

THE STATUS QUO OF BUYER-SELLER NEGOTIATIONS IN INDUSTRIAL MARKETING

Competitive paper

MAIN SESSION

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Abstract

Purpose of the paper and literature addressed: The main objective of this study is to provide an overview of the current status quo of negotiation research in marketing in order to derive useful implications for further research. Therefore, we address the literature on the area of business negotiations analyzing internationally top-ranking marketing journals as well as journals that are dedicated to industrial marketing. In this context we screened 15,195 publications over the past 40 years.

Research method: We first conducted a quantitative analysis of existing literature on the area of business negotiations. Specifically, a screening of all the top marketing journals was undertaken so as to identify negotiation-related articles. In a next step, the identified articles were subjected to qualitative analysis. To this end, we modified the interaction model of the IMP Group in order to comprehensibly structure the existing findings. In the last step, these findings were presented to various negotiation experts to verify their relevance. We then derived final conclusions for future research.

Research findings: Based on our screening of 15,195 publications in top marketing journals over the past 40 years, we identified only 78 papers addressing this area of research. This represents only 0.51 % of the total amount of articles published in the marketing journals analyzed. Whereas – despite this weak quantitative fund – quite a lot aspects of business negotiations have already been addressed by marketing research, it must be criticized that it is a lack of conceptual clarity on how negotiations as a whole can be managed appropriately. Against this background, we derived a conceptual negotiation management approach to integrate the particular aspects of negotiation.

Main contribution: Buyer-seller interactions play a key role in industrial markets. In this context, business negotiations seem to be of particular importance. Along with that, an overview of negotiation-related publications could help transfer findings and identify blind spots within negotiation research. To the best of the authors' knowledge, this study is the first to provide an overview of the status quo of negotiation-related marketing research.

Keywords: buyer-seller negotiation, status quo analysis, negotiation management

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INTRODUCTION

Owing to the often significant investments, customized product solutions, and high risks involved in many business-to-business transactions, buyer-seller interactions play a key role in industrial markets (Håkansson, 1988; Håkansson and Ford, 2006; Gemünden, 1997). In this context, business negotiations seem to be of particular importance. This is due to the fact that it is in business negotiations where the majority of exchange conditions – the price, date of delivery, and guaranteed warranties, for example – is determined between the partners in the value chain. Consequently, the analysis of business negotiations should occupy a central position in industrial marketing research, too.

Although currently there is a trend towards status quo analysis within marketing research (e.g., status quo analyses of relationship marketing (Palmatier et al., 2006), customer satisfaction (Szymanski and Henard, 2001), or marketing models of service and relationships (Rust and Chung, 2006), etc.), there is no study that provides an overview of marketing studies in the field of negotiations. Such an overview would be all the more interesting as negotiations are important not only in industrial marketing, but also in other sectors, for example retail markets (e.g., B2B relationships (Dabholkar et al., 1994)) and consumer markets (e.g., B2C e-commerce (Liang, 2009)). Along with that, an overview of negotiation-related publications could help transfer findings and identify blind spots within marketing research.

Against this background, the main objective of this study is to provide an overview of the current status quo of negotiation research in marketing. In this context, we first conduct a quantitative analysis of existing literature on the area of business negotiations. Specifically, a screening of all the top marketing journals is undertaken so as to identify negotiation-related articles. In a next step, the identified articles are subjected to qualitative analysis. To this end, we modify the interaction model of the IMP Group in order to comprehensibly structure the existing findings. In the last step, these findings are presented to various negotiation experts to verify their relevance. We then derive final conclusions for future research.

QUANTITATIVE AND QUALITATIVE ANALYSIS OF THE STATUS QUO

Recognizing that buyer-seller interactions in general and business negotiations in particular play key roles in the industrial marketing process, this paper seeks to analyze the current status quo of negotiation research in marketing. As no such analysis has been conducted before, we used a two-step procedure: first, we screened a large amount of marketing literature for articles dealing with business negotiations. These articles were then subjected to qualitative analysis.

In this context, our literature sample consisted of seven internationally high-ranking marketing journals⁴ as well as three journals that are dedicated to industrial marketing. Our analysis considered publications from the year of appearance of the journal until 2008. Table 1 contains an overview of our literature sample.

⁴ Cf. part-ranking *marketing* of the VHB (Verband der Hochschullehrer für Betriebswirtschaft e.V.).

Table 1: Journals screened within our analysis of status quo

Name of journal	Period under observation
Journal of Marketing Research (JMR)	1964-2008
Journal of Retailing (JR)	1964-2008
Journal of Marketing (JM)	1968-2008
Industrial Marketing Management (JMM)	1971-2008
Journal of the Academy of Marketing Science (JAMS)	1973-2008
Journal of Consumer Research (JCR)	1974-2008
Journal of Business and Industrial Marketing (JB&IM)	1986-2008
Marketing Letters (ML)	1989-2008
Journal of Business to Business Marketing (JBBM)	1993-2008
Journal of Service Research (JSR)	1998-2008

QUANTITATIVE ANALYSIS

The aim of the first step of analysis is to provide a quantitative overview of the status quo of negotiation-related research in marketing. In this context, we were interested in (1) how many publications have addressed negotiation to date, (2) what the absolute and relative frequency of the negotiation-related publications is between the particular journals, and (3) what nationalities the authors come from that investigate negotiation in marketing.

In order to answer these questions, two doctoral students – independently – screened the abovementioned journals according to their treatment of the negotiation issue. In this context, introductions to new sections, introductions to special issues, editorials, errata, calls for papers, awards, volume indexes, and bibliographies were not considered, resulting in a total of 15,195 screened articles. We then counted all the identified articles. This enabled us to generate concrete data to define statistical relationships. In order to support the screening process, we defined negotiation as an interaction process between two market participants in which exchange conditions – like price or delivery conditions – are determined. Negotiations thus describe a specific form of interaction that can be identified in our literature sample by keywords such as bargaining, negotiation, agreement, compromise, arrangement, deal, pact, settlement, contract.

Absolute and relative number of negotiation-related articles. Based on our screening of 15,195 publications in top marketing journals over the past 40 years, we identified only 78 papers addressing this area of research. This represents only 0.51 % of the total amount of articles published in the marketing journals analyzed. Recognizing that the production of industrial goods usually represents a multiple of that of consumer goods (e. g. 1,218,241 vs. 304,703 million € in Germany in 2008)⁵ the disregard of the subject of negotiation represents a paradox to the needs of praxis.

