

Research Opportunities for Marketing in Supply Chain Management

Aysu Göçer*

Izmir University of Economics, Department of Logistics Management, Balçova, Izmir, Turkey

Abstract

In this research, we investigate and identify the interface areas or areas of overlap between marketing and logistics/supply chain management in marketing research. We do this by reviewing and classifying the articles published in the last three years in three most influential marketing journals, namely: Journal of Marketing, Journal of Marketing Research and Journal of International Marketing. Kotler and Keller's popular book (Kotler and Keller, 2012) was used as a guide in developing nine groups of marketing/logistics/supply chain management concepts on which the classifications of articles were based. We also identify the current common areas of interests as well as future research trends in logistic/supply chain management research from marketing perspective on one hand and from logistic/supply chain management perspective on the other. This we did by reviewing recently published supply chain related articles by supply chain management scholars/researchers in the journals of supply chain management, operations management, and other journals and then compare the areas of logistics/supply chain research interests or focus in these articles with the marketing's area of research interests or focus (in the areas). The results show that articles published in the three major marketing journals reviewed cover a wide variety of logistics and supply chain management and relationship marketing concepts. Nonetheless, the results also show that there are some important logistics/supply chain concepts or areas which are entirely left uncovered in the last three years by these three major marketing journals.

Keywords: *Marketing research, logistics/supply chain research, logistics/supply chain concepts, marketing-logistics/supply chain interface, grouping, overlap.*

1. Introduction

Both scholars/researchers and practitioners recognize that the integration of organization functions as collaborative working bodies, as opposed to individually operating silos, has great impact on organizational performance (Christopher, 1998; Lambert & Cooper, 2000; Mentzer et al., 2001). Along this line, many studies have been conducted to shed light on the methods and practices of integrating different organization functions. One of the key areas of inter-functional or interdepartmental integration is the integration of marketing and logistics areas or functions. The strengthening of the link between marketing and

* Corresponding author. E-mail: aysu.gocer@ieu.edu.tr

logistics has been the focus of many researches (Murphy & Poist, 1996; Ellinger, 2000). In Ellinger's (2000) article, the interface between marketing and logistics is explained and examples are used to illustrate cases/areas of conflicts and lack of communication between the two functions. In addition, the article highlights the literature gap on the potential benefits of marketing and logistics integration. Most existing literature concentrates on the customer service outcome of marketing-logistics integration (Murphy & Poist, 1996), and tends to ignore the need for a deeper understanding of other various outcomes concealed in the interface between the two functions. Murphy and Poist (1996) focus on the application of several techniques for enhancing the integration or strengthening the relationship between marketing and logistics activities/functions in a real world context.

In a more restrictive sense, logistics is seen as the "place" dimension of the 4P's of the marketing mix, namely: product, price, promotion, and place (see Mentzer et al., 2001; Svesson, 2003). It is also recognized as an important contributor to the customer service component of the marketing function (Murphy & Poist, 1996). The actual role of logistics, however, is more than simply being the "place" dimension of marketing. It can be more comprehensively defined as *"part of the supply chain process that plans, implements and controls the efficient and effective flow and storage of goods, services and related information from the point of consumption in order to meet customer requirements"* (Lambert & Cooper, 2000, p.67). This perspective in which logistics activity is seen as being an integral part of the supply chain process also addresses the understanding and definition of supply chain management as *"the integration of key business processes from the end user through original suppliers that produce products, services and information that add value for customers and other stakeholders."* (Lambert & Cooper, 2000, pp.66). Thus, the scope of logistics function is extended and positioned within the context of supply chain management. In the literature, the concept of supply chain management has already been adopted to refer to the interrelationship between different marketing activities in marketing channels which represents the link between logistics and marketing (Mentzer et al., 2001).

In this research, we will shed light on the potential areas of research which emphasize and enhance the logistics-marketing interface. The research will cover the review and analysis of articles published between January 2009 and June 2012 in three influential marketing focused journals, namely: Journal of Marketing, Journal of Marketing Research and Journal of International Marketing. In the research, Kotler and Keller's book (Kotler & Keller, 2012) will be used as the main reference in the identification of the logistics and supply chain management related issues contained in these articles. Thus, based on this reference, logistics/supply chain management related issues or concepts contained in the articles will be identified, analyzed, and classified. Thus, our research will identify the specific supply chain issues focused on by marketing. These issues will then be compared with issues contained in recent articles published by supply

chain scholars/researchers in journals of supply chain management, operations management, and in other journals. In-depth discussions on the findings will be presented to provide further insight into interface areas or areas of overlap between marketing and logistics/supply chain research.

