



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

SCHOLARONE™  
Manuscripts

**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; Tadjewski, 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

1  
2  
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.  
18  
19  
20

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.  
41  
42  
43  
44  
45

46 <Insert Table 1 Here >  
47  
48  
49

### 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  
55  
56  
57  
58  
59  
60

1  
2  
3 journals in the list are generic marketing journals, such as the *European Journal of*  
4 *Marketing* and the *Journal of Marketing*.

5  
6 <Insert Table 2 Here >  
7  
8

9  
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.  
20  
21

22  
23 <Insert Table 3 Here >  
24  
25

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.  
47  
48  
49  
50  
51  
52

53  
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  
58  
59  
60



1  
2  
3 agency client dyad. Tathinen and Halinen (2002) also suggest the need for further  
4 research on the client perspective.  
5  
6

### 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.  
15  
16

#### 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 (Durdan, 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.  
25  
26  
27  
28

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.  
44  
45  
46  
47  
48

49 <Insert Table 4 Here >  
50  
51

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  
56  
57  
58  
59  
60

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



1  
2  
3 maintenance of an ACR can be clustered into four groups: psychological,  
4 organisational goals, personnel and environmental.  
5

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).  
14  
15

16  
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.  
22  
23

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.  
34  
35  
36  
37

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.  
46  
47  
48

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  
56  
57  
58  
59  
60

1  
2  
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.  
6

#### 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).  
24  
25  
26  
27  
28  
29

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.  
43  
44  
45  
46

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.  
53  
54  
55  
56  
57  
58  
59  
60

### *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

1  
2  
3 suggest that agencies need to determine early on in the ACR, the factors which  
4 clients regard as most important in a partnership.  
5

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.  
18  
19  
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).  
33  
34  
35  
36

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.  
46  
47  
48

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.  
56  
57  
58  
59  
60

1  
2  
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.  
16  
17  
18  
19

### 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.  
28  
29  
30

#### 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).  
45  
46  
47  
48  
49

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  
57  
58  
59  
60



1  
2  
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.  
8  
9

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.  
25  
26  
27  
28  
29

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.  
33  
34

#### 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.  
44  
45  
46

#### 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  
56  
57  
58  
59  
60



1  
2  
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.  
8  
9

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.  
16  
17

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).  
28  
29  
30  
31

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).  
39  
40  
41

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.  
47  
48

### 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  
56  
57  
58  
59  
60

1  
2  
3 a need for further research into the ACR and the impact of both good and bad  
4 relationships on marketing outcomes and campaigns.  
5

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.  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

## References

- Ardley, B. C. and Quinn, L. (2014), "Practitioner accounts and knowledge production An analysis of three marketing discourses", *Marketing Theory*, Vol. 14 No. 1, pp. 97-118. doi: 10.1177/1470593113512322
- Armstrong, J. S. (1996), "How should firms select advertising agencies?", *Journal of Marketing*, Vol. 60, pp. 131-33. doi: 10.1.1.198.3680
- Arul, P. G. (2010), "An evaluation of client's expectation from their ad-agencies and ad-agencies expectation from their client's", *Asia-Pacific Journal of Management Research and Innovation*, Vol. 6 No. 3, pp. 146-154. doi: 10.1177/097324701000600414
- Beard, F. K. (1996a), "Integrated marketing communications: New role expectations and performance issues in the client-ad agency relationship", *Journal of Business Research*, Vol. 37 No. 3, pp. 207-215. doi: 10.1016/S0148-2963(96)00071-9
- Beard, F. K. (1996b). "Marketing client role ambiguity as a source of dissatisfaction in client-ad agency relationships", *Journal of Advertising Research*, Vol. 36 No. 5, pp. 9-20. Retrieved from: <http://www.jar.warc.com/>
- Beard, F. K. (1997), "IMC use and client-ad agency relationships", *Journal of Marketing Communications*, Vol. 3 No. 4, pp. 37-41. doi: 10.1080/135272697345907
- Beard, F. K. (1999). "Client role ambiguity and satisfaction in client-ad agency relationships: Small vs. large accounts", *Journal of Advertising Research*, 39 (2), 69-78. Retrieved from: <http://www.jar.warc.com/>
- Beltramini, P. R. and Pitta, P. D. A. (1991), "Underlying dimensions and communications strategies of the advertising agency-client relationship", *International Journal of Advertising*, Vol. 10 No. 2, pp. 151-159. doi: 10.1080/02650487.1991.11104445
- Bennett, R. (1996), "Relationship formation and governance in consumer markets: transactional analysis versus the behaviourist approach", *Journal of Marketing Management*, Vol. 12 No. 5, pp. 417-436. doi: 10.1080/0267257X.1996.9964425
- Bergen, M., Dutta, S. and Walker, O. C. (1992), "Agency relationships in marketing: a review of the implications and applications of agency and related theories", *Journal of Marketing*, Vol. 56 No. 3, pp. 1-24. doi: 10.2307/1252293
- Beverland, M., Farrelly, F. and Woodhatch, Z. (2007), "Exploring the dimensions of proactivity within advertising agency-client relationships", *Journal of Advertising*, Vol. 36 No. 4, pp. 49-60. doi: 10.2753/JOA0091-3367360404

1  
2  
3 Beverland M., Farrelly F. and Woodhatch, Z. (2004), "The role of value change  
4 management in relationship dissolution: Hygiene and motivational factors", *Journal*  
5 *of Marketing Management*, Vol. 20 No. 9-10, pp. 927-939. doi:  
6 10.1362/0267257042405295  
7

