

Contents

1	Introduction	1
2	A Theory of the Boundary-Spanning Marketing Organization	7
	Marketing Activities	11
	Responsive Marketing Activities	12
	Proactive Marketing Activities	12
	Cultural Competitiveness	13
	Customer Value-Creating Processes	14
	Product Development Management Processes	15
	Supply Chain Management Processes	16
	Customer Relationship Management Processes	17
	Complementarity and Combinative Effects	18
	Networks	19
	Actors in the Network	20
	Activity Links in the Network	21
	Resource Ties in the Network	22
	Stakeholders	22
	Primary Stakeholders	23
	Secondary Stakeholders	24
3	Organization Theories Can Inform Research on the Marketing Organization	25
	Strategic Marketing Resources	27
	Marketing Leadership and Decision-Making	49
	Network Alliances and Collaborations	51
	Domestic and Global Marketplace	54
4	Discussion, Insights, and Implications	57
	Strategic Marketing Resources	57
	Marketing Leadership and Decision-Making	59

Network Alliances and Collaborations	61
Domestic and Global Marketplace.....	63
References	67
About the Author	77