This research will place emphasis on strengthening and expanding the link between marketing and logistics/supply chain management research. Specifically, it will examine logistics/supply chain management contents in marketing-focused journals. The main purpose of this is to identify and highlight these influential marketing journals' areas of focus or interest that relate to logistics/supply chain management and to identify which of the logistics/supply chain management areas are most popular in marketing research or most common in articles published in the three influential marketing journals reviewed. The results outlined by this analysis will fill the literature gaps for the recent years - January 2009 and June 2012 – and will be useful to both academicians and researchers as it will provide valuable insights and an initial direction for new research and enhance the integration of research and industry practices in the two fields.

2. Methodology

As previously mentioned, the Journal of Marketing, Journal of Marketing Research and Journal of International Marketing, were reviewed for the time period January 2009 to June 2012. These journals were identified as being particularly influential by marketing professors from two universities in Izmir; Dokuz Eylul University and Izmir University of Economics. A time period of three years was selected in order to be able to identify the most recent trends in marketing research as relates to logistics and supply chain management.

The main reference guide in this research is Kotler and Keller's book (Kotler & Keller, 2012). Kotler and Keller (2012) describe supply chain as a long channel streaming from raw materials to components and to finished products supplied to end buyers. This book describes a number of different marketing concepts associated with two main areas: physical distribution and supply chain management. In our research, these marketing concepts were identified and grouped and the groups are used as the basis for article classification process.

In total, nine groups of concepts were identified from the book, each representing a different form of interface between marketing and logistics and supply chain management concepts (refer to Table 1).

Table 1. Logistics and Supply Chain Management / Marketing Interface

#	Main Category	Sub-Categories	Related Sub-Categories	Chapter Kotler and Keller	Page
1	Marketing Channels	Marketing Channels Communication Channels Distribution Channels Service Sector Channels		Chapter 1, 15	33, 443
2	Relationship Marketing	Relationship Marketing Marketing Network Service Channels Channel Partnerships Channel Coordination Channel Integration Modes to enter to Global Markets	Vertical Marketing Systems Conventional Marketing Channel Horizontal Marketing Systems Channel Entry	Chapter 1, 15, 21	42, 33,450, 457, 453, 455, 627
3	Channel Management Decisions	Channel Decisions Channel Alternatives Channel Management Decisions	Types of Intermediaries Number of Intermediaries Selecting Channel Members	Chapter 15	446, 449
4	Global Distribution Strategies				635
5	Channel Conflict / Power / Legal and Ethical Issues	Legal and Ethical Issues Channel Power Channel Conflict		Chapter 15	460, 450, 457
6	E-commerce	E-commerce	E-commerce B2B e-commerce m-commerce	Chapter 15	460,461, 463
7	Retailing	Retailing	Retailing Corporate Retailing Retail services Communications Location	Chapter 16	469, 472, 479, 480
8	Wholesaling	Wholesaling		Chapter 16	483
9	Logistics / SCM	Logistics / SCM Sustainability / Environment Market Logistics Decisions Value Network Integrated Logistics Systems Market Logistics Objectives	Order Processing Warehousing Inventory Transportation	Chapter 15, 16	486, 488, 439

Groupings

The first group represents “Marketing Channels” (Kotler & Keller, 2012). According to Kotler and Keller (2012), marketing channels are classified into 3 types, namely: communication, distribution and service. Communication channels represent the dialogue channels such as emails, blogs, adds, newspapers, and magazines for messages from potential buyers. In contrast, distribution channels are for displaying, selling and delivering the physical products or

services to potential buyers through the internet, mail, mobile phones, distributors, wholesalers, retailers, agents or intermediaries. A third group, service sector channels are also considered under “Marketing Channels”, this specifically represents the marketing channels in the service sector. Thus, the subcategories of “Marketing Channels” were identified as being communication channels, distribution channels, and service sector channels. In order to account for the articles that fall outside of the sub-categories of communication channels, distribution channels, and service sector, a new category, “marketing channels”, is added to represent the whole group. Here, it is important to note that, even though it is possible to consider service channels within the first group, it is decided to include them in the second group, “Relationship Marketing”. This was because the articles on this topic mainly focus on the transactions with potential buyers, mostly emphasizing the relationship side, rather than the channel activities.