Absolute and relative number of negotiation-related articles sorted by journal. Given a total amount of 78 negotiation-related papers, the *Journal of Marketing Research* best emphasizes this research area, with 16 papers – compared to the other journals analyzed. However, noteworthy seems especially that two of the three analyzed industrial marketing

⁵ Cf. The data of the Statistisches Bundesamt 2008.

journals (*Industrial Marketing Management* and the *Journal of Business and Industrial Marketing*) rank among the four most negotiation-related journals (in absolute figures).

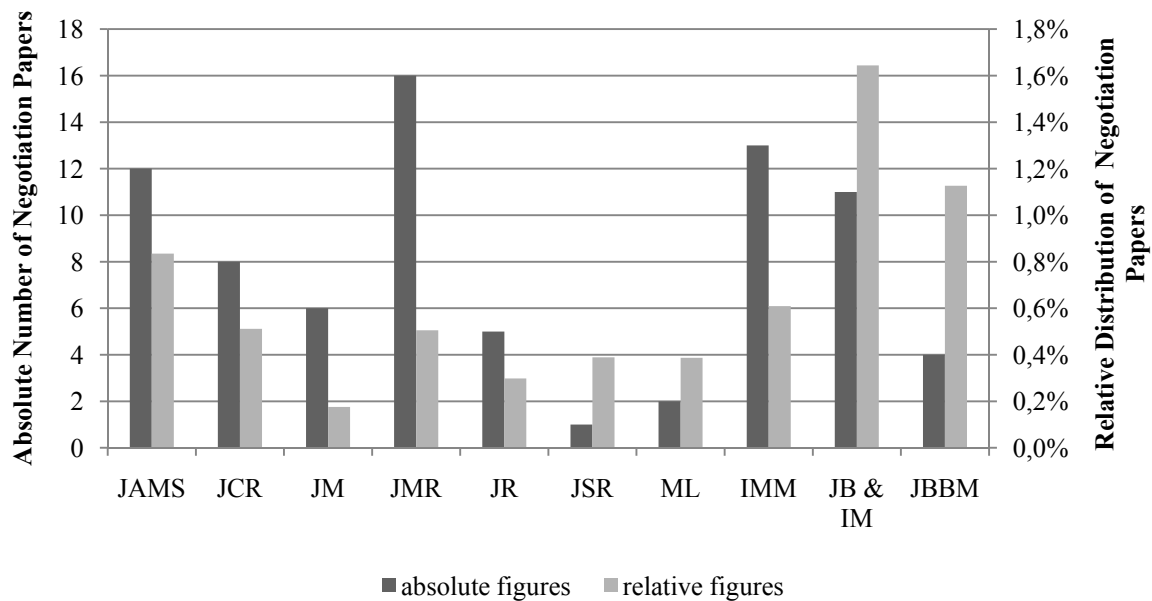


Figure 1: The absolute and relative number of negotiation-relevant publications per journal

Whereas these absolute figures provide first insights about the *negotiation affinity* of different journals, it is crucial to consider the relative figures of negotiation-related papers (compared to the total volume of articles published by the journal in question). This is due to the fact that the volumes of publications per journal differ between the journals. In this context, we found that the *Journal of Business & Industrial Marketing* – with a relative ratio of 1.64% (with 11 relevant articles, compared to a total number of 355 publications) – is the most negotiation-affine journal analyzed. Furthermore, it is clear that all three industrial marketing journals rank among the four most negotiation-affine journals. This result suggests that negotiations are especially important in the industrial market, as reflected by the coverage of this research field in the industrial marketing journals. Nevertheless, a relative ratio of less than 2% in the most negotiation research-intensive marketing journal is not a result to be proud of. Rather, this demonstrates how profoundly under-represented negotiation is in the scientific community.

Authors' countries of origin. Figure 2 shows that nearly three-quarters of the 91 identified researchers that have published negotiation-related articles in the noted journals are from the USA. Only 12% of the authors derive from the European Union. This shows that the major stimuli for negotiation research come from the USA, as disappointing as these stimuli may be in number.

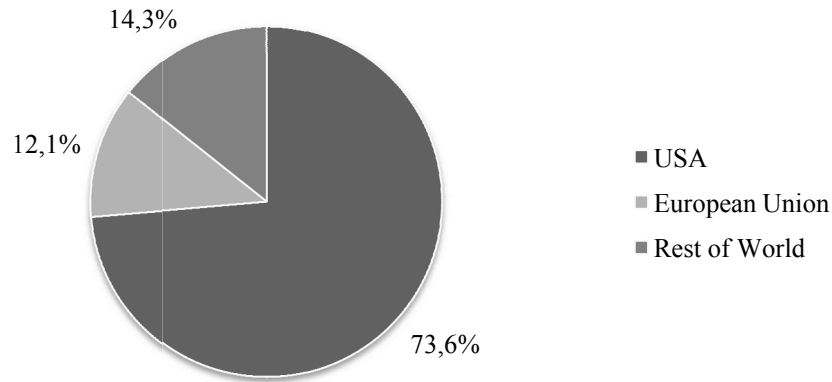


Figure 2: The relative number of published authors by their country/region of origin

Given the importance of business negotiations, especially within the marketing of industrial goods, these figures paint a disappointing picture. Only half a percentage of the body of the analyzed literature deals directly with negotiation. Although it is encouraging that especially industrial marketing journals (as opposed to general marketing journals) address this issue, the highest ratio – 1.64% (*Journal of Business and Industrial Marketing*) – of negotiation-related publications to the total number of publications in the journal is no cause for euphoria.

However, quantitative analysis by itself does not seem sufficient to derive a complete overview of the status quo of negotiation research in marketing. To complete the analysis of the underlying marketing literature, we complemented quantitative results with the analysis of qualitative aspects within the noted papers.

QUALITATIVE ANALYSIS

The aim of this step of analysis is to gain deeper insights into the specific findings elaborated by negotiation-related publications. For this purpose we first of all content-analyzed the identified articles. Hereunto we applied a categorization scheme in order to comprehensibly structure our findings. Drawing up to the interpretation of negotiation as a special form of interaction, we found it most reasonably to apply the interaction model of the IMP Group as the basis of our systematization. According to this model, four main variable groups describe and influence inter-organizational interaction processes:

1. Variables characterizing the *parties involved* (negotiation parties), both as organizations and as individuals;
2. Variables picturing the *atmosphere* affecting and affected by the interaction (negotiation atmosphere);
3. Variables describing the *environment* in which the interaction takes place (negotiation environment) and
4. Variables relating to the elements and *processes of interaction* (negotiation process).

