

RESEARCH ARTICLE OPEN ACCESS

Creating Shared Value as an Antecedent of Value Co-Creation: B2B Relationships in the Agri-Food Sector

Luis Ricardo Solís-Rivera^{1,2}  | Marcelo Royo-Vela¹ 

¹Department of Commercialisation and Market Research, Faculty of Economics, Avenida de los Naranjos s/n, University of Valencia, Spain | ²Department of Agricultural Economics and Agribusiness, University of Costa Rica, San Pedro de Montes de Oca, Costa Rica

Correspondence: Marcelo Royo-Vela (marcelo.royo@uv.es)

Received: 26 May 2025 | **Revised:** 24 July 2025 | **Accepted:** 7 August 2025

Funding: This study was supported by the Graduate Scholarship Program of the University of Costa Rica and the PhD Marketing Program of the University of Valencia.

Keywords: agri-food marketing | B2B | creation of shared value | value co-creation

ABSTRACT

This study analyzes the effects of value co-creation and creation of shared value in agricultural input marketing. This study used a sample of 178 agricultural companies in Costa Rica. The data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SMART PLS software. Our findings reveal the significant influence of the creation of shared value on relationship quality and highlight the role of value co-creation in fostering economic satisfaction. Furthermore, the results indicate that economic satisfaction has a stronger impact on loyalty in the early stages of business relationships than in later stages. This novel study contributes to the understanding of both constructs from empirical approach, generating contributions to value creation, relationship dynamics, and B2B literature, reaching academia and agricultural input industry in developing countries.

JEL Classification: M31, Q13

1 | Introduction

There is wide evidence in scholarly and managerial contexts that business relationships are essential for achieving business goals and gaining competitive advantage (Uлага 2003). In this context, the literature has evolved from buyer-seller relationships characterized by dyadic and transactional contexts (Selnes 1996) to business relationships that encompass a broad range of interactions, including strategic alliances and network collaborations (Forkmann et al. 2018).

In B2B context, firms have decided to reduce their supply chains, leading to fewer suppliers and closer business relationships, with the aim of achieving greater efficiency, collaboration and risk sharing (Gil-Saura et al. 2009; Uлага and Eggert 2006). In this context, fewer relationships and closer interactions promote mutual value creation as a source of

competitive advantage in long-term (Leonidou 2004; Walter et al. 2001).

Previous studies have analyzed motivation for maintaining business relationships over time. For example, Chang et al. (2012) suggest two approaches: (1) analysis of possible gains and losses, towards reducing perceived risks and costs of switching partners (i.e. constraint-based relationship maintenance or “have to”) and (2) desire and willingness of customers to continue the relationship (i.e. dedication-based relationship maintenance or “want to”).

In agri-food context, B2B relationships are seen as “have to” and “want to” due to structural aspects of food-supply chain and complexity of food production. Questions such as asymmetrical channel partnerships (Niemi and Liu 2016), food safety and traceability requirements (Aung and Chang 2014), and

This is an open access article under the terms of the [Creative Commons Attribution](https://creativecommons.org/licenses/by/4.0/) License, which permits use, distribution and reproduction in any medium, provided the original work is properly cited.

© 2025 The Author(s). *Agribusiness* published by Wiley Periodicals LLC.

inconsistencies in food quality and quantity (Lees et al. 2020) shape business relationships and perceived value between partners.

In this regard, the first link involved in food production is the agricultural sector, which deals with predictable and unpredictable requirements (e.g. nutritional deficiencies, soil preparation or phytosanitary control). Agricultural inputs, such as seeds, fertilizers, and agrochemicals, equip farmers with essential tools to meet these challenges and enhance crop yields, which is significant given the expected 56% increase in global food demand between 2010 and 2050 (van Dijk et al. 2021).

Therefore, studying the B2B relationship between input suppliers and agricultural companies is relevant. In this relationship, efficiency and knowledge transfer influence profitability and competitiveness of agricultural companies, indirectly impacting rural development, employment, and volatility of food prices (Işık and Özbuğday 2021; McArthur and McCord 2017). Likewise, due to technical complexity and potentially harmful characteristics of some agricultural inputs, knowledge exchange and training have repercussions on environment, health, and food safety (Guo et al. 2024; Salokhe 2019). Despite its importance, marketing of agricultural inputs in developing countries tends to fall into “commoditization” due to lower perceived differentiation of value propositions between suppliers. Additionally, firm-centric models and constant input demand can lead to a lack of innovation, scarce knowledge transfer, and value creation failures (Johannessen and Olsen 2010; Matthyssens et al. 2006).

Therefore, drawing on previous work by Gummerus (2013) and Holmqvist et al. (2020), who advocated the evaluation of alternative methods of value creation in B2B environments, it is relevant to explore new approaches of value creation through the collaboration of manufacturers, input suppliers, and agricultural firms.

Therefore, this study aims to analyze the effect of value co-creation and creation of shared value between agricultural companies and input suppliers. Moreover, it proposes examining their effects on a range of marketing outcomes, including, but not limited to, economic satisfaction, loyalty, and relationship quality. Despite extensive research on value co-creation and creation of shared value, there is a gap in analyzing the

effect of both constructs on B2B relationships from an empirical standpoint, which is the main goal of this study.

2 | Literature Review and Hypotheses Development

2.1 | Creation of Shared Value

Current B2B and B2C markets are increasingly driven by environmental and social concerns, which influence decision-making process (Kutaula et al. 2024). Conversely, companies struggle with raw material procurement due to overexploitation of natural resources and scandals of unethical practices, leading to an alternative view of supply chain management (Niranjan et al. 2025).

In this context, firms need to change their business models to address operational challenges related to social, economic, and environmental aspects, shifting from a reputational approach to strategic relevance. To establish a bridge between several claims of disjointed and ineffective corporate social responsibility (hereinafter, CSR) and the pursuit of economic performance by firms, Porter and Kramer (2011) coined the term creating shared value (hereinafter, CSV), defined as “policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which they operate” (p.6), demonstrating that economic efficiency does not have to be trade-off against social progress.

This conceptual approach differs from CSR to propose a holistic framework that unifies largely disconnected debates of CSR, such as social entrepreneurship, social innovation, and the bottom of the pyramid, underlying that social commitment must be economically beneficial through reconceiving products and markets, redefining productivity in value chains, and building supportive industry clusters (Crane et al. 2014; Porter and Kramer 2011; Wójcik 2016). Moreover, Moon and Parc (2019) and Munro (2020) claimed that CSV can be seen as a natural evolution of CSR, changing from “good corporations” to “smart corporations”. Therefore, previous studies have pointed out several differences that require further analysis (Table 1).

TABLE 1 | CSV and CSR differences.

Creating shared value (CSV)	Corporate social responsibility (CSR)
Creation of economic value for the firm, while simultaneously adding value to society and the environment.	Focuses only on creating social benefits and does not highlight the economic side of businesses dealing with social and environmental issues.
Profits for the firm (economic value) are pursued and are not obvious.	Business organizations are profitable per se and recognize only the social aspects of their activities.
Characterized by a proactive approach of companies and is driven internally.	Based on the reactive approach of companies in response to external stakeholders' pressures.
CSV must be embedded in the company's strategy, business model and goals.	CSR initiatives tend to be disconnected from business models and company strategies and are considered noncore business activities.
Pursue creating new opportunities and value for stakeholders from different sources.	It focuses on sharing the value already created by the firm and transferring it to society.

Source: Adapted from Wójcik (2016) and Dembek et al. (2016).

This novel approach has attracted scholars and business practitioners; however, it has been subject to scrutiny by both critics and advocates. Authors have claimed a lack of novelty, absence of theoretical framework, and scarce empirical grounding (Crane et al. 2014). Conversely, it is seen as a way to legitimize business in society and redistribute, rather than only share value with stakeholders (Porter and Kramer 2011).

Previous studies have advocated understanding the influencing factors to adopt CSV. A recent qualitative study by Mak (2024) sheds light on internal and external triggers for CSV, such as founder/leader philosophy, improving operational efficiency, becoming an industry pioneer, and government stimuli. These results align with the conceptual framework of Cuevas Lizama and Royo-Vela (2023), who recognize these triggers as antecedents of shared value strategies.

Regarding the agri-food sector and CSV triggers, the inclusion of CSV initiatives fits naturally in agricultural context. In this sense, agricultural companies are a “living part” of rural communities where they operate, becoming a relevant actor in rural context (Unjia et al. 2024). Additionally, CSV principles are congruent with long-term sustainability concerns of agricultural companies, joining strategic and environmental dimensions. For instance, Luo and Escalante (2017) shed light on how employer health benefits influence farm workers’ decision to remain employed, leading to retention amid agricultural labor shortages. Similarly, Martínez-Mena et al. (2021) highlighted the positive long-term effects of sustainable practices on soil, resulting in higher crop yields in almond agroecosystems.

Moreover, in the agricultural input marketing context, a shared CSV vision among partners engenders possibilities to align mutual values to reach social and environmental aims, extending business relationships beyond profitability, and increasing the overall perceived value. A recent contribution by Talay et al. (2025) sheds light on the greater difference in sustainability orientation in buyer-seller relationships leading to lower relationship satisfaction.

Based on previous empirical findings, the interactive approach of CSV leads to an indirect link between relationship marketing and value co-creation. For instance, Sheth et al. (2012) argued that relationship marketing “is the ongoing process to engage in collaborative activities with customers to enhance mutual economic, social, and psychological value” (p.7), highlighting the role of collaboration, value dimensions beyond profit, and business relationships. Thus, the multiple possible outcomes of these constructs add a novel frontier to agribusiness and marketing literature.

Therefore, in accordance with prior findings and inherent characteristics of the agricultural sector, we propose a new direction to broaden the effect of CSV on agricultural input relationships from a collaborative approach and consider potential direct and indirect effects on value co-creation, relationship quality, economic satisfaction, and loyalty.

2.2 | Value Co-Creation

As Normann and Ramírez (1993) pointed out, “traditional thinking about value is based on the assumptions and models of

industrial economy” (p. 65), driven by value creation as a sequential process (Porter 1985). In addition, Day (1999) and Haeckel (1999) cited the need to change value schemes, move away from make and sell paradigm, and conceive value creation as a cyclical learning process.

Accordingly, Vargo and Lusch (2004) argued this marketing change as follows “marketing has moved from a goods-dominant view, in which tangible output and discrete transactions were central, to a service-dominant view, in which intangibility, exchange processes, and relationships are central” (p.2). Therefore, a new theoretical framework is needed to address this incomplete marketing view, emerging Service Dominant Logic (hereinafter, S-D logic) as a theoretical response.

