

Buyer-seller uncertainty: a systematic review and future research directions

Ryan Mullins, Kevin S. Chase & Scott B. Friend

To cite this article: Ryan Mullins, Kevin S. Chase & Scott B. Friend (2024) Buyer-seller uncertainty: a systematic review and future research directions, Journal of Personal Selling & Sales Management, 44:1, 29-49, DOI: [10.1080/08853134.2023.2282806](https://doi.org/10.1080/08853134.2023.2282806)

To link to this article: <https://doi.org/10.1080/08853134.2023.2282806>



Published online: 12 Dec 2023.



Submit your article to this journal [↗](#)



Article views: 332



View related articles [↗](#)



View Crossmark data [↗](#)



Citing articles: 2 View citing articles [↗](#)

REVIEW ARTICLE



Buyer-seller uncertainty: a systematic review and future research directions

Ryan Mullins, Kevin S. Chase and Scott B. Friend

Marketing Department, Wilbur O and Ann Powers College of Business, Clemson University, 225 Walter T Cox Blvd, Clemson, SC29634, USA

ABSTRACT

Research on buyer-seller exchange consistently acknowledges the role of uncertainty as an influential factor in decision-making for both exchange parties. However, a **fragmented understanding of uncertainty, limitations from data collection, and overreliance on a narrow set of theoretical frameworks has hampered the development of uncertainty as a core concept in sales research**. To address these challenges and encourage future research, we conduct a systematic literature review to streamline and synthesize the disparate research on buyer-seller uncertainty. The review process reveals interesting trends in the prevalence of uncertainty research as well as overarching research themes. Discussion of these themes alongside managerial insights help illuminate multiple research gaps that offer fruitful areas for future sales research. The results of this analysis produce an encouraging discussion for sales scholars to reconsider their theoretical, methodological, and conceptual approaches to understand both buyer and seller uncertainty.

ARTICLE HISTORY

Received 12 May 2023
Accepted 2 October 2023

KEYWORDS

Buyer uncertainty; seller uncertainty; systematic literature review; transaction cost economics; signaling theory

Introduction

Organizations and stakeholders are faced with rapid transformations in their market environment, organizational landscape, and evolving interfirm dynamics. These persistent changes create immense uncertainty for buyers and sellers. For example, while customer access to information is at an all-time high (Ahearne et al. 2022), the purchasing process has become more complex—as evidenced by the large numbers of decision-influencers included in the buying process (Gartner 2022). Simultaneously, while modern sales methodologies prioritize solution selling, these processes introduce a variety of decision-making challenges for salespeople to navigate—e.g. identifying opportunities, crafting solutions, and building buyer consensus. Taken together, it is unsurprising that buyer-seller exchanges often resemble a tangled web of activities designed to resolve each party's uncertainty.

As the field of sales scholarship is likewise evolving, theoretical frameworks that provide guidance and generalizability to these emerging issues are increasingly important. However, despite the stated prevalence of uncertainty in recent decades, it has seemingly remained in the background of discussion in sales—i.e. as an external factor within which stakeholders must make decisions. Scholars across operations, management, marketing, information systems, finance, accounting, and economics have a rich history of explicating proxy forms of uncertainty that reflect the modern issues facing buyers and sellers—e.g. **demand uncertainty** (Pandit, Wasley, and Zach 2011), **environmental uncertainty** (Srinivasan, Hamdani, and Ma 2021), **need uncertainty** (Ulaga and Kohli 2018), **supplier uncertainty** (Hada, Grewal,

and Lilien 2014), **outcome uncertainty** (Joshi and Stump 1999b), or **decision uncertainty** (Hildebrand et al. 2013). Yet, there is no holistic framework for sales scholars to inform our understanding of how buyers and sellers navigate uncertainty—or more accurately, uncertainties.

Within buyer-seller exchanges, uncertainty can be defined as the inability of buyers or sellers to understand the situations, outcomes, or alternatives within a potential exchange (Lipshitz and Strauss 1997). This definition captures a comprehensive set of issues that buyers and sellers cope with during a potential exchange while also distinguishing from related terms such as risk, which is a quantifiable measure of all potential alternatives and the likelihood of each outcome. Importantly, organizational buying and selling processes encompass varied sources of uncertainty (e.g. environmental, outcome, supplier, decision-making, need, relational), each with its own conceptualization and proliferation across disciplinary backgrounds. While these fragmented sources of uncertainty are relevant to both buyers and sellers, unique worldviews and contexts must be taken into consideration when assessing their impact.

For example, buyer and seller organizations both experience environmental uncertainty (e.g. technological advancements, economic volatility) caused by a lack of predictability of the exchange situation. But environmental uncertainty is uniquely contextualized within the seller side (e.g. unsure how to stay competitive), buyer side (e.g. unpredictable future costs), and dyadically (e.g. unclear how organizations will collaborate). At the same time, some sources of uncertainty may only be salient on one side of the dyad. A prime example of this information asymmetry occurs when a buyer

is unclear of the expected purchase outcomes while a salesperson feels confident in the buyers' improved outcomes. As a result, each side of the dyad is likely to behave differently—and in potentially opposing ways—based on their contrasting interpretation of the source of uncertainty and subsequent purchase risk. In this example, buyers are likely to stall the purchase because they cannot assess risk (i.e. uncertainty blocks their ability to understand available alternatives or likely outcomes) while the salesperson desires to close the deal. Despite the common occurrence of these uncertainties on both sides of exchange, we do not have clear frameworks to represent and explain these relationships. A disconnect and opportunity thus exists in sales scholarship that, while much has been stated about the uncertainties confronting buyers and sellers, the topic has remained on the periphery of both academic and practitioner discussion.

We believe this disconnect offers tremendous potential because uncertainty should play a critical role in explaining roadblocks on both the buyer side (e.g. willingness to buy; Bals, Hartmann, and Ritter 2009) and seller side (e.g. motivation to sell; Khusainova et al. 2018) of the purchase process. Since the specific sources of uncertainty are bound to be in constant evolution, scholarship needs a framework to categorize forms of uncertainty and offer guidance in their resolution. What is specifically needed is a systematic review of uncertainties related to exchange from across the piecemeal domains of scholarship. Such a review can leverage what is already known on uncertainty to extend knowledge into the domain of the buyer-seller relationships. When buyers and sellers come in lockstep with managing their uncertainties, each organization can orchestrate the pieces of their environment and strategies to drive profound benefits. The first purpose of our paper is therefore to synthesize the current state of the literature and integrate the disparate perspectives applied to uncertainty. Utilizing existing parameters for literature searches (e.g. Chernetsky, Hughes, and Schrock 2022), this review tracks 220 articles from 1993 to present—offering insights and trendlines emergent from within identified themes. Our study is the first to offer such a systematic review of buyer and seller uncertainties, therein providing the most comprehensive analysis of extant uncertainty research to date.

While uncertainty itself is not novel to business research, its applications toward the buyer and seller exchange literature are relatively narrow. Literature specifically directed at advancing the knowledge base of uncertainty has primarily been studied in a fragmented manner. As a result, scholars must often select between disconnected perspectives to frame the role of uncertainty in buyer-seller contexts. While these peripheral lines of scholarship have direct application to understanding buyer-seller uncertainty, it continues to proliferate a stream of related but disconnected studies. Such discontinuity, in combination with the importance of enriching extant understanding, further motivated us to conduct a comprehensive analysis of research (in)directly related to buyer-seller uncertainty. The second purpose of our paper is thus to integrate peripheral lines of scholarship in order to offer a research agenda that advances the body

of knowledge. Specifically, as we integrate the literature streams and identify areas without convergence, a series of knowledge gaps emerge. These gaps present a roadmap for future scholars to advance the field of knowledge.

Collectively, this article conceptualizes the cognitive processes of buyers and sellers who face enormous challenges managing more information than ever. To do so, we provide a synthesized overview of the domain of research linked to buyer-seller uncertainty. What emerges from this process is the codification of key themes associated with common referents of uncertainty, sources of uncertainty, and theoretical frameworks that exist for managing uncertainty. Thus, beyond simply reviewing extant literature, we evaluate the current state of the domain's theoretical and empirical approaches. In the ensuing sections, we first detail the methodology used to conduct this systematic literature review. Next, we next discuss insights across four prevalent themes built from the identified sources of uncertainty. We conclude with practical applications for risk-averse buyers and sellers as they seek to optimize decision-making processes throughout their exchange, as well as guideposts for future sales research.

Methodology

To develop a comprehensive understanding of the state of knowledge surrounding buyer-seller uncertainty, we conducted a systematic literature search and article selection process following recommended guidelines (e.g. Cooper, Hedges and Valentine 2019). This process began with identifying keywords to help establish the domain encompassing buyer-seller uncertainty. Our selection of keywords, in addition to our focal terms (buyer, seller, and uncertainty), relied on choosing terms associated with four categories: (1) terms associated with buyer (e.g. 'decision-maker', 'customer'), (2) terms associated with seller (e.g. 'supplier', 'vendor'), (3) terms associated with uncertainty (e.g. 'complexity', 'risk'), and (4) terms associated with sources of uncertainty (e.g. 'purchase', 'environmental'). To capture relevant research articles, we used a combination of Boolean searches that included each within-category term (i.e. OR search) and contingent on each between-category term (i.e. AND search). For reference, Table 1 provides a complete listing of our search terms.

We performed our literature search using these terms in January 2023 via the Clarivate Web of Science database.¹ This database covers over 21,000 scholarly peer-reviewed journals and is considered to be a comprehensive database of business-related research (Pranckutė 2021; Zupic and Čater 2015). Our initial search using our keyword combinations for our search terms generated 12,239 peer-reviewed papers. To refine these results, we limited our search to a subset of marketing and associated journals relevant to our topic², while also including a subset of premier journals across relevant business domains (see Table 2). This step reduced the search results to 1953 papers. The coauthors then conducted a full-text screening of these remaining papers to make inclusion/exclusion decisions on each paper's relevance to the systematic review focus. The inclusion criteria created by the

Table 1. Terminology used for systematic literature review search.

Terms for buyer		Terms for uncertainty		Terms for uncertainty sources		Terms for seller
Decision-making OR Decision-maker OR Buyer OR Customer OR Consumer OR Procurement OR Purchasing	AND	Uncertainty OR Risk OR Complexity	AND	Purchase OR Choice OR Knowledge OR Evaluation OR Environmental OR External OR Market OR Technological OR Residual	AND	Seller OR Supplier OR Vendor OR Salesperson OR Firm

Note. Boolean search approach is as follows: (((ALL=(decision-making OR decision-maker OR buyer OR customer OR consumer OR procurement OR purchasing)) AND ALL=(uncertainty OR risk OR complexity)) AND ALL=(purchase OR choice OR knowledge OR evaluation OR environmental OR external OR technological OR market OR residual)) AND ALL=(seller OR supplier OR vendor OR salesperson OR firm)

Table 2. Premier journals across business domains considered in search process.

Accounting	Economics	Finance	Information Systems	Management	Marketing	Operations
<i>Accounting, Organizations and Society</i>	<i>American Economic Review</i>	<i>Journal of Finance</i>	<i>Information Systems Research</i>	<i>Academy of Management Journal</i>	<i>Journal of Marketing</i>	<i>Production and Operations Management</i>
<i>Contemporary Accounting Research</i>	<i>Econometrica</i>	<i>Journal of Financial & Quantitative Analysis</i>	<i>Journal of Management Information Systems</i>	<i>Academy of Management Review</i>	<i>Journal of Marketing Research</i>	<i>Journal of Operations Management</i>
<i>Journal of Accounting and Economics</i>	<i>Journal of Econometrics</i>	<i>Journal of Financial Economics</i>	<i>Management Information Systems Quarterly</i>	<i>Administrative Science Quarterly</i>	<i>Journal of Consumer Research</i>	<i>Management Science</i>
<i>Journal of Accounting Research</i>	<i>Journal of Political Economy</i>	<i>Review of Financial Studies</i>		<i>Strategic Management Journal</i>	<i>Marketing Science</i>	<i>Manufacturing and Service Operations Management</i>
<i>The Accounting Review</i>	<i>Quarterly Journal of Economics</i>			<i>Organization Science</i>	<i>Journal of the Academy of Marketing Science</i>	<i>Operations Research</i>
	<i>RAND Journal of Economics</i>			<i>Journal of Management</i> <i>Journal of International Business Studies</i>		

coauthor team were dependent on satisfying three conditions: (1) uncertainty is a central focus of the paper, (2) the nature of uncertainty arises within some form of exchange between a buying entity and selling entity, and (3) uncertainty is conceptualized as stemming from a particular source. When not easily discernable, final inclusion/exclusion decisions were made *via* consensus discussion amongst the coauthor team. This search and selection process resulted in 220 peer-reviewed articles published across business domains in 34 journals between 1993 and 2023 (see [Appendix A](#)).

In our next step of reviewing these papers, we focused on coding each paper on the following criteria: (1) primary theory used, (2) referent of uncertainty, (3) source of uncertainty, and (4) conceptual framing of uncertainty. We selected these classifications to identify themes that describe the portrayal of uncertainty across research domains. For example, our theory coding helped reveal the mechanisms (i.e. information) used most frequently to understand uncertainty management (see Theme 1). Another important distinction in our coding classification is our focus on referent and source of uncertainty. Our coding of the referent captures the focal entity impacted by uncertainty (e.g. individual buyer, firm, individual seller, supplier, dyadic-individual), while source captures which factor the referent attributes the uncertainty (e.g. environment, decision-making, outcome).

The results from the search offer myriad insights. First, the tremendous growth in the prevalence of papers on buyer-seller uncertainty from 2017 into 2022 offers a striking trend for future research. Based on the timing, one obvious conclusion to this interest is the impact of the COVID-19 pandemic (i.e. 2020–2022) on buyer-seller exchanges. This pandemic represents a significant shock to all business systems, with the impact of the environmental volatility trickling down into other dramatic changes. For example, the COVID-19 pandemic ushered in a steep learning curve for sales organizations to understand how salespeople should leverage technology. At the same time, this pandemic caused dramatic customer demand fluctuations and supply chain instability. These seismic shifts introduced many opportunities for research on how uncertainty impacted all aspects of the buying and selling process. We expect this trend to continue to grow, offering fertile ground for future exploration. For example, the inevitable influx of artificial intelligence (e.g. large language models) and machine learning tools (e.g. lead scoring) will offer many opportunities to explore how buyers and sellers leverage these tools to manage uncertainty ([Figure 1](#)).

