effectiveness can be regulated in accordance with a predetermined standard, but the process surrounding marketing effectiveness may be just as, if not more, important than the goals themselves. Indeed, the determination of marketing goals drives the outcome metric(s) to be tracked, the target level on which to base whether the 'goal attainment' state was achieved, and the appraisal of goal attainment as successful (or not). In certain cases, 'attainment' of a goal alone does not mean success, but rather, it is the degree to which a goal meets and/or surpasses the specified target performance level. Hence, the vague understanding of whether a marketing organization is effective (or not effective) may be more a function of a process failure to properly clarify marketing goals than whether a target goal is reached. Unclear marketing goals result in inappropriate or non-existent scanning metrics on which to evaluate the marketing goal.

Process also comes into play when gauging the linkage between effectiveness and success, which is tenuous in many cases and mostly predicated on the perceptions of the appraising party. These appraisals would be based on a minimum or expected level of performance, and exceeding this level would be a determination of achieved success. This highlights the marketing organization's ability to process information and integrate potentially multiple interpretations of performance to appraise marketing effectiveness, all of which is indicative of a process. It is added that pinpointing marketing effectiveness to enact proper marketing management actions may therefore be inherently elusive because process elements are dynamic and affected by context and values.

Empirical investigation of the given propositions and potential moderators listed in Figure 1, coupled with the development of meaningful measures, are the next logical research endeavors. The proposed framework and offered propositions serve to underlie questions for understanding what marketing effectiveness represents and the related issues and implications that effectiveness poses for marketing managers and marketing researchers alike:

What is a proper number of marketing goals? Which marketing goals should be mandated? Which goals should be desired, but are not necessary? This recognizes that marketing goals may not have equal weighting, and if so, more marketing goals may not necessarily magnify performance uniformly. For managers, identifying a proper course for classifying and weighting goals may be in order for the purposes of prioritization. Researchers might consider examining whether prioritization is an implicit or explicit phenomenon, along with what comprises the phenomenon of prioritization.

What marketing personnel factors appear to influence marketing effectiveness? Managers need to be mindful of the human resource issues behind the effectiveness of marketing organizations, especially with regards to homogeneity and resistance to change. To examine this issue properly, researchers will need to consider ethnographic, psychological, and sociological aspects in the course of studying human resources and marketing effectiveness.

What factors influence the monitoring and interpretation endeavor? Managers should consider a protocol for establishing a common view and operationalization of marketing effectiveness, given the potential for multiple interpretations of effectiveness. Researchers need to consider the proper course for instituting such a protocol highlighting the need for multiple respondents per organization, given the interpretative nature of marketing effectiveness by each respondent.

What is considered satisfactory performance? How is this different from optimal performance? This points out that performance is not necessarily optimal in all situations. It is possible that satisfactory performance may be sufficient due to diminishing returns in attempting to achieve optimal performance. For managers and researchers alike, it may mean that optimal marketing performance may not be attainable in some, if not most, cases. Is this a 'true' statement? Another research opportunity is to study the gap between satisfactory and optimal performance and how the gap might be closed, assuming that it can be closed.

What feedback is critical to marketing effectiveness? Feedback loops are an important element of marketing effectiveness. This exemplifies to managers the need for systems to collect and house such feedback. Research into marketing feedback phenomena such as feed-forward loops (Tadepalli, 1992) is deserving of attention.

While addressing and answering these questions are not a panacea to ensuring steadfast effectiveness of the marketing organization, they attune one to the inherent issues in grasping the marketing effectiveness issue. The overriding intent of these questions and this article has been to push our thinking and conceptualization of marketing effectiveness. The way in which marketing organizations determine goals, monitor and interpret the environment, and regulate actions in the course of marketing effectiveness may be just as noteworthy – perhaps even more noteworthy – than just that marketing goals were attained.

References

Anderson, E.W., Fornell, C. and Rust, R.T. (1997) 'Customer Satisfaction, Productivity, and Profitability: Differences between Goods and Services', *Marketing Science* 16(2): 129–46.

Anderson, P.F. (1982) 'Marketing, Strategic Planning and the Theory of the Firm', *Journal of Marketing* 46(2): 15–26.

Appiah-Adu, K., Fyall, A. and Singh, S. (2001) 'Marketing Effectiveness and Business Performance in the Financial Services Industry', *Journal of Services Marketing* 15(1): 18–34.

Bhargava, M., Dubelaar, C. and Ramaswami, S. (1994) 'Reconciling Diverse Measures of Performance: A Conceptual Framework and Test of a Methodology', *Journal of Business Research* 31(1/2): 235–46.

Bogner, W.C. and Barr, P.S. (2000) 'Making Sense in Hypercompetitive Environments: A Cognitive Explanation for the Persistence of High Velocity Competition', *Organization Science* 11(2): 212–26.