In this regard, these foundational premises were conceptualized by Prahalad and Ramaswamy (2004), who coined the value co-creation concept (hereinafter, VCC), aimed at creating value in a constructive manner between customers and firms through direct or indirect cooperation in one or more stages of consumption and production (Ranjan and Read 2016). This approach views customers as co-producers of value, sharing resources collaboratively with firms and breaking up the notion that value is created only by firms (Prahalad and Ramaswamy 2004; Vargo and Lusch 2004), changing value creation and customer relationship paradigms (Frow et al. 2014).

Despite its emerging relevance between marketing scholars and value literature since 2000, VCC can be a complex approach to implement and difficult to understand, which has led to several studies. From semantic understanding and conceptual models (Saha et al. 2022) and transition from dyadic relationships to overlapping interaction systems (Hein et al. 2019), recognizing that stakeholders interact in business networks and ecosystems, becoming a new frontier for value creation (Ramaswamy and Ozcan 2018; Royo-Vela et al. 2022).

Although VCC has reached maturity in foundational principles, its development in specific industries is still ongoing (Royo-Vela and Serrano 2021; Utami et al. 2019). However, several characteristics of agri-food chain reduce perceived distance with VCC. For example, agri-food chain relies on multiple actors working together due to high fragmentation (e.g. farmers, food industry, retailers), requiring coordination for steady food procurement (Fleming et al. 2021). In addition, growing consumer awareness of social and environmental concerns in food production opens collaboration opportunities to meet market requests, thereby linking VCC and CSV principles.

Previous studies have related VCC and CSV principles indirectly. For example, Iglesias et al. (2020) argued that “underlying social or collective essence of CSR relates to the activity of co-creation, as it is interactional in nature” (p.153). In this sense, the collective view of CSR makes sense in SMEs, which have fewer resources than large companies (Krajnkova et al. 2015), hindering their capacity to achieve social, environmental, and economic goals without interorganizational efforts.

From a marketing perspective, Nam and Hwang (2019) pointed out that consumers’ perceptions of the feasibility and

authenticity of CSV initiatives positively affect future collaborations to create shared value. In B2B context, Meulensteen et al. (2016) found that cooperative strategies work better than coordinating strategies when involving suppliers in sustainability. These findings reaffirm the connection between CSV and VCC and encourage further exploration of this relationship. Therefore, we propose the following hypothesis:

H1. *Creating shared value (CSV) has a direct and positive effect on value co-creation (VCC).*

2.3 | Relationship Quality

Following previous marketing trends, B2B marketing has evolved from transactional relationships to cooperative and service-oriented relationships (Blenkhorn and MacKenzie 2015), making relationship management more relevant and prioritizing ongoing assessment of business relationship over time.

Therefore, relationship quality (hereinafter, RQ) has attracted the attention of researchers and firms. For service management researchers, perceived quality of business relationships brings them closer to customer relationships, closing the knowledge gap of RQ commonly studied from the customer perspective and considering soft relationship elements (Holmlund 2008). On the other hand, managers and firms acknowledge the relevance of RQ in decision making process. As Holmlund (2008) argued “the quality of relationships determines how the relationships develop, what the likelihood of its ending is, and what revenues, costs and profitability it incurs (p. 34).

From a conceptual perspective, RQ is understood as a dynamic and cumulative construct that tends to focus on the intangible aspects of interactions between partners to assess the overall strength of the relationship (Itani et al. 2019; Vesel and Zabkar 2010), and it is known as composite or multidimensional construct that capture different nuances of a relationship (Franck and Damperat 2023). There is partial agreement among academics on three dimensions of this construct: trust, commitment, and satisfaction (Hutchinson et al. 2012; Woo and Ennew 2004).

Previous studies have found that firms sharing business attitudes towards society foster B2B relationships and enhance RQ over time (Ruohonen et al. 2018). The empirical study of Han and Lee (2021) demonstrated that CSR activities positively influence RQ in B2B through effects on corporate image, trust, and social connectedness. Also, Casidy and Yan (2022) pointed out the positive effect of supplier B2B sustainability positioning on relational performance via trust as a mediator variable.

However, fulfilling this argument requires that stakeholders appreciate mutual commitment to meeting social and environmental concerns to improve relationships, which is not always true. Thus, relationships can evolve into misaligned goals and tensions between parties (Chen et al. 2021), adding layers of complexity and potential conflict in B2B relationships and weakening RQ.

Therefore, our study suggests that despite diverse motivations within sustainability and social concerns in B2B, these

dimensions become a priority for agri-food chain actors because of a progressive shifting orientation from a source of competitive advantage to a market standard, putting pressure on upstream actors (Rossignoli and Moruzzo 2014). Consequently, our conceptual model argued that collaboration between agri-cultural companies and input suppliers, encompassing CSV principles (whether proactive or not), engenders trust, commitment, and social satisfaction, thereby improving RQ. Therefore, we propose the following research hypothesis (Figure 1):

H2. *Creating shared value (CSV) has a direct and positive effect on relationship quality (RQ).*

When a business relationship is perceived as reliable, committed, and satisfied by the actors involved, it is assumed that it becomes closer, adding interactive and collaborative opportunities (Cambra-Fierro et al. 2018). Consequently, each partner is willing to share resources to increase beneficial outcomes, assessing the perceived quality of dedicated resources and the quality of resource integration efforts (Kleinaltenkamp et al. 2017). Therefore, based on S-D logic premise that actors are resource integrators and interactive nature of VCC (Vargo and Lusch 2004), we find a bridge between RQ and VCC in business relationships.

However, the relationship between RQ and VCC is contradictory in literature. For instance, Nadeem et al. (2020) did not find evidence that trust, and commitment influence the intention to cocreate brand value. On the other hand, several authors pointed out the positive effect of VCC on RQ (Berenguer-Contrí et al. 2024) and positive effect of RQ over VCC (Nadeem and Al-Imamy 2020).

For this study, we prioritized RQ to VCC over VCC to RQ for several reasons. RQ to VCC responds to an ex-ante evaluation, being a natural and progressive evolution which can be understood in early or mature stages. In contrast, VCC to RQ is conceived as an ex-post evaluation in which stakeholders need a comprehensive understanding of VCC to assess its influence on RQ. Given that VCC is at an early stage in the agri-food sector (Utami et al. 2019) and long, complex and top-down approach of food value chains (Umaran et al. 2022) that hinders VCC, the latter direction was discarded. As illustrated in Figure 1, we propose the third hypothesis as follows:

H3. *Relationship quality (RQ) has a direct and positive effect on value co-creation (VCC)*

2.4 | Economic Satisfaction

From a foundational perspective, satisfaction is essential for managing B2B and B2C relationships (Ulaga and Eggert 2006). However, the complexity and dynamic nature of business relationships have resulted in transformations over time. From a transactional perspective, satisfaction can be conceived as an evaluation of the overall experience of purchasing and consuming a good or service compared to the customer's expectations (Ulaga and Eggert 2006). However, several authors agree that cognitive, social, and affective connections of satisfaction are unattended (Gil-Saura et al. 2009).

Findings of Geyskens and Steenkamp (2000) elucidate that studies where satisfaction focuses only on economic outcomes differ from those with a social perspective. Without this distinction, results may be inaccurate and contradictory (Chen et al. 2017).

Therefore, several authors no longer view satisfaction as a uni-dimensional construct and have studied economic and social satisfaction (hereinafter, ES and SS). For instance, Mohd Noor et al. (2015) revealed that interorganizational bonds (i.e. financial and structural) directly affect retailers ES. Conversely, interpersonal bonds (i.e. social and honesty) only influence SS, demonstrating that each dimension has distinct outcomes and interactive effects.

With a clear understanding of the complexities of satisfaction across several dimensions, we define ES as the positive assessment of business relationships, carried out with efficiency that engenders profitability for stakeholders involved (Berenguer-Contrí et al. 2024; Høgevdal et al. 2020), and is positioned as one of the primary drivers of other relationship-oriented constructs (Ferro et al. 2016).

Previous studies have shown evidence linking RQ and ES, arguing that ES follows evaluating the marginal benefits over relationship costs when high RQ is achieved (Berenguer-Contrí et al. 2024; Sales-Vivó et al. 2020). However, some authors note that this argument depends on stakeholder behavior. When opportunism leads to conflict, it impacts SS and therefore RQ. Consequently, less SS decreases ES in a seller-business relationship (Høgevdal et al. 2020). However, if economic benefits are enough, business partners could overshadow relational issues to keep economic gains (Ferro-Soto et al. 2024), which occurs more frequently when asymmetric relationships and dependencies exist.

For this study, we relied on RQ to ES direction for two reasons. First, the crucial role of agricultural inputs, credit provided by input suppliers, and limited competition among dealers make agricultural companies increasingly reliant (Gniza 2024; Makdissi and Wodon 2009), undermining failures in perceived social benefits. Second, farmers exhibit similar buying behavior to industrial buyers, assessing suppliers based on rational decisions, comparing price discounts, and trade-in allowances (Gao et al. 2023), reflecting a primarily benefit-oriented relationship. Based on these arguments, as illustrated in Figure 1, we propose the fourth hypothesis as follows:

H4. *Relationship quality (RQ) has a direct and positive effect on economic satisfaction (ES).*

In addition, previous studies have pointed out that high levels of RQ in B2B relationships increase close connections and thereby reap economic benefits based on mutual exchange of resources (Castello and Bidault 2019; Heimeriks and Schreiner 2010). In other words, VCC (preceded by a high RQ) can influence ES.

Prior empirical studies have addressed this theoretical assumption. From a salesperson's lens, Singh and Koshy (2011) argue that in collaborative business relationships,

information feedback helps sellers gain knowledge to enhance customer service, leading to an indirect impact on profitability. A recent study by Berenguer-Contrí et al. (2024) pointed out that VCC improves ES in B2B environment when trust and commitment mediate the relationship.

However, collaborations do not always benefit stakeholders, and some alliances could lead to value destruction or decline. In this sense, value co-destruction (hereinafter, VCD) could emerge in B2B due to lack of information, distrust, or misuse of shared resources (Järvi et al. 2018). Consequently, VCC failure initiatives (i.e. VCD) have a detrimental effect on perceived value and ES.

In the agri-food context, ES and VCC derived from business relationships have nuances that must be understood. For example, upstream actors have lower profit margins, because of limited capacity to add value, poor market information and weak bargaining power (Corsi and Filippini 2023; Donkor et al. 2022). Therefore, in the first stages of the agri-food chain, collaboration opportunities are sought to achieve higher profits. Thus, despite VCD risks, the need to reach end consumers and weak positions, promote upstream associations to cocreate value and improve ES (Ferraz et al. 2018). Based on this argument, we propose the following fifth hypothesis (Figure 1):

H5. *Value co-creation has a direct and positive effect on economic satisfaction (ES).*

2.5 | Loyalty

Loyalty (hereinafter, LOY) is one of the most used outcomes in marketing literature because of its relevance to finance, strategic, and operational aspects of firms. In a marketing setting, loyalty can be understood as the customer's willingness to continuously purchase products and services, building a long-term relationship with a company or brand (Iglesias et al. 2020; Nadeem et al. 2020). The literature generally supports the idea that long-term LOY creates positive returns, such as increased revenue, lower acquisition costs, and positive word-of-mouth (Bourdeau et al. 2024).