Second, we highlight the interest in buyer-seller uncertainty across business domains (see [Figure 2\(A\)](#)). Here, we analyze the prevalence of journal articles in different business disciplines when only considering journals that are

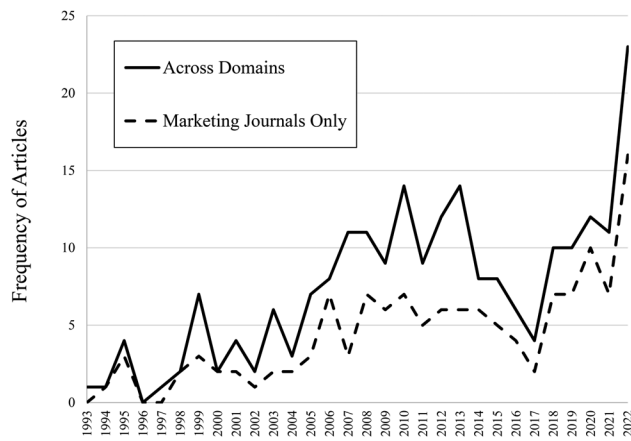


Figure 1. Prevalence of studies on buyer-seller uncertainty.

considered premier in their respective fields. Focusing on this subset of journals reduces the bias from our overall sample that included a broader selection of marketing journals. The proportion of studies outside of marketing on buyer-seller uncertainty may initially seem surprising, yet a deeper inspection of the research areas offers an explanation. Specifically, the operations research literature commonly focuses on the exchange between firms to source materials and resources. As a result, research in the operations domain often studies sources of environmental uncertainty that impact firm exchanges due to volatility in market demand, technology, supply chains, or costs. For information systems, their interest in uncertainty is typically driven by a focus on either e-commerce exchanges or technology procurement. Here, studies in this domain typically focus on sources of

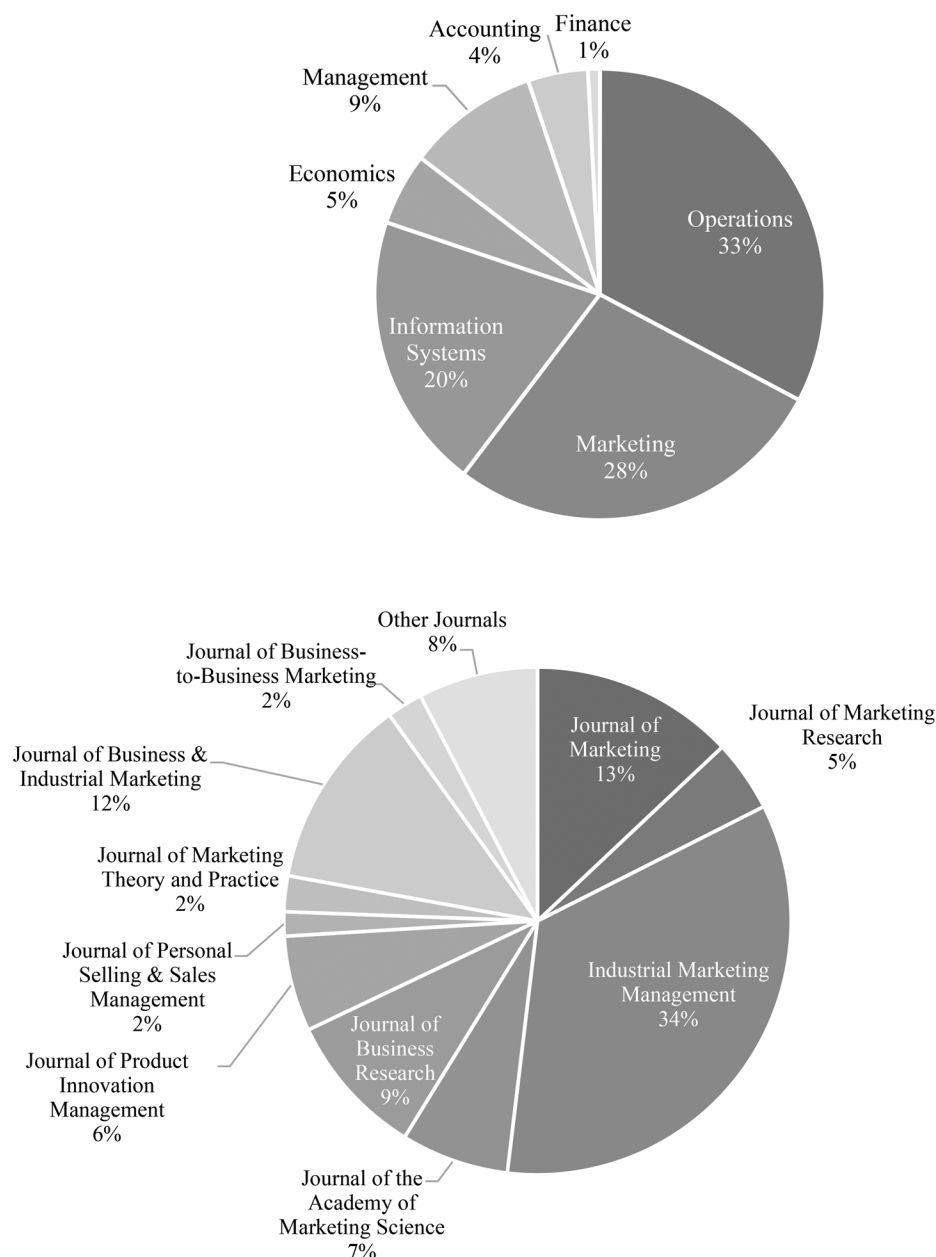


Figure 2. (A) Buyer-seller uncertainty across business domains in premier journals. (B). Buyer-seller uncertainty across marketing journals. Note. $N=131$; Other journals category includes: *Psychology & Marketing* (1), *Journal of Consumer Psychology* (2), *Journal of Marketing Channels* (2), *Journal of Marketing Management* (1), *European Journal of Marketing* (2).

uncertainty related to product fit, expected quality, technology, and supplier intentions. We also point out that 20% of studies fall within economics, management, accounting, and finance. This datapoint further supports the applicability of buyer-seller uncertainty in different business contexts.

Third, we offer a visualization of study prevalence across journals germane to marketing (Figure 2(B)). A vast majority of the interest in buyer-seller uncertainty falls to journals focused on B2B and industrial marketing contexts, likely due to the growing complexity of B2B exchanges (e.g. more decision makers, higher expectations for interfirm cooperation). *Industrial Marketing Management* has a striking 34% of all the studies in marketing literature, while the *Journal of Business and Industrial Marketing* (12%) and the *Journal of Business Research* (9%) also capture weighty portions of the studies. We highlight these descriptive statistics, alongside the proportion of studies within the *Journal of Personal Selling & Sales Management* (2%), to emphasize a potential opportunity for sales scholars. There is notable interest in buyer-seller uncertainty across marketing journals which does not seem to be reaching the *Journal of Personal Selling & Sales Management*. Given the topic's relevance to the journal's readers, we believe the lack of studies offers a clear need for sales scholars to prioritize their focus on this phenomenon for the journal.

Research themes and key insights

We structure this section based on themes identified across the research domain. Our structured synthesis of the domain uncovers four prevalent themes: (1) fragmented terminology in buyer-seller uncertainty research, (2) relationship between information and uncertainty within the buying process, (3) partner uncertainty in buyer-seller exchanges, and (4) effect of decision-making uncertainty on organizational buying outcomes.

Theme 1: fragmented terminology in buyer-seller uncertainty research

When comparing studies within and across business domains, one striking feature our search uncovered is a high degree of inconsistency in the terminology used to describe sources of uncertainty. However, our analysis reveals that while there has been a proliferation of terms used across the literature, several categorizations emerge that help to unite disparate ideas surrounding uncertainty. For Theme 1 focused on uncertainty terminology, two key takeaways emerge: (1) different sources of uncertainty are prevalent in the organizational buying and selling process and (2) certain sources of uncertainty are studied far more frequently than others.

The most common uncertainty we identified was *environmental uncertainty* which appeared in 45% of the articles included in the review. Environmental uncertainty often refers to the degree of unpredictability or ambiguity in an organization's external environment (Srinivasan, Hamdani, and Ma 2021). Within the environmental uncertainty literature, subdimensions include uncertainty from

macroeconomic changes in competition, customer demand, government policy and regulations, and technology.

The next most common type of uncertainty we identified in our review was *outcome uncertainty* which appeared in 23% of the papers we reviewed. Outcome uncertainty refers to the unpredictability of the expected results from a solution (Ulaga and Kohli 2018). Based on the literature we reviewed, outcome uncertainty can also be referred to as decision uncertainty (Hildebrand et al. 2013), performance uncertainty (Ziamou and Ratneshwar 2002), performance ambiguity (Carson and Ghosh 2019), purchase risk (Bartikowski and Singh 2014), or demand uncertainty (Anand and Aron 2003). Within organizational buying and selling literature, these outcome uncertainties often stem from a need for more information about whether the purchase will result in the expected outcome.

Following outcome uncertainty, our review identified that *supplier uncertainty* was discussed in 15% of papers. Supplier uncertainty refers to the degree that a buyer is unsure of a supplier's capabilities (Hada, Grewal, and Lilien 2014). Key terms used to describe this phenomenon include quality uncertainty (Zhang and Seidmann 2010), behavioral uncertainty (Wang, Ma, and Wang 2021), and relationship uncertainty (Leonidou 2004). Within this literature, supplier uncertainty often focuses on concerns about the solution quality that will be delivered to the buying organization.

While appearing in fewer of the total studies collected, the last three uncertainties we identified were *decision-making uncertainty* (9%), *need uncertainty* (8%), and *buying organization uncertainty* (less than 1%). While decision-making uncertainty was discussed in 22 papers, our review uncovered it is often defined in different ways. In some instances decision-making uncertainty is defined in terms of how unsure the decision-maker is that the desired outcome will be achieved (Joshi and Stump 1999b). In other instances, decision-making uncertainty is defined in terms of lack of understanding and clarity of what the decision-making process should be (Eriksson and Sharma 2003). The differences between definitions of decision-making uncertainty and their effect on the decision-making process are thus likewise an important point of discussion (see Theme 4).

Surprisingly, need uncertainty was discussed in fewer studies than might be anticipated. Need uncertainty is defined as the degree to which buyers are unclear of their needs (Ulaga and Kohli 2018). Other terms used to describe this phenomenon include requirement uncertainty (Gopal et al. 2003) and solution uncertainty (Colm, Ordanini, and Bornemann 2020). Lastly, we identified research that discussed buyer uncertainty about their own organization's ability to implement a solution. However, while this form of uncertainty was the least commonly discussed, numerous strong studies exist. For example, Ulaga and Kohli (2018) discuss buyer organization uncertainty which they term process uncertainty. This uncertainty can refer to the buyer's own perceptions that they are unable to co-create a solution with a supplier. Other examples include perceptions that the buying organization lacks the current employee knowledge to implement new technologies (Heide and Weiss 1995). The uncertainty sources that occur in the organizational buying

process, as highlighted in Theme 1, are foundational to and integrated throughout the three remaining key themes that emerged.

Theme 2: relationship between information and uncertainty in the buying process

The second theme looks at the role of information in the buyer and seller decision-making process. Research in this area often examines the antecedents and consequences of situations where buyers or sellers lack information about the exchange (i.e. information asymmetry). While buyers were the most common referent of uncertainty in this theme, the type of uncertainty examined was evenly split amongst environmental, need, and outcome uncertainty—with fewer studies examining focal firm, partner firm, and decision-making uncertainty.

The first key insight from within this theme is straightforward but critical; a lack of information is the key determinant of uncertainty. When buying organizations lack information during the buying process, they often try to acquire the needed information in several ways: (1) increasing the number of stakeholders included in the decision-making process (Sharma and Sengupta 2020), (2) increasing the knowledge of individual stakeholders within the organization (Riedl et al. 2013), (3) including knowledgeable individuals external to the organization, such as consultants, in the decision-making process (Patterson and Dawes 1999), or (4) relying on suppliers to provide new information (Heide and Weiss 1995). In each case, when an organization is faced with uncertainty, the first response is to attempt to reduce the uncertainty by acquiring information through the resources available. As information increases in accessibility through digital mediums (e.g. internet research, social networking, referral websites), this purchasing context continues to shift rapidly.

Relatedly, while selling organizations may pursue similar approaches to reduce uncertainty, previous research also highlights behavior unique to sellers for reducing uncertainty. For example, when sellers face uncertainty in pursuing potential customers, they may evaluate the costs of pursuing an opportunity (Xu et al. 2021), discover customers product specification priorities (Ulaga and Kohli 2018), or seek out political counseling to navigate decision influencers (Tuli, Kohli, and Bharadwaj 2007). Importantly, sellers may vary in their interpretation of uncertainty sources depending on experience, ability, or goal motivations. Thus, many contextual factors are worth exploring to help explain when uncertainty is predictive of consequent information gathering behavior.

Another significant insight within Theme 2 is how much a focal organization relies on a partner organization to help reduce uncertainty. Extant research commonly focuses on a lack of information that a focal firm has regarding new market entry for products, channels, and locations (e.g. Grewal, Chakravarty, and Saini 2010). In these situations, a focal firm faces a complex situation where predicting the outcomes of the new venture is difficult (e.g. Jean, Sinkovics,

and Hiebaum 2014; Yan and Dooley 2013). To illustrate, consider the relationship between information and uncertainty for buyers and sellers during new product launches. Here, new product success hinges on seller abilities to reduce customer uncertainties (e.g. Talke and Colarelli O'Connor 2011). When product complexity is high, selling firms benefit from increased communication to clearly articulate product needs to their suppliers and offer a clear value proposition to customers (Talke and Hultink 2010). Information therein plays an important role across the supply chain for upstream suppliers as they need clearer information regarding product specifications for the launching firm to determine the best partner fit. Downstream suppliers require more information to better reach target customers and clearly communicate the new product's expected benefits.

In these novel purchase situations, outcome uncertainty often forces a buying firm to rely on a specific supplier to reduce uncertainty which introduces potential opportunism and information asymmetry about a relationship with the supplier. As a result, it is common for this stream of research to use transaction cost economics (TCE) theory (Williamson 1998) as a lens to determine how to structure contracts between a buyer and supplier due to information asymmetry that cannot be resolved.

Theme 3: partner uncertainty in buyer-seller exchanges

The next theme we identified examines the role of partner uncertainty in buyer-seller exchanges. Research in this area examines the perception a buyer firm has about the quality of a supplier and outcome uncertainty. Both buyers and suppliers often assess each other's quality through experience and through signals provided during the buying and selling process. Signals include information disclosed (e.g. Hada, Grewal, and Lilien 2014; Hobson and Kachelmeier 2005), partner reputation and trust (e.g. Banks, Hutchinson, and Meyer 2002; Gao, Sirgy, and Bird 2005), and pricing strategies (e.g. Li, Srinivasan, and Sun 2009).

The first insight to emerge in this theme was based on research primarily focusing on limited exchange mediums—e.g. auctions or the request for quote (RFQ) process. In these types of exchanges, the product purchased is lower in complexity, thus leading to a limited interaction exchange. Inversely, as product complexity increases, firms will likely invest in longer supplier relationships to reduce partner uncertainty (Kaufmann and Carter 2006). The joint insight is that buyers and suppliers assess quality through signals each partner provides during the exchange process. There is significant partner and outcome uncertainty in this area due to the limited communication between prospective partners during the exchange process. For example, when purchasing products through an online auction, buyers assess the quality of the product offering through direct and indirect quality indicators (Li, Srinivasan, and Sun 2009). Direct quality indicators include product information, product certifications, and money-back guarantees, while indirect indicators include hidden reserve prices and minimum bid requirements. Examples of sellers' quality signals include

feedback ratings from past transactions and industry certifications. Such signals provide information that induces buyers and suppliers to exchange by reducing partner and outcome uncertainty.

The second insight in this research theme focuses on the investments that buyers and suppliers make in the relationship. Research in this area often uses TCE and agency theory (Eisenhardt 1989) to examine how buyers and suppliers agree to exchange resources during the future partnership. For example, buyers and suppliers may commit specific resources to the partnership that signal the respective party's commitment to the relationship (Bello and Zhu 2006). While these resources may reduce partner uncertainty, they also expose the committing party to risks, such as opportunism by their partner. As such, while commitment of resources can reduce partner uncertainty it often results in specific contract controls that govern the relationship (Solberg 2008). Interestingly, environmental uncertainty appears to play a significant role in how contracts are structured. Research in this area shows that as buyers and suppliers perceive higher levels of environmental uncertainty, the flexibility of the contract increases (Wang, Ma, and Wang 2021). The reason for this flexibility is that too much rigidity in the contract does not allow buyers and suppliers to adapt to changing market conditions. In further support of this notion, research shows that as market uncertainty increases, firms are more likely to terminate their partnerships (Cui 2013).

