CELL BRIEFS · NO. 19 · JANUARY 4, 2027

Supply Chain Orientation

A cell built from three other families.

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SUPPLY CHAIN ORIENTATION

FAMILY	14 · Supply Chain and Networks
ERA	5 · Assets and Accountability (2000s)
BLOCK	IP · Implementation Process
TIER	3 · Landmark
ROLE	Defining statement (Mentzer et al.) and measurement (Mentzer, Flint, and Hult)
LINEAGE	Cell 3 of 5 in the Supply Chain and Networks column

ANCHOR WORKS

Mentzer et al. (2001), *Defining Supply Chain Management*, Journal of Business Logistics.

Mentzer, Flint, and Hult (2001), *Logistics Service Quality as a Segment-Customized Process*, Journal of Marketing.

BY THE NUMBERS

3 curated links in, the most of any cell

0 curated links out

8 of the 10 anchor works the logistics paper cites are services works

4 filled cells in its column, with two block changes

RELATED CELLS

Mo Market Orientation · **Sq** Service Quality · **Rg** Relational Governance · **Mz** Marketing-Supply Chain Interface

Next in the series: **Fs** Market-Focused Sustainability.

WHAT IT IS

Mentzer et al. defined supply chain management and distinguished it from supply chain orientation: a firm's recognition of the systemic, strategic implications of managing the flows across a supply chain. The orientation sits inside one firm; the management happens across firms. Mentzer, Flint, and Hult then showed that logistics service quality is a process whose components customer segments weigh differently.

THE LINEAGE



One of three columns with only four filled cells. It begins with the interaction approach to industrial markets (1982), steps out to the network as environment (1994), and returns to Implementation Process here. The open position asks what happens when resilience and sustainability become design criteria alongside cost and service.

WHERE IT TRAVELS

No curated links out. Two deep-dive mentions match on the phrase supply chain: dual-channel design in the channels deep dive and cross-border relationship governance in global marketing. On the Core Table the cell receives from three columns and passes what it gathers down its own, to the **Marketing-Supply Chain Interface** (2015).

WHAT IT RESTS ON

Three curated links in, the most of any cell (six cells share that count): **Market Orientation** (Mo), the model for an organizational orientation; **Service Quality** (Sq), the model for the logistics scale; and **Relational Governance** (Rg), the logic among chain members. The logistics service quality paper cites 10 other anchor works, eight of them from the services deep dive.

DESCENDANTS YOU WOULD NOT GUESS

Six anchor works cite the logistics service quality paper, among them **Customer-Relating Capability** (Day, 2003), **Knowledge Development in Supply Chains** (Hult et al., 2006), **Order Fulfillment and Loyalty** (Davis-Sramek, Mentzer, and Stank, 2008), and **Electronic Logistics Service Quality** (Rao et al., 2011). The definition paper is cited in the **Marketing-Supply Chain Interface** (Esper et al., 2010; Kozlenkova et al., 2015) and in two operations cells (Cao and Zhang, 2011; Hendricks and Singhal, 2003).

THREE THINGS THE CELL DOES NOT SHOW

1. **Two anchors, two disciplines.** The definition appeared in the Journal of Business Logistics and the scale in the Journal of Marketing, in the same year and with the same first author. Among the supply chain deep dive's anchors, only Porter's (1985) book is cited more often.
2. **Named for the orientation, defined with the management.** The cell carries the name of the philosophy inside one firm, while its defining paper is titled for the coordination across firms. The deep dive adds Hult, Ketchen, and Arrfelt (2007) on strategic supply chain management and performance.
3. **The sub-lineage is filled through the 2020s.** It runs from Porter's value chain (1985) and product-supply chain fit (Cooper, Lambert, and Pagh, 1997; Fisher, 1997) through this cell to supply chain management redefined (Min, Zacharia, and Smith, 2019) and supply chains in crisis (Ketchen and Craighead, 2020).

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