From a theoretical perspective, previous research has pointed out signs of overlap between loyalty and other related constructs, such as commitment or involvement (Dimitriades 2006; Heere and Dickson 2008). In this regard, Chang and Gibson (2015) discussed that loyalty and commitment present different psychological processes, given that commitment implies that the behavioral action itself encourages attitudes. Conversely, loyalty is a process in which favorability encourages behavior. Therefore, although both constructs have similar attitudinal dimensions, the behavioral approach to loyalty (e.g. repurchase, recommendation, or brand advocacy) differentiates it from commitment (Chang and Gibson 2015; Li and Petrick 2010).

As a theoretical construct, LOY is an intrinsically linked term associated with several antecedents. Previous

empirical studies have demonstrated that commitment is an antecedent of LOY in branding, online communities and mobile shopping applications (Mathew et al. 2014; Nadeem et al. 2020; Sumiyana and Komariyah 2024), reaching some consensus in marketing literature. On the other hand, as Zietsman et al. (2020) argued, “there is a value-satisfaction-loyalty relationship” (p.716). In this sense, authors have predicted a positive relationship between satisfaction and LOY (Meesala and Paul 2018). However, Oliver (1999) claimed that “although loyal consumers are most typically satisfied, satisfaction does universally translate into loyalty” (p.33), because satisfaction becomes less significant as LOY is retained by personal determination or social bonding.

This contradictory viewpoint is more pronounced when satisfaction is analyzed using SS and ES. For example, Zietsman et al. (2020) revealed the direct and positive effect of ES on LOY attitude (i.e. customer positive intentions). On the contrary, the study does not reveal the relationship between ES and behavioral LOY (i.e. customer loyalty actions), highlighting the different effects of ES on LOY.

Moreover, when companies perceive economic benefits from their business relationships, they are more likely to engage in actual purchase behavior (Safa and Von Solms 2016). Therefore, to broaden the understanding of ES and LOY, our conceptual framework (Figure 1) suggests that ES impacts LOY, posing the sixth hypothesis as follows:

H6. *Economic satisfaction (ES) has a direct and positive effect on loyalty (LOY).*

From literature review and suggested hypotheses, we propose the following conceptual model to analyze VCC and CSV interactions in agricultural input marketing (Figure 1).

3 | Methodology

This study employed structural equation modelling (SEM) with Smart PLS software (version 4.1.1) to test the proposed hypotheses. For this study, PLS-SEM was chosen over CB-SEM because of the predictive focus of research, use of formative and reflective constructs, and capacity to handle small B2B samples compared to B2C databases (Hair et al. 2017).

The conceptual model includes two high-order constructs: RQ reflective-reflective (mode A) and CSV formative-formative (mode B). The first construct is often used in marketing literature. However, the lack of a CSV scale raises concerns regarding its structure and theoretical basis. A framework proposed by Cuevas Lizama and Royo-Vela (2023) suggests that organizational culture (hereinafter, OC) and managers' personal values and social conscience (hereinafter, PVM) are antecedents of CSV. This is supported by Mühlbacher and Böbel (2019) and Spicer and Hyatt (2017), who claimed that OC and PVM positively influence firms' socio-environmental strategies. Additionally, if a firm has experience with CSV-related initiatives (hereinafter, SVST), it could be an antecedent to a transversal CSV strategy (Cuevas Lizama and Royo-Vela 2023). Based on guidelines for formative constructs (Diamantopoulos and Winklhofer 2001; Jarvis et al. 2003) and findings on CSV antecedents (Menghwar and Daood 2021; Munro 2020), we posit that CSV is a composite formative construct.

For measurement model, we used a disjoint two-stage technique for high-order constructs, creating composite indicators using latent-variable scores. The calculated latent scores were used as second-order variables. A multigroup analysis with Relationship Life Cycle (RLC) assessed exchange relationships through bootstrap analysis. This wide disseminated concept across managers and scholars acknowledges that business altitudes, orientations and outcomes evolve over time (Cambra-Fierro et al. 2018; Palmatier et al. 2013). Therefore, based on RLC stages proposed by Kusari et al. (2013), respondents evaluated their

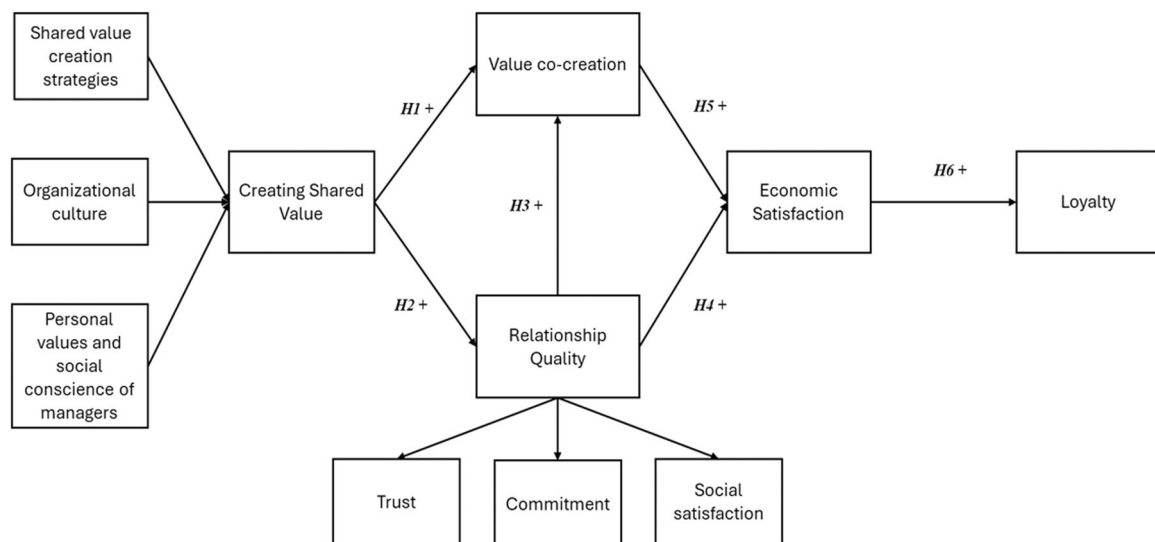


FIGURE 1 | Conceptual model and hypotheses. Source: Authors' proposal.

TABLE 2 | Measurement scales.

Construct	Reference
Creating shared value	Cuevas Lizama and Royo-Vela (2023)
Value co-creation	Zhang et al. (2015) based on Pimentel Claro and Oliveira Claro (2010)
Relationship quality	Füller et al. (2008) and Bansal et al. (2004)
Economic and social satisfaction	Geyskens and Steenkamp (2000)
Loyalty	Dagger et al. (2011)

Source: Authors' proposal.

current business relationships with input suppliers in terms of exploration, buildup, maturity, or decline.

3.1 | Survey and Measures

The survey was designed using adapted scales that had been previously tested in other studies (Table 2). A pre-test was conducted with agricultural companies to obtain feedback on technical jargon, unfamiliar words and comprehension issues. The survey was also analyzed by scholars of agricultural economics and agribusiness before its application. All retained items used Likert scales from 1 (strongly disagree) to 7 (strongly agree), supported by better reliability of longer scales compared to lower-range scales (Wakita et al. 2012). Table A1 in the appendix presents a comprehensive list of the items used to assess the constructs. Additionally, other items were employed to characterize the sample, including firm size, firm age, and main market.

3.2 | Common Method Bias

Our research uses several procedures to handle potential common method bias (Kock 2017; Podsakoff et al. 2003). First, the survey ensured anonymity and avoided asking for sensitive information. Second, data collection was conducted over a period of 6 months to avoid the risk of contextual bias that might occur if data were collected at a single point in time. Nevertheless, to test common method bias, a random endogenous variable was created, where all constructs are predictors of it. As a result, all VIF values for each construct were lower than 3.33 cut-off ($VIF_{CSV} = 1.147$, $VIF_{ES} = 2.526$, $VIF_{LOY} = 2.488$, $VIF_{RQ} = 1.557$, $VIF_{VCC} = 1.402$) (Kock 2017).

3.3 | Data Collection and Sample Description

This study was conducted in the agri-food sector of Costa Rica. This economic activity employs 213.291 people and yields around 10% of GDP when agriculture and food industry are considered (IICE 2021; SEPSA 2024). Data were collected in Cartago province from July to December of 2024. The region's diverse agroclimatic conditions have led to the production of a wide array of crops, including vegetables, fruits, and flowers (MAG 2020). The analysis unit was agricultural companies, defined as production units with lucrative and market orientation, ranging from small farmers to large companies. The targeted respondents were

TABLE 3 | Sample characteristics.

Variables	n	%
Firm size (type)		
Micro enterprises	138	77.5
Small enterprises	31	17.4
Medium-sized enterprises	6	3.4
Large enterprises	3	1.7
Agri-food sector (type)		
Agricultural	152	85.4
Food Industry	15	8.4
Livestock	4	2.2
Trader	7	3.9
Main Market (type)		
Local	161	90.4
International	17	9.6
Relationship life cycle (stage)		
Exploration	8	4.5
Buildup	63	35.4
Maturity	103	57.9
Decline	4	2.2
Firm age		
	Mean	Standard deviation
	18.74	12.66

Note: Agri-food sector category refers to the primary business activity of the company. Each respondent declared active agricultural production and input purchases. Firm size is based on OECD parameters.

Source: Authors' proposal.

individuals responsible for agricultural input decisions and managing supplier relationships.

Regarding the sampling procedure, there is no updated and comprehensive database of agricultural companies in Cartago. Therefore, we created a composite sample based on different sources, considering population characteristics. Consequently, 818 agricultural companies were included in the sample, resulting in 178 valid responses (21.8% response rate). The sample size met the minimum requirement to achieve at least 80% statistical power for PLS-SEM (Cohen 1992). The survey was self-administered and deployed online and in person to improve response rate and avoid connectivity issues in rural areas. Two follow-up stages were carried out to reach sample size (Table 3).

TABLE 4 | Measurement model (I).

