

Strategic Interdependence in Organizations: Deconglomeration and Marketing Strategy

Although strategy exists at multiple levels in a firm (corporate, business, and functional), there is a dearth of research in marketing literature that focuses on the dependency among strategy at different levels. The authors address this issue by examining the relationship between deconglomeration and marketing strategy. Deconglomeration refers to the divestiture behavior of a conglomerate firm and the transformation of its business portfolio from one that is largely composed of several unrelated businesses to one composed of fewer and related businesses. Drawing on multiple theoretical perspectives, the authors propose a conceptual model delineating the environmental and organizational drivers of deconglomeration and its outcomes for marketing. The authors suggest that after deconglomeration, (1) a firm can be expected to be more competitor and customer oriented, (2) multimarket contact with competing firms and seller concentration will increase, (3) businesses retained by the firm will be more innovative and place greater emphasis on advertising compared with sales promotion, and (4) the firm's culture may become more externally oriented. Furthermore, the locus of decision making for marketing strategy may shift more toward senior management levels. In summary, changes in a firm's corporate strategy could lead to significant changes in the marketing strategy of its business units.

In a recent commentary advancing an agenda for increasing marketing knowledge use, Deshpandé (1999) stresses the need to break free from the shackles of functional silos in examining business problems and advocates research that is cross-disciplinary, cross-cultural, cross-functional, and customer-centric in focus. In addition to the four Cs proposed by Deshpandé, a fifth C that merits consideration, particularly in the realm of strategy, is research characterized by a multilevel or cross-level focus. Strategy exists at multiple levels in an organization—corporate, business, and functional. Corporate strategy specifies the businesses in which a firm chooses to compete. Business strategy specifies how different businesses in the firm's portfolio will compete in the marketplace. Marketing strategy refers to the marketing activities and decisions related to generating and sustaining competitive advantage for the business (Day, Weitz, and Wensley 1990). Although strategy exists at multiple levels, the interdependencies among strategy at different levels remains relatively unexplored. Yet, as the PepsiCo example described next suggests, marketing strategies pursued by businesses often are influenced by changes in corporate strategy that manifest themselves as changes in the firm's portfolio of businesses.

In 1996, PepsiCo divested its restaurant businesses (Pizza Hut, KFC, and Taco Bell) to focus on beverages and snack foods. Following the divestiture, PepsiCo undertook a major reorganization activity it branded as the "Power of One." The Power of One strategy encompasses efforts by PepsiCo to promote beverages and salty snack products together. For example, retail stores are encouraged to display these products side by side. Furthermore, in negotiating for shelf space from supermarkets, PepsiCo promotes the combined profit potential of its range of products. Although the idea of promoting beverages and salty snacks together is not new, after PepsiCo divested the restaurant business, this strategy received the attention of top management and became the company's strategic focus (Hays 1999).

Changes in corporate strategy can derail long-pursued and often successful marketing strategies while affording opportunities for new ones. The potential impact of corporate strategy on marketing strategy makes it imperative that marketing researchers and managers understand the contours of the change and its effect on marketing. The intended contribution of this article is the focus it brings to research on the cross-level dependency of marketing strategy and the detailing of a research agenda on such issues. Specifically, we elucidate the influence of corporate strategy on marketing strategy by examining the drivers of deconglomeration and its outcomes for marketing. Deconglomeration refers to the divestiture behavior of a conglomerate firm and the transformation of its business portfolio from one composed of several largely unrelated businesses to one composed of relatively fewer and interrelated busi-

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relations over the last two centuries as a set of interacting cooperative and conflicting networks of states. The networks that emerged are the result of national choice processes about forming or breaking ties with other states. States are constantly concerned with their security and survival in an anarchic world. Their security concerns stem from their external environment and their past conflicts. Because many of them cannot ensure their security by their own power, they need allies to balance against a hostile international environment. The alliance choices made by states define the structure of security cooperation networks and spill over into other cooperative networks including trade and institutions. Maoz tests his theory by applying social networks analysis (SNA) methods to international relations. He offers a novel perspective as a system of interrelated networks that co-evolve and interact with one another. Grand Strategy: Oct. 1944-Aug. 1945, by J. Ehrman Norman Henry Gibbs, 1956 **Journal of Management Information Systems**, 2001 **Science, Technology, and American Diplomacy**, 1977 Organizational Strategy and Change Johannes M. Pennings, 1985

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