

NATIONAL UNIVERSITY OF PUBLIC SERVICE

Doctoral Committee

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**CONCEPTUAL ANALYSIS OF MARKETING-LOGISTICS' SUITABILITY FOR
MILITARY LOGISTICS**

Author's review of the PhD thesis

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INTRODUCTION

SHORT DRAFT OF THE ACADEMIC PROBLEM

Due to the recent development in marketing and logistics, both marketing-related literature and the one of logistics often refer to correlations, links between the two fields and the integrity of these functions, sometimes even independently. However a satisfactory profound exploration was still missing. Research concerning their connection was not realised neither by the national and international academic researching environment or practice. Furthermore the marketing-logistics in the field of the military-related logistics means a special application and its first real examination and research has just been started. Despite the recognition of necessity and utility of an integrative approach, both theoretical and technical professionals do not know other, “irrelevant” scientific fields in all details resulting statements and diagnoses with possible objective errors and misinterpreting of phenomena and processes. Recently this effect appears between fields of marketing and logistics as in theories as in practice.

Considering these arguments the dissertation has focused on analysing marketing-logistics taking its crucial role in optimum corporations’ operating processes into consideration. Currently, it is one of the most dynamic developing areas having a significant influence on corporations where resource-related procedures are present. New directions of development in logistics and marketing are to find in integrity, the explanation of the thesis should require an analysis of military logistics as one of the relevant fields. To be able to follow the changes and react on new challenges, military logistics should consider the development of civil logistics, investigate it and analyse the new methods constantly.

Marketing and the marketing-related integration do not seem to or could not have any impact on military logistics at first look however, an indirect effect is there. In reality, marketing has found its position in military operations trough the development of military approach and management. It is truth that the connection between marketing and logistics is much less tighter within the operation of a military system than it can be experienced by business corporations but the marketing-related transactions’ effects on resource-relocation in a military organisation cannot be excluded either.

The dissertation’s aim is the conceptual assessment of applicability of marketing-logistics in terms of military logistics and examines the relationships between marketing and logistics and between military and civil types of logistics scientifically.

HYPOTHESES

To analyse the interactions and potentials of interdisciplinarity the following hypotheses have been alleged:

- I. Marketing-logistics should be applied to military logistics adopting its prosperous scores and methods in order to reach an optimum level of supply-chain processes.
- II. The recent challenges to the military logistics are making the application of a marketing-logistics conception possible whether not even necessary.
- III. Because of the speciality of military logistics, marketing-logistics can be implemented in an adapted way only. There are and there will be limitations in implementation of certain areas and methods and some of them will remain impossible.

Justification:

By alleging the hypotheses the persuasion played a significant role that marketing-logistics with results in civil logistics can be used by military logistics successfully if measures are still different from its original environment. Furthermore the conditions of recent military operation and the factors manipulating it tend to offer marketing-logistics resolutions to new challenges or problems. After all it is certain that marketing-logistics without any changes just as it is used in civil areas cannot be adopted by military logistics because of its speciality.

THE OBJECTIVES OF THE RESEARCH

To verify the above described hypotheses the following objectives were determined during the research procedure:

- a) Explore and clarify the overlaps between the two function areas through the analysis of principles and practice of marketing-logistics further the appearing potentials due to more significant integration and co-operation which may contribute to realising and evaluating new resolution manners.
- b) Highlight the interactions between marketing and logistics based on full process-analyses and identify the equilibrium of their usage and the optimum division of labour.
- c) Based on the principles of civil and military operation and their practice the main characteristics, differences and the possibilities of a more significant co-operation can be identified leading to a higher quality transfer of know-how than it is being witnessed at present.

RESEARCH METHODS

To achieve objectives:

a) In the first phase of the research both national and international literature **has been reviewed** to identify former research methods just as their results in the targeted topic. Along with a profound discovering activity involving researches and publications a special attention was dedicated to certain works with particular focus on marketing processes in association with of logistics and their interactions.

b) Hereafter, the national and international literature, just as other Hungarian and foreign information sources of relevant areas, **has been studied** to evaluate their connection to the research theme and **consider** deployment options. The **interpretation** of the relevant marketing-, civil and military logistics' terms and definitions was also necessary. The processes **have been analysed** with a strong marketing-logistics attitude focusing on co-operation and integrity. **Conclusions have been based** on these analyses and an **interdisciplinary approach and evaluation** of marketing-logistics processes **have been developed**.

c) Wide range of online available national and international data, documents and literature **have been used up**.

d) Seeking interdisciplinary resolutions, approximation and matches of stances have characterized the research procedure. After having justified a system of aspects deemed acceptable and suitable in all details, **a theme conception has been realised** in order to achieve a higher standard of harmonising, synchronizing and coordinating transactions and processes.

e) Finally, the results of the conducted theoretical and technical research **have been compared, analysed** and assisted to **formulate** a particular system of aspects involving principles and referring to the author's reference. After all, the applicability of proposal **has been confirmed** by parallel modelling of processes in both areas.

f) Due to a successful carrier pathway a large range of theoretical and practical experience **could have been used** in the course of the research and the analysis as well as during writing this dissertation.

THE CHAPTERS OF THE DISSERTATION

The **first chapter** describes the problematic manner of the topic and introduces the conducted research. In this, hypotheses and goals of research are set up and the topicality of the thesis is identified.

The **second chapter** verifies the presence of marketing-logistics and summarizes its remarkable experience and results in the practice mainly based on the relevant national and international publications.