The main category of the second group is “Relationship Marketing”, which aims to build long term relationships with all partners, including customers, employees, channels, suppliers, distributors, dealers, agencies, shareholders, investors and analysts (Kotler & Keller, 2012). Marketing network (Kotler & Keller, 2012), service channels (Kotler & Keller, 2012), channel partnerships (Kotler & Keller, 2012), channel coordination (Kotler & Keller, 2012), channel integration (Kotler & Keller, 2012) and modes to enter to global markets (Kotler & Keller, 2012) are considered under “Relationship Marketing” group. Marketing network is defined as the ultimate outcome of relationship marketing whereas service channels focus on the transactions needed to sustain the relationships with the banks, insurance companies and other organizations representing potential buyers. In addition, channel partnerships aim to build long term relationships, channel coordination focuses on the goals of the channel other than individual partners, while channel integration (vertically, horizontally or conventionally) aims to integrate partners as a unified system as far as possible. Moreover, since modes to enter global markets consider long term agreements with channel partners such as joint ventures, direct investment or licensing, this subcategory is considered under “Relationship Marketing” as well.

The third group is the articles relating to “Channel Management Decisions”, including the channel alternatives for the type and number of the intermediaries, and for member selections (Kotler & Keller, 2012). The type of intermediary can be a direct sales force or distributors, company stores, online retailers, mail-order catalogues and mass merchandisers. Furthermore, the number of intermediaries can be classified as exclusive, selective or intensive.

The fourth group is “Global Distribution Strategies”, which represents the channel entry decisions such as channels between nations or channels within foreign nations (Kotler & Keller, 2012).

The fifth group is identified as “Channel Conflict / Power / Legal and Ethical Issues”. Channel conflict studies focus on those activities of one channel member which prevent the action of another from achieving its goal, either vertically, horizontally or across multichannel (Kotler & Keller, 2012). In

contrast, channel power represents one channel member which has the ability to change another member's actions coercively (Kotler & Keller, 2012). Legal and ethical issues are also considered as a subcategory of this group (Kotler & Keller, 2012).

The sixth group is one of the most frequently discussed topics, "e-commerce". It involves both the business-to-business e-commerce related articles and mobile channels (Kotler & Keller, 2012). E-commerce is a way of conducting commerce through the use of web sites, realizing the sales of products or services online, most companies can be classified as either 'click and brick', or 'pure click'. Another type is business-to-business e-commerce, which represents the transactions between suppliers and customers through supplier web sites, infomediaries, market makers and customer communities.

The seventh group is identified as "Retailing" (Kotler & Keller, 2012) which includes corporate retailing (Kotler & Keller, 2012), retail services for pre-purchase, post-purchase and complementary services (Kotler & Keller, 2012) and retail communications and retail location decisions (Kotler & Keller, 2012). Retailing is defined as the activities in selling goods and services for personal use, including store retailing, non-store retailing such as direct selling, direct marketing, automatic vending and buying service activities. Corporate retailing is another channel option for retailers that aim to achieve greater economies of scale and brand recognition than individual retail stores by providing a variety of alternatives and better trained employees. Other retail decisions involve the use of communication alternatives to improve sales, and location alternatives to select the most appropriate site.

"Wholesaling" was identified as the eighth class of article topics (Kotler & Keller, 2012). Different from retailing, wholesaling aims at selling goods or services to potential customers for business use or resale purposes.

The last identified group is "Logistics and Supply Chain Management". Kotler and Keller (2012) define supply chain management as *"...starting before physical distribution and meaning strategically procuring the right inputs, converting them efficiently into finished products, and dispatching them to the final destination"*. The environmental impact and sustainability of the supply chains are also discussed in this book, which also involves market logistics decisions (Kotler & Keller, 2012). These decisions concern a number of areas relating to order processing activities which affect the processing of the orders; warehousing activities, which determine where the stock is located; inventory decisions, which identify the amount of stock needed; and transportation activities, which relate to the shipping method. Moreover, this group also involves value network, which represents the systems of partnerships and alliances with partners such as suppliers, customers, and end users (Kotler & Keller, 2012). Market logistics is defined by Kotler and Keller (2012) as *"including planning the infrastructure to meet demand, then implementing and controlling the physical flows of materials and final goods from points of origin to points of use, to meet customer requirements at a profit"*. This group also

includes two other categories, integrated logistics systems and market logistics objectives. Integrated logistics systems (Kotler & Keller, 2012) are information technology driven activities of materials management, material flow systems, and physical distribution. Market logistics objectives represent the articles which are written with a specific emphasis on cost reduction efforts of an organization (Kotler & Keller, 2012).

