



European Journal
of Marketing

Marketing agency-client relationships: towards a research agenda.

Journal:	<i>European Journal of Marketing</i>
Manuscript ID	EJM-10-2015-0712.R3
Manuscript Type:	Original Article
Keywords:	Advertising Agencies, Relationship marketing, Marketing management, Co-operation

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Marketing agency-client relationships: towards a research agenda.**Abstract**

Purpose - Since agencies play a pivotal role in operationalising marketing strategy, this relationship is central to marketing theory, management and practice. This article presents the first systematic review of the literature relating to the relationships between organisations and their marketing agencies, the agency-client relationship, and presents a concept matrix that identifies the key areas of investigation, and topics where further research would be beneficial.

Design/methodology/approach - A systematic review of the literature was performed using key databases and search terms, and filtering on the basis of criteria relating, for example, to relevance and format, to create a core set of refereed articles on the agency-client relationship in the marketing and advertising domains. Bibliographic and thematic analysis was used to profile the literature in the dataset, and to draw out key themes.

Findings: The article provides an analysis of the extant knowledge base, including key themes, journals, and research methods. The following themes emerged from the literature, and are used to elaborate further on the existing body of knowledge: conflict, client account management, contracts and agency theory, cultural and international perspectives and co-creation. An agenda for future research is proposed that advocates a focus on theoretical foundations, research strategies, and research topics and themes.

Originality/value: This is the first systematic review of the literature on agency-client relationships, which is scattered across disciplines and informed by several theoretical perspectives. Given the increasing complexity of agency-client relationships in the digital age, and increasing need to understand 'marketing-as-practice', the coherent overview offered by this article is of particular value for guiding future research.

Keywords

Agency-client relationship, Agency Theory, Relationship management, Marketing management, Co-creation, Marketing-as-practice.

Introduction

Advertising expenditures are seeing year on year increases, with the US advertising industry estimated to have spent up to \$170 billion this year, whilst advertisers in the UK spent £17 billion in 2015 (WARC, 2015). Agencies have a significant role in marketing strategy development such that any attempt to understand the processes associated with 'how marketing happens' must take into account the contributions of marketing agencies. Furthermore, the importance of the agency-client relationship (ACR) has long been recognised (Pollay and Swinth, 1969; Wackman, Salmon and Salmon, 1986). An ACR has both contractual and relational aspects and involves two parties working together to achieve a successful creative campaign outcome. The power balance and the understanding of mutual roles is pivotal in determining whether the relationship is a partnership, or a battleground (Beard, 1996a; Zolkiewski, Burton and Stratoudaki, 2008). In addition, both the agency and their client organisations are exposed to the consequences of contract termination and agency switching (Arul, 2002; Henke, 1995). Furthermore, the advent of digital and social media marketing has seen increases in the complexity of agency-client relationships, with many organisations using several different advertising and marketing agencies (Komulainen, Mainela and Tahtinen, 2016).

This article presents the findings from a systematic review of the research literature on the ACR which has been published over the past forty years. Since there is no prior literature review on this topic, and the knowledge base is informed by a wide range of disciplinary perspectives and theoretical paradigms, there is a need to look back at the major themes that have emerged, as a basis for proposing a future research agenda and informing practice. By so doing, this article seeks to advance understanding and responds to calls for a greater focus on marketing-as-practice (Järventie-Thesleff, Moisander and Laine, 2011; Skålén and Hackley, 2011). Central to the marketing-as-practice perspective is a focus on marketing actors and their work is viewed as an observable social practice (Svensson, 2007; Tadajewski, 2010).

In this article, the term agency-client relationship refers to the relationship between an organization and its marketing agencies. Traditionally, the agencies involved in these relationships were advertising agencies but increasingly organisations are also contracting with specialist digital marketing agencies (Komulainen, Mainela and Tähtinen, 2013), which often lead to networks of relationships with multiple actors (Rogan, 2014).

The aim of this article is to undertake an exploration of prior research on ACR, with a view to:

- profiling the literature, in terms of journals, dates time and methodologies
- developing a concept matrix of the key themes
- critically evaluating extant research within each of these key themes
- proposing an agenda for future research.

Method

To explore the extent of previous theory and research on the ACR, a systematic review of the literature was performed across a variety of databases. Such reviews differ from the more conventional, narrative literature reviews in that they adopt a replicable, scientific and transparent process (Tranfield, Denyer, and Smart, 2003), in contrast to narrative reviews that typically gather together articles through assorted routes over a period of time. The purpose of systematic reviews of the literature is to identify key contributions in a field, and to identify patterns in the knowledge base, or as a way of analysing the past to prepare for the future (Webster and Watson, 2002). In order to do this, they are conducted using a specified search strategy based on appropriate search terms, in appropriate databases, at one or more given points in time. Typically, this initial search generates an article set that needs to be refined, before the remaining articles are used as a basis for developing a profile and concept matrix of the literature. In narrative reviews, authors make judgments on the most appropriate articles to cite for their purpose; this type of selection is not part of the process for a systematic review of the literature. Since early indications were that literature on ACR was extensive, and scattered in terms of publication date, discipline, and theoretical lens, a systematic literature review was deemed appropriate for examining the literature relating to the ACR.

Search Strategy

Initially, searches were performed using Google Scholar (GS). These strings consisted of the primary keywords and phrases pertaining to the ACR, along with minor variations of these. Accordingly, multiple variations of search strings were employed. The initial search strings were:

[agency-client relationship OR client-agency relationship OR ad-client relationship OR client-ad relationship]

Consideration of the results from the first round of searches, led to the identification of additional keywords, which were used in a second round of searches. Examples include:

[agency-client relationship OR client-agency relationship] AND [marketing] OR [advertising] OR, [account management] OR [relationship management] OR [co-creation]

In order to ensure maximum identification of potentially relevant articles, Google Scholar searches were conducted on a year-by-year basis (e.g. 2003, 2004, 2005) for all years between 1968 and 2016 inclusive. Finally, searches were repeated in additional databases, including: Emerald, SCOPUS, IEEE Xplore, EBSCO Business Source Premier and ACM Digital Library. Very few additional documents were located in this final stage.