8  
9 Bourland, P. G. (1993), "The nature of conflict in firm-client relations: A content  
10 analysis of public relations journal 1980-89", *Public Relations Review*, Vol. 19 No. 4,  
11 pp. 385-398. doi: 10.1016/0363-8111(93)90059-L  
12

13  
14 Brennan, R. (2001), "Management of the market research client/agency relationship",  
15 In Woodside, A.G. (Ed.), *Getting better at sensemaking. Woodside, Arch G., ed.*  
16 *Advances in businessmarketing and purchasing. JAI Press, Stamford*, pp. 119-141.  
17 doi: 10.1108/13563280310506412  
18

19  
20 Broschak, J. P. and Block, E. S. (2014), "With or without you: When does managerial  
21 exit matter for the dissolution of dyadic market ties?", *Academy of Management*  
22 *Journal*, Vol. 57 No. 3, pp. 743-765. doi: 10.5465/amj.2011.0169  
23

24  
25 Bruning, S. D. and Ledingham, J.A. (2002), "Identifying the communication,  
26 behaviors, and interaction patterns of agency-client relationships in development and  
27 decline", *Journal of Promotion Management*, Vol. 8 No. 2, pp. 21-34. doi:  
28 10.1300/J057v08n02\_03  
29

30  
31 Buttle, F. and Michell. P (1996), "*Relationship Marketing Theory and Practice*",  
32 London: Sage. doi: 10.4135/9781446212462.n11  
33

34  
35 Calantone, R. and Druru, D. (1979), "Advertising agency compensation: A model for  
36 incentive and control", *Management Science*, Vol. 25 No. 7, pp. 632-643. doi: 0025-  
37 1909/79/2507/0632  
38

39  
40 Capon, N. and Scammon, D. (1979), "Advertising agency decisions: an analytic  
41 treatment", *Current Issues and Research in Advertising*, Vol. 2 No. 1, pp. 35-52. doi:  
42 10.1080/01633392.1979.10505223  
43

44  
45 Cardoso, P. R. (2007), "Market research and advertising strategy in Portuguese  
46 agencies: Perspectives of professionals", *Journal of Promotion Management*, Vol. 13  
47 No. 3-4, pp. 305-319. doi: 10.1080/10496490802307028  
48

49  
50 Chakrabarty, S., Markham, S., Widing, R. and Brown, G. (1997), "Client perceptions  
51 of the customer orientation of advertising agencies", *Journal of Customer Service in*  
52 *Marketing and Management*, Vol. 3 No. 2, pp. 81-93. doi: 10.1300/J127v03n02\_07  
53

54  
55 Chowdhury, I. N., Gruber, T. and Zolkiewski, J. (2015) "Every cloud has a silver  
56 lining - Exploring the dark side of value co-creation in B2B service networks",  
57  
58  
59  
60

1  
2  
3 *Industrial Marketing Management*, Vol. 55 pp. 97–109.  
4 doi:10.1016/j.indmarman.2016.02.016  
5

6  
7 Cook, K. S., Cheshire, C., Rice, E. R., and Nakagawa, S. (2013), *Social exchange*  
8 *theory* (pp. 61-88). Springer. Netherlands.  
9

10  
11 Corvellec, H. and Hultman, J. (2014), “Managing the politics of value propositions”,  
12 *Marketing Theory*, Vol. 14 No. 4, pp. 355-375. doi:10.1177/1470593114523445.  
13

14  
15 Davies, M. A. and Palihawadana, D. (2006), “Developing a model of tolerance in  
16 client–agency relationships in advertising”, *International Journal of Advertising*, Vol.  
17 25 No. 3, pp. 381-407. doi: 10.1080/02650487.2006.11072975  
18

19  
20 Davies, M. A. and Prince, M. (1999), “Examining the longevity of new agency  
21 accounts: A comparative study of US and UK advertising experiences”, *Journal of*  
22 *Advertising*, Vol. 28 No. 4, 75-89. doi: 10.1080/00913367.1999.10673597  
23

24  
25 Davies, M. A. and Prince, M. (2005), “Dynamics of trust between clients and their  
26 advertising agencies: Advances in performance theory”, *Academy of Marketing*  
27 *Science Review*, Vol. 11 No. 1, 1-36. doi: 10.1080/10641734.2010.10505272  
28

29  
30 Davies, M. A. and Prince, M. (2010), “Advertising agency compensation, client  
31 evaluation and switching costs: An extension of Agency Theory”, *Journal of Current*  
32 *Issues and Research in Advertising*, Vol. 32 No. 1, pp. 13–31. doi:  
33 10.1080/10641734.2010.10505272  
34

35  
36 Davies, M. A. and Prince, M. (2011), “Switching costs and ad agency-client  
37 relationship longevity: An exploratory study”, *Services Marketing Quarterly*, Vol. 32  
38 No. 2, pp. 146–159. doi: 10.1080/15332969.2011.557609  
39

40  
41 Delener, N. (2008), “Beware of globalization: A comparative study of advertising  
42 agency-client relationships”, *Journal of Professional Services Marketing*, Vol. 14 No.  
43 1, pp. 167–177. doi: 10.1300/J090v14n01\_12  
44

45  
46 Devinney, T. M. and Dowling, G. R. (1999), “Getting the piper to play a better tune:  
47 Understanding and resolving advertiser-agency conflicts”, *Journal of Business-to-*  
48 *Business Marketing*, Vol. 6 No. 1, pp. 19–58. doi: 10.1300/J033v06n01\_02  
49

