A variety of measures have been proposed to assess marketing performance. Drucker [1974, p. 75] notes these measures must relate either to effectiveness, doing the right thing, or efficiency, doing things right. Together efficiency and effectiveness make up a broad conceptualization of productivity—perhaps too broad. The terms productivity, efficiency, and effectiveness are often confounded. This ambiguity is prevalent in the marketing literature; these terms are often used loosely without being precisely defined. A narrow view would equate productivity with efficiency, an output-to-input relation. Sevin [1965, p 9], for example, makes an analogy with the physical sciences and defines marketing productivity or efficiency as the ratio of sales or net profits (effect produced) to marketing costs (energy expended).

While efficiency denotes the relation between inputs and outputs, effectiveness centers on the relation between outputs and the objectives of the organization. Bonoma and Clark [1988] stress that since no one would suggest that marketers become more efficient at inefficient actions, all discussions of efficiency in the marketing literature presume (usually implicitly) effectiveness. If productivity is a measure of overall effectiveness, then efficiency is only one aspect of it. Researchers need a family of mea-
Figure 1. Efficiency is a multifaceted concept and is not the sole determinant of productivity.

asures that may be organization or situation specific but that includes such variables as value to the organization, innovativeness, quantity, quality, timeliness, and value to the customer. Belcher [1987, p. 60] recommends a group brainstorming process, the nominal group technique, to generate these measures. Figure 1 shows a flowchart of performance measures.

While I acknowledge the importance of ultimately broadening the productivity concept to take into account externalities in production and consumption as Arndt and Helgesen [1981] suggest, my focus is on productivity in marketing and not on the broader topic of marketing and productivity. Productivity in marketing is mainly concerned with the