After developing these 9 groups of marketing-logistics/supply chain management concepts, we reviewed a total of 538 articles published in the three selected influential marketing journals within the three-year study period. The 538 articles were analyzed and classified according to the definitions and explanation given for the 9 groups developed above.

It is important to note that the study omits articles which directly refer to consumer side, except for those which consider the customer as part of a supply chain. For example, in communication channels, the articles which focus on the communication channels across supply chain partners are considered, whereas those that refers to the communication channels towards end users, “the consumers”, are not.

The results of the review and analysis of the articles give an indication of the amount of logistics and supply chain management research published in marketing journals. It also reveals the relative popularity of the different logistics/supply chain concepts or areas in marketing research.

3. Analysis and Findings

The results of the review and analysis show that for all the three journals, articles relating to logistics and supply chain management related concepts in marketing studies constitute about 33% of all articles published. That is, about 67% of all articles published were unrelated to any of the nine identified groups (see Table 2).

In Table 2, it can be clearly seen that, out of the nine groups of logistics and supply chain management concepts, 12 % or 64 out of 179 articles relate to group 9 concepts alone. In other words, the highest number or percentage of articles published belongs to group 9 concepts. These articles include both logistics and supply chain management related studies in general and other issues such as sustainability, market logistics decisions, value network, integrated logistics systems and market logistics objectives related studies. Group 9 was closely followed by group 2, which relates to relationship marketing studies. The number of articles published in the areas of group 2 is 57 articles out of a total of 179, which is approximately 11%. Therefore, it can be concluded that research works in relationship marketing is mainly focused on logistics and supply chain management issues in general, and also on topics related to relationship marketing.

Another apparent trend is that marketing channels, retailing, and e-commerce related areas are also becoming important areas of research in

marketing. However, despite the interest in retailing, there have been no wholesaling-related published articles in the journals surveyed in the last three years. Similarly, even though marketing channel studies are an area of interest, there is no sign of interest in global distribution strategies in the journals surveyed.

Another important observation is the remarkably small number of articles in the areas of channel management decisions, channel conflict, channel power, legal and ethical issues. Therefore, this would be an area of opportunities for more research.

Table 2. Results of the Review and Analysis of the 538 Articles from the Three Major Marketing Journals reviewed over the three-year period

Group #	Main Category	2009	2010	2011	2012 (6 months)	# of Articles TOTAL	% of Articles TOTAL
1	Marketing Channels	7	9	4	2	22	4%
2	Relationship Marketing	17	14	21	5	57	11%
3	Channel Management Decisions	0	2	0	1	3	1%
4	Global Distribution Strategies	0	0	0	0	0	0%
5	Channel Conflict/Power/Legal and Ethical Issues	1	2	0	2	5	1%
6	E-commerce	3	7	1	0	11	2%
7	Retailing	9	3	4	1	17	3%
8	Wholesaling	0	0	0	0	0	0%
9	Logistics / SCM	26	10	18	10	64	12%
<u>TOTAL Number of Related Articles Classified</u>		63	47	48	21	179	33%
<u>TOTAL Number of Related Articles NOT Classified</u>		83	112	119	45	359	67%
<u>TOTAL Number of Articles Reviewed</u>		146	159	167	66	538	100%

Table 3 presents a detailed analysis of the distribution of articles relating to Logistics and Supply Chain Management concepts in the three marketing journals surveyed within the study period. Out of a total of 538 articles, 190 were published in JM, 278 in JMR and 70 in JIM.

As can be seen in the table (Table 3), out of a total of 359 articles which were unclassifiable in this study, 111 were in JM, 219 in JMR, and 29 in JIM. In other words, 79 out of 190 articles in JM, 59 out of 278 in JMR, and 41 out of 70 in JIM were classified into our nine classification groups. Thus, in terms of the total number of articles reviewed in each journal, JIM had the highest percentage (59%) of articles that were classified into one of the nine areas of logistics and supply chain management followed by JM with 42%, JMR came last with only 21%

. Group 9, logistics and supply chain management related concepts, contains very small number of articles in the areas of sustainability, value network and integrated logistics concepts. Furthermore, articles in its areas of market logistics decisions and market logistics objectives which focus specifically on cost reduction efforts are either non-existent or too infrequent to be considered.

