

Preface

Now more than ever, marketing has a key boundary-spanning role—a role that has also redefined the composition of the marketing organization. In this SpringerBrief, the marketing organization’s integrative and mutually reinforcing components of marketing activities, customer value-creating processes, networks, and stakeholders are delineated within their boundary-spanning roles as a particular emphasis—labeled “marketing organization theory” or abbreviated as MOR to capture the first letter of “marketing” and the first two letters of “organization.” This SpringerBrief builds on and is an extended and more elaborate version of Hult (2011), also published in a Springer publication (*Journal of the Academy of Marketing Science*). Thematic marketing insights from a collection of 31 organization theories are used to advance knowledge on the boundary-spanning marketing organization within four areas: strategic marketing resources, marketing leadership and decision-making, network alliances and collaborations, and the domestic and global marketplaces.

An abbreviated version of this SpringerBrief was originally published in the “organization theory” special issue of the *Journal of the Academy of Marketing Science* (vol. 39, No. 4, 2011). I am grateful to the Academy of Marketing Science for permission to use the original version of the article as the basis for this significantly extended and to some degree revised version of the theory of the boundary-spanning marketing organization. I appreciate the input provided by David J. Ketchen, Jr. (coeditor for the special issue of *JAMS* on organization theory) and O.C. Ferrell (vice president of publications for the Academy of Marketing Science). Informal and formal feedback from Ulf Andersson, Artur Baldauf, Roger Calantone, George Day, Cornelia Dröge, Nicolai Foss, Bruce Lamont, Ahmet Kirca, Jeannette Mena, Neil Morgan, Tom Murtha, Torben Pedersen, Stan Slater, and Doug Vorhies helped crystallize my thoughts regarding the composition of the MOR theory and the use of the large set of organization theories that helped inform work on the boundary-spanning marketing organization.

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