Theme 4: effect of decision-making uncertainty on organizational buying outcomes

The fourth theme we examined is the role of decision-making uncertainty in the buying process. As mentioned previously, decision-making uncertainty has been defined in two different ways. The first research stream defines decision-making uncertainty in terms of a buyer's inability to predict supplier outcomes (e.g. Joshi and Stump 1999b). This type of decision-making uncertainty often stems from a lack of information regarding the outcomes expected from a purchase, thus making the decision more challenging (Henry Xie, Suh, and Kwon 2010). The second domain defines decision-making uncertainty in terms of lacking information about how to carry out the purchase (Eriksson and Sharma 2003). In these instances, buyers do not possess the necessary information about the steps they should take to make a purchase decision.

Based on our evaluation, it appears that decision-making uncertainty stems from lack of information regarding either the buying process itself or clear information about what the outcome of the decision will be. Much of the research appears to examine the effect of decision-making uncertainty (DMU) as a moderating variable. For example, Joshi and Stump (1999b) provided evidence that when DMU is defined in terms of outcome uncertainty, buyers are more likely to use joint action as a governance method when DMU was high. Similarly, Johnson (1999) hypothesized that DMU impacts the relationship between strategic integration and its antecedents; however, the findings showed that the effects of

constructs such as dependence, age, and flexibility on strategic integration were not significantly different between high DMU and low DMU. Other research has examined the direct effects of DMU on relationship factors such as trust, commitment, and conflict (Henry Xie, Suh, and Kwon 2010)—showing that supplier relationship investments can reduce DMU, increase supplier trust and commitment, and reduce conflict.

Research examining DMU in terms of task uncertainty has examined its direct effect on the decision-making process from both the buyer's and supplier's perspective. For example, Virtanen, Parvinen, and Rollins (2015) provided evidence that when task complexity is high for salespeople, it can affect the salesperson's ability to close deals. From the buyer's perspective, research shows that when task complexity is high, the need for communication between buyers and suppliers increases in importance (Yan and Dooley 2013). This relationship occurs because buyers often rely on suppliers for information to help them through decision-making. When buyers are unsure of how to make the decision, they often lean on suppliers who have been through the process before for help (Chase and Murtha 2019). As such, the mode through which buyers and suppliers communicate becomes increasingly important as richer communication mediums (e.g. face-to-face meetings) provide stronger information exchange that can help reduce uncertainty around the decision-making process (Vickery et al. 2004).

Future research directions

The aim of this review article is to provide a resource for scholars to understand the state of extant literature around buyer and seller uncertainty, as well as to identify guideposts for future research. In doing so, this review provides the field with confidence regarding what areas of study have been established and where knowledge gaps persist. This latter outcome is critical to establishing a rigorous and systematically derived future research agenda that sales scholars can use to support contribution claims. Below, we identify three current shortcomings that emerged from our literature review that we believe deserves prioritization from scholars in the field. In response, we offer guidance for how future research can be positioned to move beyond our conceptual work and address the specified research limitations. Table 3 provides a summary of these knowledge gaps, as well as recommendations and targeted questions for future scholarship.

Salesperson as a referent in uncertainty scholarship

In coding articles identified in our literature review, our analysis shows that only 13% of the articles focused on the seller/supplier as the referent who experiences uncertainty. Rather, studies predominantly focus on a single buyer, purchasing function, or buying firm as the key referent in the literature. The predominance of research with these referent sources means that scholars have been able to substantiate myriad insights around purchase complexity (e.g. buying center brand sensitivity under decision uncertainty; Brown

Table 3. Future research recommendations and questions.

Knowledge gaps	Research recommendation	Future research questions
Salesperson as a Referent in Uncertainty Scholarship	Assess the management of uncertainty in the buyer-seller process from the sales organization and salesperson perspective	<ul style="list-style-type: none"> • RQ1: How does uncertainty play a role in explaining salesperson motivation? • RQ2: What are the relative consequences of uncertainty sources on seller decision-making processes and outcomes? • RQ3: How do sales enablement investments (e.g. technology adoption, sales methodology enactment, customer relationship management tools, artificial intelligence) help salespeople manage or reduce uncertainty? • RQ4: What role do sales leaders play in helping to reduce salesperson uncertainty? • RQ5: What sources of information are most (least) effective for salespeople to evaluate customer uncertainty?
Signaling Theory in Uncertainty Scholarship	Theorize about the sources and management of uncertainty at the interaction- and individual-level of buyer-seller relationships	<ul style="list-style-type: none"> • RQ6: What salesperson (buyer) signaling techniques and sources of information are most credible in reducing uncertainty in the buying (sales) process? • RQ7: What conditions moderate the efficacy of the virtuous (vicious) feedback loop between buyer and seller (un)certainly? • RQ8: Under what conditions are buyer quality signals or buyer intention signals more useful to salesperson resource allocations? • RQ9: Are salesperson warmth or competence signals beneficial in reducing uncertainties that emerge from buyer-seller information asymmetry? • RQ10: What quality signaling forms operate below the level of the buyer's and seller's consciousness?
Repositioning Uncertainty in Conceptual Models	Empirically assess the drivers and outcomes of buyer and seller uncertainty	<ul style="list-style-type: none"> • RQ11: What are the relative consequences of uncertainty types on buyer decision-making processes and outcomes? • RQ12: Under what conditions are the causes of decision-making inertia and inaction accentuated? • RQ13: Since uncertainty cannot be fully eliminated in many contexts, how should buyers and seller manage the diminishing returns from their efforts to reduce uncertainty? • RQ14: How do the various sources of uncertainty interact across a complex purchasing process? • RQ15: What activities can buyers perform to resolve uncertainty in their buying process? How do sellers complement this process?

et al. 2012), market turbulence (e.g. performance implications of contractual agreements and relational social norms under environmental uncertainty; Cannon, Achrol, and Gundlach 2000), and shifts in demand (e.g. performance *via* customer orientation incongruence under seller- and customer-side outcome uncertainty; Liu, Chen, and Gao 2020). However, a dominant focus on stakeholders within the buying organization as the referent in uncertainty research also creates opportunities for future studies to develop new insights by reorienting the referent source onto the seller.

Key insights have been established amongst the scholarship that does leverage the salesperson as the referent. Examples include moral hazard problems within supplier-employee relationships (Mishra, Heide, and Cort 1998) and the linkage between supplier technological uncertainty and relationship learning (Jean, Sinkovics, and Kim 2010). Such work establishes a baseline of knowledge pertaining to the related notion of supplier protections from partner opportunism. Nonetheless, future scholars need to stabilize the existing imbalance of the referent source in uncertainty research by focusing more on the salesperson's vantagepoint given the motivational consequences that ensue when suppliers remain uncertain (e.g. increased role ambiguity, suboptimal sales methodology enactment, relationship detachment) (see RQ1).

Relatedly, the bulk of process-based frameworks within sales research literature possess a critical, but perhaps inaccurate, underlying assumption that seller uncertainty is low. For example, the adaptive selling framework established by Weitz (1981) indicates that a salesperson will intuitively identify what behavior will be most effective as they capture

more information about the characteristics of their resources, the relationship, and the customer's buying task. However, even as sellers collect more information about these contextual conditions, they are still likely to feel uncertain about what optimal behaviors a situation calls for. Stated otherwise, even as information asymmetry within the buyer-seller dyad decreases, levels of uncertainty persist across stages of the relationship that challenge sellers in deciding their best course of action (Ahearne et al. 2022). As such, we advocate for further integration of seller uncertainty in research frameworks (e.g. customer need clarity, outcome variability, degree of buyer consensus), as judgment and decision-making models indicate that the various sources of uncertainty create seller complexity and adversely impact salesperson decision-making (Lam and Van der Borgh 2021) (see RQ2).

Correspondingly, sales organizations will remain in the dark with regard to how to best enable (RQ3) or lead (RQ4) their salespeople to manage such uncertainty. For example, many organizations are adopting lead scoring algorithms and chatbots to gauge buyer intent before engaging with the firm. How do these types of tools help reduce salesperson uncertainty in prospecting? From a leadership standpoint, frontline managers are likely play a key role in guiding salesperson efforts in an uncertain environment. Sales leaders have many levers at their disposal to motivate and direct behavior when salesperson decision-making is difficult. Here, we believe that sales force controls, compensation design, and leadership styles all offer potential options to influence salesperson uncertainty. Future research is thus needed to expand insights that focus on the seller as the focal uncertainty referent to deepen the understanding of how to instill greater confidence in sales strategy and processes.

Table 4. Theories in uncertainty and applications in sales.

Theory	Theoretical tenants	Theoretical application in sales	Representative sources from systematic review
Transaction Cost Economics	<ul style="list-style-type: none"> Core focus on minimizing costs and maximizing efficiencies of transactions Positioned at the firm-level of exchange 	<ul style="list-style-type: none"> Tradeoffs amongst structural designs and management of the sales organization Assessment of contractual arrangements and sales force governance structures Valuation of long-term relationships 	<ul style="list-style-type: none"> Joshi and Stump (1999a) Buvik and John (2000) Le Bon and Hughes (2009) Fang, Lee, and Yang (2015)
Signaling Theory	<ul style="list-style-type: none"> Core focus on information that reduces asymmetry between parties and maximize interaction efficiency Positioned at the individual-level of exchange 	<ul style="list-style-type: none"> Dimensions of knowledge exchange useful in developing dimensions of seller trust Influence generated from sales collateral Structural mechanisms provided for salespeople to reduced perceived buyer risk 	<ul style="list-style-type: none"> Li, Srinivasan, and Sun (2009) Zimmer, Salonen and Wangenheim (2020) Yoon et al. (2021) Zhang, Chintagunta, and Kalwani (2021)
Social Exchange Theory	<ul style="list-style-type: none"> Core focus on the cost-benefit function in exchange relationships Positioned at level of exchange between individuals or groups 	<ul style="list-style-type: none"> Explanatory models of customer loyalty based on perceived costs and rewards Explanatory drivers at the core of buyer-seller information exchange How buyers and sellers restore relationships following conflict 	<ul style="list-style-type: none"> Ryu, Park, and Min (2007) Leonidou et al. (2019) Wang, Sheng, and Zhou (2022) Casidy and Yan (2022)
Agency Theory	<ul style="list-style-type: none"> Core focus on the relationship and decision-making structure between principals and agents Management of conflict emerging from information asymmetry and interest divergence 	<ul style="list-style-type: none"> Compensation plan design to align seller behavior and sales organization goals Sales operation and enablement systems to reduce information asymmetry in evaluations Strategic assessment of firm retention strategies aimed at top salespeople 	<ul style="list-style-type: none"> Mishra, Heide, and Cort (1998) Solberg (2002) Tumbat and Grayson (2016) Tse et al. (2021)
Contingency Theory	<ul style="list-style-type: none"> Core focus on contextual approaches most conducive to optimizing performance Situational and contingent assessment of practices, structures, and strategies 	<ul style="list-style-type: none"> Influence tactics to fit between sales organization factors and customer demands Sales organization designs and structures to enable appropriate sales practices Leadership styles that influence the efficacy of salesperson technology adoption 	<ul style="list-style-type: none"> Chen, Ellinger, and Tian (2011) Wong, Boon-Ilt, and Wong (2011) Jaspers, Prencipe, and Van Den Ende (2012) Yan and Dooley (2013)

Taken together, there is a notable gap in our understanding of how sellers can effectively navigate the uncertainties they encounter. However, to truly understand the comparisons between buyer referents and seller referents, future data collection endeavors should not limit themselves to focusing solely on either the buyer or the seller. Instead, a more comprehensive approach that delves into both parties' uncertainties is required (e.g. relative degrees of uncertainty, correspondence between perceptions of uncertainty, cycles of uncertainty). Encouragingly, the landscape of data associated with sales interactions is expanding in terms of its volume, breadth, and formats. Myriad forms of correspondence between buyers and sellers, including phone calls and video conferences, can now be autonomously transformed into unstructured text data—facilitating the extraction of conversational intelligence. Leveraging natural language processing models, future researchers can then scrutinize the varying linguistic features of (un)certainty across different referents. For example, certainty scores can be computed using the Linguistic Inquiry and Word Count certainty word dictionary (Pennebaker et al. 2015), which contains 113 words that reflect certainty in one's language (e.g. *absolutely*, *always*, *confident*, *perfect*, *unambiguous*). These innovative data sources and analytical techniques offer promising avenues for enhancing our comprehension of uncertainty from multiple referential perspectives entwined in customer-seller exchanges (see RQ5).

Signaling theory in uncertainty scholarship

In coding articles identified in our literature review, our analysis shows that amongst the varied theories applied to the assessment of uncertainty (e.g. agency theory, social

exchange theory, contingency theory; see Table 4), the dominant theoretical framework utilized in buyer and seller uncertainty scholarship is TCE. The predominance of research in this domain applying TCE means that numerous study designs have relied on framing uncertainty regarding firm-level exchange principles (i.e. decision-makers are uncertain about the dynamics of an exchange with another firm). Such a theoretical framework has been fundamental in establishing insights around how an improved understanding of customer orientation fosters relational or transactional marketing (Ganesan 1994), utilizing vertical coordination to manage uncertainties within purchasing environments (Buvik and John 2000), and the interactive relationships amongst relationship stability, trust, and guanxi (Liu et al. 2008). That said, as the field purposively designs an agenda to advance current knowledge, opportunities exist to theorize uncertainty between buyers and sellers at the individual level.

In a subset of our reviewed articles, signaling theory is another emphasized theoretical framework (e.g. Li, Srinivasan, and Sun 2009; Yoon et al. 2021; Zhang, Chintagunta, and Kalwani 2021; Zimmer, Salonen and Wangenheim 2020) that can provide such a grounding for future scholars to accordingly reframe the line of inquiry (see Table 4). Specifically, signaling theory is a framework that can be positioned at the individual-level of exchange, with a core focus on information that reduces asymmetry between parties (Spence 1978, 2002). Signaling theory thus ties into future research efforts in which salespeople can reduce their uncertainty *via* assessments of a customer's quality or intentions.

Starting with quality, evidence indicates that value assessments are a signal that allow salespeople to optimize their resource allocations (e.g. CLV; Venkatesan and Kumar 2004).

In terms of intentions, salespeople often gripe about how they remain uncertain about what customers will do (e.g. retention/defection intentions; Gao et al. 2023) without truly evaluating customer commitment to purchase. Theoretical frameworks, such as signaling theory, that expose signals of customer quality and intentions should reduce uncertainty (see RQ6), and thus advance our knowledge of account visit choreography that typically relies on account targeting simply by role (e.g. Forkmann et al. 2022). Taken together, clarity on both customer quality and intentions produces a clearer picture for sellers to act on—i.e. customers who are more confident in their behavioral intentions can be deemed higher opportunity customers and justify reciprocation (see RQ7). Future scholarship is thus needed at this individual level to classify customer quality and intention signals. For example, customers with lower levels of intention are potentially less inclined to commit to meetings, share information, or connect executive decision makers. With these signals at hand, a salesperson can allocate resources accordingly (see RQ8) and sales organizations can determine which salesperson signals in turn reduce emergent forms of uncertainty (see RQ9).