50  
51 Devinney, T., Dowling, G. R. and Collins, M. (2005). “Client and agency mental  
52 models in evaluating advertising”, *International Journal of Advertising*, Vol. 24 No.  
53 1, pp. 35-50. doi: 10.1080/02650487.2005.11072903  
54

55  
56 Doyle, P., Jens, M. and Michell, P. (1980), “Signals of vulnerability in agency-client  
57 relations”, *Journal of Marketing*, Vol. 44 No. 4, pp. 18–23. doi: 10.2307/1251225  
58  
59  
60

1  
2  
3 Dowling, G. R. (1994), "Searching for a new advertising agency: a client  
4 perspective", *International Journal of Advertising*, Vol. 13 No. 3, pp. 229-242. doi:  
5 10.1080/02650487.1994.11104578  
6

7  
8 Duhan, D. F. and Sandvik, K. (2009), "Outcomes of advertiser–agency relationships:  
9 The form and the role of cooperation", *International Journal of Advertising*, Vol. 28  
10 No. 5, pp. 881-919. doi: 10.2501/S0265048709200941  
11

12  
13 Durden, G., Orsman, T. and Michell, P. C. (1997) Commonalities in the reasons for  
14 switching advertising agencies: corroboratory evidence from New Zealand",  
15 *International Journal of Advertising*, Vol. 16 No. 1, pp. 62-69 doi:  
16 10.1080/02650487.1997.11104674  
17

18  
19 Durkin, M. and Lawlor, M. (2001), "The implications of the internet on the  
20 advertising agency-client relationship", *Service Industries Journal*, Vol. 21 No. 2, pp.  
21 37–41. doi: 10.1080/714005026  
22

23  
24 Echeverri, P. and Skalen, P. (2011), "Co-creation and co-destruction: a practice-theory  
25 based study of interactive value formation", *Marketing Theory*, Vol. 11 No. 3, 351-  
26 373. doi: 10.1177/1470593111408181  
27

28  
29 Ellis, R. and Johnson, L. (1993), "Agency Theory as a framework for advertising  
30 agency compensation decisions", *Journal of Advertising Research*, Vol. 33 No. 5, pp.  
31 76–80. Retrieved from: <http://www.jar.warc.com/>  
32

33  
34 Ewing, M. T., Pinto, T. M. and Soutar, G. N. (2001), "Agency-client chemistry:  
35 demographic and psychographic influences", *International Journal of*  
36 *Advertising*, Vol. 20 No. 2, pp. 169-187. doi: 10.1080/02650487.2001.11104885  
37

38  
39 Faisal, M. N. and Khan, B. M. (2008), "Selecting an advertising agency: A multi-  
40 criteria decision making approach", *Vision: The Journal of Business Perspective*, Vol.  
41 12 No. 4, pp. 13–22. doi: 10.1177/097226290801200402  
42

43  
44 Fam, K. S. and Waller, D. (1999), "Factors in winning accounts: The views of New  
45 Zealand agency account directors", *Journal of Advertising Research*, Vol. 39 No. 3,  
46 pp. 21–32. Retrieved from: <http://www.jar.warc.com/>  
47

48  
49 Fam, K. S. and Waller, D. (2008), "Agency–client relationship factors across life-  
50 cycle stages", *Journal of Relationship Marketing*, Vol. 7 No. 2, pp. 37–41. doi:  
51 10.1080/15332660802279503  
52

53  
54 Farrelly, F., Quester, P. G., John, F. and Genevieve, P. (2003), "What drives renewal  
55 of sponsorship principal/agent relationships?", *Journal of Advertising Research*, Vol.  
56 43 No. 4, pp. 353–360. doi: 10.1017/S0021849903030460  
57  
58  
59  
60



1  
2  
3 Franke, G. R., Murphy, J. H. and Nadler, S. S. (2003), "Appraising account executive  
4 performance appraisals: current practices and managerial implications", *Journal of*  
5 *Current Issues and Research in Advertising*, Vol. 25 No. 1, pp. 1–11. doi:  
6 10.1080/10641734.2003.10505137  
7

8  
9 Gambetti, R., Biraghi, S., Schultz, D. E. and Graffigna, G. (2016), "Brand wars:  
10 consumer–brand engagement beyond client–agency fights", *Journal of Strategic*  
11 *Marketing*, Vol. 24 No. 2, pp. 90–103. doi: 10.1080/0965254X.2015.1011199  
12

13  
14 Ghosh, B. C. and Taylor, D. (1999), "Switching advertising agency—a cross-country  
15 analysis", *Marketing Intelligence and Planning*, Vol. 17 No. 3, pp. 140–148. doi:  
16 10.1108/02634509910271597  
17

18  
19 Gould, S. J., Grein, A. and Lerman, D. (1999), "The role of agency-client integration  
20 in integrated marketing communications: a complementary agency theory-  
21 interorganisational perspective", *Journal of Current Issues and Research in*  
22 *Advertising*, Vol. 21 No. 1, pp. 1–12 doi: 10.1080/10641734.1999.10505085  
23

24  
25 Grant, I., McLeod, C. and Shaw, E. (2012), "Conflict and advertising planning:  
26 consequences of networking for advertising planning", *European Journal of*  
27 *Marketing*, Vol. 46 No. 1/2, pp. 73–91. doi: 10.1108/03090561211189248  
28