The search process generated a dataset of approximately 3000 citations. Next, the dataset was downloaded into an Excel database and sorted to facilitate the identification and elimination of duplicates. This was followed by an assessment of the suitability and relevance to the topic by mentions of ACR relevant content in the

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3 titles, keywords and abstracts. This operation reduced the dataset to 550 titles. Next
4 citations to articles in the following categories were removed:

- 5 • Conference papers, books, magazine articles and other non-peer reviewed
6 documents
- 7 • Articles with one or no citations
- 8 • Articles in a foreign language
- 9 • Articles outside of the disciplines of business and management
- 10 • Articles that used the terms 'agency' and 'clients' but did not address the
11 relationship between these two entities

12 Articles with one or no citations and non-peer reviewed documents (including
13 practitioner literature) were not included in the final dataset because they were regarded
14 as not being part of the established extant knowledge base. Exceptionally, the books
15 by Halinen (1997) and Buttle and Michell (1996) were retained in the final dataset
16 due to their exceptionally high citation rates. The final dataset comprised of 114
17 articles.
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21 The full text of each of the articles in the final dataset was downloaded, read and
22 coded by the authors using the following thematic coding process, in order to develop
23 a concept matrix (Braun and Clarke, 2006):

- 24 i) Code development: codes were developed inductively through reading all
25 titles and abstracts in the dataset
- 26 ii) Code definition: a working description of the code was agreed
- 27 iii) Code allocation: full texts were read and coded
- 28 iv) Multiple/conflicting codes: agreement was reached regarding the primary
29 code to be allocated to each article, although a few articles are discussed
30 under more than one theme.
- 31 v) Checking: coding was checked for accuracy
- 32 vi) Formal definition of code: formal definition of code group with research
33 question and overall assumption was agreed and finalised.

34 Themes and codes, and the allocation of articles to themes were checked in a
35 roundtable discussion between the authors and an independent reviewer, an academic
36 with expertise in marketing research. The themes identified are presented in Table 1.
37 All articles were allocated to one of the themes in the concept matrix. Articles which
38 contributed to more than one theme were allocated primary and secondary codes, and
39 were, as appropriate, commented on in the thematic analysis under more than one
40 theme.
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50 **Profile of Extant ACR Knowledge Base**

51 Table 2 shows the journals that have published the most articles on the ACR. These
52 journals account for the majority of the total dataset. Four of the top five journals in
53 the list focus on advertising and communications (e.g. *Journal of Advertising*, *Journal*
54 *of Advertising Research*) and several other journals in this area also feature. Other key
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3 journals in the list are generic marketing journals, such as the *European Journal of*
4 *Marketing* and the *Journal of Marketing*.

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6 <Insert Table 2 Here >
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10 Next, Table 3 presents an overview analysis of the sources by decade and theme.
11 Broadly, this shows that interest in the ACR has persisted since the 1950s, but interest
12 escalated in the 1990s and continues at a similar level into the twenty-first century.
13 Interest in the various aspects of client account management (from the advertising
14 agency perspective) and in conflict with the issue of 'switching' agencies dominates
15 discussion throughout. From the 1990s onwards, there is an increasing interest in the
16 cultural and international aspects of managing ACRs. Interest in the contractual
17 perspective on the ACR saw an upsurge around the same time period. Finally, whilst
18 the notion of co-creation is mentioned in one article in the 1980s, it is only in the last
19 15 years that this topic has attracted any significant attention.
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23 <Insert Table 3 Here >
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26 Finally, Appendix 1 presents an analysis of the theories and research strategies
27 adopted in the sources included in the dataset. On theory, it is evident that only a few
28 of the articles cite a specific theory. Theories that are adopted most frequently are;
29 Agency Theory and Relationship Management Theory. On research strategies,
30 significantly, 36% of the dataset, many of which have been published in well-
31 regarded journals and/or have been highly cited (e.g. Bennett, 1996; Bergen Dutta and
32 Walker, 1992; Halinen, 1997) are not informed by empirical research. Amongst the
33 highly cited articles (i.e. those with in excess of 100 citations) three are conceptual or
34 theoretical (Bergen *et al.*, 1992; Ojasalo, 2001; Tahitnen and Halinen, 2002), four are
35 quantitative (Doyle *et al.*, 1980; Labahn and West, 1997; Moon and Franke, 2000;
36 Wackman *et al.*, 1986) and three are qualitative (Halinen, 1997; Haytko, 2004).
37 Within the whole dataset, most studies have used surveys (44% of the total dataset),
38 or interviews (24%). A small number of studies examined the ACR using mixed
39 methods within a case study context examining both sides of the agency-client dyad
40 (Armstrong 1996; Arul, 2010; Beverland, Farrelly and Woodhatch, 2007; Halinen,
41 1997; Lian and Laing, 2007; Murphy and Maynard, 2009). Tathinen and Halinen
42 (2002) also comment on the dominance of survey-based research in this field. Further
43 analysis of research methods by research theme shows that questionnaire-based
44 surveys are the dominant method for all themes except Contracts and Agency Theory,
45 which was largely conceptual and Co-creation where four of the studies are
46 interviews.
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54 The final column in Appendix 1 identifies the populations that have acted as
55 informants in the empirical studies in the dataset. Most empirical studies have
56 focussed on the agency perspective (42 articles), with only 19 articles examining the
57 client perspective and 17 articles seeking to gather insights from both sides of the
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3 agency client dyad. Tathinen and Halinen (2002) also suggest the need for further
4 research on the client perspective.
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7 **Thematic Analysis of Extant Knowledge Base**

8 This section provides further details of the extant knowledge base, discussing each of
9 the themes in the concept matrix and identified in Table 1 in turn. It thereby seeks to
10 provide deeper insights into the existing knowledge base and provide a basis for the
11 identification of key areas for further research. The focus is on insights from
12 empirical studies, but the contributions from conceptual articles that variously
13 propose theoretical foundations for understanding the ACR, or reflect on and make
14 recommendation with respect to best practice are also acknowledged.
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17 *Conflict*

