

# How Value Co-Creation Happens in B2B Relationships: Success Patterns and Evidence from Global Firms

**Mehak Gandhi**

University of St.Gallen

**Christoph Senn**

University of St.Gallen

Cite as:

Gandhi Mehak, Senn Christoph (2021), How Value Co-Creation Happens in B2B Relationships: Success Patterns and Evidence from Global Firms. *Proceedings of the European Marketing Academy*, 50th, (94749)

Paper from the 50th Annual EMAC Conference, Madrid, May 25-28, 2021



# How Value Co-Creation Happens in B2B Relationships: Success Patterns and Evidence from Global Firms

## **Abstract**

While collaborative efforts with B2B customers can increase an organization's global competitiveness and enhance revenue growth, there is a lack of understanding on how the pattern of growth unfolds and how a strategic fit between a firm and its B2B customer can be created. This paper aims to answer this question by hypothesizing that there is an S-Curve relationship between the relationship performance of a firm with its B2B customer and the corresponding increase in the share-of-wallet of the customer. Using the data from 100 relationship dyads from nine global firms, we show that a focus on high relationship performance through value co-creation with the customer leads to a corresponding boost in the revenue growth. This paper contributes to the value co-creation research stream by providing empirical evidence of the success factors that are crucial dimensions for a strategic fit with the customer and constitute measurable B2B value co-creation.

**Keywords:** *Value-creation; B2B; Collaboration*

**Track:** Business-To-Business Marketing & Supply Chain Management