Column 13 Family: Channels and Governance

Expands column 13 of the Periodic Table of Marketing Strategy, Version 1.0. 48 constructs in 10 families across the parent's 7 eras, plus 8 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 · STRUCTURE	B · BEHAVIORAL DIMENSIONS				C · INSTITUTIONAL FORMS		D · ROUTES TO MARKET		
	1 Channel Structure and Design	2 Power and Dependence	3 Conflict and Cooperation	4 Governance and Contracts	5 Interfirm Trust and Relationship Dynamics	6 Franchising	7 Retailing Strategy	8 Multichannel and Omnichannel	9 Manufacturer-Retailer Interaction	10 Platforms and Intermediaries
PERIOD 1 Foundations to 1969	S1 ■■■ FC **Ds** Channel Structure Theory — Bucklin, 1965, 1966	S2 ■□□ IP **Cb** Channel Behavior — Stern, 1969 = P9, column 13	S3 ■■□ IP **Cc** Retailer-Supplier Conflict and Cooperation — Mallen, 1963				S4 ■■□ ENV **Wr** Wheel of Retailing — Hollander, 1960			
PERIOD 2 Planning 1970s	S5 ■□□ FC **Fo** Functional Spin-Off — Mallen, 1973	S6 ■■□ IP **Pw** Channel Power — El-Ansary and Stern, 1972; Hunt and Nevin, 1974; Lusch, 1976 = P19, column 13	S7 ■■□ IP **Ic** Channel Conflict Measurement — Etgar, 1979; Rosenberg and Stern, 1971			S8 ■■□ ENV **Fr** Franchise System Economics — Hunt, 1972, 1973; Rubin, 1978	S9 ■■□ OUT **Ix** Store Image — Lindquist, 1974			
PERIOD 3 Competitive Advantage 1980s	S10 ■■■ FC **Vi** Vertical Integration of Distribution — Anderson and Weitz, 1986; John and Weitz, 1988	S11 ■■■ IP **Pi** Power and Influence Strategies — Frazier, 1983; Frazier and Summers, 1984; Gaski, 1984	S12 ■■□ IP **Wk** Working Relationships — Anderson and Narus, 1984	S13 ■■□ IP **Pe** Channel Political Economy — Arndt, 1983; Stern and Reve, 1980 = P34, column 13	S14 ■■□ IP **Tr** Trust in Exchange Processes — Schurr and Ozanne, 1985	S15 ■■■ IP **Fa** Franchising as Organizational Form — Brickley and Dark, 1987			S16 ■□□ IC **Td** Trade Deals — Curhan and Kopp, 1987	
PERIOD 4 Orientation and Relationships 1990s	S17 ■■□ FC **Dg** Channel Selection and Design — Rangan, Menezes, and Maier, 1992	S18 ■■■ IP **Id** Interdependence — Kumar, Scheer, and Steenkamp, 1995; Lusch and Brown, 1996	S19 ■■■ IP **Pn** Working Partnerships — Anderson and Narus, 1990; Mohr and Spekman, 1994	S20 ■■■ IP **Rg** Relational Governance — Heide, 1994; Heide and John, 1992; Rindfleisch and Heide, 1997 = P50, column 13	S21 ■■■ IP **It** Interfirm Trust — Doney and Cannon, 1997; Ganesan, 1994; Geyskens, Steenkamp, and Kumar, 1998	S22 ■■□ IP **Fe** Franchising Evidence — Lafontaine, 1992	S23 ■■□ OUT **Re** Retail Environment and Performance — Baker, Grewal, and Parasuraman, 1994; Reinartz and Kumar, 1999	S24 ■■■ ENV **Hs** Interactive Home Shopping — Alba et al., 1997	S25 ■■□ ENV **Gr** Manufacturer-Retailer Power Shift — Messinger and Narasimhan, 1995; Sullivan, 1997	S26 ■■□ ENV **Ei** Electronic Intermediaries — Bakos, 1997; Sarkar, Butler, and Steinfield, 1995
PERIOD 5 Assets and Accountability 2000s	S27 ■■□ FC **Du** Dual-Channel Design — Chiang, Chhajed, and Hess, 2003	S28 ■■□ ENV **Rw** Retailer Power and Supplier Welfare — Bloom and Perry, 2001	S29 ■■■ IP **Lr** Relationship Life Cycle and Performance — Jap and Ganesan, 2000; Palmatier, Dant, and Grewal, 2007	S30 ■■■ IP **Op** Opportunism Management — Antia and Frazier, 2001; Wathne and Heide, 2000; Wuyts and Geyskens, 2005 = P68, column 13	S31 ■■□ IP **Tl** Trust at Multiple Levels — Fang, Palmatier, Scheer, and Li, 2008	S32 ■■□ ENV **Fw** Franchising Review — Combs, Michael, and Castrogiovanni, 2004	S33 ■■□ ENV **Ry** Retailing Research Agenda — Grewal and Levy, 2007	S34 ■■■ IC **Mu** Multichannel Customer Management — Ansari, Mela, and Neslin, 2008; Neslin et al., 2006	S35 ■■■ IC **Pl** Private Labels and Category Management — Ailawadi and Harlam, 2004; Dhar, Hoch, and Kumar, 2001	S36 ■■■ ENV **Tm** Two-Sided Markets — Eisenmann, Parker, and Van Alstyne, 2006; Rochet and Tirole, 2003
PERIOD 6 Engagement and Networks 2010s	S37 ■■■ ENV **Ce** Evolution of Marketing Channels — Watson et al., 2015	S38 ■■□ IP **Bd** Bargaining Power in the Channel — Draganska, Klapper, and Villas-Boas, 2010	S39 ■■□ IP **Ve** Relationship Velocity — Palmatier, Houston, Dant, and Grewal, 2013	S40 ■■□ IP **Kc** Contracts and Extracontractual Incentives — Kashyap, Antia, and Frazier, 2012	S41 ■■□ IP **Dh** Dynamic Relationship Marketing — Zhang, Watson, Palmatier, and Dant, 2016	S42 ■□□ IP **Fg** Franchise Conflict and Regulation — Antia, Zheng, and Frazier, 2013	S43 ■■■ ENV **Ft** Retail Business Models and Future — Grewal, Roggeveen, and Nordfält, 2017; Sorescu et al., 2011	S44 ■■■ IC **Om** Omnichannel — Brynjolfsson, Hu, and Rahman, 2013; Verhoef, Kannan, and Inman, 2015 = P86, column 13	S45 ■■□ IC **Mt** Distribution Metrics — Ailawadi and Farris, 2017	S46 ■■■ ENV **Pq** Platform Competition — Hagiu and Wright, 2015; Zhu and Liu, 2018
PERIOD 7 Frontier 2020s	open position ? *Channel design across direct, marketplace, and retail routes*	open position ? *Power when platforms hold the data*	open position ? *Cooperation among rivals on shared platforms*	open position ? *Governance by terms of service and algorithms*	open position ? *Trust in platform-mediated exchange*	open position ? *Franchising and gig-based distribution*	S47 ■□□ ENV **Rz** Retailing in the New Technology Era — Grewal, Gauri, Roggeveen, and Sethuraman, 2021	S48 ■□□ IC **Oi** Omnichannel Information Challenges — Cui et al., 2021	open position ? *Retail media and manufacturer-retailer data exchange*	open position ? *Platform and direct-to-consumer governance* = column 13 open position

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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