Table 3. Results on the consideration of Logistics and Supply Chain Management Concepts in Marketing Studies

Grp #	Main Title	Subtitles	# of Articles				% of Articles			
			JM	JMR	JIM	TOTAL	JM	JMR	JIM	TOTAL
1	Marketing Channels	Marketing Channels	2	1		3	1.05%	0.36%		0.56%
	Marketing Channels	Communication Channels	2	1		3	1.05%	0.36%		0.56%
	Marketing Channels	Distribution Channels	5	10	1	16	2.63%	3.60%	1.43%	2.97%
	Marketing Channels	Service Sector Channels								
2	Relationship Marketing	Relationship Marketing	11	2	4	17	5.79%	0.72%	5.71%	3.16%
	Relationship Marketing	Marketing Network	2	3		5	1.05%	1.08%		0.93%
	Relationship Marketing	Service Channels	6	8	6	20	3.16%	2.88%	8.57%	3.72%
	Relationship Marketing	Channel Partnerships	3	2	2	7	1.58%	0.72%	2.86%	1.30%
	Relationship Marketing	Channel Coordination			3	3			4.29%	0.56%
	Relationship Marketing	Channel Integration	2			2	1.05%			0.37%
	Relationship Marketing	Modes to enter to Global Markets	1		2	3	0.53%		2.86%	0.56%
3	Channel Management Decisions	Channel Decisions								
	Channel Management Decisions	Channel Alternatives		1		1		0.36%		0.19%
	Channel Management Decisions	Channel Management Decisions		1	1	2		0.36%	1.43%	0.37%
4	Global Distribution Strategies	Global Distribution Strategies								
5	Channel Conflict / Power / Legal and Ethical Issues	Legal and Ethical Issues	2			2	1.05%			0.37%
	Channel Conflict / Power / Legal and Ethical Issues	Channel Power	2	1		3	1.05%	0.36%		0.56%
	Channel Conflict / Power / Legal and Ethical Issues	Channel Conflict								
6	E-commerce	E-commerce	7	3	1	11	3.68%	1.08%	1.43%	2.04%
7	Retailing	Retailing	7	9	1	17	3.68%	3.24%	1.43%	3.16%
8	Wholesaling	Wholesaling								
9	Logistics / SCM	Logistics / SCM	20	17	19	56	10.53%	6.12%	27.14%	10.41%
	Logistics / SCM	Sustainability / Environment	2			2	1.05%			0.37%
	Logistics / SCM	Market Logistics Decisions	1			1	0.53%			0.19%
	Logistics / SCM	Value Network	3		1	4	1.58%		1.43%	0.74%
	Logistics / SCM	Integrated Logistics Systems	1			1	0.53%			0.19%
	Logistics / SCM	Market Logistics Objectives								
TOTAL Number of Related Articles Classified			79	59	41	179	42%	21%	59%	33%
TOTAL Number of Related Articles NOT Classified			111	219	29	359	58%	79%	41%	67%
TOTAL Number of Articles Reviewed			190	278	70	538	100%	100%	100%	100%

Group 2 shows a remarkably small number of articles on marketing network, channel partnerships, channel integration, channel coordination and modes to enter to global markets. In contrast, it can be stated that service channels enjoyed a considerable amount of interest from researchers.

Marketing channels, group 1 in the analysis, is one of the most popular concepts in marketing research. Unsurprisingly, most of the marketing channel research is related to distribution channels. However, research works focusing on the communication channels are remarkably few.

Moreover, the results show that retailing has almost the same low levels of attentions in JM and JMR but much lower level of attention in JIM. Overall, group 1 concepts are the fourth most concepts among the nine groups of concepts.

JM published the most e-commerce articles during the study period but, considering its growing importance in recent years, we still consider the number of articles focusing on e-commerce activities in it to be relatively small.

There were very few or no articles published in the three journals in the areas of channel management decisions (group 3). Thus, this area can be said to be in need of more research attention.

Despite the increasing general interest in channel power and legal and ethical issues, only four articles were published in these areas in JM and only one in JMR, which seems insufficient for such an important topic. Moreover, no articles were found in the area of channel conflict in the three journals.

Lastly, there was no evidence of any research on global distribution strategies or wholesaling in the three journals. However, as with other emerging areas, the growing importance of globalization will surely increase research works in these areas in the nearest future.

The analysis conducted in this study outlines marketing's area of interest in supply chain related issues. Figure 1 gives a graphical illustration of some of the results of the analysis. It shows graphically the number of articles in each of the marketing-logistics/supply chain management concepts groups.