18 The level of research on conflict and its potential outcomes such as relationship
19 termination (Davies and Prince, 2011; Ghosh and Taylor, 1999), and related activities
20 such as defecting (Durden, Orsman and Michell, 1997; Vafeas and Hilton 2002),
21 firing (Kulkarni, Vora and Brown 2003) and termination (Yuksel and Sutton-Brady
22 2011), suggests that ACRs are regarded as problematic. Indeed, some of the earliest
23 empirical research on the ACR (Murray, 1971; Pollay and Swinth, 1969) centres on
24 conflict.
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29 Research on conflict focuses on one or both of the factors that provoke conflict, and
30 the strategies for managing conflict. In most studies, the focus is on the bi-lateral
31 relationship between the agency and their clients, although Grant, McLeod and Shaw
32 (2012) explored inter-agency conflict and its effects in the context of large firms
33 employing multiple advertising agencies. The factors driving conflict, and ultimately
34 switching, are summarised in Table 4, together with some examples of the specific
35 topics covered by articles in these areas. One of the most researched factors was
36 agency performance, including lack of professionalism and creativity. Agency and
37 client policies regarding advertising campaigns were also often the source of conflict,
38 especially when one party or the other makes changes to their policies. The
39 importance of clarity and effective communication underlies a number of the other
40 potential sources of conflict. For example, unclear decisions-making structures and
41 unclear operating procedures, together with ambiguity in agency and client roles were
42 identified as sources of conflict. Personnel changes could also affect communication
43 and relationships.
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52 Other researchers have proposed approaches for managing conflict, constructively.
53 Table 5 identifies five action areas towards achieving and maintaining a harmonious
54 ACR. The first three groups of actions, identification of conflict, communication and
55 role clarity require input from both actors, whilst the final two groups focus on actions
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specific to either the agency or the client. Amongst these areas, several researchers suggest that communication is important.

<Insert Table 5 Here >

Client account management

Counter-balancing the interest in conflict, there is a significant body of literature on relationship building and management. Much of this literature is informed by relationship management theory and proposes that managing relationships with clients or customers and seeking to optimize their satisfaction enhances customer retention and longevity (e.g., Davies and Prince, 2011, Palihawadana and Barnes, 2005). Interest in the features of a mutually beneficial relationship within the context of client account management is well established (Beverland *et al.*, 2007; Waller, 2004). A number of authors seek to offer advice to practitioners (Beltramini and Pitta 1991; Halinen, 1997; Harvey and Rupert, 1988; LaBahn and Kohli 1997). Recurrent themes include: relationship lifecycle stages, the factors that affect the development and maintenance of the ACR, and the types of relationships that support the ACR.

Wackman *et al.* (1986) is a seminal and much cited work. Building on Doyle *et al.* (1980), they propose a four-stage ACR lifecycle: pre-relationship, development, maintenance, and termination. More recently, Waller's (2004) review of the ACR literature distills a similar, but distinct, three-stage lifecycle: selection, development/maintenance, and review/termination. In a subtle variation, Fam and Waller (2008) offer a four-stage lifecycle: inception, development, maintenance, and dissolution. The Key Account Management Model proposed by Ojasalo (2001) embeds the following relationship stages, identifying key accounts, analysing key accounts, selecting suitable account-specific relationship strategies, and continuous development of operational-level capabilities to enhance relationships.

In addition, other studies identify personal factors that contribute to relationship building, such as quality of personnel, mutual agreement and understanding, reputation for integrity and interpersonal compatibility (Wackman *et al.*, 1986; Zolkiewski *et al.*, 2008). More specifically, Wackman *et al.* (1986) empirically tested 18 'predictors' for dissatisfaction and found the five most highly rated factors were: agency leadership, relationships with creative, efficient meetings, responsibility assignment and approval mechanisms. LaBahn and Kohli (1997) propose a conceptual model of the ACR, with three key components: agency and client behaviours (including agency accessibility, agency assertiveness, client accessibility, and client indecisiveness), agency performance (including productive interaction conflict, and creative quality implementation), and client disposition (including client trust and client commitment). Lichtenthal and Shani (2000) use organisational buying behaviour theory to suggest that the factors that affect the development and

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3 maintenance of an ACR can be clustered into four groups: psychological,
4 organisational goals, personnel and environmental.
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6 A key aspect of relationship management relates to the development and maintenance
7 of trust (Davies and Prince 2005; Fam and Waller, 2008; Wackman *et al.*, 1986).
8 Various aspects of trust in relationship management have been explored, such as how
9 to earn trust (Sekeley and Blakney, 1996), outcomes of a lack of trust (Michell and
10 Sanders, 1995) and trustworthiness as a construct (Haytko, 2004). Pollay & Swinth
11 (1969) highlight the negative effect of dishonesty on client trust, whilst Davies and
12 Prince (2005) discuss the various forms of trustworthiness, such as value-based, and
13 cognition-based).
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17 Other studies have discussed the types of relationships that support the ACR. For
18 example, Haytko (2004) proposed a categorisation of key relationships into firm-to-
19 firm (vendor, partner, surrogate) and interpersonal (strictly business, business friends,
20 personal), whilst Lian and Laing (2007) focus on the role of the personal relationships
21 on agency selection and in relationship development and maintenance.
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24 At the core of concern about relationships is the aspiration to achieve longevity of the
25 ACR. Michell and Sanders (1995) proposed a model of inter-organisational loyalty,
26 with the following seven factors: a stable business environment, large organizational
27 structures, well-defined general policies toward suppliers, positive attitudes toward
28 suppliers, effective processes involving suppliers, compatible interpersonal
29 characteristics and account performance. Palihawadana and Barnes (2005), taking the
30 agency perspective, suggest that the level of attention to the client from the
31 advertising agency was vital in ensuring the longevity in the ACR. Further, Davies
32 and Palihawadana (2006) argue for the role of service quality and client care in
33 cultivating the longevity of ACR.
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38 The knowledge base also includes contributions on a diverse collection of other
39 aspects of the ACR. For example, Beltramini and Pitta (1991) focus on the role of
40 communications strategies between agencies and their clients, whilst Na, Marshall
41 and Woodside (2009) focus on the agency-client decision-making process. Sekeley
42 and Blakney (1996) studied ACRs involving SME clients and provided evidence to
43 substantiate Michell's (1998) assertion that SME relationships are more volatile than
44 those with larger clients, partly due to the agency's lack of understanding of the
45 client's business.
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49 Finally, several articles comment on the importance of co-operation and thus form a
50 precursor to more recent discussions of co-creation. Michell (1988) comments on the
51 value of a co-operative decision making process in the development of creative
52 campaigns and Halinen (1997) discusses the co-production of creative ideas. Beard
53 (1996a) suggests that the adoption of IMC expands the demands on the ACR such
54 that the client needs to engage more fully with agency' working procedures. Brennan
55 (2001) explores knowledge transfer within an interactive ACR. Lastly, in Zolkiewski
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3 *et al.*'s (2008) study of the power balance between clients and their agencies,
4 participants suggested that power was an overtly negative concept and they preferred
5 the notion of co-operation.
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7 *Contracts and Agency Theory*