The overarching agenda for future research in this domain is to develop assessments that extract sources of certainty at the individual level. Given that individual-level attitudes and behaviors that reflect (un)certainly do not always operate at a fully conscious level, however, implicit measures offer a novel approach toward this agenda. Such analytical packages are of relevance under conditions where explicit and implicit attitudes may diverge, the phenomenon operates at a non-conscious level, or respondents are unwilling to share information about their attitudes (Friend and Johnson 2015). These conditions are generally aligned with uncertainty, as buyers and sellers may express inertia in progressing through their respective journeys yet may not be able to express the precise nature of such indecision. As a counterpoint to more traditional measures, scholarship should design unique data collection efforts (e.g. IATs) to assess implicit buyer and salesperson signaling—perhaps producing unique and robust measures that enhances the quality of current behavioral intention knowledge (see RQ10).

Repositioning uncertainty in conceptual models

While a rich body of literature has been developed around buyer and seller uncertainty, a pattern emerged from our coding showing that uncertainty is primarily analyzed in conceptual models as a moderator variable. Emergent from such research is foundational knowledge that demonstrates the interactive effect of uncertainty—e.g. the influence of environmental uncertainty on the relationship between trust and long-term orientation (Ryu, Park, and Min 2007), market uncertainty's impact on the relationship between distributor capabilities and performance (Wang, Zhao, and Gu 2023), and the role of technological uncertainty in shaping the relationship between information dissemination and relationship satisfaction (Athaide, Zhang, and Klink 2019). Comparatively, however, fewer studies leverage such

uncertainties as independent or dependent variables. Each of these gaps creates opportunities for future researchers to advance the knowledge needed to form the nomological net more fully around buyer and seller uncertainty.

Starting with uncertainty as an independent variable, we know that the phenomenon is fundamental to decision-making. However, research is needed to further understand downstream responses to uncertainty within buyer and seller frameworks in order to develop effective mitigation strategies. While knowledge has been formed that places uncertainty at the onset of conceptual models, we advocate for future scholarship to further assess the relative consequences of buyer and seller uncertainty (see RQ11). As an advanced illustration and empirical extension, certain analytical approaches can significantly enhance upcoming research endeavors. Principles of relationship velocity (Palmatier et al. 2013), for example, suggest that capturing a static measure of uncertainty may offer an incomplete perspective. Rather, since uncertainty is a dynamic phenomenon, its resultant outcomes may be more pronounced if empirical models capture directional shifts (increasing, decreasing) in the buyer or seller uncertainty levels.

Moving to uncertainty as a dependent variable, literature has similarly established value in advancing uncertainty reduction frameworks. However, future research is needed which can fill knowledge shortcomings around the drivers of buyer and seller uncertainty (see RQ12). Namely, what forms of buyer and seller efforts to reduce uncertainty will have diminishing returns? In doing so, scholars will be able to shed light on the causes of decision-making inertia and inaction in complex buying and selling environments, thus sourcing opportunities for competitive differentiation and vetting the sales strategies best suited to reduce uncertainty. As another extended empirical illustration, metatheoretic logic (Pierce and Aguinis 2013) suggests that—despite linear tests being more frequently utilized—nonlinear relationships could be the prevailing norm rather than the exception. Translating this insight into the realm of uncertainty research, it becomes imperative for researchers to design studies with a deliberate focus on detecting nonlinear drivers of uncertainty. That is, while various factors can lead to desirable reductions and undesirable increases in buyer and seller uncertainty, reality suggests that these relationships ultimately exhibit critical inflection points. Such insights, however, should be empirically validated in future research (see RQ13).

Finally, as a holistic consideration which impacts the specific nature of how uncertainty is integrated into research models as an independent or dependent variable, future research should also develop a more nuanced understanding of the interrelatedness amongst various types of uncertainty within a focused process model (see RQ14). Not only is uncertainty scholarship fragmented across business domains, but our review also shows that our understanding of uncertainty in the buying process itself is inadequately conceptualized to meaningfully understand what causes interested buyers or sellers to be indecisive. This is problematic because contemporary sellers are less likely to deliver value during interactions with customers without understanding

the sources of buyer uncertainty that often go undetected during the purchase process. Conversely, buyers should be coached to evaluate sources of seller uncertainty to avoid unexpected partner conflicts or purchase remorse (RQ15). We believe that a cohesive framework that synthesizes various sources of uncertainty can provide a foundation for future research to tease out and rigorously test the role of uncertainty within the buying and selling process.

Practical applications

Our systematic literature review provides evidence that uncertainty has been and will continue to be a prevalent issue within buyer-seller exchange. The trends in research prevalence, along with anecdotal evidence from industry, suggest that uncertainty is an immersive topic for future scholarship. As such, we encourage sales researchers to consider uncertainty as a focus of scholarship when wrestling with the challenge of ‘sensemaking’ in rapidly changing environments. That said, we also want to emphasize that while systematic literature reviews commonly benefit academic research, the results of this study also have important managerial implications. Notably, our synthesis of research studies uncovers multiple managerially actionable areas for sales practitioners.

First, practitioners openly acknowledge uncertainty plays a key role in the buying process. However, evidence suggests that there is not a widely accepted approach to understanding the drivers of uncertainty. For example, recent popular press highlights uncertainty’s role in customers’ indecision to purchase. Most notably, Dixon and McKenna (2022) leverage machine learning on 2.5 million sales calls to identify potential causes of customer indecision. In classifying over 87% of these conversations with high degree of indecision, they suggest that uncertainty stems from three factors: (1) inability to value different options, (2) lack of information, and (3) lack of confidence in expected outcomes. While there is some overlap with concepts related to uncertainty found in our review (e.g. outcome uncertainty), their reliance on buyer-seller conversational data prohibits their understanding of uncertainty that occurs outside of dyadic communication. Here, our systematic literature review highlights multiple sources of additional uncertainty (e.g. environmental, technological, organizational) that sales leaders should consider for guiding salesperson approaches. Ignoring these sources of uncertainty will hinder success in implementing a go-to-market strategy for outbound sales calls, as well as pipeline management for targeted customers in dynamic environments.

Second, practitioners should note that despite the exponential growth of information sources available to customers, uncertainty remains highly prevalent across research studies. Couple this trend with growing evidence that the amount of product and service information available customers has made the buying process *more* overwhelming. For example, a Gartner (2019) survey of 250 B2B buyers showed that 77% rated their most recent purchase process as ‘extremely complex’ due to reasons such as the increasing number of options available. Similarly, over 90% of customers state their purchase research process reveals that supplier information

is largely undifferentiated or provides contradictory perspectives that are unhelpful for decision making (Adamson 2022). We highlight this problem to encourage practitioners to distinguish between informed and certain buyers. The evidence in our review suggest that many informed buyers are actually uncertain about how to move forward in a purchase decision-making process. As a result, frameworks for navigating conversations with informed, yet uncertain, customers should take more precedent for sellers to intervene.

Lastly, the inevitable onslaught of artificial intelligence (AI) tools that are coming online to complement the sales process should play a critical role in reducing salesperson and sales force uncertainty. A primary benefit of AI for sales is a significant reduction in the cost of prediction. For example, sellers now have AI tools to help predict a customer’s personality type (Crystal Knows), customer sentiment during calls (Dialpad), or what email content should resonate with a customer (Lavender AI). These innovations offer great promise to reduce aspects of salesperson uncertainty and emphasize the role of judgment (e.g. what is the best action), rather than prediction, in decision-making. We expect that sales organizations who can successfully reduce prediction uncertainty through AI will drastically redesign sales roles—and eliminate others. Here, practitioners and scholars alike must rethink which sales activities will continue to value human judgment to evaluate potential payoffs and which activities should be fully automated by AI prediction and reward optimization.

Conclusions

Uncertainty within buyer and seller exchange has interested scholars from diverse disciplinary backgrounds—including economics, operations, management, and marketing. While the plurality of perspectives and conceptualizations led to valid contributions in each domain, it also produced a fragmentation of our understanding on the topic of buyer-seller uncertainty. This fragmentation motivated our systematic review and synthesis of available research. In turn, this study provides a holistic understanding of buyer-seller uncertainty that helps academics and practitioners alike by revealing commonalities and divergences between perspectives. At the same time, however, our contributions should be interpreted in line with the limitations of conceptual research. For example, since our findings are not grounded in empirical evidence (e.g. meta-analysis), concerns exist pertaining to the external validity of our framework and generalizability across buyer-seller contexts. To offset these limitations, we advance an agenda for future scholarship to empirically advance the field of study and validate our insights in the buyer-seller domain.

Notes

1. <https://www.webofscience.com/wos/woscc/advanced-search>
2. *European Journal of Marketing*, *Industrial Marketing Management*, *Journal of Business Ethics*, *Journal of Business Research*, *Journal of Business and Industrial Marketing*, *Journal of Product and*

Innovation Management, Journal of Business-to-Business Marketing, Journal of Service Research, Journal of International Marketing, Journal of Marketing Management, Journal of Consumer Behavior, Journal of Consumer Marketing, Journal of Marketing Channels, Journal of Personal Selling and Sales Management, Journal of Consumer Psychology, Journal of Marketing Analytics, Journal of Marketing Theory and Practice, Marketing Analytics, Marketing Theory, Psychology & Marketing, Harvard Business Review, Business Horizons.

Disclosure statement

No potential conflict of interest was reported by the author(s).

References

- Adamson, Brent. 2022. "Sensemaking for Sales." *Harvard Business Review* 100 (1–2): 122–129.
- Ahearne, Michael, Yashar Atefi, Son K. Lam, and Mohsen Pourmasoudi. 2022. "The Future of Buyer–Seller Interactions: A Conceptual Framework and Research Agenda." *Journal of the Academy of Marketing Science* 50 (1): 22–45. doi:10.1007/s11747-021-00803-0.
- Anand, Krishnan S., and Ravi Aron. 2003. "Group Buying on the Web: A Comparison of Price-Discovery Mechanisms." *Management Science* 49 (11): 1546–1562. doi:10.1287/mnsc.49.11.1546.20582.
- Athaide, Gerard A., Jason Q. Zhang, and Richard R. Klink. 2019. "Buyer Relationships When Developing New Products: A Contingency Model." *Journal of Business & Industrial Marketing* 34 (2): 426–438. doi:10.1108/JBIM-02-2018-0091.
- Bals, Lydia, Evi Hartmann, and Thomas Ritter. 2009. "Barriers of Purchasing Departments' Involvement in Marketing Service Procurement." *Industrial Marketing Management* 38 (8): 892–902. doi:10.1016/j.indmarman.2009.06.010.
- Banks, Darryl T., J. Wesley Hutchinson, and Robert J. Meyer. 2002. "Reputation in Marketing Channels: Repeated-Transactions Bargaining with Two-Sided Uncertainty." *Marketing Science* 21 (3): 251–272. doi:10.1287/mksc.21.3.251.146.
- Bartikowski, Boris, and Nitish Singh. 2014. "Should All Firms Adapt Websites to International Audiences?" *Journal of Business Research* 67 (3): 246–252. doi:10.1016/j.jbusres.2013.05.010.
- Bello, Daniel C., and Meng Zhu. 2006. "Global Marketing and Procurement of Industrial Products: Institutional Design of Interfirm Functional Tasks." *Industrial Marketing Management* 35 (5): 545–555. doi:10.1016/j.indmarman.2005.10.008.
- Brown, Brian P., Alex R. Zablah, Danny N. Bellenger, and Naveen Donthu. 2012. "What Factors Influence Buying Center Brand Sensitivity?" *Industrial Marketing Management* 41 (3): 508–520. doi:10.1016/j.indmarman.2011.06.008.
- Buvik, Arnt, and George John. 2000. "When Does Vertical Coordination Improve Industrial Purchasing Relationships?" *Journal of Marketing* 64 (4): 52–64. doi:10.1509/jmk.64.4.52.18075.
- Cannon, Joseph P., Ravi S. Achrol, and Gregory T. Gundlach. 2000. "Contracts, Norms, and Plural Form Governance." *Journal of the Academy of Marketing Science* 28 (2): 180–194. doi:10.1177/0092070300282001.
- Carson, Stephen J., and Mrinal Ghosh. 2019. "An Integrated Power and Efficiency Model of Contractual Channel Governance: Theory and Empirical Evidence." *Journal of Marketing* 83 (4): 101–120. doi:10.1177/0022242919843914.
- Casidy, Riza, and Li Yan. 2022. "The Effects of Supplier B2B Sustainability Positioning on Buyer Performance: The Role of Trust." *Industrial Marketing Management* 102: 311–323. doi:10.1016/j.indmarman.2022.02.005.
- Chase, Kevin S., and Brian Murtha. 2019. "Selling to Barricaded Buyers." *Journal of Marketing* 83 (6): 2–20. doi:10.1177/0022242919874778.
- Chen, Haozhe, Alexander E. Ellinger, and Yu Tian. 2011. "Manufacturer–Supplier Guanxi Strategy: An Examination of Contingent Environmental Factors." *Industrial Marketing Management* 40 (4): 550–560. doi:10.1016/j.indmarman.2010.12.011.
- Chernetsky, Victor V., Douglas E. Hughes, and Wyatt A. Schrock. 2022. "A Synthesis of Research on the Marketing–Sales Interface (1984–2020)." *Industrial Marketing Management* 105:159–181. doi:10.1016/j.indmarman.2022.05.014.
- Colm, Laura, Andrea Ordanini, and Torsten Bornemann. 2020. "Dynamic Governance Matching in Solution Development." *Journal of Marketing* 84 (1): 105–124. doi:10.1177/0022242919879420.
- Cooper, Harris, Larry V. Hedges, and Jeffrey C. Valentine. 2019. *The Handbook of Research Synthesis and Meta-Analysis*. New York, NY: Russell Sage Foundation.
- Cui, Anna S. 2013. "Portfolio Dynamics and Alliance Termination: The Contingent Role of Resource Dissimilarity." *Journal of Marketing* 77 (3): 15–32. doi:10.1509/jm.11.0164.
- Dixon, Matthew, and Ted McKenna. 2022. "Stop Losing Sales to Customer Indecision." *Harvard Business Review*. <https://hbr.org/2022/06/stop-losing-sales-to-customer-indecision>.
- Eisenhardt, Kathleen M. 1989. "Agency Theory: An Assessment and Review." *The Academy of Management Review* 14 (1): 57–74. doi:10.2307/258191.
- Eriksson, Kent, and D. Deo Sharma. 2003. "Modeling Uncertainty in Buyer–Seller Cooperation." *Journal of Business Research* 56 (12): 961–970. doi:10.1016/S0148-2963(01)00331-9.
- Fang, Eric, Jongkuk Lee, and Zhi Yang. 2015. "The Timing of Codevelopment Alliances in New Product Development Processes: Returns for Upstream and Downstream Partners." *Journal of Marketing* 79 (1): 64–82. doi:10.1509/jm.13.0490.
- Forkmann, Sebastian, Ryan Mullins, Stephan C. Henneberg, and Thomas L. Baker. 2022. "Choreographing Salesperson Face-to-Face Visits with a Buyer Organization: A Social Network Perspective." *Journal of the Academy of Marketing Science* 50 (3): 615–638. doi:10.1007/s11747-021-00826-7.
- Friend, Scott B., and Jeff S. Johnson. 2015. "Implicit Measures in Sales Research." *Journal of Personal Selling & Sales Management* 35 (1): 72–84. doi:10.1080/08853134.2014.977795.
- Ganesan, Shankar. 1994. "Determinants of Long-Term Orientation in Buyer–Seller Relationships." *Journal of Marketing* 58 (2): 1–19. doi:10.2307/1252265.
- Gao, Lily, Evert de Haan, Iguácel Melero-Polo, and F. Javier Sese. 2023. "Winning Your Customers' Minds and Hearts: Disentangling the Effects of Lock-in and Affective Customer Experience on Retention." *Journal of the Academy of Marketing Science* 51 (2): 334–371. doi:10.1007/s11747-022-00898-z.
- Gao, Tao, M. Joseph Sirgy, and Monroe M. Bird. 2005. "Reducing Buyer Decision-Making Uncertainty in Organizational Purchasing: Can Supplier Trust, Commitment, and Dependence Help?" *Journal of Business Research* 58 (4): 397–405. doi:10.1016/S0148-2963(03)00137-1.
- Gartner. 2019. "Why Does Buyer Enablement Matter?" *Gartner Sales Insights*. <https://www.gartner.com/en/sales/insights/buyer-enablement>
- Gartner. 2022. "The Latest on Tech Buying Teams." *Gartner Information Technology*. <https://blogs.gartner.com/hank-barnes/2022/02/15/the-latest-on-tech-buying-teams/>.
- Gopal, Anandasivam, Konduru Sivaramkrishnan, Mayuram S. Krishnan, and Tridas Mukhopadhyay. 2003. "Contracts in Offshore Software Development: An Empirical Analysis." *Management Science* 49 (12): 1671–1683. doi:10.1287/mnsc.49.12.1671.25120.
- Grewal, Rajdeep, Anindita Chakravarty, and Amit Saini. 2010. "Governance Mechanisms in Business-to-Business Electronic Markets." *Journal of Marketing* 74 (4): 45–62. doi:10.1509/jmk.74.4.45.
- Hada, Mahima, Rajdeep Grewal, and Gary L. Lilien. 2014. "Supplier-Selected Referrals." *Journal of Marketing* 78 (2): 34–51. doi:10.1509/jm.11.0173.
- Heide, Jan B., and Allen M. Weiss. 1995. "Vendor Consideration and Switching Behavior for Buyers in High-Technology Markets." *Journal of Marketing* 59 (3): 30–43. doi:10.2307/1252117.