Construct/indicator	Loading	CA	Rho_a	Rho_c	AVE
ES (Mode A)		0.891	0.893	0.920	0.698
es1	0.881				
es2	0.823				
es3	0.814				
es4	0.795				
es5	0.861				
LOY (Mode A)		0.937	0.942	0.953	0.802
loy1	0.925				
loy2	0.906				
loy3	0.806				
loy4	0.899				
loy5	0.935				
VCC (Mode A)		0.883	0.893	0.911	0.632
vcc1	0.777				
vcc2	0.717				
vcc3	0.787				
vcc4	0.790				
vcc5	0.818				
vcc6	0.872				
RQ (Composite, Mode A)		0.932	0.933	0.957	0.881
COM	0.939				
TRU	0.946				
SS	0.931				

Abbreviations: COM, commitment; ES, economic satisfaction; LOY, loyalty; VCC, value co-creation; RQ, relationship quality; SS, social satisfaction; TRU, trust.

Source: Authors' proposal.

4 | Analysis and Results

4.1 | Measurement Model

The assessment of reflective measurement model consist to evaluate items and construct fiability through factorial loadings (λ), Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE). More specifically, reflective items meet recommended criteria of standardized loadings greater than 0.70 (Carmines and Zeller 1979). Hence, each reflective construct explained more than 50% of item variance (Table 4). To assess construct reliability, CA and CR showed values over 0.70, meeting construct reliability requirements (Nunally and Bernstein 1994). Furthermore, items of each construct were grouped according to their theoretical construct. This statement is supported by AVE values over 0.50 (Fornell and Larcker 1981).

To verify discriminant validity, Fornell-Larcker and Heterotrait-Monotrait (HTMT) criteria were used. Based on Table 5, each diagonal value is higher than off diagonal values in the corresponding rows and columns, inherently comparing square root of AVE and latent variable

TABLE 5 | Measurement Model (II).

Discriminant validity (Fornell-Larcker)				
Construct	ES	LOY	RQ	VCC
ES	0.835			
LOY	0.798	0.895		
RQ	0.693	0.804	0.939	
VCC	0.778	0.690	0.710	0.795

Note: Diagonal elements (bold) represent square root of AVE and each diagonal value should be higher than off-diagonal elements.

Source: Authors' proposal.

correlations. In a restrictive assessment, HTMT yields values under 0.90 (Table 6) meeting discriminant criteria for similar constructs (Henseler et al. 2015). In addition, cross-loadings were never higher than the construct's own loadings. On the other hand, CSV formative-formative construct was assessed seeking collinearity issues through VIF (Table 7), obtaining values below the threshold requirement of 5 (Hair et al. 2017). Consequently, each reflective and formative construct met measurement model criteria and had good psychometric properties.

TABLE 6 | Measurement model (III).

HTMT confidence intervals bias corrected					
Construct	Original sample (O)	Sample mean (M)	Bias	2.5%	97.5%
LOY < - > ES	0.867	0.867	-0.000	0.767	0.937
RQ < - > ES	0.758	0.759	0.001	0.639	0.849
RQ < - > LOY	0.857	0.856	-0.001	0.759	0.925
VCC < - > ES	0.870	0.872	0.002	0.702	0.966
VCC < - > LOY	0.750	0.751	0.001	0.613	0.860
VCC < - > RQ	0.771	0.771	0.000	0.654	0.857

Source: Authors' proposal.

TABLE 7 | Measurement model (IV).

Construct	Weight	VIF
CSV (Composite, Mode B)		
OC	0.312	4.182
PVM	0.208	3.713
SVST	0.535	4.479

Abbreviations: CSV, creating shared value; OC, organizational culture; PVM, personal values and social conscience of managers; SVST, shared value creation strategies.

Source: Authors' proposal.

4.2 | Structural Model

To assess the structural model, we employed bootstrapping technique with 10,000 samples and confidence intervals to analyze direct and indirect effects. In terms of goodness of fit, the Standardized Root Mean Square Residual (SRMR) was 0.106, exceeding recommended criteria of 0.08. However, Hair et al. (2019) suggested that this value is too low for PLS-SEM models because observed and implicit correlations play a different role in PLS-SEM than CB-SEM. In other words, enhancing goodness of fit may reduce the model's predictive power, which is counterproductive to our research.

Structural model results supported all hypotheses (Table 8). CSV had significant and positive effects on VCC (H1: $\beta = 0.392$, $p < 0.05$) and RQ (H2: $\beta = 0.723$, $p < 0.05$). As a result, CSV has potential to improve business relationships and promote collaboration to create value. As expected, an increase in RQ between agricultural companies and input suppliers may boost participation in VCC activities, leading to a positive and significant association (H3: $\beta = 0.426$, $p < 0.05$). Regarding ES, RQ was positively associated with ES (H4: $\beta = 0.283$, $p < 0.05$) and VCC with ES (H5: $\beta = 0.577$, $p < 0.05$). Finally, a strong positive association was also found between ES and LOY (H6: $\beta = 0.798$, $p < 0.05$). In terms of predictive power, the results were assessed using R^2 and Q^2 . According to Hair et al. (2019), our model has moderate to strong in-sample predictive power with R^2 values over 0.50 (VCC: 0.577, RQ: 0.523, ES: 0.646 and LOY: 0.636). Finally, Q^2 values for endogenous constructs were over 0 (VCC: 0.458, RQ: 0.500, ES: 0.537, LOY: 0.516). Hence, out-of-sample predictive power was confirmed (Chin 1998).

To evaluate multiple mediation analyses, it is necessary to delve further into indirect effects. Our empirical findings show positive and significant effects in all indirect relationships (Table 9). However, different nuances must be addressed. For example, $VCC \rightarrow ES \rightarrow LOY$ ($\beta = 0.460$, $p < 0.05$) had a stronger effect than $RQ \rightarrow ES \rightarrow LOY$ ($\beta = 0.226$, $p < 0.05$), indicating the influence of VCC on LOY when ES served as a mediating variable.

In an alternative approach, VCC and RQ were analyzed as mediating variables between CSV and ES. For instance, $CSV \rightarrow VCC \rightarrow ES$ ($\beta = 0.226$, $p < 0.05$) had a slightly higher effect than $CSV \rightarrow RQ \rightarrow ES$ ($\beta = 0.205$, $p < 0.05$). As expected, CSV had a strong positive effect on VCC through RQ ($\beta = 0.308$, $p < 0.05$), which was the second largest indirect effect in our model.

Finally, a multigroup analysis was conducted using RLC to determine whether earlier stages in business relationships (exploration and build-up) differed from later stages (maturity and decline). Our analysis revealed one statistical difference over $ES \rightarrow LOY$ ($0.014 < p < 0.05$) using bootstrap technique (Table 10). Consequently, ES has a stronger impact on loyalty in earlier stages rather than later stages.

5 | Discussion

The findings based on conceptual model (Figure 1) reveal significant and positive associations for each hypothesis, highlighting the relevance of CSV and VCC in marketing outcomes such as ES, LOY, and RQ. However, some noteworthy results merit further discussion.

Regarding CSV, earlier research suggests that when stakeholders perceive fairness, transparent communication, and shared values improve RQ (Kashyap and Sivadas 2012), partially explaining how CSV affects RQ ($\beta = 0.723$). In addition, CSV shared values lay a foundation for collaboration between stakeholders to achieve environmental, societal, and economic goals (Bitencourt et al. 2024). Nonetheless, CSV seems to have a lower influence on VCC in agricultural input marketing ($\beta = 0.392$), which is an unexpected outcome.

Several arguments could shed light on this finding. Despite progress towards customer orientation, agricultural input marketing in developing countries remains characterized by transactional relationships, such as limited customer interactions,

TABLE 8 | Direct relationships.

Relationship	Path coefficient	T statistic	p-value	95% Bias-corrected CI		Support
H1: CSV -> VCC	0.392	3.989	0.000	0.184	0.571	Yes
H2: CSV -> RQ	0.723	12.235	0.000	0.579	0.815	Yes
H3: RQ -> VCC	0.426	4.526	0.000	0.246	0.614	Yes
H4: RQ -> ES	0.283	3.547	0.000	0.138	0.453	Yes
H5: VCC -> ES	0.577	5.997	0.000	0.338	0.728	Yes
H6: ES -> LOY	0.798	19.261	0.000	0.698	0.865	Yes

Source: Authors' proposal.

TABLE 9 | Indirect relationships.

Relationship	Path coefficient	T statistic	p-value	95% Bias-corrected CI		Support
CSV -> RQ -> VCC	0.308	4.116	0.000	0.176	0.474	Yes
RQ -> ES -> LOY	0.226	3.217	0.001	0.103	0.381	Yes
VCC -> ES -> LOY	0.460	6.119	0.000	0.281	0.582	Yes
CSV -> RQ -> VCC -> ES -> LOY	0.142	3.729	0.000	0.082	0.238	Yes
CSV -> VCC -> ES -> LOY	0.181	2.879	0.004	0.068	0.304	Yes
CSV -> RQ -> ES -> LOY	0.163	2.922	0.003	0.072	0.294	Yes
CSV -> VCC -> ES	0.226	2.899	0.004	0.083	0.378	Yes
RQ -> VCC -> ES -> LOY	0.196	4.090	0.000	0.117	0.310	Yes
CSV -> RQ -> ES	0.205	3.216	0.001	0.097	0.351	Yes
CSV -> RQ -> VCC -> ES	0.178	3.832	0.000	0.105	0.297	Yes
RQ -> VCC -> ES	0.246	4.146	0.000	0.148	0.385	Yes

Source: Authors' proposal.

TABLE 10 | Multigroup analysis of RLC.

Bootstrap Multigroup Analysis (MGA)	Earlier stages n = 71	Later stages n = 107	Original difference	1-tailed (Earlier stages vs Later stages) p value	2-tailed (Earlier stages vs Later stages) p value
ES -> LOY	0.895	0.741	0.153	0.007	0.014

Note: Bootstrap analysis was carried out with 10,000 samples. Significance level of $p < 0.05$

Source: Authors' proposal.

short-term orientation, and high price sensitivity (Taylor et al. 2014). In these circumstances, based on DART model, the presence of dialogue, access to mutual information, and transparency enhance RQ or trust and reputation (Royo-Vela et al. 2024). However, we argue that instability and inherent differences in business goals (i.e input supplier and agricultural company), do not allow a shared view of risks and benefits hindering VCC, even when shared CSV values are involved.

Furthermore, the role of VCC and RQ as antecedents to ES provides valuable insights. Results indicate that both antecedents exert a positive and significant influence on ES, although their impact differs. As expected, our results align with previous findings, validating the positive association of VCC on ES (Sales-Vivó et al. 2021). This effect is intuitive because close collaboration and shared resources result in more engagement towards incremental economic value for stakeholders.

Regarding RQ → ES, prior studies are inconclusive. Some authors have found direct effects of trust and commitment on ES, arguing that they promote joint initiatives and incremental investments, yielding more value from business relationships and thereby ES (Nyaga et al. 2010).

