



Distribution Channel Dynamics: Sharing or not Sharing Information between Members?

Adèle Fouché¹, François Fulconis², Gilles Pache^{1*}

¹CERGAM Lab, Aix-Marseille University, France

²JPEG Lab, Avignon University, France

Abstract

Every distribution channel involves the efficient organization of product exchanges between manufacturers, large retailers, and wholesalers, typically supported by logistics service providers. Managing the physical flow of goods from factories to stores, pick-up points, or consumers' homes necessitates the parallel exchange of information related to order tracking, stock levels, and order preparation, among other things. However, for strategic reasons, it is not uncommon for members of the distribution channel to be reluctant to share certain information deemed "sensitive" with their business partners. The question of whether to share information among distribution channel members has garnered significant interest from management researchers. Debates center around the appropriate level of informational transparency needed for a distribution channel to achieve optimal performance. This paper highlights the existence of two opposing views: one that focuses on the benefits of information sharing and another that emphasizes the associated risks. Building on this observation, whose major limitation is the binary nature of the information transparency/opacity dichotomy, the authors propose a "waves model." The model identifies a succession of phases of information sharing and retention, which are influenced by the presence of critical incidents during a business relationship.

Keywords: Distribution Channel, Information, Logistics, Opacity, Transparency, "Waves Model"

1. Introduction

In the 1990s, Procter & Gamble and Walmart made headlines in professional journals by opting to share a significant set of data related to their respective logistics to enhance operational efficiency. After several years of partnership, both companies experienced a substantial reduction in stock levels and working capital, while sales increased due to their focus on ensuring the uninterrupted availability of products desired by customers (Grean and Shaw, 2002). This collaboration has since become a widely studied case in many business schools, underscoring that informational transparency among distribution channel members

can lead to enhanced performance. Similar initiatives have proliferated across Europe, driven by the understanding that information sharing among partners is a powerful catalyst for efficiency and effectiveness, particularly in reducing costs and improving supply chain responsiveness (Christopher, 2023). The success of these partnerships illustrates the critical importance of fostering open communication and trust among all parties involved in the supply chain. By leveraging shared data, companies can make more informed decisions, respond swiftly to market changes, and ultimately achieve a competitive edge in the marketplace.

However, over time, academic research has begun to pose an iconoclastic question: is all information suitable for sharing among distribution channel members? Let's consider the straightforward example of a business relationship between a large retailer, referred to as Retailer A, and one of its logistics service providers (LSPs), which is responsible for storage, order fulfillment, and product delivery. If Retailer A informs its LSP about a large-scale promotional campaign several months prior to its execution—something that is typically the case for imported products, whose logistics are planned months in advance—there is a significant risk that this critical information may fall into the hands of another large retailer, Retailer B, a competitor of Retailer A that also partners with the same LSP. For Retailer A, maintaining informational opacity could be a strategically advantageous choice. This situation illustrates the complexities of information sharing within interconnected supply chains and highlights the need for a careful assessment of what data should remain confidential to protect competitive advantages.

Ultimately, research on this central theme in supply chain management reveals a dichotomous view of information exchanges among distribution channel members: members either choose to share information or opt for information retention. The discussions often center around what information to share (of an operational nature) or not to share (of a strategic nature), with the idea that informational transparency is essential for managing certain activities (e.g., inventory management) while informational opacity is necessary for others (e.g., the launch of new products). The paper suggests the possibility of an alternative perspective that can be described as heterodox, meaning it deviates from conventional dogma. This perspective involves considering a succession of carefully timed and adaptable phases of transparency and opacity for the same activity, rather than adhering to a simultaneity of transparency and opacity policies across different activities. By recognizing this dynamic interplay, organizations can adapt their strategies more effectively, allowing for improved collaboration and decision-making among channel members while addressing nuanced and evolving competitive pressures.

To address this issue, a “waves model” is proposed, which suggests that the sharing of information among distribution channel members experiences ebbs and flows based on the occurrence of critical incidents, such as perceived disloyal behavior by one of the members. Vidal and Fenneteau (2013) categorize these negative critical incidents into several types, including logistical incidents, product-related incidents, financial incidents, relational incidents, and those related to network management. The “waves model” can be compared to co-opetitive relationships that involve phases of cooperation (operational information) and phases of competition or avoidance (strategic information), depending on the presence of critical incidents and the level of trust built over time between parties. For instance, a large retailer may begin selling second-hand products in its stores, thereby competing with several manufacturers' offerings without notifying them in advance. In response, these manufacturers might choose not to share information with the retailer about innovative new products that are soon to be introduced to the market.