8 Agency Theory is influential in early considerations of the ACR (Bergen *et al.*, 1992;
9 Gould, Grein and Lerman, 1999). Rooted in economics (Wilson, 1968), it has
10 expanded into many other disciplines, including advertising and marketing (Waller,
11 2004). According to Eisenhardt (1989) negotiation of mutual responsibilities between
12 the two parties are essential to a fruitful co-creative relationship. Bergen *et al.* (1992)
13 suggest that Agency Theory is a suitable lens for examining a range of facets in
14 contractual agency relationships, namely, goal formation, risk, conflict and
15 performance evaluation. Following this lead, Ellis and Johnson (1993) used Agency
16 Theory to examine the decision-making process and the associated contractual risks
17 for the ACR, whilst Gould *et al.* (1999) used Agency Theory to examine the degree of
18 integration between agency and client within an IMC scenario. Agency Theory has
19 also been used as a basis for consideration of compensation, more specifically,
20 campaign performance-based compensation (Spake, D'Souza, Crutchfield and
21 Morgan, 1999), the contractual dynamics of agency compensation (Davies and Prince,
22 2005; Zhao, 2005) and agency compensation, client evaluation and switching costs
23 (Davies and Prince, 2011).
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30 In addition to studies that specifically use Agency Theory, there is also a body of
31 work on other contractual aspects of the ACR, including selecting and contracting
32 agencies, control and evaluation, and contract dissolution. An early contribution is
33 Harvey and Rupert's (1988) advisory piece on the selection of agencies; their Agency
34 Selection Process Model incorporates the following five stages: pre-planning, agency
35 visitation, corporate visitation, agency project presentation, selection decision, and
36 control process. Wackman *et al.* (1986) identified the following as central to client
37 decision-making: work product, patterns, and organisational factors; these are re-
38 iterated in more recent works (Waller 2001; Yuksel and Sutton-Brady, 2011). More
39 recently, Faisal and Khan's (2008) work examines the decision making process
40 associated with agency selection and proposes and empirically tests a framework of
41 the selection process; the top four components in this framework are the agency's
42 campaign planning, creative strategy, media planning and advertising effectiveness.
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47 Other studies examine other aspects of the ACR process. Bennett (1996) and Arul
48 (2010) investigate relationship dissolution, whilst Farrelly and Quester (2003), in a
49 case study, revisit the principle/agent dyad to propose a model for risk analysis in the
50 sponsorship in a large sporting brand. Finally, Katarantinou and Hogg (2009) consider
51 maintaining relationships, proposing two categories of clients, relationship seekers
52 and relationship switchers, each of which requires a different approach.
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Cultural and international perspectives

Early ACR literature was nation specific and typically restricted to the US and the UK (Michell, 1987). With stronger globalisation of markets, ACR research from 1989 onwards takes on a more international perspective with a range of studies located in different countries (Delener, 2008). On one hand, given the cultural dimensions of business relationships, it is reasonable to expect that the nature and management of the ACR may vary between countries although globalisation of advertising and the presence of large international agencies, has the potential to erode cultural differences. Various authors have suggested that there is a need for more research in this area (Fam and Waller, 2008; Moon and Franke, 2000). Articles in this category offer some insights into this tension, broadly grouped into those studying the relationship in a single country and comparative studies that extend to more than one country.

Single country studies can be grouped into those in Europe and those in Asia. Verbeke (1989) is an early study of the ACR in the Netherlands. Extending Wackman *et al.* (1986), they found that US agencies regarded personal relationships as much more important than did Dutch agencies. Yet, Kaynak, Kucukemiroglu and Odabasi (1994) in their study on Turkish advertising agencies, argue for the centrality of personal relationships to the ACR. Cardoso (2007) investigated the campaign planning process in Portugal, distilling it into five themes: client research pre-brief, client brief, agency research, consultation and the creative brief. Finally, Zolkiewski *et al.* (2008) examined the inter-personal and inter-organisational power balances between agencies and their clients within the context of the Greek Advertising industry and discovered various endemic reasons for conflict.

There has been some interest in the ACR in China and Korea. Prendergast and Shi (1999) examined the role of the client in the ACR within 200 Chinese agencies. They highlight the impact of a rapidly expanding economy and the relative immaturity of ACRs in China's post-communist era. In their 1999 study they found Chinese clients to be heavily involved in creative decisions, suggesting co-creative campaign planning, but their later studies also revealed expectations that creative decisions should be made by experts (Prendergast and Shi, 2001; Prendergast, Shi and West, 2001) and noted fundamental similarities between the advertising industries in China and the US. Oh and Kim (2002) examined the balance of power between clients and agencies in the South Korean advertising industry and found a relationship between agency size and the level of commitment and communication in the ACR.

Fam and Waller's (1999) study looked at the selection policies of advertising agencies in New Zealand with large global brands. In a later study, Fam and Waller (2008), reveal changes in the factors that determine the success of the ACR have changed since their earlier study, with trust, honesty and commitment becoming more important for account managers in securing client accounts, echoing the earlier work on trust; they propose the utilization of these in the promotion of an agency. They also

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3 suggest that agencies need to determine early on in the ACR, the factors which
4 clients regard as most important in a partnership.
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6 All of the comparative studies involve the US as a benchmark. Davies and Prince
7 (1999) examined the difference in longevity of agency accounts between the US and
8 UK, whilst also suggesting that agency size and age have a significant positive impact
9 on longevity of the ACR. They also identify the tactics used in retaining clients and
10 their differences between the UK and US. Moon and Franke (2000) compare Korean
11 and the U.S. executives' approaches to ethical decision making, such as taking a gift
12 to curry favour with clients. In addition, the Korean advertising industry displays a
13 high degree of collectivism, in contrast to the centrality of personal favours for clients
14 in the U.S advertising industry. Waller, Shao and Bao's (2010) comparison of
15 practices regarding client involvement showed that in both countries, the main areas
16 in which clients offered input were copywriting, creativity and design services; they
17 did not engage in the analysis of target markets.
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20 21 22 *Co-creation*

