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Relational Governance

Where channels research traded power for norms.

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Rg

RELATIONAL GOVERNANCE

FAMILY	13 · Channels and Governance
ERA	4 · Orientation and Relationships (1990s)
BLOCK	IP · Implementation Process
TIER	3 · Landmark
ROLE	Landmark test (Heide and John) and defining statement (Heide)
LINEAGE	Cell 4 of 7 in the Channels and Governance column

ANCHOR WORKS

Heide and John (1992), *Do Norms Matter in Marketing Relationships?*, Journal of Marketing.

Heide (1994), *Interorganizational Governance in Marketing Channels*, Journal of Marketing.

BY THE NUMBERS

35 anchor works cite it, across 11 families

5 documented links name it, in two families only

8 of the 10 anchor works Heide (1994) cites are channels works

1 block change in its column across six cells

RELATED CELLS

Pe Channel Political Economy · **Br** Buyer-Seller Relationships · **Ct** Commitment-Trust · **Op** Opportunism Management

Next in the series: **Fm** Pioneer Advantage, **Im** Strategy Implementation, **Gm** Global Marketing Strategy.

WHAT IT IS

Heide and John showed that relational norms determine whether a buyer can exercise control over a supplier: specific investments lead to control only where norms of flexibility, information exchange, and solidarity are in place. Heide then developed a typology of market, unilateral, and bilateral governance for relationships between organizations, and showed that the forms arise under different conditions.

THE LINEAGE



For five cells the column stays in Implementation Process: behavior, power, political economy, relational governance, opportunism. Its one block change comes at Omnichannel (2015). The open position, platform and direct-to-consumer governance, asks what governs a channel when the intermediary is also a competitor.

WHERE IT TRAVELS

Two curated links out, both to the supply chain column: **Supply Chain Orientation** and the **Marketing-Supply Chain Interface**. Three deep-dive mentions, all in global marketing strategy, follow transaction cost and relational norms across borders: entry mode as transaction cost, international channel governance, and cross-border relationship governance.

WHAT IT RESTS ON

One curated link in, from **Buyer-Seller Relationships** (Br) in the relationships column, the source of its relational exchange norms. Heide (1994) cites 10 anchor works, eight of them from the channels deep dive, from Stern (1969) to Anderson and Narus (1990) and its companion anchor. Heide and John (1992) cite three.

DESCENDANTS YOU WOULD NOT GUESS

Thirty-five anchor works in 11 families cite the cell, 13 in the channels deep dive and seven in global marketing. Elsewhere: **Commitment-Trust** (Morgan and Hunt, 1994), **Business Networks** (Anderson, Håkansson, and Johanson, 1994), **Service-Dominant Logic** (Vargo and Lusch, 2004), **Privacy as Implied Social Contract** (Milne and Gordon, 1993), **Complaint Handling Justice** (Tax, Brown, and Chandrashekaran, 1998), and **Customer-Relating Capability** (Day, 2003).

THREE THINGS THE CELL DOES NOT SHOW

1. **Two columns that trade.** Its curated source is in the relationships column. Commitment-Trust, in that column, takes its curated source from channels and cites Heide and John (1992). In the 1990s the two columns worked on one problem under two names, governance and relationship.
2. **It exports to two places only.** All five of its documented links go to supply chain or global marketing. In the link data, governance theory traveled along the physical channel and across borders and nowhere else, although its citing works come from 11 families.
3. **Contracts return in the deep dive.** The governance sub-lineage runs from political economy (Arndt, 1983; Stern and Reve, 1980) through this cell to opportunism (Wathne and Heide, 2000) and to contracts and extracontractual incentives (Kashyap, Antia, and Frazier, 2012). Its open position: governance by terms of service and algorithms (D13-O4).

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