Critical incidents can disrupt business relationships without necessarily undermining them (Janssens *et al.*, 2023; Pascual-Nebreda *et al.*, 2023), creating the opportunity for later reconciliation that may lead to a renewed phase of intensive information exchange between partners. Information sharing can be defined as the intensity with which “a company shares, in a timely manner, a variety of relevant, accurate, complete, and confidential ideas, plans, and management procedures with different partners in the supply chain” (Cao *et al.*, 2010, p. 6617). Wang and Disney (2016) suggest that information sharing can help lower costs and boost profits, especially by alleviating the “bullwhip effect” during demand fluctuations. However, Khurana *et al.* (2011) note that the process of implementing such sharing can be expensive, and some members of the distribution channel may perceive it as a threat to their control or influence. As noted by Bock *et al.* (2005), organizations are less likely to share certain information if they believed it would diminish their influence over their partners. Thus, they face a significant challenge: finding the right balance between information sharing (transparency) and information retention (opacity).

1.1 Methodological Clarifications

The investigation follows a qualitative approach, drawing on an analysis of academic literature on information sharing and retention in distribution channels. Articles were selected primarily from two leading academic journals in the field: *International Journal of Physical Distribution & Logistics Management* and *International Journal of Retail & Distribution Management*. This selection is justified by their complementary focus—the former emphasizing physical distribution and logistical issues (the *logistical channel*, as defined by Bowersox and Morash [1989]), while the latter primarily addresses marketing and strategic aspects (the *transactional channel*, as defined by Bowersox and Morash [1989]). The selection process was guided by three key search terms: “information sharing,” “information exchange,” and “information & sharing,” appearing in the title and/or abstract. Applying these criteria, we initially identified 468 articles—363 from the *International Journal of Physical Distribution & Logistics Management* and 105 from the *International Journal of Retail & Distribution Management*. After excluding articles that did not explicitly analyze information sharing, 67 articles were retained for further examination.

Source: The authors.

2. Informational Transparency

Zhu *et al.* (2018) argue that a “transparent” distribution channel depends on the open exchange of both commercial and logistical data between all participants in the product journey, such as manufacturers, wholesalers, large retailers, and logistics service providers (LSPs). They highlight that when there is insufficient transparency in product flow and operational practices, the efficiency of the distribution channel can be negatively impacted. Conversely, information sharing within the distribution channel provides numerous advantages, including increased performance (Kaipia *et al.*, 2013; Gandhi *et al.*, 2017), reduced commercial and logistical costs (Moberg *et al.*, 2002; Naeem, 2020), improved visibility into operations (Kembro and Norrman, 2019), strengthened trust between partners (Hsu *et al.*, 2008; Sallnäs and Björklund, 2020), enhanced flexibility (Yigitbasioglu, 2010; d’Avolio *et al.*, 2015), risk mitigation (Riley *et al.*, 2016; Ghadge *et al.*, 2020), and reduced uncertainty (Hamister, 2012; Lusiantoro *et al.*, 2018; Kim *et al.*, 2021). Furthermore, a transparent distribution channel fosters stronger collaboration and communication among all partners, ultimately contributing to greater overall success and resilience in the supply chain.

However, it is crucial to emphasize that research emphasizing informational transparency underscores the vital role of trust in relationships among distribution channel members. This trust encourages them to express a willingness to share information and to actualize that willingness through practical actions. According to Mayer *et al.* (1995), trusting involves taking a risk—especially in the face of potential opportunism, to use Williamson’s (1985, 1993) terminology—and inherently creates a degree of vulnerability. This understanding led the authors to develop a structured model based on three axes: (1) *ability*, which corresponds to the competencies and expertise that the trustee (the one who is trusted) must possess in the eyes of the trustor (the one who is trusting); (2) *benevolence*, representing the trustee’s willingness to demonstrate positive attitudes toward the trustor; and (3) *integrity*, referring to ethical attributes associated with trust, such as honesty, discretion, and fidelity. By recognizing and fostering these elements, organizations can strengthen their partnerships and enhance collaborative efforts across the supply chain in reference to a “*virtuous circle*” (see Figure 1).

