Marketing Accountability: Defining Expectations and Measuring Outcomes

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Abstract
This paper calls for work that focuses on the relationships of marketing activities and outcomes and measures of the financial performance of the firm. More specifically, the paper suggests the need to link marketing outcomes to the cash flow of the firm and the business model that generates the cash flow. The paper also calls for greater alignment of measures of marketing accountability with expectations and responsibilities of the marketing organization.

Keywords
Accountability, Marketing, Cash Flow, Business Models

1. Introduction
Marketing has long been a mysterious black hole in many organizations. There is few debates on if making the sale, building the brand and satisfying the customer are important to the firm and its success. However, how marketing does these things and what financial return can be attributed to marketing and its varied activities are poorly understood, even by many marketers. There are two reasons for this. Both deserve greater attention from scholars and practicing managers. The first of these reasons is that marketing contains many different things. The expectations of marketing vary from firm to firm and marketing is not defined by the same activities across firms. The second reason is that most firms are unable to tie marketing activities and outcomes to the financial performance of the firm. In this note, I explore these two issues and suggest areas where research can make a contribution to both the discipline and practice of marketing.

Landry, Tipping & Dixon [1] of consulting firm Booz Allen Hamilton identify six different types of market-
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References


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