- Henry Xie, Yu, Taewon Suh, and Ik-Whan G. Kwon. 2010. "Do the Magnitude and Asymmetry of Specific Asset Investments Matter in the Supplier–Buyer Relationship?" *Journal of Marketing Management* 26 (9–ss10): 858–877. doi:10.1080/02672570903441488.
- Hildebrand, Christian, Gerald Häubl, Andreas Herrmann, and Jan R. Landwehr. 2013. "When Social Media Can Be Bad for You: Community Feedback Stifles Consumer Creativity and Reduces Satisfaction with Self-Designed Products." *Information Systems Research* 24 (1): 14–29. doi:10.1287/isre.1120.0455.
- Hobson, Jessen L., and Steven J. Kachelmeier. 2005. "Strategic Disclosure of Risky Prospects: A Laboratory Experiment." *The Accounting Review* 80 (3): 825–846. doi:10.2308/accr.2005.80.3.825.
- Jaspers, Ferdinand, Andrea Prencipe, and Jan Van Den Ende. 2012. "Organizing Interindustry Architectural Innovations: Evidence from Mobile Communication Applications." *Journal of Product Innovation Management* 29 (3): 419–431. doi:10.1111/j.1540-5885.2012.00915.x.
- Jean, Ruey-Jer "Bryan", Rudolf R. Sinkovics, and Daekwan Kim. 2010. "Drivers and Performance Outcomes of Relationship Learning for Suppliers in Cross-Border Customer–Supplier Relationships: The Role of Communication Culture." *Journal of International Marketing* 18 (1): 63–85. doi:10.1509/jimk.18.1.63.
- Jean, Ruey-Jer "Bryan", Rudolf R. Sinkovics, and Thomas P. Hiebaum. 2014. "The Effects of Supplier Involvement and Knowledge Protection on Product Innovation in Customer–Supplier Relationships: A Study of Global Automotive Suppliers in China." *Journal of Product Innovation Management* 31 (1): 98–113. doi:10.1111/jpim.12082.
- Johnson, Jean L. 1999. "Strategic Integration in Industrial Distribution Channels: Managing the Interfirm Relationship as a Strategic Asset." *Journal of the Academy of Marketing Science* 27 (1): 4–18. doi:10.1177/0092070399271001.
- Joshi, Ashwin W., and Rodney L. Stump. 1999a. "The Contingent Effect of Specific Asset Investments on Joint Action in Manufacturer–Supplier Relationships: An Empirical Test of the Moderating Role of Reciprocal Asset Investments, Uncertainty, and Trust." *Journal of the Academy of Marketing Science* 27 (3): 291–305. doi:10.1177/0092070399273001.
- Joshi, Ashwin W., and Rodney L. Stump. 1999b. "Determinants of Commitment and Opportunism: Integrating and Extending Insights from Transaction Cost Analysis and Relational Exchange Theory." *Canadian Journal of Administrative Sciences / Revue Canadienne des Sciences de l'Administration* 16 (4): 334–352. doi:10.1111/j.1936-4490.1999.tb00693.x.
- Kaufmann, Lutz, and Craig R. Carter. 2006. "International Supply Relationships and Non-Financial Performance—a Comparison of Us and German Practices." *Journal of Operations Management* 24 (5): 653–675. doi:10.1016/j.jom.2005.07.001.
- Khusainova, Rushana, Ad De Jong, Nick Lee, Greg W. Marshall, and John M. Rudd. 2018. "(Re) Defining Salesperson Motivation: Current Status, Main Challenges, and Research Directions." *Journal of Personal Selling & Sales Management* 38 (1): 2–29. doi:10.1080/08853134.2017.1415761.
- Lam, Son K., and Michel Van der Borgh. 2021. "On Salesperson Judgment and Decision Making." *Journal of the Academy of Marketing Science* 49 (5): 855–863. doi:10.1007/s11747-021-00775-1.
- Le Bon, Joël, and Douglas E. Hughes. 2009. "The Dilemma of Outsourced Customer Service and Care: Research Propositions from a Transaction Cost Perspective." *Industrial Marketing Management* 38 (4): 404–410. doi:10.1016/j.indmarman.2009.03.008.
- Leonidou, Leonidas C., Bilge Aykol, Stavroula Spyropoulou, and Paul Christodoulides. 2019. "The Power Roots and Drivers of Infidelity in International Business Relationships." *Industrial Marketing Management* 78:198–212. doi:10.1016/j.indmarman.2017.03.003.
- Leonidou, Leonidas C. 2004. "Industrial Manufacturer–Customer Relationships: The Discriminating Role of the Buying Situation." *Industrial Marketing Management* 33 (8): 731–742. doi:10.1016/j.indmarman.2004.01.004.
- Li, Shibo, Kannan Srinivasan, and Baohong Sun. 2009. "Internet Auction Features as Quality Signals." *Journal of Marketing* 73 (1): 75–92. doi:10.1509/jmkg.73.1.75.
- Lipshitz, Raanan, and Orna Strauss. 1997. "Coping with Uncertainty: A Naturalistic Decision-Making Analysis." *Organizational Behavior and Human Decision Processes* 69 (2): 149–163. doi:10.1006/obhd.1997.2679.
- Liu, Yi, Daniel Q. Chen, and Wei Gao. 2020. "How Does Customer Orientation (in) Congruence Affect B2B Electronic Commerce Platform Firms' Performance?" *Industrial Marketing Management* 87:18–30. doi:10.1016/j.indmarman.2020.02.027.
- Liu, Yi, Yuan Li, Lei Tao, and Ying Wang. 2008. "Relationship Stability, Trust and Relational Risk in Marketing Channels: Evidence from China." *Industrial Marketing Management* 37 (4): 432–446. doi:10.1016/j.indmarman.2007.04.001.
- Mishra, Debi Prasad, Jan B. Heide, and Stanton G. Cort. 1998. "Information Asymmetry and Levels of Agency Relationships." *Journal of Marketing Research* 35 (3): 277–295. doi:10.2307/3152028.
- Palmatier, Robert W., Mark B. Houston, Rajiv P. Dant, and Dhruv Grewal. 2013. "Relationship Velocity: Toward a Theory of Relationship Dynamics." *Journal of Marketing* 77 (1): 13–30. doi:10.1509/jm.11.0219.
- Pandit, Shail, Charles E. Wasley, and Tzachi Zach. 2011. "The Effect of Research and Development (R&D) Inputs and Outputs on the Relation between the Uncertainty of Future Operating Performance and R&D Expenditures." *Journal of Accounting, Auditing & Finance* 26 (1): 121–144. doi:10.1177/0148558X11400583.
- Patterson, Paul G., and Philip L. Dawes. 1999. "The Determinants of Choice Set Structure in High-Technology Business Markets." *Industrial Marketing Management* 28 (4): 395–411. doi:10.1016/S0019-8501(98)00030-3.
- Pennebaker, James W., Ryan L. Boyd, Kayla Jordan, and Kate Blackburn. 2015. "The Development and Psychometric Properties of LIWC2015." https://repositories.lib.utexas.edu/bitstream/handle/2152/31333/LIWC2015_LanguageManual.pdf?Sequence=3.
- Pierce, Jason R., and Herman Aguinis. 2013. "The Too-Much-of-a-Good-Thing Effect in Management." *Journal of Management* 39 (2): 313–338. doi:10.1177/0149206311410060.
- Pranckutė, Raminta. 2021. "Web of Science (WoS) and Scopus: The Titans of Bibliographic Information in Today's Academic World." *Publications* 9 (1): 12. doi:10.3390/publications9010012.
- Riedl, Dominik F., Lutz Kaufmann, Carsten Zimmermann, and Johan L. Perols. 2013. "Reducing Uncertainty in Supplier Selection Decisions: Antecedents and Outcomes of Procedural Rationality." *Journal of Operations Management* 31 (1–2): 24–36. doi:10.1016/j.jom.2012.10.003.
- Ryu, Sungmin, Jeong Eun Park, and Soonhong Min. 2007. "Factors of Determining Long-Term Orientation in Interfirm Relationships." *Journal of Business Research* 60 (12): 1225–1233. doi:10.1016/j.jbusres.2006.09.031.
- Sharma, Priyanka, and Raghu Nandan Sengupta. 2020. "Why Are Industrial Firms High or Low Brand Sensitive? An Empirical Investigation." *Journal of Marketing Theory and Practice* 28 (1): 56–78. doi:10.1080/10696679.2019.1662314.
- Solberg, Carl Arthur. 2002. "The Perennial Issue of Adaptation or Standardization of International Marketing Communication: Organizational Contingencies and Performance." *Journal of International Marketing* 10 (3): 1–21. doi:10.1509/jimk.10.3.1.19546.
- Solberg, Carl Arthur. 2008. "Product Complexity and Cultural Distance Effects on Managing International Distributor Relationships: A Contingency Approach." *Journal of International Marketing* 16 (3): 57–83. doi:10.1509/jimk.16.3.57.
- Spence, Michael. 1978. "Job Market Signaling." In *Uncertainty in Economics*, 281–306. Elsevier.
- Spence, Michael. 2002. "Signaling in Retrospect and the Informational Structure of Markets." *American Economic Review* 92 (3): 434–459. doi:10.1257/00028280260136200.
- Srinivasan, Mahesh, Maria Hamdani, and Siqi Ma. 2021. "Four Supply Chain Management Systems: From Supply Chain Strategies to Human Resource Management." *Business Horizons* 64 (2): 249–260. doi:10.1016/j.bushor.2020.11.006.
- Talke, Katrin, and Gina Colarelli O'Connor. 2011. "Conveying Effective Message Content When Launching New Industrial Products." *Journal of Product Innovation Management* 28 (6): 943–956. doi:10.1111/j.1540-5885.2011.00852.x.

- Talke, Katrin, and Erik Jan Hultink. 2010. "Managing Diffusion Barriers When Launching New Products." *Journal of Product Innovation Management* 27 (4): 537–553. doi:10.1111/j.1540-5885.2010.00734.x.
- Tse, Ying Kei., Minhao Zhang, Wenjuan Zeng, and Jie Ma. 2021. "Perception of Supply Chain Quality Risk: Understanding the Moderation Role of Supply Market Thinness." *Journal of Business Research* 122:822–834. doi:10.1016/j.jbusres.2020.07.003.
- Tuli, Kapil R., Ajay K. Kohli, and Sundar G. Bharadwaj. 2007. "Rethinking Customer Solutions: From Product Bundles to Relational Processes." *Journal of Marketing* 71 (3): 1–17. doi:10.1509/jmkg.71.3.1.
- Tumbat, Gülnur, and Kent Grayson. 2016. "Authority Relinquishment in Agency Relationships." *Journal of Marketing* 80 (3): 42–59. doi:10.1509/jm.12.0349.
- Uлага, Wolfgang, and Ajay K. Kohli. 2018. "The Role of a Solutions Salesperson: Reducing Uncertainty and Fostering Adaptiveness." *Industrial Marketing Management* 69:161–168. doi:10.1016/j.indmarman.2017.11.008.
- Venkatesan, Rajkumar, and Vita Kumar. 2004. "A Customer Lifetime Value Framework for Customer Selection and Resource Allocation Strategy." *Journal of Marketing* 68 (4): 106–125. doi:10.1509/jmkg.68.4.106.42728.
- Vickery, Shawnee K., Cornelia Droge, Theodore P. Stank, Thomas J. Goldsby, and Robert E. Markland. 2004. "The Performance Implications of Media Richness in a Business-to-Business Service Environment: Direct versus Indirect Effects." *Management Science* 50 (8): 1106–1119. doi:10.1287/mnsc.1040.0248.
- Virtanen, Tatu, Petri Parvinen, and Minna Rollins. 2015. "Complexity of Sales Situation and Sales Lead Performance: An Empirical Study in Business-to-Business Company." *Industrial Marketing Management* 45:49–58. doi:10.1016/j.indmarman.2015.02.024.
- Wang, Meng, Danyang Zhao, and Flora F. Gu. 2023. "Forms of Supplier Relationship Exploration and Distributor Performance." *European Journal of Marketing* 57 (4): 1161–1185. doi:10.1108/EJM-11-2021-0897.
- Wang, Mengyang, Shibin Sheng, and Kevin Zheng Zhou. 2022. "Fairness Asymmetry, Changes in Mutual Trust, and Supplier Performance in Buyer-Supplier Exchanges in China: A Dyadic View." *Industrial Marketing Management* 106:14–30. doi:10.1016/j.indmarman.2022.07.013.
- Wang, Na, Shuang Ma, and Yonggui Wang. 2021. "Uniting in the Letter but Breaching in the Spirit: Contract Flexibility and Interfirm Collaboration Based on the Contracts as Reference Points Theory." *Industrial Marketing Management* 97:193–204. doi:10.1016/j.indmarman.2021.07.009.
- Weitz, Barton A. 1981. "Effectiveness in Sales Interactions: A Contingency Framework." *Journal of Marketing* 45 (1): 85–103. doi:10.2307/1251723.
- Williamson, Oliver E. 1998. "Transaction Cost Economics: How It Works; Where It is Headed." *De Economist* 146 (1): 23–58. doi:10.1023/A:1003263908567.
- Wong, Chee Yew., Sakun Boon-Itt, and Christina W. Y. Wong. 2011. "The Contingency Effects of Environmental Uncertainty on the Relationship between Supply Chain Integration and Operational Performance." *Journal of Operations Management* 29 (6): 604–615. doi:10.1016/j.jom.2011.01.003.
- Xu, Juan, Michel Van der Borgh, Edwin J. Nijssen, and Son K. Lam. 2021. "Why Salespeople Avoid Big-Whale Sales Opportunities." *Journal of Marketing* 86 (5): 95–116. doi:10.1177/00222429211037336.
- Yan, Tingting, and Kevin J. Dooley. 2013. "Communication Intensity, Goal Congruence, and Uncertainty in Buyer-Supplier New Product Development." *Journal of Operations Management* 31 (7-8): 523–542. doi:10.1016/j.jom.2013.10.001.
- Yoon, Yeo Lim., Yeohong Yoon, Hyoryung Nam, and Jeonghye Choi. 2021. "Buyer-Supplier Matching in Online B2B Marketplace: An Empirical Study of Small-and Medium-Sized Enterprises (SMEs)." *Industrial Marketing Management* 93:90–100. doi:10.1016/j.indmarman.2020.12.010.
- Zhang, Jie, and Abraham Seidmann. 2010. "Perpetual versus Subscription Licensing under Quality Uncertainty and Network Externality Effects." *Journal of Management Information Systems* 27 (1): 39–68. doi:10.2753/MIS0742-1222270103.
- Zhang, Wanqing, Pradeep K. Chintagunta, and Manohar U. Kalwani. 2021. "Social Media, Influencers, and Adoption of an Eco-Friendly Product: Field Experiment Evidence from Rural China." *Journal of Marketing* 85 (3): 10–27. doi:10.1177/0022242920985784.
- Ziamou, Paschalina, and S. Ratneshwar. 2002. "Promoting Consumer Adoption of High-Technology Products: Is More Information Always Better?" *Journal of Consumer Psychology* 12 (4): 341–351. doi:10.1207/15327660260382379.
- Zimmer, Marcus, Anna Salonen, and Florian V. Wangenheim. 2020. "Business Solutions as Market Signals That Facilitate Product Sales." *Industrial Marketing Management* 91:30–40. doi:10.1016/j.indmarman.2020.07.014.
- Zupic, Ivan, and Tomaž Čater. 2015. "Bibliometric Methods in Management and Organization." *Organizational Research Methods* 18 (3): 429–472. doi:10.1177/1094428114562629. Nashville, TN:

Appendix A. Studies included within systematic literature review.

Publication year	Authors	Title	Journal title	Classification
1993	Anupindi, R; Akella, R	Diversification Under Supply Uncertainty	<i>Management Science</i>	Operations
1994	Ganesan, S	Determinants Of Long-Term Orientation In Buyer-Seller Relationships	<i>Journal Of Marketing</i>	Marketing
1995	Jennings, Rg; Plank, Re	When The Purchasing Agent Is A Committee - Implications For Industrial Marketing	<i>Industrial Marketing Management</i>	Marketing
1995	Heide, Jb; Stump, RI	Performance Implications Of Buyer-Supplier Relationships In Industrial-Markets - A Transaction Cost Explanation	<i>Journal Of Business Research</i>	Marketing
1995	Heide, Jb; Weiss, Am	Vendor Consideration And Switching Behavior For Buyers In High-Technology Markets	<i>Journal Of Marketing</i>	Marketing
1995	Seshadri, S	Bidding For Contests	<i>Management Science</i>	Operations
1997	Bensaou, M	Interorganizational Cooperation: The Role Of Information Technology - An Empirical Comparison Of Us And Japanese Supplier Relations	<i>Information Systems Research</i>	Information Systems
1998	Djefflat, A	High-Technology Buying In Low-Technology Environment - The Issues In New Market Economies	<i>Industrial Marketing Management</i>	Marketing
1998	Mishra, Dp; Heide, Jb; Cort, Sg	Information Asymmetry And Levels Of Agency Relationships	<i>Journal Of Marketing Research</i>	Marketing
1999	Patterson, Pg; Dawes, PI	The Determinants Of Choice Set Structure In High-Technology Business Markets	<i>Industrial Marketing Management</i>	Marketing
1999	Celly, Ks; Spekman, Re; Kamauff, Jw	Technological Uncertainty, Buyer Preferences And Supplier Assurances: An Examination Of Pacific Rim Purchasing Arrangements	<i>Journal Of International Business Studies</i>	Management
1999	Joshi, Aw; Stump, RI	The Contingent Effect Of Specific Asset Investments On Joint Action In Manufacturer-Supplier Relationships: An Empirical Test Of The Moderating Role Of Reciprocal Asset Investments, Uncertainty, And Trust	<i>Journal Of The Academy Of Marketing Science</i>	Marketing
1999	Johnson, JI	Strategic Integration In Industrial Distribution Channels: Managing The Interfirm Relationship As A Strategic Asset	<i>Journal Of The Academy Of Marketing Science</i>	Marketing
1999	Li, CI; Kouvelis, P	Flexible And Risk-Sharing Supply Contracts Under Price Uncertainty	<i>Management Science</i>	Operations
1999	Tsay, Aa	The Quantity Flexibility Contract And Supplier-Customer Incentives	<i>Management Science</i>	Operations
1999	Coff, Rw	How Buyers Cope With Uncertainty When Acquiring Firms In Knowledge-Intensive Industries: Caveat Emptor	<i>Organization Science</i>	Management
2000	Buvik, A; John, G	When Does Vertical Coordination Improve Industrial Purchasing Relationships?	<i>Journal Of Marketing</i>	Marketing
2000	Cannon, Jp; Achrol, Rs; Gundlach, Gt	Contracts, Norms, And Plural Form Governance	<i>Journal Of The Academy Of Marketing Science</i>	Marketing
2001	Johnstone, Km; Bedard, Jc	Engagement Planning, Bid Pricing, And Client Response In The Market For Initial Attest Engagements	<i>Accounting Review</i>	Accounting
2001	Jap, Sd	Pie Sharing In Complex Collaboration Contexts	<i>Journal Of Marketing Research</i>	Marketing
2001	Bonser, Js; Wu, Sd	Procurement Planning To Maintain Both Short-Term Adaptiveness And Long-Term Perspective	<i>Management Science</i>	Operations
2001	Wilson, Ej; Mcmurrrian, Rc; Woodside, Ag	How Buyers Frame Problems: Revisited	<i>Psychology & Marketing</i>	Marketing
2002	Ziamou, P; Ratneshwar, S	Promoting Consumer Adoption Of High-Technology Products: Is More Information Always Better?	<i>Journal Of Consumer Psychology</i>	Marketing
2002	Skarmas, D; Katsikeas, Cs; Schlegelmilch, Bb	Drivers Of Commitment And Its Impact On Performance In Cross-Cultural Buyer-Seller Relationships: The Importer'S Perspective	<i>Journal Of International Business Studies</i>	Management
2003	Eriksson, K; Sharma, Dd	Modeling Uncertainty In Buyer-Seller Cooperation	<i>Journal Of Business Research</i>	Marketing
2003	Bhargava, Hk; Sundaresan, S	Contingency Pricing For Information Goods And Services Under Industrywide Performance Standard	<i>Journal Of Management Information Systems</i>	Information Systems
2003	Petersen, Kj; Handfield, Rb; Ragatz, GI	A Model Of Supplier Integration Into New Product Development	<i>Journal Of Product Innovation Management</i>	Marketing
2003	Gopal, A; Sivaramakrishnan, K; Krishnan, Ms; Mukhopadhyay, T	Contracts In Offshore Software Development: An Empirical Analysis	<i>Management Science</i>	Operations
2003	Anand, Ks; Aron, R	Group Buying On The Web: A Comparison Of Price-Discovery Mechanisms	<i>Management Science</i>	Operations
2003	Luo, Yd	Industrial Dynamics And Managerial Networking In An Emerging Market: The Case Of China	<i>Strategic Management Journal</i>	Management
2004	Leonidou, Lc	Industrial Manufacturer-Customer Relationships: The Discriminating Role Of The Buying Situation	<i>Industrial Marketing Management</i>	Marketing
2004	Jayachandran, S; Hewett, K; Kaufman, P	Customer Response Capability In A Sense-And-Respond Era: The Role Of Customer Knowledge Process	<i>Journal Of The Academy Of Marketing Science</i>	Marketing
2004	Vickery, Sk; Droge, C; Stank, Tp; Goldsby, Tj; Markland, Re	The Performance Implications Of Media Richness In A Business-To-Business Service Environment: Direct Versus Indirect Effects	<i>Management Science</i>	Operations

(Continued)

Publication year	Authors	Title	Journal title	Classification
2005	Hobson, JI; Kachelmeier, SJ	Strategic Disclosure Of Risky Prospects: A Laboratory Experiment	<i>Accounting Review</i>	Accounting
2005	Feinberg, Y; Skrzypacz, A	Uncertainty About Uncertainty And Delay In Bargaining	<i>Econometrica</i>	Economics
2005	Ivens, Bs	Flexibility In Industrial Service Relationships: The Construct, Antecedents, And Performance Outcomes	<i>Industrial Marketing Management</i>	Marketing
2005	Gao, T; Sirgy, MJ; Bird, Mm	Reducing Buyer Decision-Making Uncertainty In Organizational Purchasing: Can Supplier Trust, Commitment, And Dependence Help?	<i>Journal Of Business Research</i>	Marketing
2005	Kim, Kk; Umanath, Ns; Kim, Bh	An Assessment Of Electronic Information Transfer In B2B Supply-Channel Relationships	<i>Journal Of Management Information Systems</i>	Information Systems
2005	Cano, Cr; Boles, Js; Bean, Cj	Communication Media Preferences In Business-To-Business Transactions: An Examination Of The Purchase Process	<i>Journal Of Personal Selling & Sales Management</i>	Marketing
2005	Hoetker, G	How Much You Know Versus How Well I Know You: Selecting A Supplier For A Technically Innovative Component	<i>Strategic Management Journal</i>	Management
2006	Bello, Dc; Zhu, M	Global Marketing And Procurement Of Industrial Products: Institutional Design Of Interfirm Functional Tasks	<i>Industrial Marketing Management</i>	Marketing
2006	Leonidou, Lc; Barnes, Br; Talias, Ma	Exporter-Importer Relationship Quality: The Inhibiting Role Of Uncertainty, Distance And Conflict	<i>Industrial Marketing Management</i>	Marketing
2006	Ishida, C; Keith, Je; Brown, Jr; Stoddard, Je	The Contingency Effects Of Supplier Influence Strategies And Their Implications For Retailer Cooperation	<i>Journal Of Marketing Channels</i>	Marketing
2006	Kaufman, P; Jayachandran, S; Rose, Rl	The Role Of Relational Embeddedness In Retail Buyers' Selection Of New Products	<i>Journal Of Marketing Research</i>	Marketing
2006	Fink, Rc; Edelman, Lf; Hatten, Kj	Relational Exchange Strategies, Performance, Uncertainty, And Knowledge	<i>Journal Of Marketing Theory And Practice</i>	Marketing
2006	Kaufmann, L; Carter, Cr	International Supply Relationships And Non-Financial Performance - A Comparison Of Us And German Practices	<i>Journal Of Operations Management</i>	Operations
2006	Stock, Rm	Interorganizational Teams As Boundary Spanners Between Supplier And Customer Companies	<i>Journal Of The Academy Of Marketing Science</i>	Marketing
2006	Hewett, K; Money, Rb; Sharma, S	National Culture And Industrial Buyer-Seller Relationships In The United States And Latin America	<i>Journal Of The Academy Of Marketing Science</i>	Marketing
2007	Das, S; Roberts, Mj; Tybout, Jr	Market Entry Costs, Producer Heterogeneity, And Export Dynamics	<i>Econometrica</i>	Economics
2007	Izquierdo, Ss; Izquierdo, Lr	The Impact Of Quality Uncertainty Without Asymmetric Information On Market Efficiency	<i>Journal Of Business Research</i>	Marketing
2007	Ryu, Sm; Park, Je; Min, Sh	Factors Of Determining Long-Term Orientation In Interfirm Relationships	<i>Journal Of Business Research</i>	Marketing
2007	Venkatesan, R; Kumar, V; Bohling, T	Optimal Customer Relationship Management Using Bayesian Decision Theory: An Application For Customer Selection	<i>Journal Of Marketing Research</i>	Marketing
2007	Kocabasoglu, C; Prahinski, C; Klassen, Rd	Linking Forward And Reverse Supply Chain Investments: The Role Of Business Uncertainty	<i>Journal Of Operations Management</i>	Operations
2007	Gattiker, Tf; Huang, Xw; Schwarz, Jl	Negotiation, Email, And Internet Reverse Auctions: How Sourcing Mechanisms Deployed By Buyers Affect Suppliers' Trust	<i>Journal Of Operations Management</i>	Operations
2007	Rabinovich, E; Knemeyer, Am; Mayer, Cm	Why Do Internet Commerce Firms Incorporate Logistics Service Providers In Their Distribution Channels? The Role Of Transaction Costs And Network Strength	<i>Journal Of Operations Management</i>	Operations
2007	Mendelson, H; Tunca, Ti	Strategic Spot Trading In Supply Chains	<i>Management Science</i>	Operations
2007	Kim, Sh; Cohen, Ma; Netessine, S	Performance Contracting In After-Sales Service Supply Chains	<i>Management Science</i>	Operations
2007	Sahaym, A; Steensma, Hk; Schilling, Ma	The Influence Of Information Technology On The Use Of Loosely Coupled Organizational Forms: An Industry-Level Analysis	<i>Organization Science</i>	Management
2007	Camuffo, A; Furlan, A; Rettore, E	Risk Sharing In Supplier Relations: An Agency Model For The Italian Air-Conditioning Industry	<i>Strategic Management Journal</i>	Management
2008	Goeree, Ms	Limited Information And Advertising In The Us Personal Computer Industry	<i>Econometrica</i>	Economics
2008	Fink, Rc; James, Wl; Hatten, Kj	Duration And Relational Choices: Time Based Effects Of Customer Performance And Environmental Uncertainty On Relational Choice	<i>Industrial Marketing Management</i>	Marketing
2008	Liu, Y; Yuan, L; Tao, L; Wang, Y	Relationship Stability, Trust And Relational Risk In Marketing Channels: Evidence From China	<i>Industrial Marketing Management</i>	Marketing
2008	Chang, Hl; Wang, K; Chiu, I	Business-It Fit In E-Procurement Systems: Evidence From High-Technology Firms In China	<i>Information Systems Journal</i>	Information Systems
2008	Fink, Rc; James, Wl; Hatten, Kj; Bakstran, L	Supplier Strategies To Increase Customer Purchases Over The Duration Of Customer-Supplier Relationships	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2008	Ryu, S; Min, S; Zushi, N	The Moderating Role Of Trust In Manufacturer-Supplier Relationships	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2008	Solberg, Ca	Product Complexity And Cultural Distance Effects On Managing International Distributor Relationships: A Contingency Approach	<i>Journal Of International Marketing</i>	Marketing

(Continued)