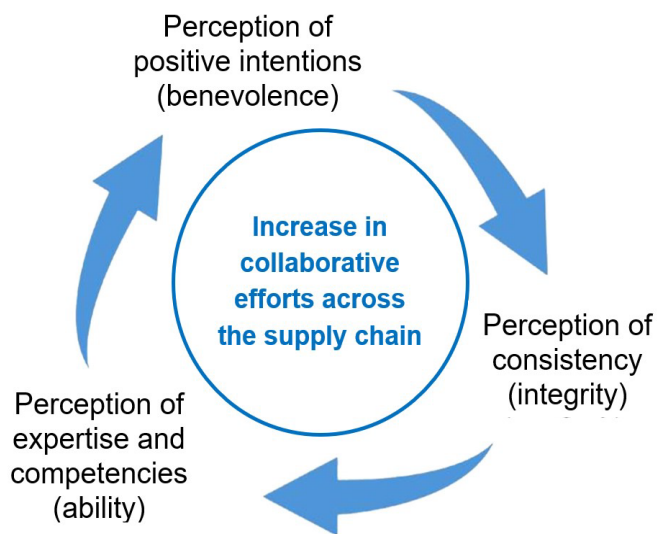


Figure 1. Ability, benevolence, integrity: a virtuous circle

Source: The authors.

Lee and Whang (2000) emphasize that for these benefits to be fully achieved, information sharing must occur across three interconnected levels: the *operational level*, which includes stock levels and delivery conditions; the *tactical level*, covering production planning and short-term forecasts; and the *strategic level*, focusing on customer needs and growth opportunities. This framework has been widely acknowledged in both channel management and supply chain management since the late 1970s. Beyond the advantages derived from information sharing (see Illustration 1), research emphasizing informational transparency underscores the critical role of technologies that enable distribution channel members to exchange information, such as vendor-managed inventory (VMI) and collaborative planning, forecasting, and replenishment (CPFR). These technologies’ essential virtue lies in providing access to accurate and real-time information. As a result, organizations experience significant improvements in operational planning, particularly in logistical operations, ultimately leading to enhanced efficiency and responsiveness to market demands.

2.1 Illustration 1. Walmart: A Champion of Information Sharing

As indicated in the introduction of this paper, a notable historical example of a successful partnership based on information sharing is the collaboration between Walmart and Procter & Gamble, which began in the 1990s. Through open communication channels, regular

meetings, and shared data, the two companies were able to align their marketing objectives and work collaboratively to optimize their supply chain. Procter & Gamble focused on ensuring timely delivery of products in the correct quantities to Walmart's warehouses, while Walmart provided accurate sales forecasts to help Procter & Gamble plan its production lines more effectively. Over the course of more than 30 years, Walmart has remained committed to transparency, consistently developing a robust information-sharing strategy with its suppliers. This strategy leverages not only supply, sell-out, and inventory data, but also predictive analytics and real-time insights to improve decision-making and enhance overall operational efficiency. Beyond financial benefits, Walmart emphasizes the positive externalities of data sharing, particularly in reducing stock-out situations and improving customer satisfaction in an increasingly competitive retail landscape between online and offline retailers.

Source: The authors.

3. Informational opacity

Although the literature often emphasizes the advantages of information sharing for enhancing distribution channel integration and performance, there is also a valid counterpoint to consider: in certain contexts, might it be beneficial to maintain a level of "opacity" in information? Jonsson and Mattsson (2013) argue that this question is complex and does not have a simple answer. The main challenge lies in determining which information should be shared, with whom, and under what specific circumstances. There are several risks tied to information sharing, including the potential loss of control, misuse of shared data, and increased exposure to other channel members, particularly when negotiating terms, strategies, or making strategic decisions (Khurana *et al.*, 2011). This underscores the need for organizations to carefully assess their strategies for information sharing, weighing the potential benefits against the inherent risks to ensure competitive resilience, operational efficiency, trust, and flexibility in responding to unforeseen changes within increasingly interconnected, dynamic supply chains.

Beyond the risks widely discussed in literature, some authors identify barriers to implementing information sharing strategies among distribution channel members. One of the most sensitive barriers in the context of cyberwarfare is the threat to information security, which includes server attacks, unauthorized access (intrusions), and information falsification. Since the early 2000s, when the phenomenon was far from reaching its current proportions, Warren and Hutchinson (2000) analyzed various forms of cyberattacks and concluded that implementing a genuinely secure inter-organizational information system is costly, time-consuming, and fraught with risks. Two decades later, amid a more volatile geopolitical landscape characterized by traditional conflicts (such as the war in Ukraine) and acts of terrorism (like those in Israel), it is vital to acknowledge the escalating nature of these threats. This is especially concerning given the significant rise in cyberattacks targeting organizations worldwide (Nguyen *et al.*, 2020). As a result, there is a growing need for a holistic approach to information security that goes beyond addressing technical weaknesses, emphasizing the importance of cultivating a proactive mindset and a culture of awareness across all members of the distribution channel.