Having identified the three marketing journals' focus areas with respect to logistics/supply chain management issues, in the next section, the current areas of research focus in logistics/supply chain management are summarized after a review of the recent supply chain related articles. Accordingly, the research areas which are most likely to enhance the expansion of marketing and logistics/supply chain management interface are presented.

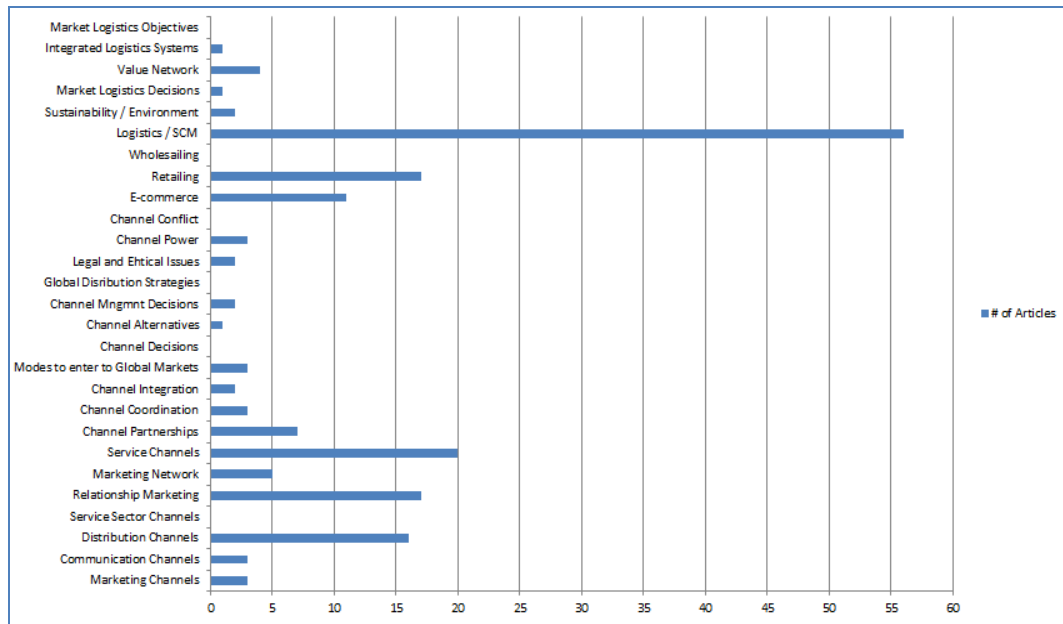


Figure 1: Supply Chain Issues of Interest from the Marketing's Perspective

4. Research Opportunities that can enhance Marketing and Logistics/Supply Chain Management Integration

Identifying the current common areas of interests as well as future common interest areas in logistic/supply chain management research from the marketing perspective on one hand and from the pure logistic/supply chain management perspective on the other hand, will enhance marketing and logistics management integration for better results in industries and for better research opportunities and enrichments in the two fields. This may also solve the problems associated with the current lack of communication, integration, and conflict between the two functions (see Murphy & Poist, 1996 and Ellinger, 2000).

Thus, in order to throw more light on the common areas of research interests in marketing and logistic/supply chain management, marketing's areas of research focus with respect to logistics/supply chain issues highlighted earlier in section 3 were compared with areas of research focus in logistics/supply chain management as indicated by our review of some articles published in supply chain and/or operations management journals and other journals by supply chain management scholars/researchers and supply chain management practitioners.

We reviewed recently published supply chain related articles in these journals and identified the journals' areas of research focus in logistics/supply chain managements.

The reviews provide good information about the current key areas of research interests of supply chain scholars/researchers and practitioners that published articles in supply chain and/or operations management journals. These key areas of research interests include the following:

- i. Service channels (Stock et al., 2010; Daugherty, 2011)
- ii. Cost-service tradeoffs (Stock et al., 2010; Fawcett et al., 2011; Schoenherr et al., 2012)
- iii. Sustainability and environmental impacts of supply chains (Parente et al., 2008; Stock et al., 2010; Daugherty, 2011; Fawcett et al., 2011; Schoenherr et al., 2012)
- iv. Strategic partnerships and alliances (Parente et al., 2008; Stock et al., 2010; Daugherty, 2011; Fawcett et al., 2011)
- v. Global supply chain networks (Stock et al., 2010; Fawcett et al., 2011; Schoenherr et al., 2012)
- vi. Supply chain modeling/optimization (Lin & Gen, 2010; Wang & Zhou, 2010; Jolayemi & Fan, 2012)
- vii. Measures and metrics of supply chain performance (Stock et al., 2010; Daugherty, 2011)
- viii. Relationship management (Parente et al., 2008; Stock et al., 2010; Fawcett et al., 2011; Schoenherr et al., 2012)
- ix. Risk management (Stock et al., 2010; Fawcett et al., 2011; Schoenherr et al., 2012)
- x. Customer service (Parente et al., 2008; Stock et al., 2010; Fawcett et al., 2011)
- xi. Multi-enterprise supply chain governance (Stock et al., 2010; Fawcett et al., 2011)
- xii. Organizational design (Stock et al., 2010; Fawcett et al., 2011)
- xiii. Supply chain conflict management and power (Stock et al., 2010; Daugherty, 2011)
- xiv. Use of technology (Parente et al., 2008; Stock et al., 2010; Daugherty, 2011; Fawcett et al., 2011; Schoenherr et al., 2012)
- xv. Behavioral issues in supply chain management (Ellinger et al., 2006; Parente et al., 2008; Daugherty, 2011; Fawcett et al., 2011; Schoenherr et al., 2012)
- xvi. Humanitarian assistance and disaster relief (Stock et al., 2010; Fawcett et al., 2011), and
- xvii. Regulation/protectionism (Fawcett et al., 2011).

A comparison of the areas of research interest listed above and the areas presented in section 3 as the areas in which articles relating to logistics/supply chain managements are published in the three marketing journals reviewed in this research shows a partial overlap. That is, there is an overlap between the areas of research in logistics and supply chain management issues from marketing perspective and from the perspectives of supply chain scholars/researchers and practitioners that published articles in supply chain and/or operations management journals and other journals. An analysis and comparison of these two perspectives and areas of research will help highlight the research areas that are covered in supply chain and/or operations management journals and other

journals but not covered in the three major marketing journals reviewed in our research. This can help highlight the logistics and supply chain areas that may need greater research attention in the field of marketing.

Table 4 shows that there are some overlaps between marketing's areas of research focus in logistics/supply chain management and logistics/supply chain research areas that are covered in supply chain and operations management journals and other journals.

Table 4. Comparing Marketing's Areas of research focus in Logistics/Supply Chain Management with research areas and research trends in Logistics/Supply Chain Management

Marketing Sub-categories	# of Articles in Marketing Journals	Areas of Interest in Logistics and Supply Chain Management Field
Logistics / SCM	56	Logistics / SCM, Customer Service
Service Channels	20	Service Channels, Customer Service
Relationship Marketing	17	Relationship Management
Retailing	17	
Distribution Channels	16	Logistics / SCM
E-commerce	11	Use of Technology
Channel Partnerships	7	Strategic Partnerships and Alliances
Marketing Network	5	Organizational Design, Global Supply Chain Networks, Multi-Enterprise Supply Chain Governance
Value Network	4	Organizational Design, Global Supply Chain Networks, Multi-Enterprise Supply Chain Governance
Marketing Channels	3	
Communication Channels	3	
Channel Coordination	3	
Modes to enter to Global Markets	3	Regulation / Protectionism
Channel Power	3	Supply Chain Conflict Management and Power, Behavioral Issues in Supply Chain Management
Channel Integration	2	Strategic Partnerships and Alliances
Channel Management Decisions	2	Measures and Metrics of Supply Chain Performance
Legal and Ethical Issues	2	Behavioral Issues in Supply Chain Management
Sustainability / Environment	2	Sustainability and Environmental Impacts of Supply Chains
Channel Alternatives	1	
Market Logistics Decisions	1	
Integrated Logistics Systems	1	Use of Technology
Service Sector Channels	0	Logistics / SCM
Channel Decisions	0	Organizational Design, Global Supply Chain Networks
Global Distribution Strategies	0	Global Supply Chain Networks, Multi-Enterprise Supply Chain Governance, Regulation / Protectionism
Channel Conflict	0	Supply Chain Conflict Management and Power, Behavioral Issues in Supply Chain Management
Wholesaling	0	
Market Logistics Objectives	0	Cost-Service Trade-offs
-	-	Risk Management
-	-	Humanitarian Assistance and Disaster Relief

The areas of overlap or common areas of research include customer service, service channels, relationship marketing, distribution channels, technology (e-commerce), strategic partnerships and alliances (channel partnerships), channel integration, organizational networks and design (marketing network), value network, and channel decisions. As key areas of interface of the two fields, we expect that these areas will continue to be the popular areas of research in logistics/supply chain management and marketing.