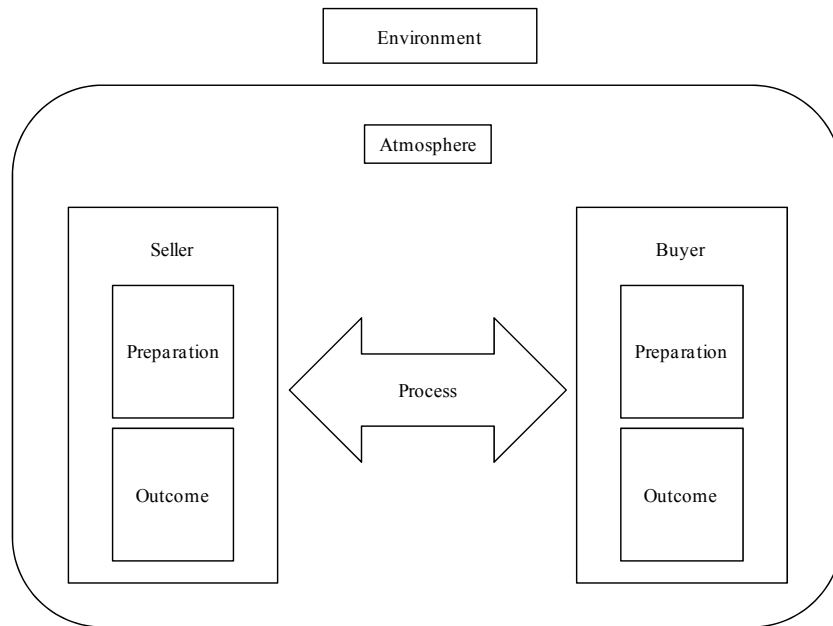


Figure 3: The modified IMP interaction model

Although these variable groups cover the relevant aspects of the complex field of business negotiations to a high extent, we decided to take into account two further categories that seem relevant in the area of negotiation research: *negotiation preparation* and *negotiation outcome*. An illustration of our adapted IMP-model is given in figure 3. Along with this categorization scheme, we addressed several research questions. We were interested (1) in assigning existing negotiation publications to one or several parts of the interaction model, (2) in detecting areas that are more or less neglected by the scientific community, and (3) in providing suggestions for future research. To answer these questions, we read the articles and their findings in a detailed way. Overall, we can state the following findings:

Parties

Existing findings in the category of negotiation parties refer to individual negotiation participants as well as entire organizations (Cunningham, 1980). In this context, studies on individual negotiation participants can be categorized into two different streams: studies focusing on single negotiation actors and studies focusing on negotiation teams.

Concerning single negotiation participants, the focus is on the analysis of different characteristics. According to SPIRO/WEITZ, there are five categories of such characteristics: *personality*, *intrinsic motivation*, *experience*, *managerial style*, and *performance* (Spiro and Weitz, 1990). According to *personality*, for example, BARRY/FRIEDMAN investigate the influence of factors such as *conscientiousness* and *cognitive ability* on the negotiation situation (Barry and Friedman, 1998). They found that there is no direct relationship between economic gain and these two personality factors for either buyers or sellers in the case of distributive bargaining. In the case of integrative bargaining, only *cognitive ability* has an influence on pareto-efficient outcomes (via the ability to manage ambiguous information and solve complex problems). The *performance* category refers to the extent to which successful negotiation outcomes can be ascribed to single actors' personal negotiation skills. In this

context, it has been found, for example, that men tended to achieve higher individual profits compared to women (Neu et al., 1988). Men also spent more time negotiating than women. Studies analyzing negotiation teams investigate the relationship between a buying center member's interpersonal *communication intensity* and explaining variables like decision complexity or time pressure, for example (Dawes and Lee, 1997; Katrichis, 1998). This study shows, that prior experience, importance, or time pressure lead to less intense communication, whereas product or decision complexity has the opposite effect.

According to the study of entire organizations, the influence of determinants like *corporate identity* (Phatak and Habib, 1996), *organizational flexibility* (MacCall and Warrington, 1989), or *motivation* (Michaels et al., 1995) on the negotiation process and outcome have been analyzed. In this context, it has been found, for example, that the company's corporate identity (via shared experiences, values, and company self-perception) influences individual employees' work and thus the observed negotiation behavior of single negotiation participants. According to MACCALL/WARRINGTON, intra-organizational inflexibility can embarrass effective problem-solving strategies. Concerning individual motivation, MICHAELS/DUBINSKY/RICH note that it depends more on intrinsic individual factors than on organizational variables such as *supportive leader behavior or feedback*.

Atmosphere

Existing findings in the category of the negotiation atmosphere refer to the inter-organizational *power architecture*, the degree of *conflict respectively cooperation*, and the *social distance* between the negotiation parties.

With reference to power architecture, existing studies investigate the effects of the quality of an ongoing *business relationship*, given different allocations of power (Dabholkar et al., 1994). Given an equal power allocation between the negotiation parties, an ongoing business relationship will lead to coordinative negotiation behavior due to high switching costs and, conversely, to competitive negotiation behavior in the case of low switching costs. Given an unequal power distribution, the duration of a relationship has no influence on the behavior types. In both equal and unequal power allocation, the more powerful party tends to display command behavior. A second study elaborates on the concrete manipulation of the negotiation process due to *different power allocations* (Dwyer and Walker, 1981). The authors found that the more powerful party made more demanding initial bids and that the less powerful party yielded a smaller average percentage of initial profits than would have been the case in a balanced power allocation.

Concerning the issue of solving conflicts, ROBICHEAUX/EL-ANSARY establish a relationship between structures of power and control and the resulting potential of conflict within distribution channels (Robicheaux and El-Ansary, 1976). They found that the degree and nature of cooperation and conflict among channel members is determined by the extent to which each channel member's autonomy and control over other members is consistent with its organizational role prescriptions.