23 Early contributions highlighted the importance of co-operation and co-production in
24 planning marketing campaigns for an effective ACR (Beard, 1996a; Brennan, 2001;
25 Davies, 2009; Halinen, 1997; Michell, 1988). Typically, such contributions were
26 founded on an acknowledgement of the benefits of co-operation between the agency
27 as a professional service, which needed to understand their client in order to be able to
28 deliver good service and thereby to maintain the business relationship (Durkin and
29 Lawlor, 2001). In particular, creativity is highly prized by clients both in the early and
30 later stages of the ACR (Sasser, Koslow and Kilgour, 2011; 2012). As the working
31 relationship develops, successful creative work is further enhanced facilitated through
32 cooperation between agencies and their clients (Duhan and Sandvik, 2009).
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37 More recently, fuelled by the confluence of service dominant logic theory, with its
38 pivotal notion of the co-creation of value (Vargo and Lusch, 2008) there has been
39 increasing interest in the notion of co-creation through the ACR. Prahalad and
40 Ramaswamy (2004)'s initial description of co-creation is the '*joint creation of value
41 by the company and the customer; allowing the customer to co-construct the service
42 experience to suit their context*' (p. 8). The growing body of work into co-creation of
43 value within a B2B relational context (e.g., Komulainen, 2014, Nenonen and
44 Storbacka, 2010, Novani, 2012, Piller, Vossen and Ihl, 2012, Vargo and Lusch, 2011)
45 identifies a novel theoretical perspective for research into the ACR.
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49 A few studies offer insights into the nature of a co-creative ACR. Grant, Gilmore and
50 Crosier (2003) suggest that collaboration in advertising planning involves early
51 involvement with creative input, regular updates and review of copy and imagery and
52 market research by client representatives. Sutherland, Duke and Abernethy (2004), in
53 focusing on organisational information exchange to support the development of
54 creative advertising campaigns, suggest that the account manager should act as
55 gatekeeper in transferring key information to the creative team.
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3 Various studies have examined the dynamic between conflict and co-creation. Kelly,
4 Lawlor and O'Donohoe's (2005) ethnographic study of advertising creatives revealed
5 embedded conflict between creatives and clients, particularly in an online marketing
6 context, which could undermine co-creation. De Waal Malefyt and Morais (2010)
7 also examine confrontation and resolution in advertising agencies, but advocate co-
8 creation because it can support advertising creativity, innovation and advancement of
9 the brands advertising message. Sasser and Koslow (2008) acknowledge that clients
10 can have both negative and positive impacts on advertising creativity and accordingly
11 propose a co-creation interaction model to support co-creation in marketing planning.
12 In more recent studies, Sasser, Koslow and Kilgour (2011; 2012) conclude that
13 impact of clients' innovativeness and willingness to explore risky concepts is pivotal
14 to a co-creative ACR, and Gambetti *et al.* (2016) have proposed a triadic value
15 network comprising of brands, their marketing agencies and consumers.
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20 **Agenda for Future Research**

21 The ACR is pivotal to marketing practice and therefore studies in this area have the
22 potential to contribute to marketing-as-practice knowledge and theory. However, the
23 extant knowledge base on the ACR is fragmented, using a range of different
24 theoretical perspectives and investigating a range of different themes. This review has
25 sought to address this fragmentation by drawing together a diverse range of research
26 contribution on the ACR. This analysis suggests three key strands for a future
27 research agenda.
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31 *Theoretical foundations*

32 This review has identified a diverse range of theories within the ACR knowledge
33 base. Agency Theory (e.g., Ellis and Johnson, 1993) and Relationship Management
34 Theory (e.g., Buttle and Michell, 1996), together with trust theories (e.g., Morgan and
35 Hunt, 1994) are most widely used. Also in evidence are Organisational Buying
36 Behaviour Theory (e.g., Lichtenthal and Shani, 2000), Social Exchange Theory (Heo
37 and Sutherland, 2015; Yuksel and Sutton-Brady, 2011); Practice Theory (e.g., Ardley
38 and Quinn, 2014), Performance Theory (e.g., Davies and Prince, 2005), and Game
39 Theory (e.g., Pincus *et al.*, 1991). All of these theories can contribute to further
40 development of the knowledge base on the ACR, but further research would benefit
41 from greater focus on theories that privilege the social aspects of the ACR, such as
42 Marketing-as-Practice (e.g., Vallaster and Lindgreen, 2011), Social Exchange Theory
43 (e.g., Cook, Cheshire, Rice and Nakagawa, 2013) and Co-Creation (e.g., Laamanen
44 and Skalen, 2014).
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50 Social Exchange Theory (Cook *et al.*, 2013) considers social change and stability, as a
51 process of negotiated exchanges between parties, and therefore offers an additional
52 standpoint from which to develop understanding of the ACR. In addition, the
53 theoretical perspective associated with co-creation has potential for interrogating
54 ACR's. For example, Laamanen and Skalen (2014) suggest a conceptual framework
55 for co-creation that involves various actors, practices and outcomes and considers
56 both collective and conflictual elements in social relations in value co-creation, whilst
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3 Echeverri and Skalen (2011) introduce the idea of interactive value construction at a
4 provider-customer interface and suggest that it involves both co-creation and co-
5 destruction. On the other hand, Corvellec and Hultman (2014) provide a reminder that
6 value is not absolute but depends on the understandings of what matters and what
7 does not, as explored in their notion of regimes of value.
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10 The marketing-as-practice school of thought also focuses on marketing actors, which,
11 in turn, leads to the development of an account of marketing as a social practice, using
12 the lens of practice social theory (Ardley and Quinn, 2014; Tadajewski, 2010;
13 Vallaster and Lindgreen, 2011). The marketing-as-practice approach is distinct from
14 the marketing management approach in that it focusses on the *processes* that lead to
15 marketing outcomes, whereas the focus of marketing management is on strategy and
16 outcomes. The ACR is therefore an ideal context in which to undertake theory
17 development and testing regarding aspects of the social practice of marketing, since
18 any research or theories relating to the ACR inevitably embrace two groups of actors,
19 marketers working for organisations and for agencies. Equally importantly, the use of
20 a marketing-as-practice theoretical stance to underpin further research into the ACR
21 has the potential to subsume and integrate the earlier theoretical perspectives that
22 have been evident in this field, specifically Agency Theory and relationship
23 management theory. In general, a marketing-as-practice perspective can potentially be
24 interwoven with the conceptualisation of the ACR as a co-creative relationship.
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30 Finally, whilst prior research on business-to-business relationships is beyond the
31 scope of this review, it may be beneficial to explore the relevance of some of the
32 theories and models in this literature for their potential for understanding the ACR.
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35 *Research strategies and methods.*