Nevertheless, owing to psychosocial background of RQ dimensions, prior research has revealed a positive link between trust, commitment, and non-economic satisfaction. In this sense, Farrelly and Quester (2005) pointed out a stronger relationship of trust and commitment with non-economic satisfaction rather than ES. Other studies suggest that trust and commitment have a positive effect on non-economic satisfaction, but trust has a greater impact than commitment (Ferro-Soto et al. 2023). Hence, we argue that close interrelationship between RQ dimensions and social ties decreases positive effect on ES, partially explaining our results ($\beta = 0.283$).

Regarding indirect relationships, our findings indicated that the effect of CSV on VCC is largely mediated through RQ ($\beta = 0.308$), which was an expected result. Previous work of Kruger et al. (2018) proposed several factors that impact co-creation initiatives toward sustainability, such as shared purpose, goodwill, trust among participants, fair interaction and integrity, which are closely related to RQ dimensions. Therefore, this finding partially supports the mediating role of RQ between CSV and VCC.

Finally, differences found in ES $\rightarrow$ LOY according to RLC stage suggest a discussion on dynamic exchange relationships. The greater effect on early rather than later stages is consistent with prior findings (Garepasha et al. 2020). Three arguments may elucidate this result. First, buying inertia and accumulated experience in latter stages decrease LOY (Dagger and O'Brien 2010). This makes sense due to repetitive purchases of agricultural inputs in each productive cycle (e.g. soil preparation, crop nutrition, recurrent diseases). Thus, supplier support may lose value as agricultural companies gain knowledge of repetitive tasks, affecting perceived satisfaction and LOY.

Second, the decreasing role of input suppliers in later stages of RLC suggests a differentiated impact of engagement strategies caused by several reasons. For example, Liu (2017) argued that companies cannot allocate relationship resources flexibly and differently at each RLC stage due to constantly changing decision-making factors. Furthermore, Zhang et al. (2016) and Agarwal et al. (2021) stated that suppliers often experience challenges to predict shifts in customer perceived value over time, reflected in knowledge gaps of customer needs and outdated value propositions.

Third, several agricultural input suppliers may offer the same brands and products. Therefore, ES provided by a technical solution can be easily obtained through another supplier. Thus, low switching costs and input buyers seeking alternative benefits in later stages may explain these results.

6 | Conclusion

6.1 | Theoretical Implications

This study offers a novel contribution to literature by examining the interaction between CSV and VCC in the empirical context of B2B in agri-food sector. Our results provide new insights into the interactions between these variables and RQ, ES, and LOY. For example, the study shows that CSV has stronger ties with RQ, and VCC has a meaningful association with ES. In addition, our findings elucidate that RQ strongly mediates CSV and VCC, proposing a revised or extended model of the antecedents and outcomes of these constructs in B2B settings. Therefore, these findings would promote new research streams using CSV and VCC in other economic activities and contexts.

From a methodological perspective, the inclusion of CSV in a quantitative study broadens the discussion on the effects and applications of CSV, which was previously limited due to the lack of an accepted approach to measure CSV. This gap was addressed using the measurement scale proposed by Cuevas

Lizama and Royo-Vela (2023). Our results validate its efficacy, establishing it as a viable measurement scale for future research.

Finally, although the current business environment relies on dynamic relational exchanges, few studies have addressed RLC in empirical research (Kusari et al. 2013). Therefore, our study contributes to the literature by assessing relational factors and interaction effects across RLC stages, confirming different behavioral patterns in agricultural input marketing.

6.2 | Managerial Implications

From a practitioner perspective, our findings elucidate several opportunities regarding value creation, RQ improvement, and ES and LOY that can be used by managers and professionals involved in agricultural input marketing. Although RQ influences ES, the strong contribution of VCC to ES opens a new range of strategies for input suppliers beyond technical workshops and field trips. In this sense, input suppliers could use VCC as an alternative way to manage buyer-seller relationships through co-development programs and sustainability-aligned incentives with clients. Furthermore, VCC can change the unidirectional agricultural input marketing scheme to a comprehensive solution for agricultural companies. For example, input suppliers could take advantage of overlapping related industries and shared resources and capabilities to promote an articulated ecosystem of agricultural solutions (e.g. loans, insurance, machinery, agritech, logistics, market information).

Furthermore, CSV influence on RQ allows addressing mutual environmental, social, and economic goals to improve business relationships. This finding could be related to several actors in the upstream food supply chain. For example, smallholder buyers who embrace CSV principles can assess input suppliers differently, looking for strategic partners beyond input procurement. In addition, agricultural cooperatives can serve as intermediaries between farmers and input suppliers, proposing VCC initiatives that embrace CSV principles. For example, these actors can jointly create value by developing initiatives that promote effective, profitable, and sustainable use of agricultural inputs through virtual platforms, interactive training, and shared field experiments. These efforts also foster producer loyalty and fresh produce supply through the benefits obtained by the cooperative as a resource coordinator. Moreover, private standards are generally related to CSV. Therefore, input suppliers can support agricultural companies by offering bundled agricultural solutions and guidance on sustainability standards, strengthening RQ through partnerships that follow CSV principles.

However, the lack of knowledge of VCC in agribusiness makes it necessary to comprehensively understand VCC and question its role in the business model. Additionally, managers must consider VCC interactions as part of an articulated and meaningful strategy rather than isolated practices, leading to an in-depth analysis according to each business context.

Regarding RLC, input suppliers should assess the efficiency of their current strategies at each stage, making it necessary to

rethink the customer relationship strategies (e.g. loyalty programs, communication strategies, customer development) and the relevance of the value proposition in later stages of RLC. Based on this argument, we raise two questions for managers: (1) How will input suppliers deal with the transition of their customers towards later stages? and (2) How can input suppliers be perceived as valuable to retain customers in later stages?

6.3 | Limitations and Future Directions

Although this study incorporated rigorous theoretical and methodological considerations, it had some limitations. First, the sample used multiple public and private databases, which hindered an accurate representation of the population. Second, given research focus and limited resources, this study did not segment agricultural companies by crop and results should be interpreted cautiously. Third, the geographical context had predominant short-cycle crops. Therefore, the results are limited when considering perennial crops. Fourth, the generalizability of our findings is constrained by the single-country approach of this study and its focus on agricultural inputs. Fifth, regarding the effect of RLC on ES → LOY, these findings need to be confirmed with larger samples and more equitably distributed categories.

Future research should focus on specific key crops to provide detailed insights and enable pattern comparison across crops to improve business relationships. In addition, micro and small agricultural companies are the largest group in the sample, which overshadows contractual arrangements, leading to further analysis of medium and large firms. Moreover, future research should verify the conceptual model by confirming relationships identified in this study. Additionally, exploring CSV and VCC effects at different agri-food value chain stages would provide comprehensive understanding of these interactions.

Acknowledgments

We would like to express our gratitude with Ing. Diana Álvarez Varela, Ing. Kevin Gómez Garita and professor Rafael Curráz Pérez, as well as the interviewed companies and farmers' organizations that made this study possible.

Conflicts of Interest

The authors declare no conflicts of interest.

Data Availability Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

References

Agarwal, G. K., E. Swan, U. A. Lejon, M. Magnusson, and A. Johanson. 2021. "Value changes during service delivery." *2021 IEEE International Conference on Engineering, Technology and Innovation, ICE/ITMC 2021 - Proceedings*. Institute of Electrical and Electronics Engineers Inc. <https://doi.org/10.1109/ICE/ITMC52061.2021.9570232>.

Aung, M. M., and Y. S. Chang. 2014. "Traceability in a Food Supply Chain: Safety and Quality Perspectives." *Food Control* 39: 172–184. Elsevier BV. <https://doi.org/10.1016/j.foodcont.2013.11.007>.

Bansal, H. S., P. G. Irving, and S. F. Taylor. 2004. "A Three-Component Model of Customer to Service Providers." *Journal of the Academy of Marketing Science* 32, no. 3: 234–250. <https://doi.org/10.1177/0092070304263332>.

Berenguer-Contrí, G., I. Gil-Saura, R. Gil, L. Vallejo-Auñón, and I. J. Juma-Michilena. 2024. "ICT and Value Co-Creation in B2B: The New Way of Loyalty in Service." *Cuadernos de Gestión* 24, no. 1: 21–36. <https://doi.org/10.5295/cdg.221879gb>.

Berenguer-Contrí, G., I. Gil-Saura, M. E. Ruiz-Molina, R. Gil, and I. Juma-Michilena. 2024. "How to Generate Economic Satisfaction in b2b Contexts? The Role of Value Co-Creation and Relationship Quality." *Journal of Industrial and Business Economics* 51: 189–209. <https://doi.org/10.1007/s40812-023-00287-9>.

Bitencourt, C., G. Zanandrea, C. Froehlich, M. R. Agostini, and R. Haag. 2024. "Rethinking the Company's Role: Creating Shared Value From Corporate Social Innovation." *Corporate Social Responsibility and Environmental Management* 31, no. 4: 2865–2877. <https://doi.org/10.1002/csr.2723>.

Blenkhorn, D. L., and H. F. MacKenzie. 2015. "Interdependency in Business-To-Business Relationship Marketing: The Evolution From Dyads To Marketing Networks." In *Developments in Marketing Science: Proceedings of the Academy of Marketing Science*, 571–577. Springer Nature. https://doi.org/10.1007/978-3-319-17320-7_149.

Bourdeau, B. L., J. Joseph Cronin, and C. M. Voorhees. 2024. "Customer Loyalty: A Refined Conceptualization, Measurement, and Model." *Journal of Retailing and Consumer Services* 81: 104020. <https://doi.org/10.1016/j.jretconser.2024.104020>.

Cambra-Fierro, J., I. Melero-Polo, and F. J. Sese. 2018. "Customer Value Co-Creation over the Relationship Life Cycle." *Journal of Service Theory and Practice* 28, no. 3: 336–355. <https://doi.org/10.1108/JSTP-01-2017-0009>.

Carmines, E., and R. Zeller. 1979. *Reliability and Validity Assessment (Vol. 17). 2455 Teller Road, Thousand Oaks California 91320*. SAGE Publications, Inc. <https://doi.org/10.4135/9781412985642>.

Casidy, R., and L. Yan. 2022. "The Effects of Supplier B2B Sustainability Positioning on Buyer Performance: The Role of Trust." *Industrial Marketing Management* 102: 311–323. <https://doi.org/10.1016/j.indmarman.2022.02.005>.

Castello, A., and F. Bidault. 2019. "The Dynamics of Relational Quality in Co-Development Alliances." *International Journal of Technology Management* 81, no. 1/2: 24. <https://doi.org/10.1504/ijtm.2019.10022052>.

Chang, S., and H. J. Gibson. 2015. "The Relationships Between Four Concepts (Involvement, Commitment, Loyalty, and Habit) and Consistency in Behavior Across Leisure and Tourism." *Tourism Management Perspectives* 13: 41–50. <https://doi.org/10.1016/j.tmp.2014.11.003>.