With regard to the similarity of negotiation participants, the focus lies on similar *patterns of behavior and characteristics* of the participants. Basic findings are that "people talk to and are influenced by persons who are more or less like themselves" (Kretch et al., 1962) and that "the research hypothesis that perceived similarity increases the number of cooperative responses was supported" (Mathews et al., 1972, pp. 103). Research on

intercultural factors and their influence on negotiations within an international context is often conducted descriptively and against the background of certain country or region comparisons (e.g., industrial nations vs. developing nations) (Ghauri, 1988). CHAISRAKEO/SPEECE describe a conceptual framework for a systemization of countries (Chairsrakeo and Speece, 2004).

Environment

There are few findings in the category of the negotiation environment defined by the IMP Group (*market structure, degree of dynamism, internationalization, and the social system*). Only SAMLI/GREWAL/MATHUR analyze the influence of environmental factors (*economic conditions, the supply-and-demand-structure, the availability of information, and the underlying type of market*) on the negotiating company (Samli et al., 1988). Concerning the negotiating company, they state, that “whether they are in perfectly competitive, monopolistic or oligopolistic markets would clearly have tremendous influence on their bargaining position” (Samli et al., 1988, pp. 24). The scientific community pays more attention to technical circumstances. Changes in companies’ environments, for example, led to an increasing application of e-negotiations. For example, there are numerous discussions concerning behavioral-scientific consequences of e-negotiations (Kurtzberg and Husted-Medvec, 2003).

Preparation

Existing findings in the category of negotiation preparation mainly refer to the fixing of negotiation *goals*, the implementation of fundamental negotiation *strategies*, and the utilization of special negotiation *tactics*. The application of *electronic support systems* is also analyzed.

Concerning appropriate *negotiation goals*, it was found that weak goals lower the individual negotiator’s motivation and thus result in less successful negotiation outcomes (Pruitt, 1983; Bazerman et al., 1985). Concerning the issue of *negotiation strategies and tactics*, most studies provide normative contributions in the form of user-orientated negotiation recommendations (the “good guy, bad guy” routine, imposing time pressure, etc.) (e.g. Perdue, 1992). On the other hand, various papers analyze descriptively surveyed generic behavior types, for example, *competitive* vs. *coordinative* behavior (depending on the profit orientation) (Frazier and Rody, 1991; Ganesan, 1993) or *command* vs. *cooperative* behavior (depending on the time horizon of the business relationship) (Dabholkar et al., 1994). Finally, the literature reveals various negotiation behavior systems. PERDUE/DAY/MICHAELS borrowed a five-category typology from the literature on organizational behavior and tested it for its applicability in describing the negotiation behavior of industrial buyers (Perdue et al., 1986). Of the five styles in the THOMAS typology, only three appear to be relevant for describing industrial buyer behavior in the context of buyer-seller negotiation – the collaborative, competitive, and sharing styles. The results of this study suggest that most industrial buyers generally perceive themselves as collaborative in their dealings with industrial sellers (i.e. the collaborative style appears to be the dominant style of most industrial buyers). Furthermore, various studies analyze the mutual adaptation of behaviors (so-called reciprocity) (Mintu-Wimsatt and Calantone, 1996; Pruitt, 1981; Westbrook, 1996; Gouldner, 1960; Dabholkar et al., 1994; Goering, 1997; Brett et al., 1998).

They reveal mutual adaptation, especially of integrative behavior patterns. GOERING'S work leads to the result that "bargaining interaction tends to be characterized by reciprocal exchange (...) integrative messages tend to be matched with integrative responses; while distributive communication tends to elicit distributive responses" (Goering, 1997, pp. 385).

Finally, the existing findings reveal that various electronic support systems exist that are able to enhance the efficiency and effectiveness of the negotiation preparation phase. In this context, especially the GERT model (for planning cost negotiations) (Bird et al., 1973) as well as NEGOTEX (an expert system for the supply of conceptual guidelines for negotiations) (Rangaswamy et al., 1989) are noteworthy within our literature sample.

Process

Existing findings in the category of negotiation process mainly refer to *structural* analysis on the one hand (phase analysis) and *content-related* analysis on the other (questions about ethics, morality, and fairness).

Concerning the structural analysis the literature distinguishes generally between the phases of *differentiation* and *integration* (Walton, 1969). Thereby these phases are characterized by an interplay of antagonism and coordination (Gulliver, 1979). At the same time the phases are described by the degree of potential for conflict (initially increasing, subsequently declining) (Adair and Brett, 2005). All phase models have in common the general distinction between an initiation phase, a problem-solving phase and a resolution phase (Holmes, 1992).

With respect to content-related analysis, CARR'S work, for example, is about the praxis of *bluffing* (Carr, 1968). According to his conclusions, bluffing can form a legitimate part of a negotiation. Other studies focus on different *combinations of power distributions* between the negotiation participants and their consequences on the appreciation of the participants' fairness (Buchan et al., 2004). BUCHAN/CROSON/JOHNSON found that Americans believe it fair that the more powerful party should take the lion's share of the wealth, while the Japanese believe it fair for the more powerful party to share the wealth with the less powerful. Other authors analyze the acceptance of different *negotiation tactics* (Lewicki, 1983): for example, false promises, misrepresentation of position, attacking the opponent's network, or inappropriate information gathering, following LEWICKI. The objective of such research is to prove tactics with respect to their acceptance in ethics. LEWICKI found that whereas competitive bargaining still meets with acceptance, the other four categories in most cases meet with a refusal.

Outcome

Existing findings in the category of negotiation outcome mainly refer to two streams of research concerning negotiation output: analysis of a model-theoretical nature (*predictions* of possible negotiation outcomes, given various possible negotiation alternatives) and analysis that *valuates* negotiation outcomes (predominantly according to the aspect of satisfaction). The former stream implicates various value models: *additive*, *multiplicative*, *proportional* as well as *reference point* models (Harsanyi, 1955; Nash, 1950; Kalai and Smorodinsky, 1975; Gupta and Livne, 1990). Game-theoretical theories exist both about distributive (Fandel, 1981) and integrative (Gupta and Livne, 1990) negotiations. The main

objective here is to reach a pareto-optimal negotiation outcome (Nash, 1953; Kalai and Smorodinsky, 1975; Gupta and Livne, 1990. Conflict, power, or influence can represent additional conditions of this stream (Neslin and Greenhalgh, 1983). Group influence processes are also analyzed (Eliashberg et al., 1986).