29  
30 Grant, I. C., Gilmore, C. and Crosier, K. (2003), "Account planning: whose role is it  
31 anyway?", *Marketing Intelligence and Planning*, Vol. 21 No. 7, pp. 462–472. doi:  
32 10.1108/02634500310504313  
33

34  
35 Gray, V. and Fam, K. (2002), "Client-agency relationships", *Journal of Promotion*  
36 *Management*, Vol. 7 No. 1–2, pp. 37–41. doi: 10.1300/J057v07n01  
37

38  
39 Haddadi, H. (2010), "Fighting online click-fraud using bluff ads", *ACM SIGCOMM*  
40 *Computer Communication Review*, Vol. 40 No. 2, pp. 21–25. doi:  
41 10.1145/1764873.1764877  
42

43  
44 Halinen, A. (1997), *Relationship marketing in professional services: a study of*  
45 *agency-client dynamics in the advertising sector*, (Vol. 3), Routledge. London.  
46

47  
48 Harvey, M. G. and Rupert, J. P. (1988), "Selecting an industrial advertising agency",  
49 *Industrial Marketing Management*, Vol. 17 No. 2, pp. 119–127. doi: 10.1016/0019-  
50 8501(88)90014-4  
51

52  
53 Haytko, D. (2004), "Firm-to-firm and interpersonal relationships: Perspectives from  
54 advertising agency account managers", *Journal of the Academy of Marketing Science*,  
55 Vol. 32 No. 3, pp. 312–328. doi: 10.1177/0092070304264989  
56  
57  
58  
59  
60

1  
2  
3 Henke, L. (1995), "A longitudinal analysis of the ad agency-client relationship:  
4 Predictors of an agency switch", *Journal of Advertising Research*, Vol. 35 No. 2, pp.  
5 24–30. doi: 10.1080/00913367.2001.10673638  
6

7  
8 Heo, J. and Sutherland, J. C. (2015), "Why Marketers Should Be More Transparent  
9 with the Ad Agencies They Hire", *Journal of Advertising Research*, Vol. 55 No. 4,  
10 pp. 380-389. doi: 10.2501/JAR-2015-021  
11

12  
13 Hill, R. M. (2006), "Advertiser satisfaction with advertising agency creative product",  
14 *European Journal of Marketing*, Vol. 40 No. 11/12, pp. 1254–1270. doi:  
15 10.1108/03090560610702803  
16

17  
18 Hotz, M., Jr, J. R. and Shanklin, W. (1982), "Agency/client relationships as seen by  
19 influential on both sides", *Journal of Advertising*, Vol. 11 No. 1, pp. 37–44. doi:  
20 10.1080/00913367.1982.10672793  
21

22  
23 Hozier, G. C. and Schatzberg, J. D. (2000), "Advertising agency terminations and  
24 reviews", *Journal of Business Research*, Vol. 50 No. 2, pp. 169–176. doi:  
25 10.1016/S0148-2963(99)00029-6  
26

27  
28 IBIS World (2014), "*Advertising Agencies in the UK: Market Research Report*"  
29 available at: <http://www.ibisworld.co.uk/market-research/advertising-agencies.html>,  
30 [Accessed on 1<sup>st</sup> March 2016]  
31

32  
33 Järventie-Thesleff, R., Moisander, J. and Laine, P.-M. (2011), "Organisational  
34 dynamics and complexities of corporate brand building—A practice perspective",  
35 *Scandinavian Journal of Management*, Vol. 27 No. 2, pp. 196–204. doi:  
36 10.1016/j.scaman.2010.07.001  
37

38  
39 Johnson, J. and Laczniak, R. (1991), "Antecedants of dissatisfaction in advertiser-  
40 agency relationships: A model of decision-making and communication patterns",  
41 *Current Issues and Research in Advertising*, Vol. 13 No. 1-2, pp. 45–59. doi:  
42 10.1080/01633392.1991.10504958  
43

44  
45 Karantinou, K. M. and Hogg, M. K. (2009), "An empirical investigation of  
46 relationship development in professional business services", *Journal of Services*  
47 *Marketing*, Vol. 23 No. 4, pp. 249–260. doi: 10.1108/08876040910965584  
48

49  
50 Kaynak, E., Kucukemiroglu, O. and Odabasi, Y. (1994), "Advertising agency/client  
51 relationships in an advanced developing country", *European Journal of Marketing*,  
52 Vol. 28 No. 1, pp. 35–55. doi: 10.1108/03090569410049145  
53

54  
55 Kelly, A., Lawlor, K. and O'Donohoe, S. (2005), "Encoding advertisements: The  
56 creative perspective", *Journal of Marketing Management*, Vol. 21 No. 5-6, pp. 505–  
57 528. doi: 10.1362/0267257054307390  
58  
59  
60

1  
2  
3 Kitchen, P. J., Graham Spickett-Jones, J. and Grimes, T. (2007), "Inhibition of brand  
4 integration amid changing agency structures", *Journal of Marketing*  
5 *Communications*, Vol. 13 No. 2, 149-168. doi: 10.1080/13527260601009803  
6  
7

8 Koch, H. L. and Liechty, C. (2005), "Reducing disconnects in the design agency-  
9 client relationship", *Journal of Promotion Management*, Vol. 11 No. 1, pp. 51-70.  
10 doi: 10.1300/J057v11n01  
11

12 Komulainen, H. (2014), "The role of learning in value co-creation in new  
13 technological B2B services", *Journal of Business and Industrial Marketing*, Vol. 29  
14 No. 3, pp. 238-252. doi: 10.1108/JBIM-04-2011-0042  
15  
16