The second identified threat that could justify a policy of informational opacity is related to financial and strategic considerations (see Illustration 2). Ivan Su *et al.* (2011) distinguish between design costs, the purchase of software and maintenance services (requiring specialized labor), and training costs as the primary barriers faced by companies. Indeed, Vanpoucke *et al.* (2009) found that organizations are often disappointed by the low cost-benefit ratio of technologies enabling information sharing. Furthermore, according to Kembro and Näslund (2014), "there is no evidence on the benefits of information sharing" (p. 184). Boon-itt and Yew (2011) argue that problems do not arise from the software or incurred costs but from

disparities in technological capabilities among distribution channel members. In addition, Mello and Stank (2005) contend that the reluctance to share risks and rewards reflects a lack of willingness on the part of companies to share information, likely stemming from a deficit of shared trust (Huo *et al.*, 2017). This complex interplay of financial, technological, and relational factors highlights the need for organizations to develop a nuanced understanding of when and how to share information effectively.

3.1 Illustration 2. Tesco: The Underperformer in the Class

Tesco, one of the largest food retailers in the United Kingdom, has long faced criticism for its lack of transparency in sharing logistical data with its suppliers. In its efforts to optimize operational costs, Tesco implemented information systems that prioritized its own supply chain but often failed to provide suppliers with detailed insights into sales, demand forecasts, or inventory levels. The consequences were particularly problematic. In several categories, such as fresh produce, manufacturers struggled to align their deliveries with the actual needs of Tesco stores. This lack of transparency led to product shortages, frustrating customers and damaging Tesco's reputation. Meanwhile, competitors like Sainsbury's and Waitrose, which provided suppliers with detailed logistical data, attracted some of Tesco's key partners, who shifted their focus toward working with these more collaborative retailers. Sainsbury's and Waitrose fostered stronger, more trusting relationships with suppliers by being more open, which proved beneficial in the long term. Furthermore, the imbalance in data access heightened tensions between Tesco and its suppliers. Key suppliers accused Tesco of exploiting its dominant position to enforce unfair collaboration terms, fostering a climate of mistrust that ultimately undermined value for both parties, creating long-term business challenges.

Source: The authors.

4. Proposal of A “Waves Model”

In the marketing and supply chain management literature specifically focused on service operations within distribution, two diametrically opposed perspectives on information sharing coexist. The first perspective extols the numerous benefits of information sharing among partners, considering it essential for fostering a culture of informational transparency that is crucial to the success of vertical partnerships. In contrast, the second perspective questions the virtues of information sharing by highlighting the associated risks, particularly regarding costs, confidentiality, and potential loss of power, which justifies the existence of a certain level of informational opacity. This preliminary observation opens the door to reflections on future research avenues that can be developed in the coming years. This is especially relevant for logistical operations, particularly with the rapid advancement of blockchain technology, which promises to enhance transparency and trust while addressing some of the concerns related to information sharing in supply chains, such as security vulnerabilities and competitive disadvantages, thus requiring careful evaluation and strategic planning.

It is now widely recognized that blockchain enables perfect traceability within a supply chain by recording all transactions, property transfers, and product movements in a “ledger” (Gorkhali *et al.*, 2020). Each member of the supply chain can access and verify this information with complete transparency. However, as noted by Bateman and Bonanni (2019), disclosing too much information can compromise competitive advantage or inadvertently expose unfair practices, such as discriminatory management of a supplier portfolio by an industrial player who provides financial advantages to one supplier over another. Occasional or structural opacity remains a viable option, even within the blockchain, by deliberately

restricting access to certain supply chain members. It is important to note that a blockchain can be private, with a low degree of openness that deliberately limits use to a select group of stakeholders. The key idea here is to preserve a certain “functional opacity” to secure supply chain transactions while balancing transparency with the need for competitive confidentiality (Hasan *et al.*, 2022; Ibrahimy *et al.*, 2024). This approach helps organizations protect sensitive information while still benefiting from the advantages blockchain technology offers.