Several publications deal with the valuation of the resulting negotiation outcomes. The basis of studies dealing with the dependency of negotiation outcomes on a reference point are the social-psychological studies of BAZERMAN and THOMPSON (Bazerman, 1983; Thompson, 1991). In regard to the nature of reference points, SRIVASTAVA/OZA conclude that bargaining can be much more complex when there are no clearly specified reference points (Srivastava and Oza, 2006). The authors assume that “perceptions of bargaining outcomes may be influenced by cues that emerge from the bargaining environment” (Srivastava and Oza, 2006, pp. 266). As an example of an exogenous factor, they draw on the time taken by an opponent to respond to an offer. They found that the bargaining outcomes are perceived to be more favorable when an offer was accepted after a delay than when it was accepted immediately. In addition to profit maximization, individual factors of the relationship between the negotiation parties are observed (Bacharach and Lawler, 1981). The quality of the relationship can be described by different payoff allocations (Loewenstein et al., 1989) (e.g., according to the gain of the negotiation counterpart, the total of both gains, and the relative difference between both gains) (Corfman and Lehmann, 1993). They found that negotiation participants were consistently less satisfied the more the opponent’s payoffs exceeded their own, although this effect decreased as the difference between the payoffs increased.

Overall, our qualitative analysis reveals that, in spite of the identified weak quantitative yield, a multitude of issues concerning negotiations has already been taken into account by marketing research. However, these studies have a fairly unconnected coexistence as their findings are not yet based on or do not refer to one another. Current negotiation-related marketing research can therefore be considered a “rag rug”. In order to check its practical relevance and to derive sound implications for further research, we conducted in-depth interviews with negotiation experts from practice.

IN-DEPTH INTERVIEWS WITH NEGOTIATION EXPERTS

SAMPLE AND PROCEDURE

As mentioned, the main objective of the empirical study was to investigate the relevance of the identified status quo in order to derive sound implications for further research. Against this background, we conducted in-depth interviews with 20 negotiation experts. They derived from diverse industries and had significant negotiation experience, which generally included experience in sales or procurement. All interviews were conducted face-to-face and were structured as follows: In a first step, we explained the objective of the study to the experts. Subsequently, the negotiation experience of the experts according to function and duration was noted. In a next step, the identified status quo of negotiation-related findings within marketing research was presented to them – analogous to the qualitative analysis categories *parties*, *atmosphere*, *environment*, *process*, *preparation*, and *outcome*. The experts were then asked to evaluate the categories’ practical relevance and, if possible, to indicate starting points for further research. The interviews lasted 70 minutes on average and resulted in the following findings.

RESULTS

Parties. Whereas the detail of research concerning single negotiation participants is appraised by the majority of the practitioners, several questions arose in regard to the validity of the identified findings. This is due to the fact that most negotiator characteristics have been analyzed in isolated manner, without taking into account their mutual interdependencies. It thus seems questionable whether feasible conclusions are derivable. In regard to negotiation teams, the practitioners were critical of the fact that hardly any implications were provided in relation to the optimal composition of negotiation teams.

Atmosphere. Whereas the general areas of interest in the negotiation atmosphere – the inter-organizational power architecture, for example – seem of high relevance to the practitioners, they were critical of the fact that research into this category has to date mainly been undertaken from a descriptive perspective. Similarly, they would have preferred a conjunction of research into negotiation atmosphere with more strategic aspects. Moreover, they were critical of the fact that intercultural studies are mainly undertaken only in certain regions like Mexico and China, whereas other increasingly important regions in the global competitive environment have to date not yet been investigated.

Environment. According to the practitioners, there has been too little research into the category of negotiation environment. Furthermore, they question the topicality of existing research findings. Particularly in regard to e-negotiations research, they are of the opinion that continuous research efforts should be made to keep up with technological developments.

Preparation. In contrast to the lack of research into the negotiation environment category, the practitioners commended the variety of articles in the field of negotiation preparation. However, following their point of view, the relative high quantity is not accompanied by conceptual quality. The analysis of most negotiation tactics seems to lack any theoretical foundation and to contain inadequate definitions. Moreover, they questioned whether the dichotomy of negotiation strategies (problem solving vs. aggressive bargaining) is able to comprehensively structure this aspect of negotiation.

Process. Although several studies investigate the negotiation process, the practitioners questioned the resulting findings' relevance. According to them, several worthy areas of interest are under-researched. In this context, they indicated that an analysis of different concession behaviors and their relative impact on the negotiation process would be of great interest. Moreover, practitioners question the relevance and practical value of solely descriptive elaboration of different phase models. Furthermore, they are of the opinion that process analysis is often accompanied by cause-and-effect studies that draw on single negotiation tactics and their effects on the negotiation process, without aggregating results to a larger scope (in form of sequences of behaviors).

Outcome. As mentioned, studies of the negotiation outcomes category often dispose of a model-theoretical nature. From the practitioners' point of view, however, such studies are too abstract and their findings can hardly be put into practice. They also state that deeper insights into a more comprehensive evaluation of negotiation outcomes are lacking; to date, the evaluation of negotiation outcomes is mainly based on purely economic values, without taking into account other performance criteria such as the establishment of long-term buyer-seller relationships, for example. Likewise, the practitioners consider the development of negotiation controlling tools to be of high relevance, especially in times of rising competition and the resulting efficiency pressure.

Independently from the abovementioned points, the majority of the practitioners were critical of the fact that the identified negotiation-related studies all focus only on one or two aspects of the complex field of buyer-seller negotiations, without elaborating on how the different aspects of negotiations interact. As a result, they posit a lack of conceptual clarity on how negotiations as a whole can be managed appropriately. Against this background, we sought to integrate the particular aspects of negotiation into a *conceptual negotiation management approach*.

THE DEVELOPMENT OF A NEGOTIATION MANAGEMENT APPROACH

Despite the low quantity of negotiation-related publications, marketing research has already analyzed quite a lot aspects of the complex issue of negotiations. However, the results of the expert interviews reveal that both the relevance and the applicability of the identified status quo must be questioned. This is particularly due to the fact that the different aspects of negotiations have only been analyzed independently from one another. As a result, research and practice lack insights on how the diverse findings are interrelated.