We believe that if we had been able to review more logistics/supply chain management related articles from more marketing journals, probably there would have been a bigger overlap.

The logistics/supply chain research areas that are covered in supply chain and operations management journals and other journals but not covered in the three major marketing journals are areas that need to attract more research attention in marketing if research in marketing and logistics/supply chain management were to be integrated or if there is to be good level of collaborations among researchers in marketing and logistics/supply chain management.

The areas of research between the two fields (see Table 4) with little or no overlap are modes to enter global markets, global distribution strategies, channel power, channel conflict, legal and ethical issues, channel management decisions, sustainability/environment, service sector channels, and market logistics objectives. These are the areas that need more research attention in marketing.

Our research highlighted some key areas of logistics/supply chain management that enjoy significant attention in supply chain and/or operations management journals and other journals but which receive very little or no attention in the three major marketing journals. These areas include issues of sustainability and environmental impacts of supply chains, cost tradeoffs or other measures/metrics of supply chain management, regulation/protectionism related issues and global borders, behavioral issues, channel conflict, channel power and legal and ethical issues. More research in these areas from marketing perspectives will enhance research co-operations between marketing and supply chain researchers and scholars and create more research opportunities in the areas.

5. Summary, Conclusion, and Recommendations

It is generally believed that marketing and logistics/supply chain management interface is a phenomenon of greater complexity than the 4Ps of the marketing mix (Mentzer et al., 2001; Kotler & Keller, 2012). As a result, research works in marketing that cover and incorporate some logistics and supply chain management concepts are becoming increasingly important.

This research investigated and identified the key logistics/supply chain concepts or areas that are covered in marketing research. In other words, our research investigated and identified the interface areas or areas of overlap between marketing and logistics/supply chain management in marketing research. We have done this by reviewing and classifying the articles published in the last

three years in three most influential marketing journals, namely; Journal of Marketing, Journal of Marketing Research and Journal of International Marketing. Kotler and Keller's popular book (see Kotler & Keller, 2012) was used as a guide in developing nine group of marketing/logistics/supply chain management concepts on which the classifications of articles were based. Nine groups of concepts were developed for the article classification process.

We also identified the current common areas of interests as well as future research trends in logistic/supply chain management research from marketing perspective on one hand and from pure logistic/supply chain management perspective on the other. This we did by reviewing recently published supply chain related articles in the journals of supply chain management, operations management, and other journals and by comparing the areas of logistics/supply chain research interests or focus in these articles with the marketing's area of research interests or focus (in the areas). It should be recalled that information about the marketing's area of research interests in logistics/supply chain management were obtained from the reviews of articles published in the last three years in the three major marketing journals mentioned earlier.

The results of our research shows that articles published in the three major marketing journals reviewed cover a wide variety of logistics and supply chain management and relationship marketing concepts (with various studies on service channels). The results also show that there is a very limited or small coverage of integrated logistics systems, value network, sustainability issues, channel power, legal and ethical issues, and channel management decisions, modes for entering global markets, channel integration, channel partnerships, marketing network, communication channels, channel coordination, channel management decisions (especially studies on channel alternatives), market logistics decisions and marketing channels.

Moreover, the results also show that there are some important logistics/supply chain concepts or areas which are entirely neglected in the last three years by these three major marketing journals. These areas include wholesaling, global distribution strategies, and channel conflict and market logistics objectives (with focus on cost reduction efforts).

Furthermore, the results of our study show that marketing's focus differs from the focus of the supply chain scholars/researchers and practitioners with respect to areas like sustainability and environmental impacts, cost tradeoffs, measures/metrics of supply chain management, regulation/protectionism, behavioral issues, channel conflict, channel power and legal and ethical issues.

In our research, we reviewed only the issues of the three major marketing journals that were published within the last three years. We see this as a limitation of our study as the number of articles published within this time period may be considered to be somehow small. Therefore, we recommend that more research studies that cover the review of more issues and volumes of marketing journals that are published over a longer period of time should be carried out. For a more robust comparison of the areas of research interests and focus of marketing and

supply chain scholars'/researchers' in logistics/supply chain management, besides marketing journals, other journals that publish articles in logistics/supply chain management should also be reviewed.

In conclusion, the limitations highlighted above notwithstanding, we believe that this research will lay a very good foundation for further research on interface areas or area of overlap/common focus between marketing and supply chain management fields and how these can be exploited to create more research opportunities and engender research co-operations and collaborations among scholars/researchers in the two fields.

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