

JOHN D.C. LITTLE

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In the past 10 years, a new technology has emerged for assisting and improving marketing decision making. We define a marketing decision support system as a coordinated collection of data, models, analytic tools, and computing power by which an organization gathers information from the environment and turns it into a basis for action. Where such systems have taken root, they have grown and become increasingly productive for their organizations.

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## DECISION SUPPORT SYSTEMS FOR MARKETING MANAGERS

**T**HE combination of large potential payoffs, highly motivated professional staffs, evolving OR/MS techniques, and rising computer power is making an impact on marketing management. A problem-solving technology is emerging that consists of people, knowledge, software, and hardware successfully wired into the management process. Following Gorry and Scott Morton (1971), we shall call the set of facilitating tools a decision support system or, more specifically a *Marketing Decision Support System* (MDSS). Intellectual contributions to MDSS have come from many disciplines: OR/MS, marketing research, computer science, behavioral science, and statistics, to name a few. We view the results collectively as an advance in management science or, more specifically marketing science. Our purpose is to define and illustrate the concept of an MDSS and show its effects on marketing practice.

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John D.C. Little is the George Maverick Bunker Professor of Management, Sloan School of Management, Massachusetts Institute of Technology, Cambridge, MA. The author wishes to thank the staff of Management Decision Systems, Inc. for providing many opportunities to learn about live decision support systems.

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### What is It? A Black Box View

A manager takes action with respect to an environment in order to achieve the objectives of his organization. To do this he must perceive and interpret the market, even if imperfectly. Then he must think up strategies, analyze them, and converge on one to put into practice. This process is conducted through a complicated system of people, paper, and machines. We call the inanimate part of this an MDSS. Figure 1, modified from Montgomery and Urban (1969), shows the MDSS and its components and traces their roles in interpreting and analyzing the environment.

*Data Bank.* A stream of information comes into the organization from the world at large in many ways: from members of the organization; from talking to people; from reading the *Wall Street Journal*; from purchasing market research; and especially from distilling the multitude of individual transactions of the business—orders, shipments, purchases, records of internal action, and much more. The data are stored in varied forms: on paper, in people's heads, and, most relevant for our present purposes, in large chunks on machine readable media. The amount of data handled by a large company is staggering. Business runs on

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