Against this background, we have developed a negotiation approach that integrates the existing findings and thus enables a comprehensive view of negotiation management. In this context we built upon the well-known management phases, which – according to STONER (1982) – can be divided into “the process of planning, organizing, leading, and controlling”. We will now provide a first draft of the different tasks within these management phases.

<p style="text-align: center;">Planning</p> <p>Analysis of the negotiation type:</p> <ul style="list-style-type: none"> – gathering information about the negotiation partner – investigating the negotiation history between the market parties – analyzing the expected difficulty and relevance of the upcoming negotiation 	<p style="text-align: center;">Organizing</p> <p>Stuffing of the negotiation team:</p> <ul style="list-style-type: none"> – evaluating the capability and performance of single negotiation actors – checking the possibility to influence the opposing negotiation team <p>Preparation of the upcoming negotiation:</p> <ul style="list-style-type: none"> – defining the own negotiation goals – assuming the counterparts’ goals – developing strategies and tactics – training negotiators professionally
<p style="text-align: center;">Leading</p> <p>Handling of the negotiation process:</p> <ul style="list-style-type: none"> – setting additional rules for potential negotiation break-ups, de-escalations, and changes within negotiation teams – training negotiators professionally 	<p style="text-align: center;">Controlling</p> <p>Evaluating negotiation performance:</p> <ul style="list-style-type: none"> – analyzing the achievement of previously fixed negotiation goals – evaluating reasons for the case of differing results

Figure 4: The four phases of negotiation management

Although this has not been highlighted by any of the identified studies, in our opinion, one should conduct an in-depth analysis of the negotiation situation at the outset of every negotiation management process. In this context, the *planning* phase should include an analysis of the upcoming negotiation type (e.g., competitive vs. cooperative), the gathering of information about the negotiation partner, and – if applicable – an investigation of the negotiation history between the participants. The planning phase should render first insights in regard to the expected difficulty as well as the relevance of an upcoming negotiation.

Based on these results, the first task within the *organizing* phase should be a systematic staffing of the negotiation team. In this context, negotiation participants must evaluate both the capability and performance of single negotiation actors in regard to the upcoming negotiation setting. Hereunto an optimal negotiation team must be formed. Likewise, it should be considered whether it is possible to influence the composition of the opposing negotiation team (e.g., the exclusion of less amenable counterparts and the integration of ‘friends’ on the other side). As second task within this phase, the formed negotiation team should execute a detailed negotiation preparation. In this context, a variety of objectives are relevant; these include the clear and measurable definition of own negotiation goals. Furthermore, assumptions of the counterparts’ goals must be developed and suitable negotiation strategies and tactics prepared. The organizing phase should also include professional negotiator training so as to develop appropriate negotiation behavior.

The extent and manner of the teams’ negotiation preparation directly influence the negotiation process. Nevertheless, it seems recommendable to set additional rules for potential negotiation break-ups, de-escalations, and changes within negotiation teams, for example. This is especially true if the negotiation parties dispose of different corporate cultures and thus operate in terms of unequal business values. The communication and control of such rules are tasks of the *leading* phase, which also includes professional negotiator training to develop appropriate negotiation behavior and incorporate it into the specific negotiation culture and style.

Subsequent to the negotiation process, the *controlling* phase constitutes the final step of the negotiation management approach. Its main objective is to derive from past negotiation settings sound implications for advanced negotiation management in future. Consequently, the negotiation parties should consider whether and to what extent the previously set negotiation goals have been attained. Furthermore, in case of differing results, the reasons must be carefully identified. In this context, it must be considered that the causes of failure may lie in all other phases of the outlined management approach (for example in an inadequate team staffing).

CONCLUSION

As business negotiations are a vital component of buyer-seller interactions, the main objective of this study was to provide an overview of the current status quo of negotiation research in marketing. In this context, we first conducted a quantitative analysis of existing literature in the area of business negotiations. Our paper reveals that only 0.51% of the marketing literature has an explicit negotiation focus. Specifically, based on a screening of 15,195 publications in top marketing journals over the past 40 years, we identified only 78 papers addressing this research area.

In order to gain deeper insights about the current state of negotiation research in industrial marketing as well as to derive further implications for research and practice, we subjected the identified articles to qualitative analysis. To this end, we modified the interaction model of the IMP Group to fit the relevant aspects of business negotiations, structuring the designated contributions into the following categories: parties, atmosphere, environment, preparation, process, and outcome. Overall, our qualitative analysis reveals that, in spite of the identified weak quantitative yield, a multitude of issues concerning negotiation have been taken into account by marketing research. However, these studies have a fairly unconnected coexistence as their findings are not yet based on or do not refer to one another.

In order to check the practical relevance of the screened body of negotiation literature and in order to derive sound implications for further research, we conducted in-depth interviews with negotiation experts. Whereas they commended the variety of studies focusing on negotiation categories such as negotiation parties (single negotiation participants), negotiation preparation (strategies and tactics), and negotiation outcome, they criticize the lack of studies addressing aspects such as the negotiation environment or the negotiation process (superficiality/incompleteness). Moreover, the practitioners were critical of the fact that all identified studies only focus on one or two aspects of buyer-seller negotiations, without elaborating on how the different aspects of negotiations interact. As a result, there is a lack of conceptual clarity on how negotiations as a whole can be managed appropriately.

Given this background, we propose a comprehensive negotiation management approach that puts together the different aspects of negotiation and incorporates marketing research's disparate findings. We propose a four-phase approach, consisting of planning, organization, processing, and controlling. During the first phase (*planning*), the relevant conditions and significance of the planned negotiation are analyzed. In the second phase (*organizing*), the specific requirements of the team structure are defined. This phase also involves setting negotiation goals and training for adequate negotiation behavior. The third phase (*leading*) consists of the communication and control of process-related rules in order to assure an adequate interaction process. After the contractual agreement, a fourth phase (*controlling*) is necessary so as to evaluate the degree of negotiation goal attainment, among others. It is up to the various departments within companies dealing with negotiations day after day to implement an effective and efficient negotiation management system to further assure the company's competitiveness. Thereby, the key departments are purchasing and sales departments, whereas such departments as the human resources departments also play an important role.