Brown, T.J. and Dacin, P.A. (1997) 'The Company and the Product: Corporate Associations and Consumer Product Responses', *Journal of Marketing* 61 (January): 68–84.

Clark, B.H. (1999) 'Marketing Performance Measures: History and Interrelationships', *Journal of Marketing Management* 15: 711–32.

Cooper, D.J., Hayes, D. and Wolf, F. (1981) 'Accounting in Organized Anarchies: Understanding and Designing Accounting Systems in Ambiguous Situations', *Accounting, Organizations, and Society* 6: 175–91.

Dermer, J. (1988) 'Control and Organizational Order', *Accounting, Organizations & Society* 13(1): 25–36.

Dickson, P.R. (1992) 'Toward a General Theory of Competitive Rationality', *Journal of Marketing* 56 (January): 69–83.

Dunn, M.G., Norburn, D. and Birley, S. (1985) 'Corporate Culture: A Positive Correlate with Marketing Effectiveness', *International Journal of Advertising* 4(1): 65–74.

Dunn, M.G., Norburn, D. and Birley, S. (1994) 'The Impact of Organizational Values, Goals, and Climate on Marketing Effectiveness', *Journal of Business Research* 30(2): 131–41.

Foust, D., Pascual, A., Gogoi, P. and Kerstetter, J. (2002) 'They Shopped – Now They've Dropped', *Business Week* (February 25): 36–7.

Handelman, J.M. and Arnold, S.J. (1999) 'The Role of Marketing Actions with a Social Dimension: Appeals to the Institutional Environment', *Journal of Marketing* 63 (July): 33–48.

Harrell, G.D. and Frazier, G.L. (1999) *Marketing: Connecting with Customers*. Upper Saddle River, NJ: Prentice Hall.

Houston, M.B., Walker, B.A., Hutt, M.D. and Reingen, P.H. (2001) 'Cross-unit Competition for a Market Charter: The Enduring Influence of Structure', *Journal of Marketing* 65 (April): 19–34.

Jaworski, B.J. (1988) 'Toward a Theory of Marketing Control: Environmental Context, Control Types, and Consequences', *Journal of Marketing* 52 (July): 23–39.

Kerin, R.A. and Peterson, R.A. (1998) *Strategic Marketing Problems: Cases and Comments*. Upper Saddle River, NJ: Prentice Hall.

Kerr, S. and Slocum, J.W. (1981) 'Controlling the Performance of People in Organizations', in P.C. Nystrom and W.H. Starbuck (eds) *Handbook of Organizational Design*, pp. 116–34. London: Oxford University Press.

Kotler, P. (1977) 'From Sales Obsession to Marketing Effectiveness', *Harvard Business Review* 55 (November–December): 67–75.

Kotler, P. (2003) *Marketing Management*. Upper Saddle River, NJ: Prentice Hall.

Lewin, A.Y. and Minton, J.W. (1986) 'Determining Organizational Effectiveness: Another Look and an Agenda for Research', *Management Science* 32 (May): 514–38.

Maltz, E. (2000) 'Reducing Marketing's Conflict With Other Functions: The Differential Effects of Integrating Mechanisms', *Journal of the Academy of Marketing Science* 28(4): 479–92.

Merchant, K.A. (1985) *Control in Business Organizations*. Cambridge, MA: Ballinger Publishing Company.

Merchant, K.A. (1988) 'Progressing Toward a Theory of Marketing Control: A Comment', *Journal of Marketing* 52(3): 40–4.

Miles, R.H. (1980) *Macro Organizational Behavior*. Santa Monica, CA: Goodyear.

Mitchell, A. (1995) 'Missing Measures', *Management Today* (November): 76–80.

Moorman, C. and Rust, R.T. (1999) 'The Role of Marketing', *Journal of Marketing* 63(4): 180–97.

Morgan, R.E. and Hunt, S.D. (2002) 'Determining Marketing Strategy: A Cybernetic Systems Approach to Scenario Planning', *European Journal of Marketing* 36(4): 450–78.

Morgan, N.A., Clark, B.H. and Gooner, R. (2002) 'Marketing Productivity, Marketing Audits, and Systems for Marketing Performance Assessment: Integrating Multiple Perspectives', *Journal of Business Research* 55: 363–75.

Neave, E.H. and Petersen, E.R. (1980) 'A Comparison of Optimal and Adaptive Decision Mechanisms in an Organizational Setting', *Management Science* 26: 810–22.

Norburn, D., Birley, S., Dunn, M. and Payne, A. (1990) 'A Four Nation Study of the Relationship Between Marketing Effectiveness, Corporate Culture, Corporate Values, and Market Orientation', *Journal of International Business Studies* 21(3): 451–68.