17 Komulainen, H., Mainela, T. and Tähtinen, J. (2013), "Customer's potential value:  
18 The role of learning", *Journal of Business Market Management*, Vol. 6 No. 1, pp. 1-  
19 21. Retrieved from: <http://hdl.handle.net/10419/76797>  
20  
21  
22

23 Komulainen, H., Mainela, T. and Tähtinen, J. (2016), "Intermediary roles in local  
24 mobile advertising: Findings from a Finnish study", *Journal of Marketing*  
25 *Communications*, Vol. 22 No. 2, pp. 155-169. doi: 10.1080/13527266.2013.833540  
26  
27

28 Kulkarni, M. S., Vora, P. P. and Brown, T. A. (2003), "Firing advertising agencies -  
29 Possible reasons and managerial implications", *Journal of Advertising*, Vol. 32 No. 3,  
30 pp. 77-86. doi: 10.1080/00913367.2003.10639138  
31  
32

33 Laamanen, M. and Skalen, P. (2014), "Collective-conflictual value co-creation: a  
34 strategic action field approach", *Marketing Theory*, Vol 15. No. 3, pp. 1-20. Doi:  
35 10.1177/1470593114564905.  
36  
37

38 LaBahn, D. W. and Kohli, C. (1997), "Maintaining client commitment in advertising  
39 agency-client relationships", *Industrial Marketing Management*, Vol. 26 No. 6, pp.  
40 497-508. doi: 10.1016/S0019-8501(97)00025-4  
41  
42

43 Lace, J. M. (2004), "At the crossroads of marketing communications and the Internet:  
44 experiences of UK advertisers", *Internet Research*, Vol. 14 No. 3, pp. 236-244. doi:  
45 10.1108/01409179810781554  
46  
47

48 Lian, P. C. S. and Laing, A. W. (2007), "Relationships in the purchasing of business  
49 to business professional services: The role of personal relationships", *Industrial*  
50 *Marketing Management*, Vol. 36 No. 6, pp. 709-718. doi:  
51 10.1016/j.indmarman.2006.05.004  
52  
53

54 Lichtenthal, J. and Shani, D. (2000), "Fostering client-agency relationships: a  
55 business buying behavior perspective", *Journal of Business Research*, Vol. 49 No. 3,  
56 pp. 213-228. doi: 10.1016/j.indmarman.2006.05.004  
57  
58  
59  
60

1  
2  
3 Masiello, B., Marasco, A. and Izzo, F. (2013), "Co-creation in creative services: the  
4 role of client in advertising agencies' innovation",  *Mercati e competitività*. Vol. 2013  
5 No. 2, pp. 131-155. doi: 10.2139/ssrn.2012440  
6

7  
8 Mathur, L. K. and Mathur, I. (1996), "Is value associated with initiating new  
9 advertising agency-client relations?",  *Journal of Advertising*, Vol. 25 No. 3, pp. 1–12.  
10 doi: 10.1080/00913367.1996.10673503  
11

12  
13 Michell, P. C. (1988), "Where advertising decisions are really made",  *European*  
14  *Journal of Marketing*, Vol. 22 No. 7, pp. 5-18. doi: 10.1108/EUM0000000005289  
15

16  
17 Michell, P. C. (1986), "Auditing of agency-client relations",  *Journal of Advertising*  
18  *Research*, Vol. 26 No. 6, pp.29-41. Retrieved from: <http://www.jar.warc.com/>  
19

20  
21 Michell, P. C. (1987), "Auditing of agency-client relations",  *Journal of Advertising*  
22  *Research*, Vol. 26 No. 6, pp. 29-41. Retrieved from: <http://www.jar.warc.com/>  
23

24  
25 Michell, P. C. and Sanders, N. H. (1995), "Loyalty in agency-client relations: The  
26 impact of the organizational context",  *Journal of Advertising Research*, Vol. 35 No. 2,  
27 pp. 9-23. Retrieved from: <http://www.jar.warc.com/>  
28

29  
30 Michell, P. C., Cataquet, H. and Hague, S. (1992), "Establishing the causes of  
31 disaffection in agency-client relations",  *Journal of Advertising Research*, Vol. 32 No.  
32 2, pp. 41-48. Retrieved from: <http://www.jar.warc.com/>  
33

34  
35 Michell, P. C., Cataquet, H. and Mandry, G. D. (1996), "Advertising agency creative  
36 reputation and account loyalty",  *Creativity and Innovation Management*, Vol. 5 No.  
37 1, pp. 38-47. doi: 10.1111/j.1467-8691.1996.tb00239.x  
38

39  
40 Moon, Y. S. and Franke, G. R. (2000), "Cultural influences on agency practitioners'  
41 ethical perceptions: A comparison of Korea and the U.S.",  *Journal of Advertising*,  
42 Vol. 29 No. 1, pp. 51–65. doi: 10.1080/00913367.2000.10673603  
43

44  
45 Morais, R. J. (2007), "Conflict and confluence in advertising meetings",  *Human*  
46  *Organisation*, Vol. 66 No. 2, pp. 150–159. doi: 0018-7259/07/010150-10\$1.50/1  
47

48  
49 Morgan, R. M. and Hunt, S. D. (1994), "The Commitment Trust-Theory of  
50 relationship marketing",  *Journal of Marketing*, Vol. 1 No. 58 pp. 20–38. doi:  
51 10.2307/1252308  
52

53  
54 Morrison, M. and Haley, E. (2003), "Account planners' views on how their work is  
55 and should be evaluated",  *Journal of Advertising*, Vol. 1 No. 32 pp. 7–16. doi:  
56 10.1080/00913367.2003.10639132  
57  
58  
59  
60