To the best of our knowledge, this study is the first to provide an overview of the status quo of negotiation-related marketing research. Whereas the findings offer insights, our study also contains certain caveats: Firstly, this study could not involve all existing marketing journals that possibly cover negotiation. Hence, this paper only represents an extract of the total body of marketing literature, albeit the most valuable cutout following the rankings. A second limitation lies in the fact that we analyzed the identified articles for content on the basis of one specific categorization scheme. In this context, it can be assumed that further findings as well as limitations would have been identified by the negotiation experts if other models had been employed. Finally, our paper only reveals implications for further research, i.e. we provide a map of literature detecting blind spots of research. Further research should address challenges like the optimal composition of negotiation teams, new ways of negotiating with each other to keep up with technological developments, sequences of tactical behaviors and their effects on the negotiation process, negotiation controlling tools or even conditions, which can reduce the probability of interaction processes in form of negotiations.

However, exploring such virgin soil represents the task of following papers and a great opportunity for astute researchers.

APPENDIX

Publications sorted by addressed category and date:

Category	Author	Year	Title
Negotiation Parties	Allan L. Pennington	1968	Customer-Salesman Bargaining Behavior in Retail Transactions
	Reinhard Angelmar/ Louis W. Stern	1978	Development of a Content Analytic System for Analysis of Bargaining Communication in Marketing
	F. Robert Dwyer	1984	Are Two Better Than One? Bargaining Behavior and Outcomes in an Asymmetrical Power Relationship
	Peter M. Banting/ Paul A. Dion	1988	The Purchasing Agent: Friend or Foe to the Salesperson?
	Joyce Neu / John L. Graham/ Mary C. Gilly	1988	The Influence of Gender on Behaviors and Outcomes in a Retail Buyer-Seller Negotiation Simulation
	Barbara C. Perdue	1989	The size and composition of the buying firm's negotiation team in rebuys of component parts
	J.B. Smith/ D.W. Barclay	1993	Team Selling Effectiveness: A Small Group Perspective
	Pratibha A. Dabholkar / Wesley J. Johnston / Amy S. Cathey	1994	The dynamics of long-term business-to-business exchange relationships
	Michele D. Bunn	1994	Key aspects of organizational buying: conceptualization and measurement
	R.E. Michael/ A.J. Dubinsky/ G.A. Rich	1995	An Empirical Investigation of Components of Industrial Buyer Motivation
	Alma Mintu-Wimsatt / Roger J. Calantone	1996	Exploring factors that affect negotiators' problem-solving orientation
	P.L. Dawes/ D.Y. Lee	1996	Communication Intensity in Large-Scale Organizational High Technology Purchasing Decisions
	Jerome M. Katrichis	1998	Exploring Departmental Level Interaction Patterns in Organizational Purchasing Decisions
	Ellen Bolman Pullins / Curtis P. Haugtvedt / Peter R. Dickson / Leslie M. Fine / Roy J. Lewicki	2000	Individual differences in intrinsic motivation and the use of cooperative negotiation tactics
	T. Tellefsen	2006	Antecedents and Consequences of Buying Center Leadership: An Emergent Perspective
Negotiation Atmosphere	Edwin W. Crooks	1966	The Case for Concentration of Purchases
	H. Lee Mathews/ David T. Wilson/ John F. Monoky Jr.	1972	Bargaining Behavior in a Buyer-Seller Dyad
	Robert A. Robicheaux/ Adel I. El-ansary	1975	A General Model for Understanding Channel Member Behavior
	Walker Dwyer	1981	Bargaining in a asymmetrical power structure
	Paul H. Schurr/ Julie L. Ozanne	1985	Influences on Exchange Processes: Buyers' Preconceptions of a Seller's Trustworthiness and Bargaining Toughness
	Leigh McAlister/ Max H. Bazerman/ Peter Fader	1986	Power and Goal Setting in Channel Negotiations
	Nigel C. G. Campbell/ John L. Graham/ Alain Jolibert/ Hans Gunther Meissner	1988	Marketing Negotiations in France, Germany, the United Kingdom, and the United States
	Pervez N. Ghauri	1988	Negotiating With Firms in Developing Countries: Two Case Studies
	Barbara C. Perdue/ John o. Summers	1991	Purchasing Agents' Use of Negotiation Strategies
	Paul A. Herbig / Hugh E. Kramer	1992	Do's and Don'ts of Cross-Cultural Negotiations
	Naoko Oikawa/ John F. Tanner Jr.	1992	The Influence of Japanese Culture on Business Relationships and Negotiations
	Shankar Ganesan	1993	Negotiation strategies and the nature of channel relationships
	David Strutton/ Lou E. Pelton/ James R. Lumpkin	1993	The Influence of Psychological Climate on Conflict Resolution Strategies in Franchise Relationships
	P.V. (Sundar) Balakrishnan / Charles Patton/ Phillip A. Lewis	1993	Toward a Theory of Agenda Setting in Negotiations
	Pratibha A. Dabholkar / Wesley J. Johnston / Amy S. Cathey	1994	The dynamics of long-term business-to-business exchange relationships
	Dong-Sung Cho / Wujin Chu	1994	Determinants of Bargaining Power in OEM Negotiations
	Robert Gulbro / Paul Herbig	1995	Differences in cross-cultural negotiation behavior between industrial product and consumer product firms
	Robert Gulbro/ Paul Herbig	1996	Negotiating Successfully in Cross-Cultural Situations