Nord, W.E. (1983) 'A Political-Economic Perspective on Organizational Effectiveness', in K.S. Cameron and D.A. Whetten (eds) *Organizational Effectiveness: A Comparison of Multiple Models*, pp. 95–133. New York: Academic Press.

Ostroff, C. and Schmidt, N. (1993) 'Configurations of Organizational Effectiveness and Efficiency', *Academy of Management Journal* 36(6): 1345–61.

Ramaswami, S. (1996) 'Marketing Controls and Dysfunctional Employee Behaviors: A Test of Traditional and Contingency Theory Postulates', *Journal of Marketing* 60 (April): 105–20.

Rothe, J.T., Harvey, M.G. and Jackson, C.E. (1997) 'The Marketing Audit: Five Decades Later', *Journal of Marketing, Theory, and Practice* 5(3): 1–16.

Ruekert, R.W. and Walker, Jr, O.C. (1987) 'Marketing's Interaction with Other Functional Units: A Conceptual Framework and Empirical Evidence', *Journal of Marketing* 51 (January): 1–19.

Rust, R.T., Moorman, C. and Dickson, P.R. (2002) 'Getting Return on Quality: Revenue Expansion, Cost Reduction, or Both?', *Journal of Marketing* 66(4): 7–24.

Schneider, B. (1983) 'An Interactionist Perspective on Organizational Effectiveness', in K.S. Cameron and D.A. Whetten (eds) *Organizational Effectiveness: A Comparison of Multiple Models*, pp. 27–54. New York: Academic Press.

Seashore, S.E. (1983) 'A Framework for an Integrated Model of Organizational Effectiveness', in K.S. Cameron and D.A. Whetten (eds) *Organizational Effectiveness: A Comparison of Multiple Models*, pp. 55–70. New York: Academic Press.

Sheth, J.N. and Sisodia, R.S. (2002) 'Marketing Productivity: Issues and Analysis', *Journal of Business Research* 55: 349–62.

Srivastava, R.K., Shervani, T.A. and Fahey, L. (1998) 'Market-based Assets and Shareholder Value: A Framework for Analysis', *Journal of Marketing* 62(1): 2–18.

Srivastava, R.K., Shervani, T.A. and Fahey, L. (1999) 'Marketing, Business Processes, and Shareholder Value: An Organizationally Embedded View of Marketing Activities and the Discipline of Marketing', *Journal of Marketing* 63(4): 168–79.

Starbuck, W.H. and Nystrom, P.C. (1983) 'Pursuing Organizational Effectiveness That Is Ambiguously Specified', in K.S. Cameron and D.A. Whetten (eds) *Organizational Effectiveness: A Comparison of Multiple Models*, pp. 135–61. New York: Academic Press.

Tadepalli, R. (1992) 'Marketing Control: Reconceptualization and Implementation Using the Feedforward Method', *European Journal of Marketing* 26(1): 24–40.

Vorhies, D.W. and Morgan, N.A. (2003) 'A Configuration Theory Assessment of Marketing Organization Fit with Business Strategy and Its Relationship with Marketing Performance', *Journal of Marketing* 67 (January): 100–15.

Walker, O.C. and Ruekert, R.W. (1987) 'Marketing's Role in the Implementation of Business Strategies: A Critical Review and Conceptual Framework', *Journal of Marketing* 51 (July): 15–33.

Webster, C. (1995) 'Marketing Culture and Marketing Effectiveness in Service Firms', *Journal of Services Marketing* 9(2): 6–21.

Webster, F. (1992) 'The Changing Role of Marketing in the Corporation', *Journal of Marketing* 56(4): 1–15.

Weick, K.E. and Daft, R.L. (1983) 'The Effectiveness of Interpretation Systems', in K.S. Cameron and D.A. Whetten (eds) *Organizational Effectiveness: A Comparison of Multiple Models*, pp. 71–93. New York: Academic Press.

Wyner, G.A. (2002) 'The Missing Link: How Effective Is Your Marketing', *Marketing Management* 11(6): 6–7.

Kenneth B. Kahn, PhD, is an associate professor of Marketing in the Department of Marketing and Logistics at the University of Tennessee. His teaching and research interests concern product development, product management, and marketing strategy control. He has published over 30 articles, with recent publications in the *Journal of Product Innovation Management* and *Journal of Business Research*. Address: The University of Tennessee, Department of Marketing and Logistics, Knoxville, Tennessee 37996–0530, USA. [email: kkahn@utk.edu]

Matthew B. Myers, PhD, is an associate professor of Marketing and Director of the Global Business Institute at the University of Tennessee. His teaching and research interests are in marketing strategy and global supply chain design. He has published numerous articles, with recent publications in the *Journal of International Business Studies* and the *Journal of Marketing*. Address: The University of Tennessee, Department of Marketing and Logistics Knoxville, Tennessee 37996–0530, USA.
[email: mmyers@ln.utk.edu]