1  
2  
3 Murphy, P. (1994), "Comparing the decision structures of public relations agencies  
4 and clients", *Journal of Public Relations Research*, Vol. 6 No. 4, pp. 209–228. doi:  
5 10.1207/s1532754xjpr0604\_01  
6

7  
8 Murphy, P. and Maynard, M. (1997), "Using decision profiles to analyse advertising  
9 agency and client conflict", *Journal of Communication Management*, Vol. 1 No. 3,  
10 pp. 231–246. doi: 10.1108/eb023426  
11

12  
13 Murphy, P. and Maynard, M. L. (1996), "Using judgment profiles to compare  
14 advertising agencies' and clients' campaign values", *Journal of Advertising Research*,  
15 Vol. 9 No. 3, pp. 91. Retrieved from: <http://www.jar.warc.com/>  
16

17  
18 Murray, J. A. (1971), "Irish advertising agencies as seen by their clients", *European*  
19 *Journal of Marketing*, Vol. 5 No. 3, pp. 123–136. doi: 10.1108/EUM0000000005166  
20

21  
22 Na, W., Marshall, R. and Woodside, A. G. (2009), "Decision system analysis of  
23 advertising agency decisions", *Qualitative Market Research: An International*  
24 *Journal*, Vol. 12 No. 2, pp. 153–170. doi: 10.1108/13522750910948761  
25

26  
27 Nenonen, S. and Storbacka, K. (2010), "Business model design: conceptualizing  
28 networked value co-creation", *International Journal of Quality and Service Sciences*.  
29 Emerald Group Publishing Limited, Vol. 2 No. 1, pp. 43–59. doi:  
30 10.1108/17566691011026595  
31

32  
33 Novani, S. (2012), "Value co-creation by customer-to-customer communication:  
34 social media and face-to-face for case of airline service selection", *Journal of Service*  
35 *Science and Management*, Vol. 5 No. 1, pp. 101–109. doi: 10.4236/jssm.2012.51013  
36

37  
38 Oh, C. and Kim, S.K. (2002), "Possession and effects of power in advertising agency-  
39 client relationships in South Korea: A multi-level analysis", in Taylor, C.R. (Ed.),  
40 *New Directions in International Advertising Research (Advances in International*  
41 *Marketing)*, Vol. 12, pp.217 - 241 doi: 10.1108/02651330310505259  
42

43  
44 Ojasalo, J. (2001), "Key account management at company and individual levels in  
45 business-to-business relationships", *Journal of Business and Industrial Marketing*,  
46 Vol. 1 No. 16, pp. 199–220. doi: 10.1108/08858620110389803  
47

48  
49 Palihawadana, D., and Barnes, B. R. (2005), "Investigating agency-client  
50 relationships in the Polish advertising industry", *International Journal of*  
51 *Advertising*, Vol. 24 No. 4, pp. 491-508. doi: 10.1080/02650487.2005.11072940.  
52

53  
54 Piller, F., Vossen, A. and Ihl, C. (2012), "From social media to social product  
55 development: The impact of social media on co-creation of innovation", *Die*  
56 *Unternehmung*, Vol. 65 No. 1, pp. 7–27. doi: 10.5771/0042-059X-2012-1-7  
57  
58  
59  
60



1  
2  
3 Pincus, J. D., Acharya, L. and Trotter, E. P. (1991), "Conflict between public relations  
4 agencies and their clients: A Game Theory analysis", *Public Relations Research*  
5 *Annual*, Vol. 3 No. 1-4, pp. 151–163. doi: 10.1207/s1532754xjpr0301-4\_7  
6

7  
8 Pollay, R. and Swinth, R. (1969), "A behavioral simulation of the agency-client  
9 relationship", *Journal of Marketing Research*, Vol. 6 No. 2, pp. 198–202. doi:  
10 10.2307/3149672  
11

12  
13 Prahalad, C. K. and Ramaswamy, V. (2004). "Co-creation experiences: The next  
14 practice in value creation", *Journal of Interactive Marketing*, Vol. 18 No. 3, pp. 5-14.  
15 doi: 10.1002/dir.20015  
16

17  
18 Prendergast, G. and Shi, Y-Z. (1999), "Exploring advertising client-advertising  
19 agency relationships in China", *Journal of International Consumer Marketing*, Vol.  
20 12 No. 1, pp. 21–38. doi: 10.1300/J046v12n01\_03  
21

22  
23 Prendergast, G. and Shi, Y-Z. (2001), "Client perceptions of advertising and  
24 advertising agencies: a China study", *Journal of Marketing Communications*, Vol. 7  
25 No. 2, pp. 47–63. doi: 10.1080/13527260122863  
26

27  
28 Prendergast, G., Shi, Y. and West, D. C. (2001), "Organisational buying and  
29 advertising agency-client relationships in China", *Journal of Advertising*, Vol. 30 No.  
30 2, pp. 61-71. doi: 10.1080/00913367.2001.10673638  
31

32  
33 Prince, M. and Everett, R. (2012), "Switching costs: A key to understanding and  
34 managing business consulting relationship longevity", *In Advances in Business*  
35 *Marketing and Purchasing. Business-to-Business Marketing Management: Strategies,*  
36 *Cases and Solutions: Strategies, Cases, and Solutions*, Vol. 18, pp. 193. doi:  
37 10.1108/S1069-0964%282012%290000018013  
38