Chang, S. H., K. Y. Wang, W. H. Chih, and W. H. Tsai. 2012. "Building Customer Commitment in Business-to-Business Markets." *Industrial Marketing Management* 41, no. 6: 940–950. <https://doi.org/10.1016/j.indmarman.2011.11.026>.

Chen, M. S., G. Eweje, and J. C. Kennedy. 2021. "Managerial Sense-making of Tensions in Sustainability: Empirical Evidence From Chinese and New Zealand Business Partnerships." *Journal of Cleaner Production* 319: 128699. <https://doi.org/10.1016/j.jclepro.2021.128699>.

Chen, X., Q. Huang, and R. M. Davison. 2017. "Economic and Social Satisfaction of Buyers on Consumer-to-Consumer Platforms: The Role of Relational Capital." *International Journal of Electronic Commerce* 21, no. 2: 219–248. <https://doi.org/10.1080/10864415.2016.1234285>.

Chin, W. W. 1998. "The Partial Least Squares Approach for Structural Equation Modeling." In *Methodology for Business and Management. Modern Methods for Business Research*, 295–336. US: Lawrence Erlbaum Associates Publishers.

Cohen, J. 1992. "A Power Primer." *Psychological Bulletin* 112, no. 1: 155–159. <https://doi.org/10.1037/0033-2909.112.1.155>.

- Corsi, S., and R. Filippini. 2023. "From Power Imbalance to Interdependence: A Case Study of the Chadian Sesame Supply Chain." *European Journal of Development Research* 35, no. 3: 684–714. <https://doi.org/10.1057/s41287-022-00528-y>.
- Crane, A., G. Palazzo, L. J. Spence, and D. Matten. 2014. "Contesting the Value of "Creating Shared Value." *California Management Review* 56, no. 2: 130–153. <https://doi.org/10.1525/cmr.2014.56.2.130>.
- Cuevas Lizama, J., and M. Royo-Vela. 2023. "Implementation and Measurement of Shared Value Creation Strategies: Proposal of a Conceptual Model." *Business Strategy & Development* 6, no. 4: 598–609. <https://doi.org/10.1002/bsd2.265>.
- Dagger, T. S., M. E. David, and S. Ng. 2011. "Do Relationship Benefits and Maintenance Drive Commitment and Loyalty?" *Journal of Services Marketing* 25, no. 4: 273–281. <https://doi.org/10.1108/08876041111143104>.
- Dagger, T. S., and T. K. O'Brien. 2010. "Does Experience Matter?: Differences in Relationship Benefits, Satisfaction, Trust, Commitment and Loyalty for Novice and Experienced Service Users." *European Journal of Marketing* 44, no. 9: 1528–1552. <https://doi.org/10.1108/03090561011062952>.
- Day, G. 1999. *The Market Driven Organization: Understanding, Attracting, and Keeping Valuable Customers*. The Free Press.
- Dembek, K., P. Singh, and V. Bhakoo. 2016. "Literature Review of Shared Value: A Theoretical Concept or a Management Buzzword?" *Journal of Business Ethics* 137, no. 2: 231–267. <https://doi.org/10.1007/s10551-015-2554-z>.
- Diamantopoulos, A., and H. M. Winklhofer. 2001. "Index Construction With Formative Indicators: An Alternative to Scale Development." *Journal of Marketing Research* 38, no. 2: 269–277. Retrieved from <http://www.jstor.org/stable/1558630>.
- van Dijk, M., T. Morley, M. L. Rau, and Y. Saghai. 2021. "A Meta-Analysis of Projected Global Food Demand and Population at Risk of Hunger for the Period 2010–2050." *Nature Food* 2, no. 7: 494–501. <https://doi.org/10.1038/s43016-021-00322-9>.
- Dimitriadis, Z. S. 2006. "Customer Satisfaction, Loyalty and Commitment in Service Organizations: Some Evidence From Greece." *Management Research News* 29, no. 12: 782–800. <https://doi.org/10.1108/01409170610717817>.
- Donkor, E., S. Onakuse, J. Bogue, and I. de los Rios Carmenado. 2022. "Income Inequality and Distribution Patterns in the Cassava Value Chain in the Oyo State, Nigeria: A Gender Perspective." *British Food Journal* 124, no. 13: 254–273. <https://doi.org/10.1108/BFJ-06-2021-0663>.
- Farrelly, F. J., and P. G. Quester. 2005. "Examining Important Relationship Quality Constructs of the Focal Sponsorship Exchange." *Industrial Marketing Management* 34, no. 3: 211–219. <https://doi.org/10.1016/j.indmarman.2004.09.003>.
- Ferraz, L. Z. T., A. J. Rezende, J. P. R. de Lima, and E. Todeva. 2018. "Perception of Value Co-Creation Actions in Agricultural Cooperatives." *BAR—Brazilian Administration Review* 15, no. 3: 2–32. <https://doi.org/10.1590/1807-7692bar2018180005>.
- Ferro, C., C. Padin, G. Svensson, and J. Payan. 2016. "Trust and Commitment as Mediators Between Economic and Non-Economic Satisfaction in Manufacturer-Supplier Relationships." *Journal of Business & Industrial Marketing* 31, no. 1: 13–23. <https://doi.org/10.1108/JBIM-07-2013-0154>.
- Ferro-Soto, C., C. Padin, M. Roberts-Lombard, G. Svensson, and N. Høgevold. 2024. "The Role of Conflict and Opportunism on the Duality of Satisfaction in B2B Sales Relationships." *European Business Review* 36: 870–898. <https://doi.org/10.1108/EBR-06-2023-0189>.
- Ferro-Soto, C., C. Padin, G. Svensson, and N. Høgevold. 2023. "The Role of Trust and Commitment as Mediators Between Economic and Non-Economic Satisfaction in Sales Manager B2B Relationships." *Journal of Business & Industrial Marketing* 38, no. 1: 235–251. <https://doi.org/10.1108/JBIM-02-2021-0076>.
- Fleming, E., G. Griffith, S. Mounter, M. Hartmann, and J. Simons. 2021. "Food Value Chain Coordination in Practice: European and Australian Case Studies of the Creation of Chain Good Innovations." *International Journal on Food System Dynamics* 12, no. 3: 196–205. <https://doi.org/10.18461/ijfsd.v12i3.85>.
- Forkmann, S., S. C. Henneberg, and M. Mitrega. 2018. "Capabilities in Business Relationships and Networks: Research Recommendations and Directions." *Industrial Marketing Management* 74: 4–26. <https://doi.org/10.1016/j.indmarman.2018.07.007>.
- Fornell, C., and D. F. Larcker. 1981. "Evaluating Structural Equation Models With Unobservable Variables and Measurement Error." *In Source: Journal of Marketing Research* 18: 39–50.
- Franck, R., and M. Damperat. 2023. "How Social Media Use Enhances Salesperson Performance." *Journal of Business & Industrial Marketing* 38, no. 8: 1720–1737. <https://doi.org/10.1108/JBIM-02-2022-0082>.
- Frow, P., J. R. McColl-Kennedy, T. Hilton, A. Davidson, A. Payne, and D. Brozovic. 2014. "Value Propositions: A Service Ecosystems Perspective." *Marketing Theory* 14, no. 3: 327–351. <https://doi.org/10.1177/1470593114534346>.
- Füller, J., K. Matzler, and M. Hoppe. 2008. "Brand Community Members as a Source of Innovation." *Journal of Product Innovation Management* 25, no. 6: 608–619. <https://doi.org/10.1111/j.1540-5885.2008.00325.x>.
- Gao, C., G. Li, Y. Du, and Y. Wanyan. 2023. "Face or Relational Benefits? Research on the Influencing Mechanism on Repurchase Intention for Agricultural Inputs." *Sustainability (Switzerland)* 15, no. 20: 15137. <https://doi.org/10.3390/su152015137>.
- Garepasha, A., S. Aali, A. R. Bafandeh Zende, and S. Iranzadeh. 2020. "Relationship Dynamics in Customer Loyalty to Online Banking Services." *Journal of Islamic Marketing* 12, no. 4: 830–863. <https://doi.org/10.1108/JIMA-09-2019-0183>.
- Geyskens, I., and J. B. E. M. Steenkamp. 2000. "Economic and Social Satisfaction: Measurement and Relevance to Marketing Channel Relationships." *Journal of Retailing* 76, no. 1: 11–32. [https://doi.org/10.1016/S0022-4359\(99\)00021-4](https://doi.org/10.1016/S0022-4359(99)00021-4).
- Gil-Saura, I., M. Frasquet-Deltoro, and A. Cervera-Taulet. 2009. "The Value of B2B Relationships." *Industrial Management & Data Systems* 109, no. 5: 593–609. <https://doi.org/10.1108/02635570910957605>.
- Gniza, I. D. 2024. "Factors Influencing Agricultural Contracts in Value Chain: Lessons From Small Rice Producers in Côte D'ivoire." Supplement, *International Journal of Rural Management* 20, no. 1_suppl: S123–S146. <https://doi.org/10.1177/09730052231225998>.
- Gummerus, J. 2013. "Value Creation Processes and Value Outcomes in Marketing Theory: Strangers or Siblings?" *Marketing Theory* 13, no. 1: 19–46. <https://doi.org/10.1177/1470593112467267>.
- Guo, X., A. L. Zhu, X. Zhu, et al. 2024. "Contributing to Sustainable Smallholder Agriculture Through Optimizing Key Agricultural Inputs in China." *Journal of Cleaner Production* 471: 143429. <https://doi.org/10.1016/j.jclepro.2024.143429>.
- Haeckel, S. H. 1999. *Adaptive Enterprise: Creating and Leading Sense-and-Respond Organization*. Harvard School of Business.
- Hair, J. F., G. T. M. Hult, C. M. Ringle, and M. Sarstedt. 2017. *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage.
- Hair, J. F., G. T. M. Hult, C. M. Ringle, et al. 2019. *Manual de Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed. OmniaScience. <https://doi.org/10.3926/oss.37>.
- Han, S. L., and J. W. Lee. 2021. "Does Corporate Social Responsibility Matter Even in the B2B Market? Effect of B2B CSR on Customer Trust." *Industrial Marketing Management* 93: 115–123. <https://doi.org/10.1016/j.indmarman.2020.12.008>.