36 Future research should focus on theory development rather than theory testing. Thus,
37 we argue the case for a greater number of qualitative studies, which examine a range
38 of specific aspects of ACR processes and their impacts not only on relationship
39 continuation, or on individual campaign outcomes, but on the creative outcomes
40 associated with the relationship over the long-term. We suggest that case studies and
41 ethnographies, which adopt a thematic or discourse-analytical approach towards
42 interpreting findings would be particularly valuable, and have potential to generate
43 further insights into relationship lifecycles.
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47 *Research themes and topics*

48 This literature review has grouped prior research on the basis of five thematic
49 categories. Table 1 identifies the overarching research question associated with each
50 of these themes. Conflict and associated issues such as switching and termination
51 have and continue to receive much attention. In addition, many of the existing studies
52 on switching tend to focus on what went wrong, rather than how to put things right.
53 Accordingly, we propose that future research should seek to embrace a wider range of
54 relationship lifecycle stages, with a view to generating good practice knowledge
55 around ACR establishment and maintenance. This research is likely to embrace
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3 further consideration of the disposition of the client, trust, and collaborative learning
4 processes and knowledge exchanges (Masiello, Marasco and Izzo, 2013), as well as
5 the role of constructive conflict in driving creativity. Also, as ACR research has
6 tended to focus on large agencies and large clients (e.g., Fam and Waller, 2004) more
7 research is needed on the impact of the size of both organisations on the ACR.
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10 Acknowledging marketing as a social practice implies that marketing communications
11 and their creation in different country cultures may differ – and this has consequences
12 for the ACR. A further literature review that embraced articles in a range of languages
13 might offer a useful discussion of the nuances of ACRs, beyond the Western
14 economies. There is also scope for much more research that considers all aspects of
15 the ACR in different countries and international clients.
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18 Future research also needs to reflect the changing nature of marketing
19 communications, particularly with the advent of digital, social media and mobile
20 marketing (Komulainen *et al.*, 2016). Due to the plethora of small specialist digital
21 agencies which operate on modern campaigns, brands increasingly need to manage a
22 network of actors in order to coordinate the delivery of their marketing messages
23 through different channels (Kitchen, Spickett and Grimes, 2007). Hence, multi-
24 agency relationships are becoming more important (Komulainen *et al.*, 2016); in such
25 contexts trust is particularly challenging to establish and maintain, and hence is a
26 fruitful area for further research, since lack of trust often contributes to dissolution
27 (Davies and Prince, 2010).
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32 In addition, social media marketing with consumers and departments other than the
33 marketing department all involved in the co-creation and co-production of
34 marketing/brand messages (Sasser and Koslow, 2008; de Waal Malefyt and Morias,
35 2010), potentially poses a number of challenges. Also, illegal activities such as
36 counterfeit product websites and the proliferation of advertising fraud through botnets
37 are putting increasing pressure on agencies for accountability in their actions
38 (Haddadi, 2010).
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42 Research into the ACR in such contexts therefore invites the application of theoretical
43 perspectives associated with co-creation of value, in a business to business relational
44 setting (Chowdhury, Gruber and Zolkiewski, 2015). Finally, the notion of
45 constructive conflict (Echeverri and Skalen, 2011) and its impact on creativity and the
46 ACR could be further explored.
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49 **Conclusion**

50 Whilst the importance of the ACR has been recognised and discussed for decades,
51 overall, considering its importance to effective marketing strategies, campaigns and
52 communication, it could benefit from more attention. Marketing theory tends to
53 discuss marketing communications, branding, and more recently, digital and social
54 media strategies adopted by large and small firms, whilst managing to remain eerily
55 silent on the role of marketing agencies in these endeavours. Thus, in general, there is
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3 a need for further research into the ACR and the impact of both good and bad
4 relationships on marketing outcomes and campaigns.
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6 By presenting a systematic literature review of the extant knowledge base concerning
7 the ACR, this article has clustered articles on this topic under five main themes:
8 conflict, client account management, cultural and international perspectives, contracts
9 and Agency Theory and co-creation. An agenda for further research has been
10 proposed, including the adoption of social exchange theory, co-creation and
11 marketing-as-practice as theoretical stances, accompanied by a greater emphasis on
12 qualitative studies to promote understanding of ACR processes. In terms of themes,
13 research should continue on relationship establishment and maintenance, with a
14 particular focus on relationship lifecycles and their stages, multi-agency networks that
15 have become more prevalent with the advent of digital marketing, and cultural and
16 international perspectives. In addition, it is important to explore the extent to which
17 the ACR and its associated processes vary by agency and client, type and size.
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Table 1: Concept Matrix for Agency-Client Relationship Literature

Theme	Definition	Key research question	Assumption
Conflict (CON)	Conflict within ACR's and related processes of termination and/or switching of agencies	How can conflict be avoided, minimized or managed creatively?	There is conflict within the ACR
Client Account Management (CAM)	The characteristics and process of the management of client accounts.	How can agencies manage their relationships with their clients?	Agencies benefit from long-term relationships with their clients
Cultural and International Perspectives (CUL)	Managing the ACR in different countries and cultures.	Do cultural factors influence the optimum management of the ACR?	Cultural differences affect the ACR.
Contracts and Agency Theory (CAT)	The establishment of contractual arrangements, coupled with the use of the lens of Agency Theory.	What are the consequences of the contractual aspect of the ACR?	The ACR involves a contractual relationship.
Co-Creation (CCR)	Agencies and clients working collaboratively on campaign planning	How can agencies and clients work together to their mutual benefit?	A collaborative ACR benefits both parties

Table 2 Prevalent Journals in Dataset

Publications	Total
Journal of Advertising	18
European Journal of Marketing	7
Journal of Current Issues & Research in Advertising	6
Journal of Advertising Research	6
Journal of Promotion Management	5
Journal of Marketing Management	4
Journal of Marketing	3
Industrial Marketing Management	3
Journal of Business Research	3
Journal of Marketing Communications	3
Marketing Intelligence & Planning	3

Table 3: Breakdown of Agency-Client Relationship Articles by Decade per Theme

Theme	1950-1979	1980-1989	1990-1999	2000-2009	2010-2015	Total Articles
CON	2	3	17	14	7	43
CAM	2	4	7	15	2	30
CUL	0	1	4	8	1	14
CAT	0	0	7	3	2	13
CCR	0	1	0	7	6	13
Total	4	9	35	47	14	114