39  
40 Rogan, M. (2014), "Executive departures without client losses: The role of multiplex  
41 ties in exchange partner retention", *Academy of Management Journal*, Vol. 57 No. 2,  
42 pp. 563-584. doi: 10.2139/ssrn.2384458  
43

44  
45 Sasser, S. L. and Koslow, S. (2008), "Desperately seeking advertising creativity:  
46 Engaging an imaginative '3Ps' research agenda", *Journal of Advertising*, Vol. 37 No.  
47 4, pp. 5–20. doi: 10.2753/JOA0091-3367370401  
48

49  
50 Sasser, S. L. and Koslow, S. (2012), "Passion, expertise, politics, and support",  
51 *Journal of Advertising*, Vol. 41 No. 3, pp. 5-18. doi: 10.2753/joa0091-3367410301  
52

53  
54 Sasser, S., Koslow, S. and Kilgour, M. (2011), "Assessing the quality of self-reported  
55 measures and the reliability of empirical findings : Exploring creativity differences  
56 across worldwide agency creatives and managers", in Okazaki, S. (Ed.), *Advances in*  
57 *Advertising Research*, Vol. 2, doi: 10.1007/978-3-8349-6854-8\_23  
58  
59  
60



1  
2  
3 Sekeley, W. and Blakney, V. (1996), "The small agency/client relationship: The small  
4 client's perspective", *Mid-American Journal of Business*, Vol. 11 No. 1, pp. 23–30.  
5 doi: 10.1108/19355181199600002  
6

7  
8 Skålén, P. and Hackley, C. (2011), "Marketing-as-practice. Introduction to the special  
9 issue", *Scandinavian Journal of Management*, Vol. 27 No. 2, pp. 189–195. doi:  
10 10.1016/j.scaman.2011.03.004  
11

12  
13 So, S. L. M. (2005), "What matters most in advertising agency performance to clients:  
14 Implications and issues on their relationship in Hong Kong", *Journal of Current*  
15 *Issues and Research in Advertising*, Vol. 27 No. 2, pp. 83–98. doi:  
16 10.1080/10641734.2005.10505183  
17

18  
19 Spake, D. F., D'souza, G., Crutchfield, T. N. and Morgan, R. M. (1999), "Advertising  
20 agency compensation : An Agency Theory explanation", *Journal of Advertising*, Vol.  
21 28 No. 3, pp. 53–72. doi: 10.1080/00913367.1999.10673589  
22

23  
24 Sutherland, J., Duke, L. and Abernethy, A. M. (2004), "A model of marketing  
25 information flow", *Journal of Advertising*, Vol. 33 No. 4, pp. 39–52. doi:  
26 10.1080/00913367.2004.10639173  
27

28  
29 Svensson, P. (2007), "Producing marketing: towards a social-phenomenology of  
30 marketing work", *Marketing Theory*, Vol. 7 No. 3, pp. 271–290. doi:  
31 10.1177/1470593107080346  
32

33  
34 Tadjewski, M. (2010), "Critical marketing studies: logical empiricism, 'critical  
35 performativity' and marketing practice", *Marketing Theory*, Vol. 10 No. 2, pp. 210–  
36 222. doi: 10.1177/1470593110366671  
37

38  
39 Tahtinen, J. and Halinen, A. (2002), "Research on ending exchange relationships: A  
40 categorization, assessment and outlook", *Marketing Theory*, Vol. 2 No. 2, pp. 165–  
41 188. doi: 10.1177/147059310222002  
42

43  
44 Tranfield, D., Denyer, D., and Smart, P. (2003), "Towards a methodology for  
45 developing evidence-informed management knowledge by means of systematic  
46 review", *British Journal of Management*, Vol. 14 No. 3, pp. 207–222. doi:  
47 10.1111/1467-8551.00375  
48

49  
50 Triki, A., Redjeb, N. and Kamoun, I. (2007), "Exploring the determinants of  
51 success/failure of the advertising agency-firm relationship", *Qualitative Market*  
52 *Research: An International Journal*, Vol. 10 No. 1, pp. 10–27. doi:  
53 10.1108/13522750710720378  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 Turnbull, S. and Wheeler, C. (2014), "Exploring advertiser's expectations of  
4 advertising agency services", *Journal of Marketing Communications*, pp. 1-15. doi:  
5 10.1080/13527266.2014.920902  
6

7  
8 Vafeas, M., and Hilton, T. (2002), "Client defection in the design industry: a study of  
9 the causes, process and context of switching agencies", *The Design Journal*, Vol. 5  
10 No. 1, pp. 14-25. doi: 10.2752/146069202789378431  
11

12  
13 Vallaster, C. and Lindgreen, A. (2011), "Corporate brand strategy formation: Brand  
14 actors and the situational context for a business-to-business brand", *Industrial*  
15 *Marketing Management*, Vol. 40 No. 7, pp. 1133-1143. doi:  
16 10.1016/j.indmarman.2011.09.008  
17

18  
19 Vargo, S. L. and Lusch, R. F. (2011), "It's all B2B... and beyond: Toward a systems  
20 perspective of the market", *Industrial Marketing Management*, Vol. 40 No. 2, pp.  
21 181-187. doi: 10.1016/j.indmarman.2010.06.026  
22

23  
24 Vargo, S. L. and Lusch, R. F. (2008), "Service-dominant logic: continuing the  
25 evolution", *Journal of the Academy of Marketing Science*, Vol. 36 No. 1, pp. 1-10.  
26 doi: 10.1007%2Fs11747-007-0069-6  
27