While the previous works outlined in the first two sections suggest a relatively static binary (informational transparency vs. informational opacity), it would be valuable to explore a research proposal based on a dynamic sequential approach. While Lee *et al.* (2021) introduce the idea that information sharing is a seven-step mechanistic process (see Figure 2), we propose considering information sharing as relying on a succession of “waves.” At certain points in the business relationship, distribution channel members would share information, while at other times, they would cease to do so. In other words, information sharing would fluctuate based on events occurring within the business relationship, without questioning its overall continuation over time. These events, which can vary in nature, would induce an alternation between transparency and opacity, transitioning distribution channel members from a phase of information sharing to a phase of information retention (see Figure 3). This perspective emphasizes the importance of adaptability in communication strategies, highlighting that the dynamics of information exchange are not fixed but can evolve in response to both internal and external influences over time.

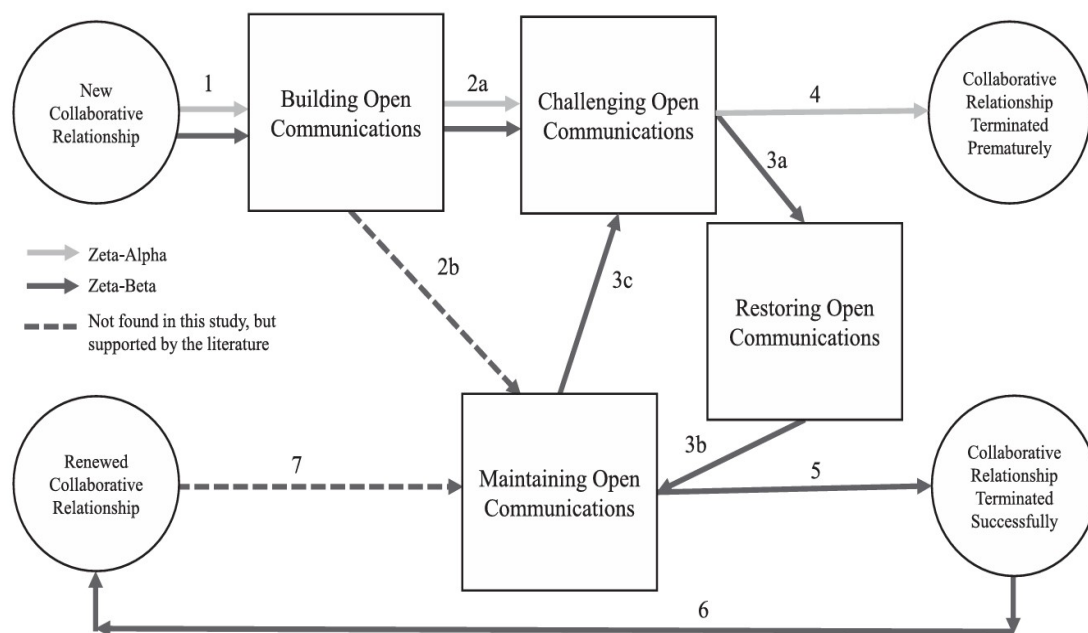


Figure 2. Co-opetitive communication process model

Source: Lee *et al.* (2021).

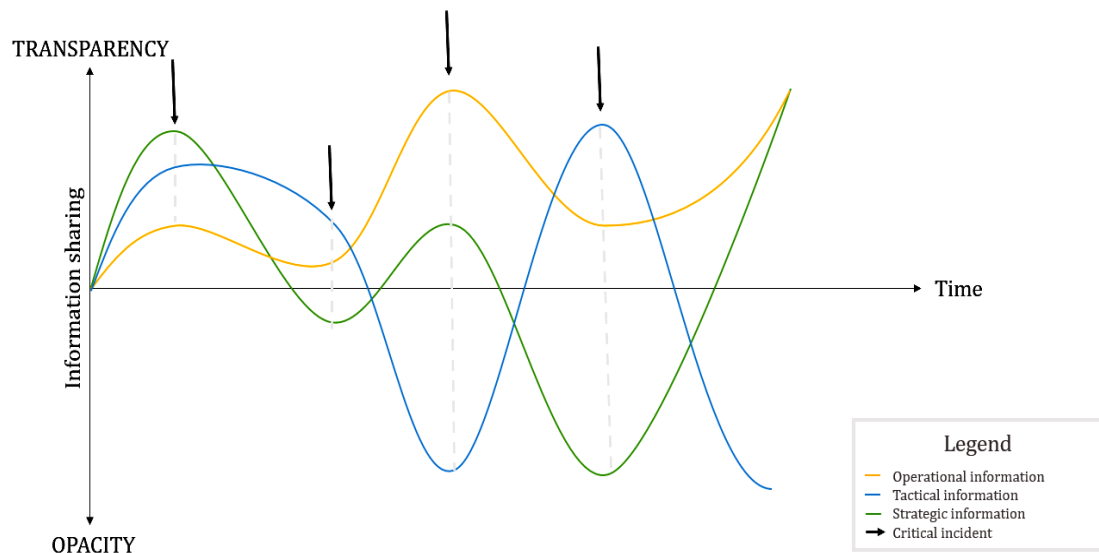


Figure 3. “Waves” of information sharing, between transparency and opacity

Source: The authors.