The **third chapter** analyses the applicability of marketing-logistics and its limits in a military logistics environment. For scientific benefit the definitions and features characterising military logistics are first discovered and served later as basis to analyse the potential applicability of marketing-logistics in the field of military logistics as well as its results and consequences. The last part of the chapter presents interviews made with significant decision-makers and executives of the Hungarian National Army in details who are responsible for activities of logistics. These interviews were targeting the evaluation of logistics-related integration of marketing by national military professionals of logistics and description of their opinion of marketing-logistics processes. Finally, conclusions of the interviews are summarized in this chapter to prepare the certification of hypotheses listed in chapter four and to identify scientific results.

The **fourth chapter**, the last one, integrates scientific results in a summary consisting of a justification of hypotheses and verification on the other hand it certifies these scientific results by a detailed description of hypotheses.

BRIEF SUMMARY OF THE CONCLUSIONS

Three hypotheses were identified at the beginning of research. To review and verify them shortly here is a brief summary and evaluation:

I. Hypothesis: Marketing-logistics should be applied to military logistics adopting its prosperous scores and methods in order to reach an optimum level of supply-chain processes.

Based on analysis of the relationship between marketing and logistics in civil environment and review of military logistics' features, the first hypothesis is considered to be **verified**.

II. Hypothesis: The recent challenges to the military logistics are making the application of a marketing-logistics conception possible whether not even necessary.

Changes in operative conditions and, this way generated modifications in strategic and operating military principles concerning its supply chain and logistics require the reconsidering of aims, processes and methods. Due to these changes, factors of military

logistics are reevaluating whose scientific analysis confirms the second hypothesis. It is considered to be **verified**.

III. Hypothesis: Because of the speciality of military logistics, marketing-logistics can be implemented in an adapted way only. There are and there will be limitations in implementation of certain areas and methods and some of them will remain impossible.

To meet new expectations military logistics needed to form, define and project such branches within its operative order where marketing-logistics is becoming interpreted and implemented adapting it to the special cases or it has already been realised in a certain way. Based on these the third hypothesis is considered to be **verified**.

THE RELEVANT NEW SCIENTIFIC FINDINGS

After the conducted research involving classification and analysis with scientific claims and comparison of theories with the practice, the following new scientific findings are represented in thesis:

- I. Through introducing the circumstances leading to formation and development of marketing-logistics, it was possible to **classify** the fresh and modern correlations of logistics. The most important mechanisms and processes in marketing-logistics and their relations have been **discovered** and military logistics has been **analyzed** from aspects of economics to **introduce** new ways of interpretation and evaluation in connection with marketing-logistics in the army.
- II. **Giving a new reading and analysis** to changed operating circumstances and modification of military and military operating principles generated by those changes, it was possible to **manifest** their influence on both military supply chain and military logistics as well as to **propose** a necessary reevaluation and reconsidering in terms of aims, processes and methods.
- III. Those areas and processes of military logistics were **analyzed and classified** where marketing-logistics is becoming readable because of new conditions. Furthermore, the necessity of a marketing-logistics approach is **pointed out** highlighting its advantages and potential outcomes in certain areas. Soldiers in key positions concerning military logistics were **interviewed** with application of a special survey-form, a cluster sampling model called “snowball” to prepare conclusions and to **realise** the author’s scientific findings.
- IV. After analysing the potentials of changes deemed necessary in connection with approaches and procedures, **recommendations** for conception and adaptation **were drawn up** to planning and applying marketing-logistics, having particular regard on NATO, the EU, UNO and other multinational military applications of logistics.

PRAGMATIC USE OF THE FINDINGS OF THE RESEARCH

After research having been finished, the following scientific findings can be listed:

- Managers in civil area have better theoretical background and toolbars in marketing-logistics than their associates in the military environment, however, its full application is still missing there. This research and the following thesis have the aim to be a landmark in field of marketing-logistics offering benefits to military application.
- Military areas of logistics are providing more and more spaces to apply marketing-logistics with civil success, of course, a particular attention is necessary to pay to military specifications such as:
 - the changing role of military logistics and its new correlations, where its reconsidering would move towards adaptation of marketing-logistics as seen in special cases of HNS, CIMIC, MILU, LRSN and LNS.

RECOMMENDATIONS

The following recommendations are presented in this thesis based on practical results:

- Charting of the overlaps, interactions, and co-operations of the two sub-strategies and its process should involve conclusions that appear due to an increasing demand for a more significant integrity of the two areas.
- The potential directions of development, the methods and tools should be defined in accordance with the conception of marketing-logistics.
- Due to a more powerful integration efficiency in the total transaction-system could be raised in both civil and military environments.
- The findings achieved in the course of research and writing the dissertation should be used for normal or continuing trainings of professionals in logistics either in civil or in military educational system.
- Familiarizing with the results and dissemination could contribute to clearer use of marketing-related terminologies and approaches by vocational logistics or rather a wider outlook of marketing professionals could be reached.
- The representatives of both sciences and their managers could and should realise a wider integrity and as a result from it, a better efficiency-rise could be achieved in processes of organisations. These are having impacts on both civil and military logistics and contribute to the development of marketing as of logistics in both fields of application.
- A theoretical and practical leadership in marketing-logistics should be considered and its development in connection with civil as with military projects means an ultimate necessity.
- To better understand the approach of integrity and to be able to implement it, a wide range of knowledge and practice experience is required for both fields of sciences and management. Based on these facts and taking development potentials of military

logistics into consideration, marketing with or without marketing-logistics should take place in military vocational education.

- As in-between results of analysis, two areas could be applied for more research. First, models and methods in civil logistics could be analyzed and their adaptability within military logistics evaluated. Another could research the changed role of military logistics and its correlations in terms of HNS, CIMIC, MILU, LRSN, LNS activities.

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