

Value of marketing expertise

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It would help to know the purpose of the question. For example, expertise is probably useful for diagnosis and decision making, although I do not know the literature in these areas. With respect to forecasting, expertise beyond a minimum level is seldom useful in forecasting change. People do not believe this, so I refer to it as the seer-sucker theory (for every seer there is a sucker). Much research was done on this topic from 1950 to 1980 and it is summarized in my book, *Long-range Forecasting* (1985), which is in full text online at <http://forecastingprinciples.com>. See pages 90-96.