Researchers in human resource management (HRM) refer to such events as critical incidents, defining them as “a significant event that occurs in a delicate, destabilizing situation, positively or negatively transformed, conducive to reflective practice” (Durat, 2014, p. 49). In the context of distribution channels, one can envision events (critical incidents) that disrupt business relationships, reshape competitive dynamics, and impact how information is shared—or withheld—among members. Le Roy *et al.* (2018) provide an example where Company A discovers that Company B, with which it previously collaborated on highly specific and involved projects, has become a direct competitor in several key markets. The authors suggest that once Company A becomes aware of Company B’s actions, it will significantly reduce the amount and/or frequency of information shared, prioritizing caution over openness. The critical incident here stems from Company B’s behavioral shift, which destabilizes Company A and forces a reassessment of its information-sharing strategy, shifting from transparency to opacity. This transformation not only affects operational decisions but also erodes trust, weakens long-term cooperation, and increases uncertainty within the distribution channel, further complicating future collaborations and strategic alignment.

From a managerial perspective, this contribution underscores the importance of a strategic and adaptive approach to information sharing within distribution channels. The “waves model” illustrates how information dynamics fluctuate between transparency and opacity, and how proactively managing these shifts can serve as a powerful *performance lever* for companies. Anticipating information-sharing needs allows firms to better navigate relational cycles, optimize communication with partners, and enhance overall supply chain resilience. By identifying key moments when transparency is crucial—such as during annual negotiations, strategic product range adjustments, or major market shifts—companies can refine their market positioning, strengthen partnerships, and prepare relevant information in advance. Conversely, recognizing signals that indicate an impending phase of opacity, such as a sudden withholding of information or unexplained delays, should prompt a reassessment of information-sharing strategies, particularly within the logistical channel. Companies that embrace an anticipatory approach can more effectively maintain stable relationships, mitigate the risks of information disruptions, and ensure business continuity, which is essential for avoiding severe consequences such as stockouts, delivery failures, or operational inefficiencies.

5. Conclusion

The “waves model” proposed in this paper highlights the phased nature of information sharing among distribution channel members. It raises important questions about the existence and role of critical incidents in the transition from a sharing phase to a retention phase, followed by a potential reinstatement of the sharing phase. In the early 2000s, Gremler (2004) emphasized the relevance of the critical incident approach in service research, including distribution management, underscoring the need for further exploration of this perspective. This line of inquiry opens avenues for a deeper understanding of the dynamics within distribution channels that future investigations can explore. If we adopt a strategic approach, the concept of “waves” can be linked to co-opetition, where phases of cooperation—pertaining to operational information such as product flow management—coexist with phases of competition or avoidance related to strategic information like marketing communication strategies. The dichotomy becomes increasingly significant as distribution channel members pursue divergent objectives, a theme extensively addressed in academic literature on channel conflicts since the seminal works coordinated by Stern (1969) in the late 1960s.

Future research could delve into how various types of critical incidents influence both the frequency and quality of information sharing among members of distribution channels. Furthermore, scholars may explore the impact of emerging digital technologies, such as blockchain and AI, on enhancing transparency while still maintaining the necessary opacity in communication. Understanding how firms navigate this delicate balance can inform the best practices for managing relationships in increasingly complex and global supply chains. Additionally, it is essential to evaluate how cultural and organizational differences among channel members affect their willingness to share valuable information, particularly in situations where competitive pressures arise. This nuanced exploration could lead to more robust frameworks that inform strategic decision-making in distribution management. Moreover, it will be crucial to examine the long-term effects of information sharing practices on partnership longevity, performance, and overall efficiency. This evaluation will provide valuable insights into how organizations can foster trust, resilience, and collaboration in dynamic environments, ultimately enhancing their competitive advantage and adaptability.