Table 4: Conflict and Switching Factors

Conflict Factors	
Agency Performance	Beard, 1997; Bourland, 1994; Davies and Prince, 2011; Devinney and Dowling, 1999; Henke, 1995; Hozier and Schatzberg, 2000; Murphy and Maynard, 1996; 1997; Pincus, Acharya and Trotter, 1991; Yuksel and Sutton-Brady, 2011.
Policy Changes	Doyle <i>et al.</i> , 1980; Pollay and Swinth, 1969; Tahtinen and Halinen, 2002.
Communication	Ewing, Pinto, and Soutar, 2001; Hotz <i>et al.</i> , 1982; So, 2005; Triki, Redjeb and Kamoun, 2007.
Lack of Mutual Understanding	Arul, 2010; Devinney and Dowling, 1999; Hill, 2006; Murphy and Maynard, 1996; 1997.
Decision-making Structures/Approaches	Grant <i>et al.</i> , 2012; Johnson and Laczniak, 1991; Morais, 2007; Murphy and Maynard, 1996; 1997.
Personnel Changes	Hotz <i>et al.</i> , 1982; West and Paliwoda, 1996.
Role Definition	Grant <i>et al.</i> , 2012; Hill, 2006.
Attitudes Towards Risk	Zolkiewski <i>et al.</i> , 2008.
Trust/Distrust	Bourland, 1994; Davies and Prince, 2005; Pollay and Swinth, 1969
Creativity	Arul, 2010; Michell, Cataquet, and Hague 1992; de Waal, Malefyt and Morais, 2010

Table 5: Overcoming Agency-Client Relationship Conflict

Identification of Conflict	Vigilance (Doyle <i>et al</i> , 1980) Regular review sessions (Hotz <i>et al</i> , 1982) Tactical adaptation to change (Zolkiewski <i>et al</i> , 2008)
Communication	Integrated, increased or improved two-way communication (Beard, 1997) Collaboration in campaign planning (Johnson and Laczniak, 1991) Transparency in communication with clients (Heo and Sutherland, 2015)
Role clarity	Performance review and audits (Johnson and Laczniak, 1991) Developing mutual understanding of roles and rules for engagement (Devinney and Dowling, 1999) Accepting conflict as a basis for a productive relationship (Yuksel and Sutton-Brady, 2011)
Agency-Specific Actions	Value longevity (Hotz <i>et al</i> , 1982; Murphy and Maynard, 1997) Decentralisation and direct communication (Doyle <i>et al</i> , 1980; West and Paliwoda, 1996) Clarity and communications of creative capabilities (Davies and Prince, 2011; Henke, 1995; Murray, 1971; Pincus <i>et al</i> , 1991)
Client-Specific Actions	Review decision making effectiveness (Hotz <i>et al</i> , 1982) Provoke competition in agency networks (Grant <i>et al</i> , 2012)

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Appendix 1 Agency-Client Relationship Dataset- Research Strategies, Theory, Method and Population

Themes	Articles	Theory	Strategy	Methods	Population
Conflict (CON)	Pollay and Swinth (1969)		Survey	Behavioural Simulation	Agency (9)
	Murray (1971)		Survey	Questionnaire	Agency (164)
	Doyle, Jens and Michell (1980)		Survey	Questionnaire	Agency (210)
	Hotz, Ryans, and Shanklin (1982)		Survey	Questionnaire	Agency (68)
	Michell (1987)		Survey	Questionnaire	Client (100)
	Pincus, Acharya and Trotter (1991)	GT	Conceptual	N/A	N/A
	Michell, Cataquet and Hague (1992)		Survey	Questionnaire	Client (200)
	Johnson and Lacznik (1991)		Conceptual	N/A	N/A
	Dowling (1994)		Survey	Questionnaire	Client (157)
	Murphy (1994)		Interviews	Interviews	Agency (10)
	Bourland (1994)		Conceptual	N/A	N/A
	Henke (1995)		Interviews	Interviews	Agency (151)
	Beard (1996b)		Conceptual	N/A	N/A
	Murphy and Maynard (1996)		Survey	Questionnaire	Agency (57) Client (63)
	Michell, Cataquet and Mandry (1996)		Survey	Questionnaire	Client (1,145)
	West and Paliwoda (1996)	OBB	Survey	Questionnaire	Client (145)
	Mathur and Mathur (1996)		Conceptual	N/A	N/A
	Murphy and Maynard (1997)		Survey	Questionnaire	Agency (57) Client (63)
	Durden, Orsman and Michell (1997)		Conceptual	N/A	N/A
	Devinney and Dowling (1999)		Conceptual	N/A	N/A
	Ghosh and Taylor (1999)		Survey	Questionnaire	Agency (66)
	Hozier and Schatzberg (2000)		Survey	Event Study	Agency (30)
	Ewing, Pinto and Soutar (2001)		Conceptual	N/A	N/A
	Waller (2002)		Survey	Questionnaire	Agency (101) Client (46)
	Bruning and Ledingham (2002)	RM	Case Study	Interviews	Agency (25)
	Tahtinen and Halinen (2002)		Conceptual	N/A	N/A
	Vafeas and Hilton (2002)	RM	Interviews	Interviews	Client (11)
	Kulkarni, Vora and Brown (2003)		Conceptual	Event Study	N/A
	Devinney, Dowling and Collins (2005)		Survey	Questionnaire	Agency (157)
	So (2005)		Survey	Questionnaire	Agency (84)
	Hill (2006)		Mixed Methods	Interviews, Questionnaire	Agency (18) Client (204)
	Triki, Redjeb and Kamoun (2007)		Interviews	Interviews	Agency (12) Client (12)
	Morais (2007)		Conceptual	Ethnographic	N/A
Zolkiewski et al (2008)		Interviews	Interviews	Agency (18)	
Murphy and Maynard (2009)		Case Study	Interviews	Agency (22) Client (22)	
Beard (1997)		Survey	Questionnaire	Client (300)	