Publication year	Authors	Title	Journal title	Classification
2008	Grayson, K; Johnson, D; Chen, Dfr	Is Firm Trust Essential In A Trusted Environment? How Trust In The Business Context Influences Customers	<i>Journal Of Marketing Research</i>	Marketing
2008	Ellram, Lm; Tate, Wl; Billington, C	Offshore Outsourcing Of Professional Services: A Transaction Cost Economics Perspective	<i>Journal Of Operations Management</i>	Operations
2008	Caerteling, Js; Halman, Jim; Doree, Ag	Technology Commercialization In Road Infrastructure: How Government Affects The Variation And Appropriability Of Technology	<i>Journal Of Product Innovation Management</i>	Marketing
2008	Mithas, S; Jones, Jl; Mitchell, W	Buyer Intention To Use Internet-Enabled Reverse Auctions: The Role Of Asset Specificity, Product Specialization, And Non-Contractibility	<i>Mis Quarterly</i>	Information Systems
2009	Horner, J; Vieille, N	Public Vs. Private Offers In The Market For Lemons	<i>Econometrica</i>	Economics
2009	Le Bon, J; Hughes, De	The Dilemma Of Outsourced Customer Service And Care: Research Propositions From A Transaction Cost Perspective	<i>Industrial Marketing Management</i>	Marketing
2009	Bals, L; Hartmann, E; Ritter, T	Barriers Of Purchasing Departments' Involvement In Marketing Service Procurement	<i>Industrial Marketing Management</i>	Marketing
2009	Kim, Dj; Ferrin, Dl; Rao, Hr	Trust And Satisfaction, Two Stepping Stones For Successful E-Commerce Relationships: A Longitudinal Exploration	<i>Information Systems Research</i>	Information Systems
2009	Veres, Z	Competence-Based Risk Perception In The Project Business	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2009	Carlin, Bi	Strategic Price Complexity In Retail Financial Markets	<i>Journal Of Financial Economics</i>	Finance
2009	Li, Sb; Srinivasan, K; Sun, Bh	Internet Auction Features As Quality Signals	<i>Journal Of Marketing</i>	Marketing
2009	Paswan, Ak	Environmental Antecedents Of Channel Opportunism	<i>Journal Of Marketing Channels</i>	Marketing
2009	Tate, Wl; Ellram, Lm; Brown, Sw	Offshore Outsourcing Of Services A Stakeholder Perspective	<i>Journal Of Service Research</i>	Marketing
2010	Claycomb, C; Frankwick, Gl	Buyers' Perspectives Of Buyer-Seller Relationship Development	<i>Industrial Marketing Management</i>	Marketing
2010	Animesh, A; Ramachandran, V; Viswanathan, S	Quality Uncertainty And The Performance Of Online Sponsored Search Markets: An Empirical Investigation	<i>Information Systems Research</i>	Information Systems
2010	Greenwald, A; Kannan, K; Krishnan, R	On Evaluating Information Revelation Policies In Procurement Auctions: A Markov Decision Process Approach	<i>Information Systems Research</i>	Information Systems
2010	Yan, Rl; Ghose, S	Forecast Information And Traditional Retailer Performance In A Dual-Channel Competitive Market	<i>Journal Of Business Research</i>	Marketing
2010	Anderson, Jc; Wynstra, F	Purchasing Higher-Value, Higher-Price Offerings In Business Markets	<i>Journal Of Business-To-Business Marketing</i>	Marketing
2010	Zhou, Kz; Poppo, L	Exchange Hazards, Relational Reliability, And Contracts In China: The Contingent Role Of Legal Enforceability	<i>Journal Of International Business Studies</i>	Management
2010	Jean, Rjb; Sinkovics, Rr; Kim, D	Drivers And Performance Outcomes Of Relationship Learning For Suppliers In Cross-Border Customer-Supplier Relationships: The Role Of Communication Culture	<i>Journal Of International Marketing</i>	Marketing
2010	Zhang, J; Seidmann, A	Perpetual Versus Subscription Licensing Under Quality Uncertainty And Network Externality Effects	<i>Journal Of Management Information Systems</i>	Information Systems
2010	Grewal, R; Chakravarty, A; Saini, A	Governance Mechanisms In Business-To-Business Electronic Markets	<i>Journal Of Marketing</i>	Marketing
2010	Xie, Yh; Suh, T; Kwon, Iwg	Do The Magnitude And Asymmetry Of Specific Asset Investments Matter In The Supplier-Buyer Relationship?	<i>Journal Of Marketing Management</i>	Marketing
2010	Ellis, Sc; Henry, Rm; Shockley, J	Buyer Perceptions Of Supply Disruption Risk: A Behavioral View And Empirical Assessment	<i>Journal Of Operations Management</i>	Operations
2010	Talke, K; Hultink, Ej	Managing Diffusion Barriers When Launching New Products	<i>Journal Of Product Innovation Management</i>	Marketing
2010	Kim, Sh; Cohen, Ma; Netessine, S; Veeraraghavan, S	Contracting For Infrequent Restoration And Recovery Of Mission-Critical Systems	<i>Management Science</i>	Operations
2010	Roels, G; Karmarkar, Us; Carr, S	Contracting For Collaborative Services	<i>Management Science</i>	Operations
2011	Pandit, S; Wasley, Ce; Zach, T	Information Externalities Along The Supply Chain: The Economic Determinants Of Suppliers' Stock Price Reaction To Their Customers' Earnings Announcements	<i>Contemporary Accounting Research</i>	Accounting
2011	Alejandro, Tb; Kowalkowski, C; Ritter, Jgdf; Marchetti, Rz; Prado, Ph	Information Search In Complex Industrial Buying: Empirical Evidence From Brazil	<i>Industrial Marketing Management</i>	Marketing
2011	Chen, Hz; Ellinger, Ae; Tian, Y	Manufacturer-Supplier Guanxi Strategy: An Examination Of Contingent Environmental Factors	<i>Industrial Marketing Management</i>	Marketing
2011	Sanzo, Mj; Vazquez, R	The Influence Of Customer Relationship Marketing Strategies On Supply Chain Relationships: The Moderating Effects Of Environmental Uncertainty And Competitive Rivalry	<i>Journal Of Business-To-Business Marketing</i>	Marketing

(Continued)

Publication year	Authors	Title	Journal title	Classification
2011	Yoo, B; Choudhary, V; Mukhopadhyay, T	A Study Of Sourcing Channels For Electronic Business Transactions	<i>Journal Of Management Information Systems</i>	Information Systems
2011	Homburg, C; Muller, M; Klarmann, M	When Should The Customer Really Be King? On The Optimum Level Of Salesperson Customer Orientation In Sales Encounters	<i>Journal Of Marketing</i>	Marketing
2011	Wong, Cy; Boon-Itt, S; Wong, Cwy	The Contingency Effects Of Environmental Uncertainty On The Relationship Between Supply Chain Integration And Operational Performance	<i>Journal Of Operations Management</i>	Operations
2011	Talke, K; O'Connor, Gc	Conveying Effective Message Content When Launching New Industrial Products	<i>Journal Of Product Innovation Management</i>	Marketing
2011	Schoenherr, T; Mabert, Va	An Exploratory Study Of Procurement Strategies For Multi-Item Rfqs In B2B Markets: Antecedents And Impact On Performance	<i>Production And Operations Management</i>	Operations
2012	Deneckere, R; Peck, J	Dynamic Competition With Random Demand And Costless Search: A Theory Of Price Posting	<i>Econometrica</i>	Economics
2012	Dreyer, B; Gronhaug, K	Coping With Unpredictable Supply: The Role Of Flexibility And Adaptation	<i>European Journal Of Marketing</i>	Marketing
2012	Mols, Np; Hansen, Jr; Villadsen, Ar	Plural Governance: The Effect Of Internal Production On Supplier Performance	<i>Industrial Marketing Management</i>	Marketing
2012	Brown, Bp; Zablah, Ar; Bellenger, Dn; Donthu, N	What Factors Influence Buying Center Brand Sensitivity?	<i>Industrial Marketing Management</i>	Marketing
2012	Gao, T; Leichter, G; Wei, Yh	Countervailing Effects Of Value And Risk Perceptions In Manufacturers' Adoption Of Expensive, Discontinuous Innovations	<i>Industrial Marketing Management</i>	Marketing
2012	Rice, Sc	Reputation And Uncertainty In Online Markets: An Experimental Study	<i>Information Systems Research</i>	Information Systems
2012	Kannan, Kn	Effects Of Information Revelation Policies Under Cost Uncertainty	<i>Information Systems Research</i>	Information Systems
2012	Handley, Sm; Benton, Wc	The Influence Of Exchange Hazards And Power On Opportunism In Outsourcing Relationships	<i>Journal Of Operations Management</i>	Operations
2012	Jaspers, F; Prencipe, A; Van Den Ende, J	Organizing Interindustry Architectural Innovations: Evidence From Mobile Communication Applications	<i>Journal Of Product Innovation Management</i>	Marketing
2012	Boyd, De; Brown, Bp	Marketing Control Rights And Their Distribution Within Technology Licensing Agreements: A Real Options Perspective	<i>Journal Of The Academy Of Marketing Science</i>	Marketing
2012	Gumus, M; Ray, S; Gurnani, H	Supply-Side Story: Risks, Guarantees, Competition, And Information Asymmetry	<i>Management Science</i>	Operations
2012	Krasteva, S; Yildirim, H	Payoff Uncertainty, Bargaining Power, And The Strategic Sequencing Of Bilateral Negotiations	<i>Rand Journal Of Economics</i>	Economics
2013	Nagati, H; Rebolledo, C	Supplier Development Efforts: The Suppliers' Point Of View	<i>Industrial Marketing Management</i>	Marketing
2013	Chatterjee, D; Ravichandran, T	Governance Of Interorganizational Information Systems: A Resource Dependence Perspective	<i>Information Systems Research</i>	Information Systems
2013	Hildebrand, C; Haubl, G; Herrmann, A; Landwehr, Jr	When Social Media Can Be Bad For You: Community Feedback Stifles Consumer Creativity And Reduces Satisfaction With Self-Designed Products	<i>Information Systems Research</i>	Information Systems
2013	Goodman, Jk; Broniarczyk, Sm; Griffin, Jg; Mcalister, L	Help Or Hinder? When Recommendation Signage Expands Consideration Sets And Heightens Decision Difficulty	<i>Journal Of Consumer Psychology</i>	Marketing
2013	Markopoulos, Pm; Clemons, Ek	Reducing Buyers' Uncertainty About Taste-Related Product Attributes	<i>Journal Of Management Information Systems</i>	Information Systems
2013	Cui, As	Portfolio Dynamics And Alliance Termination: The Contingent Role Of Resource Dissimilarity	<i>Journal Of Marketing</i>	Marketing
2013	Homburg, C; Stierl, M; Bornemann, T	Corporate Social Responsibility In Business-To-Business Markets: How Organizational Customers Account For Supplier Corporate Social Responsibility Engagement	<i>Journal Of Marketing</i>	Marketing
2013	Dotzel, T; Shankar, V; Berry, Ll	Service Innovativeness And Firm Value	<i>Journal Of Marketing Research</i>	Marketing
2013	Chen, Dq; Preston, Ds; Xia, Wd	Enhancing Hospital Supply Chain Performance: A Relational View And Empirical Test	<i>Journal Of Operations Management</i>	Operations
2013	Riedl, Df; Kaufmann, L; Zimmermann, C; Perols, Jl	Reducing Uncertainty In Supplier Selection Decisions: Antecedents And Outcomes Of Procedural Rationality	<i>Journal Of Operations Management</i>	Operations
2013	Yan, Tt; Dooley, Kj	Communication Intensity, Goal Congruence, And Uncertainty In Buyer-Supplier New Product Development	<i>Journal Of Operations Management</i>	Operations
2013	Wang, Q; Li, Jj; Ross, Wt; Craighead, Cw	The Interplay Of Drivers And Deterrents Of Opportunism In Buyer-Supplier Relationships	<i>Journal Of The Academy Of Marketing Science</i>	Marketing
2013	Oh, S; Ozer, O	Mechanism Design For Capacity Planning Under Dynamic Evolutions Of Asymmetric Demand Forecasts	<i>Management Science</i>	Operations
2013	Kim, Sh; Netessine, S	Collaborative Cost Reduction And Component Procurement Under Information Asymmetry	<i>Management Science</i>	Operations
2014	Jia, F; Cai, Sh; Xu, S	Interacting Effects Of Uncertainties And Institutional Forces On Information Sharing In Marketing Channels	<i>Industrial Marketing Management</i>	Marketing

(Continued)

Publication year	Authors	Title	Journal title	Classification
2014	Kwark, Y; Chen, Jq; Raghunathan, S	Online Product Reviews: Implications For Retailers And Competing Manufacturers	<i>Information Systems Research</i>	Information Systems
2014	Baptista, Cs	Product Importance And Complexity As Determinants Of Adaptation Processes In Business Relationships	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2014	Bartikowski, B; Singh, N	Should All Firms Adapt Websites To International Audiences?	<i>Journal Of Business Research</i>	Marketing
2014	Dahlquist, Sh; Griffith, Da	Multidyadic Industrial Channels: Understanding Component Supplier Profits And Original Equipment Manufacturer Behavior	<i>Journal Of Marketing</i>	Marketing
2014	Hada, M; Grewal, R; Lilien, Gl	Supplier-Selected Referrals	<i>Journal Of Marketing</i>	Marketing
2014	Jean, Rj; Sinkovics, Rr; Hiebaum, Tp	The Effects Of Supplier Involvement And Knowledge Protection On Product Innovation In Customer-Supplier Relationships: A Study Of Global Automotive Suppliers In China	<i>Journal Of Product Innovation Management</i>	Marketing
2014	Koh, Tk; Fichman, M	Multihoming Users' Preferences For Two-Sided Exchange Networks	<i>Mis Quarterly</i>	Information Systems
2015	Virtanen, T; Parvinen, P; Rollins, M	Complexity Of Sales Situation And Sales Lead Performance: An Empirical Study In Business-To-Business Company	<i>Industrial Marketing Management</i>	Marketing
2015	Melander, L; Lakemond, N	Governance Of Supplier Collaboration In Technologically Uncertain Npd Projects	<i>Industrial Marketing Management</i>	Marketing
2015	Luzzini, D; Amann, M; Caniato, F; Essig, M; Ronchi, S	The Path Of Innovation: Purchasing And Supplier Involvement Into New Product Development	<i>Industrial Marketing Management</i>	Marketing
2015	Jiang, Yb; Guo, H	Design Of Consumer Review Systems And Product Pricing	<i>Information Systems Research</i>	Information Systems
2015	Goedertier, F; Dawar, N; Geuens, M; Weijters, B	Brand Typicality And Distant Novel Extension Acceptance: How Risk-Reduction Counters Low Category Fit	<i>Journal Of Business Research</i>	Marketing
2015	Fang, E; Lee, J; Yang, Z	The Timing Of Codevelopment Alliances In New Product Development Processes: Returns For Upstream And Downstream Partners	<i>Journal Of Marketing</i>	Marketing
2015	Salge, To; Kohli, R; Barrett, M	Investing In Information Systems: On The Behavioral And Institutional Search Mechanisms Underpinning Hospitals' Is Investment Decisions	<i>Mis Quarterly</i>	Information Systems
2015	Dhanorkar, S; Donohue, K; Linderman, K	Repurposing Materials And Waste Through Online Exchanges: Overcoming The Last Hurdle	<i>Production And Operations Management</i>	Operations
2016	Nullmeier, Fme; Wynstra, F; Van Raaij, Em	Outcome Attributability In Performance-Based Contracting: Roles And Activities Of The Buying Organization	<i>Industrial Marketing Management</i>	Marketing
2016	Hill, Km; Fombelle, Pw; Sirianni, Nj	Shopping Under The Influence Of Curiosity: How Retailers Use Mystery To Drive Purchase Motivation	<i>Journal Of Business Research</i>	Marketing
2016	Tumbat, G; Grayson, K	Authority Relinquishment In Agency Relationships	<i>Journal Of Marketing</i>	Marketing
2016	Wang, My; Zhang, Qy; Wang, Yg; Sheng, Sb	Governing Local Supplier Opportunism In China: Moderating Role Of Institutional Forces	<i>Journal Of Operations Management</i>	Operations
2016	Kock, A; Gemunden, Hg	Antecedents To Decision-Making Quality And Agility In Innovation Portfolio Management	<i>Journal Of Product Innovation Management</i>	Marketing
2016	Poppo, L; Zhou, Kz; Li, Jj	When Can You Trust Trust? Calculative Trust, Relational Trust, And Supplier Performance	<i>Strategic Management Journal</i>	Management
2017	Luotola, H; Hellstrom, M; Gustafsson, M; Perminova-Harikoski, O	Embracing Uncertainty In Value-Based Selling By Means Of Design Thinking	<i>Industrial Marketing Management</i>	Marketing
2017	Yang, W; Gao, Y; Li, Y; Shen, H; Zheng, Sy	Different Roles Of Control Mechanisms In Buyer-Supplier Conflict: An Empirical Study From China	<i>Industrial Marketing Management</i>	Marketing
2017	Anderson, Sw; Dekker, Hc; Van Den Abbeele, A	Costly Control: An Examination Of The Tradeoff Between Control Investments And Residual Risk In Interfirm Transactions	<i>Management Science</i>	Operations
2017	Elfenbein, Dw; Zenger, T	Creating And Capturing Value In Repeated Exchange Relationships: The Second Paradox Of Embeddedness	<i>Organization Science</i>	Management
2018	Johnson, Nb; Loeffler, C; Pfeiffer, T	An Evaluation Of Alternative Market-Based Transfer Prices	<i>Contemporary Accounting Research</i>	Accounting
2018	Uлага, W; Kohli, Ak	The Role Of A Solutions Salesperson: Reducing Uncertainty And Fostering Adaptiveness	<i>Industrial Marketing Management</i>	Marketing
2018	Panagopoulos, Ng; Hochstein, B; Baker, Tl; Pimentel, Ma	Boosting Sales Force Morale In Highly Dynamic, Complex Markets: The Role Of Job Resources	<i>Industrial Marketing Management</i>	Marketing
2018	Tzempelikos, N; Kooli, K	Moderating Effects Of Environmental Uncertainty On Behavioral Intentions In Business Markets - A Study Across Theoretical Perspectives	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2018	Rodriguez, R; Svensson, G; Roman, S; Wood, G	Teleological Sales And Purchase Approaches In Complex Business Relationships - Customers' Expectations Before And Perceptions After Purchase	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2018	Li, Xi; Li, Xj; Wang, R	An Investigation On Incentive Strategies In Community Building In Business-To-Business Electronic Markets	<i>Journal Of Business-To-Business Marketing</i>	Marketing