References

- Bateman, A., & Bonanni, L. (2019). What supply chain transparency really means. *Harvard Business Review* [online], August 20. <https://hbr.org/2019/08/what-supply-chain-transparency-really-means>
- Bock, G.-W., Zmud, R., Kim, Y.-G., & Lee, J.-N. (2005). Behavioral intention formation in knowledge sharing: examining the roles of extrinsic motivators, social-psychological forces, and organizational climate. *MIS Quarterly*, 29(1), 87–111.
- Boon-itt, S., & Yew, W.-C. (2011). The moderating effects of technological and demand uncertainties on the relationship between supply chain integration and customer delivery performance. *International Journal of Physical Distribution & Logistics Management*, 41(3), 253–276.
- Bowersox, D., & Morash, E. (1989). The integration of marketing flows in channels of distribution. *European Journal of Marketing*, 23(2), 58–67.
- Cao, M., Vonderembse, M., Zhang, Q., & Ragu-Nathan, T.-S. (2010). Supply chain collaboration: conceptualisation and instrument development. *International Journal of Production Research*, 48(22), 6613–6635.

- Christopher, M. (2023). *Logistics and supply chain management* (6th ed.). Upper Saddle River (NJ): FT Publishing.
- d'Avolio, E., Bandinelli, R., Pero, M., & Rinaldi, R. (2015). Exploring replenishment in the luxury fashion Italian firms: evidence from case studies. *International Journal of Retail & Distribution Management*, 43(10-11), 967–987.
- Durat, L. (2014). Les expériences d'incidents critiques, des ressources pour le développement des compétences? *Activités*, 11(2), 44–70.
- Gandhi, A.-V., Shaikh, A., & Sheorey, P.-A. (2017). Impact of supply chain management practices on firm performance: empirical evidence from a developing country. *International Journal of Retail & Distribution Management*, 45(4), 366–384.
- Ghadge, A., Bag, S., Goswami, M., & Tiwari, M.-K. (2020). Mitigating demand risk of durable goods in online retailing. *International Journal of Retail & Distribution Management*, 49(2), 165–186.
- Gorkhali, A., Li, L., & Shrestha, A. (2020). Blockchain: a literature review. *Journal of Management Analytics*, 7(3), 321–343.
- Grean, M., & Shaw, M. (2002). Supply-chain partnership between P&G and Wal-Mart. In M. Shaw (Ed.), *E-business management: integration of web technologies with business models* (pp. 155–171). New York: Springer.
- Gremler, D. (2004). The critical incident technique in service research. *Journal of Service Research*, 7(1), 65–89.
- Hamister, J. (2012). Supply chain management practices in small retailers. *International Journal of Retail & Distribution Management*, 40(6), 427–450.
- Hasan, A.-T., Sabah, S., Ul Haque, R., Daria, A., Rasool, A., & Jiang, Q. (2022). Towards convergence of IoT and blockchain for secure supply chain transaction. *Symmetry*, 14(1), Article 64.
- Hsu, C.-C., Kannan, V., Tan, K., & Keong, G. (2008). Information sharing, buyer-supplier relationships, and firm performance: a multi-region analysis. *International Journal of Physical Distribution & Logistics Management*, 38(4), 296–310.
- Huo, B., Liu, C., Chen, H., & Zhao, X. (2017). Dependence, trust, and 3PL integration: an empirical study in China. *International Journal of Physical Distribution & Logistics Management*, 47(9), 927–948.
- Ibrahimy, M.-M., Norta, A., & Normak, P. (2024). Blockchain-based governance models supporting corruption-transparency: a systematic literature review. *Blockchain: Research & Applications*, 5(2), Article 100186.
- Ivan Su, S., Gammelgaard, B., & Yang, S. (2011). Logistics innovation process revisited: insights from a hospital case study. *International Journal of Physical Distribution & Logistics Management*, 41(6), 577–600.
- Janssens, K., Gelderman, C., & Petersen, J. (2023). Critical incidents and supplier satisfaction—Investigating tipping points in a seller's market. *Journal of Business & Industrial Marketing*, 38(13), 154–165.
- Jonsson, P., & Mattsson, S.-A. (2013). The value of sharing planning information in supply chains. *International Journal of Physical Distribution & Logistics Management*, 43(4), 282–299.