- Heere, B., and G. Dickson. 2008. "Measuring Attitudinal Loyalty: Separating the Terms of Affective Commitment and Attitudinal Loyalty." *Journal of Sport Management* 22, no. 2: 227–239. <https://doi.org/10.1123/jsm.22.2.227>.
- Heimeriks, K. H., and M. Schreiner. 2010. "Relational Quality, Alliance Capability, and Alliance Performance: An Integrated Framework." *Advances in Applied Business Strategy* 12: 145–171. [https://doi.org/10.1108/S0749-6826\(2010\)0000012009](https://doi.org/10.1108/S0749-6826(2010)0000012009).
- Hein, A., J. Weking, M. Schrieck, M. Wiesche, M. Böhm, and H. Krcmar. 2019. "Value Co-Creation Practices in Business-to-Business Platform Ecosystems." *Electronic Markets* 29, no. 3: 503–518. <https://doi.org/10.1007/s12525-019-00337-y>.
- Henseler, J., C. M. Ringle, and M. Sarstedt. 2015. "A New Criterion for Assessing Discriminant Validity in Variance-Based Structural Equation Modeling." *Journal of the Academy of Marketing Science* 43, no. 1: 115–135. <https://doi.org/10.1007/s11747-014-0403-8>.
- Holmlund, M. 2008. "A Definition, Model, and Empirical Analysis of Business-to-Business Relationship Quality." *International Journal of Service Industry Management* 19, no. 1: 32–62. <https://doi.org/10.1108/09564230810855707>.
- Holmqvist, J., L. M. Visconti, C. Grönroos, B. Guais, and A. Kessous. 2020. "Understanding the Value Process: Value Creation in a Luxury Service Context." *Journal of Business Research* 120: 114–126. <https://doi.org/10.1016/j.jbusres.2020.07.002>.
- Hutchinson, D., J. Singh, G. Svensson, and T. Mysen. 2012. "Inter-Relationships Among Focal Dimensions in Relationship Quality: A Quantitative and Exploratory Approach." *International Journal of Procurement Management* 5: 229–252.
- Høgevold, N., G. Svensson, and C. Otero-Neira. 2020. "Trust and Commitment as Mediators Between Economic and Non-Economic Satisfaction in Business Relationships: A Sales Perspective." *Journal of Business & Industrial Marketing* 35, no. 11: 1685–1700. <https://doi.org/10.1108/JBIM-03-2019-0118>.
- Høgevold, N., G. Svensson, and M. Roberts-Lombard. 2020. "Opportunism and Conflict as Precursors of Non-Economic and Economic Satisfaction Outcomes in Seller–Customer Business Relationships." *Journal of Business-to-Business Marketing* 27, no. 4: 375–395. <https://doi.org/10.1080/1051712X.2020.1831213>.
- Iglesias, O., S. Markovic, M. Bagherzadeh, and J. J. Singh. 2020. "Co-Creation: A Key Link Between Corporate Social Responsibility, Customer Trust, and Customer Loyalty." *Journal of Business Ethics* 163, no. 1: 151–166. <https://doi.org/10.1007/s10551-018-4015-y>.
- IICE. 2021. *Estimación de la contribución real de la agricultura a la economía costarricense*. Retrieved from <https://iice.ucr.ac.cr/informes/721-C0-162.pdf>.
- Itani, O. S., A. N. Kassar, and S. M. C. Loureiro. 2019. "Value Get, Value Give: The Relationships Among Perceived Value, Relationship Quality, Customer Engagement, and Value Consciousness." *International Journal of Hospitality Management* 80: 78–90. <https://doi.org/10.1016/j.ijhm.2019.01.014>.
- İşik, S., and F. C. Özbüğday. 2021. "The Impact of Agricultural Input Costs on Food Prices in Turkey: A Case Study." *Agricultural Economics (Czech Republic)* 67, no. 3: 101–110. <https://doi.org/10.17221/260/2020-AGRICECON>.
- Järvi, H., A. K. Kähkönen, and H. Torvinen. 2018. "When Value Co-Creation Fails: Reasons That Lead to Value Co-Destruction." *Scandinavian Journal of Management* 34, no. 1: 63–77. <https://doi.org/10.1016/j.scaman.2018.01.002>.
- Jarvis, C. B., S. B. Mackenzie, and P. M. Podsakoff. 2003, September. "A Critical Review of Construct Indicators and Measurement Model Misspecification in Marketing and Consumer Research." *Journal of Consumer Research* 30: 199–218. <https://doi.org/10.1086/376806>.
- Johannessen, J. A., and B. Olsen. 2010. "The Future of Value Creation and Innovations: Aspects of a Theory of Value Creation and Innovation in a Global Knowledge Economy." *International Journal of Information Management* 30, no. 6: 502–511. <https://doi.org/10.1016/j.ijinfomgt.2010.03.007>.
- Kashyap, V., and E. Sivadas. 2012. "An Exploratory Examination of Shared Values in Channel Relationships." *Journal of Business Research* 65, no. 5: 586–593. <https://doi.org/10.1016/j.jbusres.2011.02.008>.
- Kleinaltenkamp, M., C. Plewa, S. Gudergan, I. O. Karpen, and T. Chen. 2017. "Usage Center – Value Cocreation in Multi-Actor Usage Processes." *Journal of Service Theory and Practice* 27, no. 4: 721–737. <https://doi.org/10.1108/JSTP-04-2016-0074>.
- Kock, N. 2017. "Common Method Bias: A Full Collinearity Assessment Method for PLS-SEM." In *Partial Least Squares Path Modeling: Basic Concepts, Methodological Issues and Applications*, edited by H. Latan and R. Noonan, 245–257. Springer International Publishing. https://doi.org/10.1007/978-3-319-64069-3_11.
- Krajnakova, E., A. Navikaite, and V. Navickas. 2015. "Paradigm Shift of Small and Medium-Sized Enterprises Competitive Advantage to Management of Customer Satisfaction." *Engineering Economics* 26, no. 3: 327–332. <https://doi.org/10.5755/j01.ee.26.3.6608>.
- Kruger, C., R. G. G. Caiado, S. L. B. França, and O. L. G. Quelhas. 2018. "A Holistic Model Integrating Value Co-Creation Methodologies Towards the Sustainable Development." *Journal of Cleaner Production* 191: 400–416. <https://doi.org/10.1016/j.jclepro.2018.04.180>.
- Kusari, S., S. Hoeffler, and D. Iacobucci. 2013. "Trusting and Monitoring Business Partners Throughout the Relationship Life Cycle." *Journal of Business-to-Business Marketing* 20, no. 3: 119–138. <https://doi.org/10.1080/1051712X.2012.757716>.
- Kutaula, S., A. Gillani, D. Gregory-Smith, and B. Bartikowski. 2024. "Ethical Consumerism in Emerging Markets: Opportunities and Challenges." *Journal of Business Ethics* 191, no. 4: 651–673. <https://doi.org/10.1007/s10551-024-05657-4>.
- Lees, N., P. Nuthall, and M. M. J. Wilson. 2020. "Relationship Quality and Supplier Performance in Food Supply Chains." *International Food and Agribusiness Management Review* 23, no. 3: 425–446. <https://doi.org/10.22434/IFAMR2019.0178>.
- Leonidou, L. C. 2004. "Industrial Manufacturer - Customer Relationships: The Discriminating Role of the Buying Situation." *Industrial Marketing Management* 33, no. 8: 731–742. <https://doi.org/10.1016/j.indmarman.2004.01.004>.
- Li, X., and J. F. Petrick. 2010. "Revisiting the Commitment-Loyalty Distinction in a Cruising Context." *Journal of Leisure Research* 42, no. 1: 67–90. <https://doi.org/10.1080/00222216.2010.11950195>.
- Liu, D. 2017. "When Do Investments in the Supplier–Buyer Relationship Generate Optimal Profits? From the Relationship Life Cycle Perspective." In *Developments in Marketing Science: Proceedings of the Academy of Marketing Science*, 785–797. Springer Nature. https://doi.org/10.1007/978-3-319-45596-9_149.
- Luo, T., and C. Escalante. 2017. "Employer-Provided Health Benefits and Employment Decisions of US Farm Workers." *Agricultural Finance Review* 77, no. 3: 358–375. <https://doi.org/10.1108/AFR-12-2016-0092>.
- MAG. 2020. *Caracterización del área de influencia de la región de Desarrollo Central Oriental*. Retrieved from https://www.mag.go.cr/regiones/central_oriental/CARACTERIZACION-RDCO.pdf.
- Mak, C. K. Y. 2024. "Drivers of Creating Shared Value (CSV): Internal and External Triggers in the Shadow of COVID-19." Supplement, *Asian Journal of Business Ethics* 13, no. Suppl 1: 141–165. <https://doi.org/10.1007/s13520-024-00197-6>.
- Makdissi, P., and Q. Wodon. 2009. "Can Risk Averse Competitive Input Providers Serve Farmers Efficiently?" *Journal of Agricultural & Food*