	Alma Mintu-Wimsatt / Roger J. Calantone	2000	Crossing the border: testing a negotiation model among Canadian exporters
	Swee Hoon Ang / Siew Meng Leong / Georgina P. S. Teo	2000	The Effects of Personal Value Similarity on Business Negotiations
	Alex Sharland	2001	The Negotiation Process as a Predictor of Relationship Outcomes in International Buyer-Supplier Arrangements
	Anna Zarkada-Fraser/ Campbell Fraser	2001	Moral decision making in international sales negotiations
	Ganesh Iyer/ J. Miguel Villas-Boas	2003	A Bargaining Theory of Distribution Channels
	Tommy Roxenhall / Pervez Ghauri	2004	Use of written contract in long-lasting business relationship
	Mohammad Elahee/ Charles M. Brooks	2004	Trust and negotiation tactics: perceptions about business-to-business negotiations in Mexico
	Sunanta Chairsakeo / Mark Speece	2004	Culture, intercultural communication competence, and sales negotiation: a qualitative research approach
	Miguel Villas-Boas/ Ying Zhao	2005	Retailer, Manufacturers, and Individual Consumers: Modeling the Supply Side in the Ketchup Marketplace
	Josef Windsberger/ Rajiv P. Dant	2006	Contractibility and ownership redirection in franchising: A property rights view
	Anthony J. Dukes/ Esther Gal-Or/ Kannan Srinivasan	2006	Channel Bargaining with Retailer Asymmetry
	Tony Fang	2006	Negotiation: the Chinese style
	Jamal A. Al-Khatib/ Stacy M. Vollmers/ Yusin Liu	2007	Business-to-business negotiating in China: the role of morality
Negotiation Environment	Pervez N. Ghauri	1988	Negotiating With Firms in Developing Countries: Two Case Studies
	A. Coskun Samli / Dhruv Grewal / Sanjeev K. Mathur	1988	International industrial buyer behavior: An exploration and a proposed model
Negotiation Preparation	Monreo M. Bird / Edward R. Clayton / Laurence J. Moore	1973	Sales Negotiation Cost Planning for Corporate Level Sales
	H. Lee Mathews / David T. Wilson	1974	Industrial marketings new challenge: The computerized buyer
	Reinhard Angelmar/ Louis W. Stern	1978	Development of a Content Analytic System for Analysis of Bargaining Communication in Marketing
	Stephen W. Clopton	1984	Seller and Buying Firm Factors Affecting, Industrial Buyers Negotiation Behavior and Outcomes
	Thomas W. Leigh/ Arno J. Rethans	1984	A Scripttheoretic Analysis of Industrial Purchasing Behavior
	Barbara Perdu/ Ralph Day/ Ronald Michaels	1986	Negotiation Styles of Industrial Buyers
	Leigh McAlister/ Max H. Bazerman/ Peter Fader	1986	Power and Goal Setting in Channel Negotiations
	Stephen W. Clopton / Hiram C. Barksdale	1987	Microcomputer based methods for dyadic interaction research in marketing
	Paul A. Dion / Peter M. Banting	1988	Industrial Supplier-Buyer Negotiations
	Nigel C. G. Campbell/ John L. Graham/ Alain Jolibert/ Hans Gunther Meissner	1988	Marketing Negotiations in France, Germany, the United Kingdom, and the United States
	John L. Graham/ Dong Ki Kim/ Chi-Yuan Lin/ Michael Robinson	1988	Buyer-Seller Negotiations Around the Pacific Rim: Differences in Fundamental Exchange Processes
	Arvind Rangaswamy/ Jehoshua Eliashberg/ Raymond R. Burke/ Jerry Wind	1989	Developing Marketing Expert Systems: An Application to International Negotiations
	Barbara C. Perdue/ John o. Summers	1991	Purchasing Agents' Use of Negotiation Strategies
	Joe F. Alexander / Patrick L. Schul / Emin Babakus	1991	Analyzing interpersonal communications in industrial marketing negotiations
	Barbara C. Perdue	1992	Ten Aggressive Bargaining Tactics of Industrial Buyers
	Shankar Ganesan	1993	Negotiation strategies and the nature of channel relationships
	Pratibha A. Dabholkar / Wesley J. Johnston / Amy S. Cathey	1994	The dynamics of long-term business-to-business exchange relationships
	Alma Mintu-Wimsatt / Roger J. Calantone	1996	Exploring factors that affect negotiators' problem-solving orientation
	Kevin W. Westbrook	1996	Risk Coordinative Maneuvers During Buyer-Seller Negotiations
	Ellen Bolman Pullins / Curtis P. Haugtvedt / Peter R. Dickson / Leslie M. Fine / Roy J. Lewicki	2000	Individual differences in intrinsic motivation and the use of cooperative negotiation tactics
	David A. Reid/ Ellen Bolman Pullins/ Richard E. Plank	2002	The impact of purchase situation on salesperson communication behaviors in business markets
	Bradley W. Brooks / Randall L. Rose	2004	A contextual model of negotiation orientation
	Sunanta Chairsakeo / Mark Speece	2004	Culture, intercultural communication competence, and sales negotiation: a qualitative research approach

	Ronald Paul Hill / Alison Watkins	2007	A simulation of moral behavior within marketing exchange relationships
Negotiation Process	Mohammad Elahee/ Charles M. Brooks	2004	Trust and negotiation tactics: perceptions about business-to-business negotiations in Mexico
	Nancy R. Buchan/ Rachel T. A. Croson/ Eric J. Johnson	2004	When Do Fair Beliefs Influence Bargaining Behavior? Experimental Bargaining in Japan and the United States
	Jamal A. Al-Khatib/ Stacy M. Vollmers/ Yusin Liu	2007	Business-to-business negotiating in China: the role of morality
Negotiation Outcome	Walker Dwyer	1981	Bargaining in a asymmetrical power structure
	Scott A. Neslin/ Leonard Greenhalgh	1983	Nash's Theory of Cooperative Games as a Predictor of the Outcomes of Buyer-Seller Negotiations: An Experiment in Media Purchasing
	Mitchell, T. J.	1984	The Art and Science of Negotiation : How to Resolve Conflicts and Get the Best Out of Bargaining
	Jehoshva Eliashberg/ Stephen A. LaTour/ Arvind Rangaswamy/ Louis W. Stern	1986	Assessing the Predictive Accuracy of Two Utility-Based Theories in a Marketing Channel Negotiation Context
	Sunil Gupta/ Zvi Livne	1989	Testing the emergence and effect of the reference outcome in an integrative bargaining situation
	Kim P. Corfman / Donald R. Lehmann	1993	The Importance of Others' Welfare in Evaluating Bargaining Outcomes
	Michael Menasco/ Abhik Roy	1997	Simulated Negotiations in the Hiring of a Salesforce Manager: Tests of Two-Person Bargaining Solutions
	Joydeep Srivastava/ Shweta Oza	2006	Effect of Response Time on Perceptions of Bargaining Outcomes
Multicategorical Research	Das Narayandas/ Mary Caravella/ John Deighton	2002	The Impact of Internet Exchanges on Business-to-Business Distribution
	Florian Zettelmeyer/ Fiona Scott Morton/ Jorge Silva-Risso	2006	How the Internet Lowers Prices: Evidence from Matched Survey and Automobile Transaction Data
	Brian T. Ratchford/ Debabrata Talukdar/ Myung-Soo Lee	2007	The Impact of the Internet on Consumers' Use of Information Sources for Automobiles: A Re-Inquiry

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