(Continued)

Publication year	Authors	Title	Journal title	Classification
2018	Kroh, J; Luetjen, H; Globocnik, D; Schultz, C	Use And Efficacy Of Information Technology In Innovation Processes: The Specific Role Of Servitization	<i>Journal Of Product Innovation Management</i>	Marketing
2018	Malshe, A; Friend, Sb	Initiating Value Co-Creation: Dealing With Non-Receptive Customers	<i>Journal Of The Academy Of Marketing Science</i>	Marketing
2018	Markopoulos, Pm; Hosanagar, K	A Model Of Product Design And Information Disclosure Investments	<i>Management Science</i>	Operations
2018	Reindorp, M; Tanrisever, F; Lange, A	Purchase Order Financing: Credit, Commitment, And Supply Chain Consequences	<i>Operations Research</i>	Operations
2019	Thompson, Fm; Tuzovic, S; Braun, C	Trustmarks: Strategies For Exploiting Their Full Potential In E-Commerce	<i>Business Horizons</i>	Practioner Press
2019	Arnold, Mc; Gillenkirch, Rm; Hannan, Rl	The Effect Of Environmental Risk On The Efficiency Of Negotiated Transfer Prices	<i>Contemporary Accounting Research</i>	Accounting
2019	Leonidou, Lc; Aykol, B; Spyropoulou, S; Christodoulides, P	The Power Roots And Drivers Of Infidelity In International Business Relationships	<i>Industrial Marketing Management</i>	Marketing
2019	Chai, Ll; Li, J; Clauss, T; Tangpong, Cc	The Influences Of Interdependence, Opportunism And Technology Uncertainty On Interfirm Coopetition	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2019	Yan, Zb; Lu, Jy	How Do A Buyer'S Political Ties Affect The Market-Based Selection Of Suppliers?	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2019	De Matos, Ca; Krielow, A	The Effects Of Environmental Factors On B2B E-Services Purchase: Perceived Risk And Convenience As Mediators	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2019	Athaide, Ga; Zhang, Jq; Klink, Rr	Buyer Relationships When Developing New Products: A Contingency Model	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2019	Zhang, Cb; Li, Yn	How Social Media Usage Influences B2B Customer Loyalty: Roles Of Trust And Purchase Risk	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2019	Carson, Sj; Ghosh, M	An Integrated Power And Efficiency Model Of Contractual Channel Governance: Theory And Empirical Evidence	<i>Journal Of Marketing</i>	Marketing
2019	Dhanorkar, S; Kim, Y; Linderman, K	An Empirical Investigation Of Transaction Dynamics In Online Surplus Networks: A Complex Adaptive System Perspective	<i>Journal Of Operations Management</i>	Operations
2020	Zimmer, M; Salonen, A; Wangenheim, Fv	Business Solutions As Market Signals That Facilitate Product Sales	<i>Industrial Marketing Management</i>	Marketing
2020	Liu, Y; Chen, Dq; Gao, W	How Does Customer Orientation (In)Congruence Affect B2B Electronic Commerce Platform Firms' Performance?	<i>Industrial Marketing Management</i>	Marketing
2020	Qi, Xg; Chan, Jh; Hu, Jy; Li, Yf	Motivations For Selecting Cross-Border E-Commerce As A Foreign Market Entry Mode	<i>Industrial Marketing Management</i>	Marketing
2020	Geiger, I; Huffmeier, J	The More, The Merrier Or Less Is More? How The Number Of Issues Addressed In B2B Sales Negotiations Affects Dyadic And Seller Economic Outcomes	<i>Industrial Marketing Management</i>	Marketing
2020	Park, M; Kim, M; Ryu, S	The Relationship Between Network Governance And Unilateral Governance In Dynamic Consumer Demand	<i>Industrial Marketing Management</i>	Marketing
2020	Bonney, L; Hochstein, B; Christenson, B; Chefor, E	Incumbent And Non-Incumbent Salesperson Consultation In The Pre-Decision Stage Of Organizational Purchasing	<i>Industrial Marketing Management</i>	Marketing
2020	Rodriguez, R; Molina-Castillo, Fj; Svensson, G	The Mediating Role Of Organizational Complexity Between Enterprise Resource Planning And Business Model Innovation	<i>Industrial Marketing Management</i>	Marketing
2020	Colm, L; Ordanini, A; Bornemann, T	Dynamic Governance Matching In Solution Development	<i>Journal Of Marketing</i>	Marketing
2020	Sharma, P; Sengupta, Rn	Why Are Industrial Firms High Or Low Brand Sensitive? An Empirical Investigation	<i>Journal Of Marketing Theory And Practice</i>	Marketing
2020	Srinivasan, M; Srivastava, P; Iyer, Kns	An Empirical Model Of Salesperson Competence, Buyer-Seller Trust And Collaboration: The Moderating Role Of Technological Turbulence And Product Complexity	<i>Journal Of Marketing Theory And Practice</i>	Marketing
2020	Slot, Jh; Wuyts, S; Geyskens, I	Buyer Participation In Outsourced New Product Development Projects: The Role Of Relationship Multiplexity	<i>Journal Of Operations Management</i>	Operations
2020	Chondrakis, G; Sako, M	When Suppliers Shift My Boundaries: Supplier Employee Mobility And Its Impact On Buyer Firms' Sourcing Strategy	<i>Strategic Management Journal</i>	Management
2021	Srinivasan, M; Hamdani, M; Ma, Sq	Four Supply Chain Management Systems: From Supply Chain Strategies To Human Resource Management	<i>Business Horizons</i>	Practioner Press
2021	Yoon, Yl; Yoon, Y; Nam, H; Choi, J	Buyer-Supplier Matching In Online B2B Marketplace: An Empirical Study Of Small- And Medium-Sized Enterprises (Smes)	<i>Industrial Marketing Management</i>	Marketing
2021	Wang, N; Ma, S; Wang, Yg	Uniting In The Letter But Breaching In The Spirit: Contract Flexibility And Interfirm Collaboration Based On The Contracts As Reference Points Theory	<i>Industrial Marketing Management</i>	Marketing
2021	Zhang, Tj; Tse, Sy; Wang, Dt; Gu, Frf	The Effect Of Distributors' Relationship Exploration On Relationship Quality Under Market Uncertainty	<i>Industrial Marketing Management</i>	Marketing

(Continued)

Publication year	Authors	Title	Journal title	Classification
2021	Wang, Y; Ramachandran, V; Sheng, Orl	Do Fit Opinions Matter? The Impact Of Fit Context On Online Product Returns	<i>Information Systems Research</i>	Information Systems
2021	Shabani-Naeeni, F; Yaghin, Rg	Incorporating Data Quality Into A Multi-Product Procurement Planning Under Risk	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2021	Hadjikhani, Ai; Lindh, C	Digital Love - Inviting Doubt Into The Relationship: The Duality Of Digitalization Effects On Business Relationships	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2021	Tse, Yk; Zhang, Mh; Zeng, Wj; Ma, J	Perception Of Supply Chain Quality Risk: Understanding The Moderation Role Of Supply Market Thinness	<i>Journal Of Business Research</i>	Marketing
2021	Cao, Zk; Chu, Jh; Hui, Kl; Xu, H	The Relationship Between Online Referral Marketing And Price Promotion: Evidence From A Large E-Commerce Platform	<i>Journal Of Management Information Systems</i>	Information Systems
2021	Zhang, Wq; Chintagunta, Pk; Kalwani, Mu	Social Media, Influencers, And Adoption Of An Eco-Friendly Product: Field Experiment Evidence From Rural China	<i>Journal Of Marketing</i>	Marketing
2021	Krijestorac, H; Garg, R; Konana, P	Decisions Under The Illusion Of Objectivity: Digital Embeddedness And B2B Purchasing	<i>Production And Operations Management</i>	Operations
2022	Krukowski, Ka; Detienne, Dr	Selling A Business After The Pandemic? How Crisis And Information Asymmetry Affect Deal Terms	<i>Business Horizons</i>	Practitioner Press
2022	Wang, M; Zhao, Dy; Gu, Ff	Forms Of Supplier Relationship Exploration And Distributor Performance	<i>European Journal Of Marketing</i>	Marketing
2022	Kreye, Me	Uncertainty Driving The Dynamic Development Of Inter-Organizational Relationships In Engineering Services Over Time	<i>Industrial Marketing Management</i>	Marketing
2022	Mero, J; Haapio, H	An Effectual Approach To Executing Dynamic Capabilities Under Unexpected Uncertainty	<i>Industrial Marketing Management</i>	Marketing
2022	Lee, Rp; Wang, Yg; Ma, S; Anderson, J	When Does Customer Participation Influence New Product Performance? The Role Of Ambiguity And Strategic Collaboration	<i>Industrial Marketing Management</i>	Marketing
2022	Guercini, S; La Rocca, A; Snehota, I	Decisions When Interacting In Customer-Supplier Relationships	<i>Industrial Marketing Management</i>	Marketing
2022	Wang, My; Sheng, Sb; Zhou, Kz	Fairness Asymmetry, Changes In Mutual Trust, And Supplier Performance In Buyer-Supplier Exchanges In China: A Dyadic View	<i>Industrial Marketing Management</i>	Marketing
2022	Takata, H; Parry, Me	Human Asset Specificity, Physical Asset Specificity, And Direct Distribution	<i>Industrial Marketing Management</i>	Marketing
2022	Casidy, R; Yan, L	The Effects Of Supplier B2B Sustainability Positioning On Buyer Performance: The Role Of Trust	<i>Industrial Marketing Management</i>	Marketing
2022	Che, T; Peng, Zy; Lai, Fj; Luo, X	Online Prejudice And Barriers To Digital Innovation: Empirical Investigations Of Chinese Consumers	<i>Information Systems Journal</i>	Information Systems
2022	Tripathi, Ak; Lee, Yj; Basu, A	Analyzing The Impact Of Public Buyer-Seller Engagement During Online Auctions	<i>Information Systems Research</i>	Information Systems
2022	Nenavani, J; Jain, Rk	Examining The Impact Of Strategic Supplier Partnership, Customer Relationship And Supply Chain Responsiveness On Operational Performance: The Moderating Effect Of Demand Uncertainty	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2022	Rangarajan, D; Hochstein, B; Nagel, D; Lyngdoh, T	Sales Complexity And Value Appropriation: A Taxonomy Of Sales Situations	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2022	Paesbrughe, B; Vuori, J; Kock, H	Selling To Enabled Purchasers: The Effect Of Perceived Supply Risk And Profit Impact On The Buyer-Seller Interaction	<i>Journal Of Business & Industrial Marketing</i>	Marketing
2022	Jiang, W; Wang, Lw; Zhou, Kz	Green Practices And Customer Evaluations Of The Service Experience: The Moderating Roles Of External Environmental Factors And Firm Characteristics	<i>Journal Of Business Ethics</i>	Ethics
2022	Biraglia, A; Bowen, Kt; Gerrath, Mhee; Musarra, G	How Need For Closure And Deal Proneness Shape Consumers' Freemium Versus Premium Price Choices	<i>Journal Of Business Research</i>	Marketing
2022	Lumineau, F; Jin, Jl; Sheng, Sb; Zhou, Kz	Asset Specificity Asymmetry And Supplier Opportunism In Buyer-Supplier Exchanges	<i>Journal Of Business Research</i>	Marketing
2022	Tan, Yc; Chandukala, Sr; Reddy, Sk	Augmented Reality In Retail And Its Impact On Sales	<i>Journal Of Marketing</i>	Marketing
2022	Ludwig, S; Herhausen, D; Grewal, D; Bove, L; Benoit, S; De Ruyter, K; Urwin, P	Communication In The Gig Economy: Buying And Selling In Online Freelance Marketplaces	<i>Journal Of Marketing</i>	Marketing
2022	Jiang, Sy; Yeung, Acl; Han, Zj; Huo, Bf	The Effect Of Customer And Supplier Concentrations On Firm Resilience During The Covid-19 Pandemic: Resource Dependence And Power Balancing	<i>Journal Of Operations Management</i>	Operations
2022	Wiener, Hjd; Flaherty, K; Wiener, J	Starting Conversations With New Customers: A Research Note On The Moderating Effect Of Experience On Responses To Small Talk	<i>Journal Of Personal Selling & Sales Management</i>	Marketing
2022	Guo, L	Gathering Information Before Negotiation	<i>Management Science</i>	Operations
2022	Xing, W; Ma, Ss; Zhao, X; Liu, Lm	Operational Hedging Or Financial Hedging? Strategic Risk Management In Commodity Procurement	<i>Production And Operations Management</i>	Operations