- Kaipia, R., Dukovska-Popovska, I., & Loikkanen, L. (2013). Creating sustainable fresh food supply chains through waste reduction. *International Journal of Physical Distribution & Logistics Management*, 43(3), 262–276.
- Kembro, J., & Näslund, D. (2014). Information sharing in supply chains, myth or reality? A critical analysis of empirical literature. *International Journal of Physical Distribution & Logistics Management*, 44(3), 179–200.
- Kembro, J., & Norrman, A. (2019). Exploring trends, implications and challenges for logistics information systems in omni-channels: Swedish retailers' perception. *International Journal of Retail & Distribution Management*, 47(4), 384–411.
- Khurana, M., Mishra, P., & Singh, A. (2011). Barriers to information sharing in supply chain of manufacturing industries. *International Journal of Manufacturing Systems*, 1(1), 9–29.
- Kim, C., Miao, M., & Hu, B. (2021). Relations between merchandising information orientation, strategic integration and retail performance. *International Journal of Retail & Distribution Management*, 50(1), 18–35.
- Lee, H., & Whang, S. (2000). Information sharing in a supply chain. *International Journal of Manufacturing Technology & Management*, 1(1), 79–93.
- Lee, J., Saunders, C., Panteli, N., & Wang, T. (2021). Managing information sharing: interorganizational communication in collaborations with competitors. *Information & Organization*, 31(2), 1–25.
- Le Roy, F., Fernandez, A.-S., & Chiambaretto, P. (2018). From strategizing cooptation to managing cooptation. In A.-S. Fernandez, P. Chiambaretto, F. Le Roy & W. Czakon (Eds.), *Routledge companion to cooptation strategies* (pp. 36–46). London: Routledge.
- Lusiantoro, L., Yates, N., Mena, C., & Varga, L. (2018). A refined framework of information sharing in perishable product supply chains. *International Journal of Physical Distribution & Logistics Management*, 48(3), 254–283.
- Mayer, R., Davis, J., & Schoorman, F. (1995). An integrative model of organizational trust. *Academy of Management Review*, 20(3), 709–734.
- Mello, J., & Stank, T. (2005). Linking firm culture and orientation to supply chain success. *International Journal of Physical Distribution & Logistics Management*, 35(8), 542–554.
- Moberg, C., Cutler, B., Gross, A., & Speh, T. (2002). Identifying antecedents of information exchange within supply chains. *International Journal of Physical Distribution & Logistics Management*, 32(9), 755–770.
- Naem, M. (2020). Understanding the customer psychology of impulse buying during COVID-19 pandemic: implications for retailers. *International Journal of Retail & Distribution Management*, 49(3), 377–393.
- Nguyen, S., Chen, P., & Du, Y. (2020). Risk identification and modeling for blockchain-enabled container shipping. *International Journal of Physical Distribution & Logistics Management*, 51(2), 126–148.
- Pascual-Nebreda, L., Cabanelas, P., & Blanco-González, A. (2023). Critical incidents and dissatisfaction in B2B relationships: an appraisal theory analysis. *Journal of Business & Industrial Marketing*, 38(7), 1574–1586.
- Riley, J., Klein, R., Miller, J., & Sridharan, V. (2016). How internal integration, information sharing, and training affect supply chain risk management capabilities. *International Journal of Physical Distribution & Logistics Management*, 46(10), 953–980.

- Sallnäs, U., & Björklund, M. (2020). Consumers' influence on the greening of distribution— Exploring the communication between logistics service providers, e-tailers and consumers. *International Journal of Retail & Distribution Management*, 48(11), 1177–1193.
- Stern, L., Ed. (1969). *Distribution channels: behavioral dimensions*. Boston (MA): Houghton Mifflin.
- Vanpoucke, E., Boyer, K., & Vereecke, A. (2009). Supply chain information flow strategies: an empirical taxonomy. *International Journal of Operations & Production Management*, 29(12), 1213–1241.
- Vidal, D., & Fenneteau, H. (2013). Incidents critiques négatifs et réaction du fournisseur: une étude exploratoire. *Management & Avenir*, 64, 15–34.
- Wang, X., & Disney, S. (2016). The bullwhip effect: progress, trends and directions. *European Journal of Operational Research*, 250(3), 691–701.
- Warren, M., & Hutchinson, W. (2000). Cyber-attacks against supply chain management systems: a short note. *International Journal of Physical Distribution & Logistics Management*, 30(7-8), 710–716.
- Williamson, O. (1985). *The economic institutions of capitalism: firms, markets, relational contracting*. New York: The Free Press.
- Williamson, O. (1993). Opportunism and its critics. *Managerial & Decision Economics*, 14(2), 97–107.
- Yigitbasioglu, O. (2010). Information sharing with key suppliers: a transaction cost theory perspective. *International Journal of Physical Distribution & Logistics Management*, 40(7), 550–578.
- Zhu, S., Song, J., Hazen, B., Lee, K., & Cegielski, C. (2018). How supply chain analytics enables operational supply chain transparency: an organizational information processing theory perspective. *International Journal of Physical Distribution & Logistics Management*, 48(1), 47–68.