

The Cultural Knowledge Perspective: Insights on Resource Creation for Marketing Theory, Practice, and Education

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Abstract

Marketing researchers and marketers have long focused on the importance of resources: organizations having enough raw materials, advertising budgets, distribution and supply facilities, data, technology, money, connections, time, or employees. However, these only become valuable to the organization when people identify them as potential resources and then use them adeptly. In this conceptual paper, we argue that understanding the process of identifying and creating resources is essential to understanding organizational success. We introduce the Cultural Knowledge Perspective. The perspective refocuses attention on the process by which people use and extend their cultural knowledge to identify latent materials, materials that have resource potential, and the process by which cultural knowledge is used to activate latent materials to create actual resources. We bring together and build on disparate research in marketing, sociology, and management to show the importance of understanding how the cultural knowledge of marketers and consumers is deployed for resource creation. In doing so, we show how this perspective opens avenues for hiring marketing talent, product development, marketing communications, and marketing education.

Keywords

Cultural knowledge, product development, resources, human resources, marketing, marketing education

Resources do not exist without human intervention. To some this is not intuitive, because forests, grain, and mineral deposits in the earth are typically thought of and thus taught to be resources in and of themselves. Drucker (1993/1985, p. 36) stated succinctly: "Innovation, indeed, creates a resource. There is no such thing as a 'resource' until man finds a use for something in nature....". Objects and ideas with resource potential but that have not yet been recognized as useful are just "latent materials" (Zimmerman 1933). Resources only become so once there is the knowledge to understand what to do with the forests, grain, or mineral deposits and the skills to execute those ideas; resources are a function of human appraisal and ability (Constantin and Lusch 1994; Vargo and Lusch 2011; Zimmerman 1933). Without knowledge that grain is in the form of bread could provide sustenance, an understanding that people would be willing to eat it, and skills in grain growing, processing, and baking, bread would not exist as a resource for consumption. This distinction is important, because it gets to the heart of what a resource is and how the creation of a resource occurs. While marketing research has long focused on the importance of resources and the codification of knowledge for leveraging resources, the process by which materials with resource potential are identified and then converted into actual resources with value for organizations, consumers, and society has not received scholarly attention in marketing. This gap is where our focus sits.

The essence of our argument is that latent materials, which are typically called resources, are seldom if ever the most important source of success for organizations. Cultural knowledge is the essential ingredient allowing marketers and consumers to identify latent materials with resource potential and then convert them into resources for success. We develop a *Cultural Knowledge Perspective*, showing how the embodied cultural knowledge of employees is essential to both identify latent materials with resource potential and then convert those latent materials into resources of value in society.

As we will detail, cultural knowledge is the meaning- and skill-based knowledge that all people bring to bear on their environment. Marketers need meaning-based cultural knowledge to see resource potential in things, people, contexts, and ideas that others do not. They also need skill-based cultural knowledge to convert those potential resources into actual

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