28  
29 Verbeke, W. (1989), "Developing an advertising agency-client relationship in The  
30 Netherlands", *Journal of Advertising Research*, Retrieved from:  
31 <http://www.jar.warc.com/>  
32

33  
34 de Waal Malefyt, T. and Morais, R. J. (2010), "Creativity, brands, and the ritual  
35 process: Confrontation and resolution in advertising agencies", *Culture and*  
36 *Organisation*, Vol. 16 No. 4, pp. 333-347. doi: 10.1080/14759551.2010.519927  
37

38  
39 Wackman, D., Salmon, C. and Salmon, C. (1986), "Developing an advertising  
40 agency-client relationship", *Journal of Advertising Research*, Vol. 26 No. 6, pp. 21-  
41 28. Retrieved from: <http://www.jar.warc.com/>  
42

43  
44 Waller, D. (2002), "Advertising agency-client attitudes towards ethical issues in  
45 political advertising", *Journal of Business Ethics*, Vol. 36 No. 4, pp. 347-354. doi:  
46 10.1023%2FA%3A1014456012599  
47

48  
49 Waller, D. (2004), "Developing an account-management lifecycle for advertising  
50 agency-client relationships", *Marketing Intelligence and Planning*, Vol. 22 No. 1, pp.  
51 95-112. doi: 10.1108/02634500410516940  
52

53  
54 Waller, D., Shao, A. T. and Bao, Y. (2010), "Client influence and advertising  
55 standardization: a survey of ad agencies", *The Service Industries Journal*. Routledge,  
56 Vol. 30 No. 13, pp. 2151-2161. doi: 10.1080/02642060903215048  
57  
58  
59  
60

1  
2  
3 WARC. (2015), "Adspend Database", December 2015. Available at [www.warc.com](http://www.warc.com).

4  
5 Webster, J. and Watson, R.T. (2002), "Analyzing the past to prepare for the future:  
6 Writing a literature review" *MIS quarterly*, Vol. 26 No. 2, pp. 13-23  
7

8  
9 West, D. C. and Paliwoda, S. J. (1996), "Advertising client-agency relationships: The  
10 decision-making structure of clients", *European Journal of Marketing*, Vol. 30 No. 8,  
11 pp. 22–39. doi: 10.1108/03090569610130089  
12

13  
14 Wilson, R. (1968), "The theory of syndicates", *Econometrica: journal of the*  
15 *Econometric Society*, Vol. 36 No. 1, pp. 119–132. doi: 10.2307/1909607  
16

17  
18 Yuksel, U. (2011), "From selection to termination: An investigation of advertising  
19 agency/client relationships", *Journal of Business and Economic Research*, Vol. 5 No.  
20 1, pp. 31–40. Retrieved from:  
21 [http://www.researchgate.net/publication/267565137\\_From\\_Selection\\_To\\_Termination\\_An\\_Investigation\\_Of\\_Advertising\\_AgencyClient\\_Relationships](http://www.researchgate.net/publication/267565137_From_Selection_To_Termination_An_Investigation_Of_Advertising_AgencyClient_Relationships)  
22  
23

24  
25 Zhao, H. (2005) Incentive-based compensation to advertising agencies: A principal–  
26 agent approach", *International Journal of Research in Marketing*, Vol. 22 No. 3, pp.  
27 255–275. doi: 10.1016/j.ijresmar.2004.10.002  
28

29  
30 Zolkiewski, J., Burton, J. and Stratoudaki, S. (2008), "The delicate power balance in  
31 advertising agency-client relationships: partnership or battleground? The case of the  
32 Greek advertising market", *Journal of Customer Behaviour*, Vol. 7 No. 4, pp. 315–  
33 332. doi: 10.1362/147539208X386851  
34

35  
36 <Insert Appendix 1 Here >  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

Table 1: Concept Matrix for Agency-Client Relationship Literature

Theme	Definition	Key research question	Assumption
<b>Conflict (CON)</b>	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
<b>Client Account Management (CAM)</b>	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
<b>Cultural and International Perspectives (CUL)</b>	Managing the ACR in different countries and cultures.	Do cultural factors influence the optimum management of the ACR?	Cultural differences affect the ACR.
<b>Contracts and Agency Theory (CAT)</b>	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.
<b>Co-Creation (CCR)</b>	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
<b>CON</b>	2	3	17	14	7	43
<b>CAM</b>	2	4	7	15	2	30
<b>CUL</b>	0	1	4	8	1	14
<b>CAT</b>	0	0	7	3	2	13
<b>CCR</b>	0	1	0	7	6	13
<b>Total</b>	<b>4</b>	<b>9</b>	<b>35</b>	<b>47</b>	<b>14</b>	<b>114</b>

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

Table 4: Conflict and Switching Factors

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



Table 5: Overcoming Agency-Client Relationship Conflict

<b>Identification of Conflict</b>	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)
<b>Communication</b>	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)
<b>Role clarity</b>	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)
<b>Agency-Specific Actions</b>	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)
<b>Client-Specific Actions</b>	Review decision making effectiveness (Hotz <i>et al</i> , 1982) Provoke competition in agency networks (Grant <i>et al</i> , 2012)

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49

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

Themes	Articles	Theory	Strategy	Methods	Population
<b>Conflict (CON)</b>	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)
<b>Client Account Management (CAM)</b>	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)	
<b>Cultural And International (CUL)</b>	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)
<b>Contract Agency Theory (CAT)</b>	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)	
<b>Co-Creation (CCR)</b>	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