	Davies and Prince (2011)	AT, PT	Survey	Questionnaire	Client (108)
	Arul (2010)		Case Study	Interviews	Agency (25) Client (50)
	Yuksel and Sutton-Brady (2011)	SET, NT	Mixed Methods	Questionnaire, Interview	Agency (49) Client (12)
	Prince and Everett (2012)		Conceptual	N/A	N/A
	Grant, McLeod and Shaw (2012)	AT, NT	Interviews	Interviews	Agency (22)
	Broschak and Block (2013)		Conceptual	N/A	N/A
	Heo and Sutherland (2015)	SET	Survey	Questionnaire	Agency (89)
Client Account Management (CAM)	Capon and Scammon (1979)		Case Study	Interviews	Agency (1) Client (1)
	Calantone and Drury (1979)		Conceptual	N/A	N/A
	Wackman, Salmon and Salmon (1986)		Survey	Questionnaire	Client (182)
	Michell (1986)		Interviews	Interviews	Client (128)
	Michell (1988)		Interviews	Interviews	Agency (15)
	Harvey and Rupert (1988)		Conceptual	N/A	N/A
	Beltramini and Pitta (1991)	RM	Conceptual	N/A	N/A
	Morgan and Hunt (1994)	TT	Survey	Questionnaire	Client (204)
	Michell (1995)		Survey	Questionnaire	Client (29)
	Sekely and Blakney (1996)		Survey	Questionnaire	Agency (197)
	Beard (1996a)		Conceptual	N/A	N/A
	LaBahn and West (1997)		Survey	Questionnaire	Agency (194)
	Halinen (1997)		Case Study	Interviews	Agency (1) Client (1)
	Lichtenthal and Shanib (2000)		Survey	Questionnaire	Agency (39)
	Brennan (2001)		Conceptual	N/A	N/A
	Ojasalo (2001)		Conceptual	N/A	N/A
	Franke, Murphy and Nadler (2003)		Survey	Questionnaire	Agency (41)
	Morrison and Haley (2003)		Survey	Questionnaire	Agency (345)
	Waller (2004)	AT, OBB	Conceptual	N/A	N/A
	Haytko (2004)		Case Study	Interviews	Agency (20)
	Palihawadana and Barnes (2005)		Mixed Methods	Questionnaire, Interviews	Agency (4) Client (52)
	Koch and Liechty (2006)		Survey	Questionnaire	Agency (77)
	Beverland, Farrelly and Woodhatch (2007)		Case Study	Interviews	Agency (10)
	Lian and Laing (2007)		Case Study	Interviews	Client (16)
	Faisal and Khan (2008)		Conceptual	N/A	N/A
	Fam and Waller (2008)		Survey	Questionnaire	Agency (82)
	Na and Marshall (2009)		Case Study	Interviews	Agency (2)
	Karantinou and Hogg (2009)	RM	Case Study	Interviews	Agency (3) Client (6)
	Rogan (2014)		Conceptual	N/A	N/A
	Turnbull and Wheeler (2014)		Interviews	Interviews	Agency (7)
Cultural And International (CUL)	Verbeke (1989)		Survey	Questionnaire	Agency (121)
	Kaynak, Kucukemiroglu and Odabasi (1994)		Survey	Questionnaire	Client (101)
	Prendergast and Shi (1999)		Survey	Questionnaire	Client (200)
	Davies and Prince (1999)	PT	Survey	Questionnaire	Client (558)

	Moon and Franke (2000)		Survey	Questionnaire	Agency (214)
	Prendergast and Shi (2001)		Survey	Questionnaire	Agency (200)
	Prendergast, Shi and West (2001)		Survey	Questionnaire	Agency (200)
	Gray and Fam (2002)		Survey	Questionnaire	Agency (147)
	Oh and Kim (2002)		Survey	Factor analysis	N/A
	Beverland, Farrelly and Woodhatch (2004)		Case Study	Interviews	Agency (17)
	Cardoso (2007)		Interviews	Interviews	Agency (25)
	Fam and Waller (2008)		Survey	Questionnaire	Agency (102)
	Delener (2008)		Conceptual	N/A	N/A
	Waller, Shao and Bao (2010)		Survey	Questionnaire	Agency (147)
Contract Agency Theory (CAT)	Wilson (1968)		Conceptual	N/A	N/A
	Ellis and Johnson (1993)	AT	Conceptual	N/A	N/A
	Bergen, Dutta and Waller (1992)		Conceptual	N/A	N/A
	Armstrong (1996)		Case Study	Interviews	Agency (1) Client (1)
	Bennett (1999)		Survey	Questionnaire	Client (344)
	Chakrabarty, Markham, Widing and Brown (1997)		Survey	Questionnaire	Agency (117)
	Gould, Grein and Lerman (1999)	AT	Conceptual	N/A	N/A
	Spake, D'souza, Crutchfield and Morgan (1999)	AT	Survey	Questionnaire	Client (349)
	Farrelly and Quester (2003)	AT	Survey	Questionnaire	Client (96)
	Zhao (2005)	AT	Survey	Factor analysis	N/A
	Davies and Prince (2005)	PT	Conceptual	N/A	N/A
	Arul (2010)		Case Study	Interviews	Agency (25) Client (50)
Davies and Prince (2010)	AT	Survey	Questionnaire	Agency (179) Client (108)	
Co-Creation (CCR)	Michell (1988)		Survey	Behavioural Testing	Agency (26)
	Durkin and Lawlor (2001)		Interviews	Interviews	Agency (12)
	Grant, Gilmore and Crosier (2003)		Case Study	Interviews	Agency (31) Client (19)
	Sutherland, Duke and Abernethy (2004)		Survey	Questionnaire	Agency (583)
	Lace (2004)		Survey	Questionnaire	Agency (86)
	Kelly, Lawlor and O'Donohoe (2005)		Interviews	Interviews	Agency (1)
	Sasser and Koslow (2008)		Conceptual	N/A	N/A
	Duhan and Sandvik (2009)		Survey	Model Testing	N/A
	de Waal, Malefyt and Morais (2010)		Conceptual	N/A	N/A
	Sasser, Koslow and Kilgour (2011)		Conceptual	N/A	N/A
	Sasser, Koslow and Kilgour (2012)		Conceptual	N/A	N/A
	Marasco, Masiello and Izzo (2013)		Conceptual	N/A	N/A
	Gambetti, Biraghi, Schultz and Graffina (2016)		Interviews	Interviews	Agency (12) Client (9)
	Komulainen (2016)		Interviews	Interviews	Agency (8)

Key: AT = Agency Theory; GT = Game Theory; NT = Network Theory; OB = Organisational Buying Behaviour; PT = Performance Theory; PST = Practice Social Theory; RM = Relationship Management Theory; SET = Social Exchange Theory; TT = Trust Theory