Column 14 Family: Supply Chain and Networks

Expands column 14 of the Periodic Table of Marketing Strategy, Version 1.0. 38 constructs in 10 families across the parent's 7 eras, plus 9 open positions. Outlined spine cells are the parent's own cells and keep their parent symbol and number.

ell: satellite number, influence pips (within the stream), block code, then symbol, construct, and anchor works (alphabetical).

Formulation, content · **FP** Formulation, process · **IC** Implementation, content · **IP** Implementation, process

Inputs: resources and sets · **OUT** Outputs: performance · **ENV** Environment and context

landmark ■■□ major ■□□ emerging or specialized · open position · parent spine cell

	A · LOGISTICS AND SOURCING		B · INTEGRATION AND STRATEGY			C · NETWORKS	D · CUSTOMER INTERFACE		E · RISK AND PERFORMANCE	
	1 Logistics and Physical Distribution	2 Purchasing and Supplier Relationships	3 Supply Chain Integration and Collaboration	4 Supply Chain Orientation and Strategy	5 Knowledge, Learning, and Culture	6 Industrial and Supply Networks	7 Logistics Service and Customer Value	8 Marketing-Supply Chain Interface	9 Risk, Resilience, and Sustainability	10 Supply Chain Performance and Firm Value
PERIOD 1 **Foundations** to 1969	S1 ■■□ IC **Tk** Total Cost of Distribution — Drucker, 1962		S2 ■■■ ENV **Id** Industrial Dynamics — Forrester, 1958							
PERIOD 2 **Planning** 1970s	S3 ■■□ OUT **Lx** Logistics Customer Service — La Londe and Zinszer, 1976	S4 ■■■ FP **Ob** Organizational Buying — Sheth, 1973; Webster and Wind, 1972								
PERIOD 3 **Competitive Advantage** 1980s	S5 ■□□ FC **Lg** Logistics Leverage — Shapiro, 1984	S6 ■■■ FC **Kp** Purchasing to Supply Management — Kraljic, 1983	S7 ■■□ IP **Ig** Integrating the Supply Chain — Stevens, 1989	S8 ■■■ FC **Vn** Value Chain — Porter, 1985		S9 ■■■ IP **Ia** Interaction Approach — Ford, 1980; Håkansson, 1982 = P35, column 14	S10 ■■□ OUT **Dv** Physical Distribution Service — Mentzer, Gomes, and Krapfel, 1989			
PERIOD 4 **Orientation and Relationships** 1990s	S11 ■■□ IN **Lq** Logistics Capabilities — Morash, Dröge, and Vickery, 1996	S12 ■■■ IP **Bs** Buyer-Supplier Relationships — Cannon and Perreault, 1999; Heide and John, 1990	S13 ■■■ ENV **Bu** Bullwhip Effect — Lee, Padmanabhan, and Whang, 1997	S14 ■■■ FC **Fp** Product-Supply Chain Fit — Cooper, Lambert, and Pagh, 1997; Fisher, 1997	S15 ■■■ IN **Rv** Relational View — Dyer and Singh, 1998	S16 ■■■ ENV **Bn** Business Networks — Anderson, Håkansson, and Johanson, 1994; Håkansson and Snehota, 1995 = P51, column 14	S17 ■■□ OUT **Cz** Service, Satisfaction, and Share — Innis and La Londe, 1994	S18 ■■□ IP **Pb** Business Processes and Shareholder Value — Srivastava, Shervani, and Fahey, 1999	S19 ■■□ IC **Rl** Reverse Logistics — Carter and Ellram, 1998	
PERIOD 5 **Assets and Accountability** 2000s	S20 ■■□ ENV **Mt** Logistics Mega-Trends — Bowersox, Closs, and Stank, 2000	S21 ■■□ FP **Pu** Strategic and Learning-Based Purchasing — Chen, Paulraj, and Lado, 2004; Hult et al., 2000	S22 ■■■ IP **Ar** Arcs of Integration — Frohlich and Westbrook, 2001; Stank, Keller, and Daugherty, 2001	S23 ■■■ IP **Sc** Supply Chain Orientation — Hult, Ketchen, and Arrfelt, 2007; Mentzer et al., 2001; Mentzer, Flint, and Hult, 2001 = P69, column 14	S24 ■■■ IN **Kd** Knowledge Development in Supply Chains — Hult, Ketchen, and Nichols, 2002; Hult, Ketchen, and Slater, 2004; Hult et al., 2006	S25 ■■■ ENV **Ca** Supply Networks as Complex Adaptive Systems — Choi, Dooley, and Rungtusanatham, 2001	S26 ■■□ OUT **Of** Order Fulfillment and Loyalty — Davis-Sramek, Mentzer, and Stank, 2008	S27 ■■□ IP **Oe** Operations-Marketing Integration — Boyer and Hult, 2005	S28 ■■■ OUT **Dr** Disruption Costs and Severity — Craighead et al., 2007; Hendricks and Singhal, 2003	S29 ■■□ OUT **Ic** Integrative Strategy and Financial Performance — Vickery et al., 2003
PERIOD 6 **Engagement and Networks** 2010s		S30 ■□□ IP **Ty** Buyer-Supplier Relationship Typology — Kim and Choi, 2015	S31 ■■■ IP **Co** Integration and Collaboration Effects — Cao and Zhang, 2011; Flynn, Huo, and Zhao, 2010	S32 ■■□ FC **Dn** Supply Chain Management Redefined — Min, Zacharia, and Smith, 2019		S33 ■■□ ENV **Na** Supply Network Analysis — Borgatti and Li, 2009	S34 ■□□ OUT **El** Electronic Logistics Service Quality — Rao et al., 2011	S35 ■■□ IP **Mz** Marketing-Supply Chain Interface — Esper et al., 2010; Kozlenkova et al., 2015 = P87, column 14	S36 ■■□ FP **Su** Sustainable Supply Chains — Pagell and Shevchenko, 2014	S37 ■■□ OUT **Fx** Supply Chain Fit and Financial Performance — Wagner, Grosse-Ruyken, and Erhun, 2012
PERIOD 7 **Frontier** 2020s	open position ? *Autonomous and last-mile logistics*	open position ? *Supplier relationships under reshoring*	open position ? *Integration through shared data and AI*	S38 ■□□ ENV **Ez** Supply Chains in Crisis — Ketchen and Craighead, 2020	open position ? *AI-enabled supply chain knowledge*	open position ? *Platform-mediated supply networks*	open position ? *Delivery experience as brand promise*	open position ? *Predictive demand-supply integration*	open position ? *Resilient and sustainable value networks* = column 14 open position	open position ? *Firm value under disruption*

How to read. Rows, block colors, and tier marks follow the parent table; tiers are judged within the stream. Down a column follows one family through time; across a row shows what the stream studied in an era. Spine cells may carry added anchors under the satellite's inclusion rule, which admits the stream's own journals and the outlets in which its defining statements appeared.

Placements, anchors, and tiers are editorial judgments, and anchors are entry points rather than a complete record of any stream. Anyone who uses or adapts this table is responsible for verifying its contents against the original works.

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