- Industrial Organization* 7, no. 1: 1–10. <https://doi.org/10.2202/1542-0485.1229>.
- Martínez-Mena, M., M. Pérez, M. Almagro, N. García-Franco, and E. Díaz-Pereira. 2021. “Long-Term Effects of Sustainable Management Practices on Soil Properties and Crop Yields in Rainfed Mediterranean Almond Agroecosystems.” *European Journal of Agronomy* 123: 126207. <https://doi.org/10.1016/j.eja.2020.126207>.
- Mathew, V., R. Thirunelvelikaran Mohammed Ali, and S. Thomas. 2014. “Loyalty Intentions Does the Effect of Commitment, Credibility and Awareness Vary Across Consumers With Low and High Involvement?” *Journal of Indian Business Research* 6, no. 3: 213–230. <https://doi.org/10.1108/JIBR-12-2013-0104>.
- Matthyssens, P., K. Vandenbempt, and L. Berghman. 2006. “Value Innovation in Business Markets: Breaking the Industry Recipe.” *Industrial Marketing Management* 35, no. 6: 751–761. <https://doi.org/10.1016/j.indmarman.2005.05.013>.
- McArthur, J. W., and G. C. McCord. 2017. “Fertilizing Growth: Agricultural Inputs and Their Effects in Economic Development.” *Journal of Development Economics* 127: 133–152. <https://doi.org/10.1016/j.jdeveco.2017.02.007>.
- Meesala, A., and J. Paul. 2018. “Service Quality, Consumer Satisfaction and Loyalty in Hospitals: Thinking for the Future.” *Journal of Retailing and Consumer Services* 40: 261–269. <https://doi.org/10.1016/j.jretconser.2016.10.011>.
- Menghwar, P. S., and A. Daood. 2021. “Creating Shared Value: A Systematic Review, Synthesis and Integrative Perspective.” *International Journal of Management Reviews* 23, no. 4: 466–485. <https://doi.org/10.1111/ijmr.12252>.
- Meulensteen, T. M., W. J. V. Vermeulen, and S. Meerman. 2016. “Creating Shared Value in the Buyer-Supplier Relationship Through the Implementation of Sustainability Requirements.” *Global Business and Economics Review* 18, no. 6: 656–678. <https://doi.org/10.1504/GBER.2016.079410>.
- Mohd Noor, N. A., S. Perumal, and M. M. Goail. 2015. “The Impact of Relational Marketing Bonds on Retailers’ Economic and Social Satisfaction.” *Journal of Relationship Marketing* 14, no. 2: 124–151. <https://doi.org/10.1080/15332667.2015.1041355>.
- Moon, H. C., and J. Parc. 2019. “Shifting Corporate Social Responsibility to Corporate Social Opportunity Through Creating Shared Value.” *Strategic Change* 28, no. 2: 115–122. <https://doi.org/10.1002/jsc.2252>.
- Mühlbacher, H., and I. Böbel. 2019. “From Zero-Sum to Win-Win - Organisational Conditions for Successful Shared Value Strategy Implementation.” *European Management Journal* 37, no. 3: 313–324. <https://doi.org/10.1016/j.emj.2018.10.007>.
- Munro, V. 2020. *Creating Shared Value for Social Initiatives and Shared Purpose*. In CSR for Purpose, Shared Value and Deep Transformation, 119–159. Emerald Publishing Limited. <https://doi.org/10.1108/978-1-80043-035-820200007>.
- Nadeem, W., and S. Al-Imamy. 2020. “Do Ethics Drive Value Co-Creation on Digital Sharing Economy Platforms?” *Journal of Retailing and Consumer Services* 55: 102095. <https://doi.org/10.1016/j.jretconser.2020.102095>.
- Nadeem, W., M. Juntunen, F. Shirazi, and N. Hajli. 2020. “Consumers’ Value Co-Creation in Sharing Economy: The Role of Social Support, Consumers’ Ethical Perceptions and Relationship Quality.” *Technological Forecasting and Social Change* 151: 119786. <https://doi.org/10.1016/j.techfore.2019.119786>.
- Nadeem, W., A. H. Khani, C. D. Schultz, N. A. Adam, R. W. Attar, and N. Hajli. 2020. “How Social Presence Drives Commitment and Loyalty With Online Brand Communities? the Role of Social Commerce Trust.” *Journal of Retailing and Consumer Services* 55: 102136. <https://doi.org/10.1016/j.jretconser.2020.102136>.
- Nam, S. J., and H. Hwang. 2019. “What Makes Consumers Respond to Creating Shared Value Strategy? Considering Consumers as Stakeholders in Sustainable Development.” *Corporate Social Responsibility and Environmental Management* 26, no. 2: 388–395. <https://doi.org/10.1002/csr.1690>.
- Niemi, J., and X. Liu. 2016. “Empirical “First-Filter” Test for the Existence of Buyer Power in the Finnish Food Supply Chain.” *Agricultural and Food Science* 25, no. 3: 177–186. <https://doi.org/10.23986/afsci.53275>.
- Niranjan, S., V. Garg, D. M. Gligor, and T. G. Hawkins. 2025. “Enhancing Supply Chain Sustainability Performance: The Pivotal Role of Emerging Technologies.” *Journal of Business & Industrial Marketing* 40: 374–390. <https://doi.org/10.1108/JBIM-03-2024-0175>.
- Normann, R., and R. Ramírez. 1993. “From Value Chain to Value Constellation: Designing Interactive Strategy.” *Harvard Business Review* 71: 65–77.
- Nunally, J. C., and I. H. Bernstein. 1994. *Psychological Theory*. 3rd ed. McGraw-Hill.
- Nyaga, G. N., J. M. Whipple, and D. F. Lynch. 2010. “Examining Supply Chain Relationships: Do Buyer and Supplier Perspectives on Collaborative Relationships Differ?” *Journal of Operations Management* 28, no. 2: 101–114. <https://doi.org/10.1016/j.jom.2009.07.005>.
- Oliver, R. L. 1999. “Whence Consumer Loyalty?” *Journal of Marketing* 63: 33–44. <https://www.jstor.org/stable/1252099>.
- Palmatier, R. W., M. B. Houston, R. P. Dant, and D. Grewal. 2013. “Relationship Velocity: Toward A Theory of Relationship Dynamics.” *Journal of Marketing* 77: 13–30.
- Pimentel Claro, D., and P. B. Oliveira Claro. 2010. “Collaborative Buyer-Supplier Relationships and Downstream Information in Marketing Channels.” *Industrial Marketing Management* 39, no. 2: 221–228. <https://doi.org/10.1016/j.indmarman.2009.03.009>.
- Podsakoff, P. M., S. B. MacKenzie, J. Y. Lee, and N. P. Podsakoff. 2003. “Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies.” *Journal of Applied Psychology* 88: 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>.
- Porter, M. E. 1985. *Competitive Advantage: Creating and Sustaining Superior Performance*. Free Press.
- Porter, M. E., and M. R. Kramer. 2011. “Creating Shared Value.” *Harvard Business Review* 89, no. 1–2: 1–17. Retrieved from <https://hbr.org/archive-toc/BR1101>.
- Prahalad, C. K., and V. Ramaswamy. 2004. “Co-Creation Experiences: The Next Practice in Value Creation.” *Journal of Interactive Marketing* 18, no. 3: 5–14. <https://doi.org/10.1002/dir.20015>.
- Ramaswamy, V., and K. Ozcan. 2018. “What Is Co-Creation? An Interactional Creation Framework and Its Implications for Value Creation.” *Journal of Business Research* 84: 196–205. <https://doi.org/10.1016/j.jbusres.2017.11.027>.
- Ranjan, K. R., and S. Read. 2016. “Value Co-Creation: Concept and Measurement.” *Journal of the Academy of Marketing Science* 44, no. 3: 290–315. <https://doi.org/10.1007/s11747-014-0397-2>.
- Rossignoli, C. M., and R. Moruzzo. 2014. “Retail Power and Private Standards in the Agri-Food Chain.” *Agroecology and Sustainable Food Systems* 38, no. 9: 1108–1124. <https://doi.org/10.1080/21683565.2014.925530>.
- Royo-Vela, M., M. Frau, and A. Ferrer. 2024. “The Role of Value Co-Creation in Building Trust and Reputation in the Digital Banking Era.” *Cogent Business & Management* 11, no. 1: 1–19. <https://doi.org/10.1080/23311975.2024.2375405>.
- Royo-Vela, M., G. Leszczyński, and M. Velasquez-Serrano. 2022. “Sustainable Value Co-Production and Co-Creation in Virtual Reality: An Exploratory Research on Business-to-Business Interactions.” *Sustainability (Switzerland)* 14, no. 13: 7754. <https://doi.org/10.3390/su14137754>.
- Royo-Vela, M., and M. V. Serrano. 2021. *Value Co-Creation Process and Measurement in 4.0 SMEs: An Exploratory Research in a B2B Marketing Innovation Context*. <https://doi.org/10.3390/admsci>.

- Ruohonen, P., S. Vikström, and E. Saarela. 2018. "Maintaining B2B Relationships Through Branding." In *Developing Insights on Branding in the B2B Context: Case Studies From Business Practice*, 113–131. Emerald Group Publishing Ltd. <https://doi.org/10.1108/978-1-78756-275-220181012>.
- Safa, N. S., and R. Von Solms. 2016. "Customers Repurchase Intention Formation in E-Commerce." *South African Journal of Information Management* 18, no. 1: 1–9. <https://doi.org/10.4102/sajim.v18i1.712>.
- Saha, V., P. Goyal, and C. Jebarajakirthy. 2022. "Value Co-Creation: A Review of Literature and Future Research Agenda." *Journal of Business and Industrial Marketing* 37: 612–628. <https://doi.org/10.1108/JBIM-01-2020-0017>.
- Sales-Vivó, V., I. Gil-Saura, and M. Gallarza. 2020. "Modelling Value Co-Creation in Triadic B2B Industrial Relationships." *Marketing Intelligence & Planning* 38, no. 7: 941–955. <https://doi.org/10.1108/MIP-11-2019-0574>.
- Sales-Vivó, V., I. Gil-Saura, and M. G. Gallarza. 2021. "Value Co-Creation and Satisfaction in B2B Context: A Triadic Study in the Furniture Industry." *Sustainability (Switzerland)* 13, no. 1: 1–17. <https://doi.org/10.3390/su13010152>.
- Salokhe, S. S. 2019. "Responsible Agricultural Inputs Marketing: A Key to Save Environment." *Indian Journal of Agricultural Research* 53, no. 1: 39–44. <https://doi.org/10.18805/IJAR.A-4985>.
- Selnes, F. 1996. "Antecedents and Consequences of Trust and Satisfaction in Buyer-Seller Relationships." *European Journal of Marketing* 32, no. 3/4: 305–322.
- SEPSA. 2024. *Informe de gestión del sector agropecuario 2023-2024*. Retrieved from http://www.sepsa.go.cr/docs/SEPSA-INF-2024-006_Informe_Gestion_SectorAgro_2023-2024.pdf.
- Sheth, J. N., A. Parvatiyar, and M. Sinha. 2012. "The Conceptual Foundations of Relationship Marketing: Review and Synthesis." *Economic Sociology: The European Electronic Newsletter* 13, no. 3: 4–26. Retrieved from <https://www.econstor.eu/bitstream/10419/155992/1/vol13-no03-a2.pdf>.
- Singh, R., and A. Koshy. 2011. "Does Salesperson's Customer Orientation Create Value in B2B Relationships? Empirical Evidence From India." *Industrial Marketing Management* 40, no. 1: 78–85. <https://doi.org/10.1016/j.indmarman.2010.09.012>.
- Spicer, A., and D. Hyatt. 2017. "Walmart's Emergent Low-Cost Sustainable Product Strategy." *California Management Review* 59, no. 2: 116–141. <https://doi.org/10.1177/0008125617695287>.
- Sumiyana, S., and E. F. Komariyah. 2024. "Satisfaction and Trust Should First Be Nested in Commitment Before Affecting Loyalty in the Use of Mobile Shopping Applications." *SAGE Open* 14, no. 4: 1–19. <https://doi.org/10.1177/21582440241288020>.
- Talay, C., M. AbedRabbo, J. S. Oliveira, and J. M. Crick. 2025. "Differences in Sustainability Orientation and Asymmetric Power in Buyer-Seller Relationships: Direct and Moderated Impacts on Relationship Satisfaction." *Journal of Business & Industrial Marketing* 40: 637–652. <https://doi.org/10.1108/JBIM-02-2024-0097>.
- Taylor, S. A., L. A. N. Donovan, and C. Ishida. 2014. "Consumer Trust and Satisfaction in the Formation of Consumer Loyalty Intentions in Transactional Exchange: The Case of a Mass Discount Retailer." *Journal of Relationship Marketing* 13, no. 2: 125–154. <https://doi.org/10.1080/15332667.2014.910076>.
- Ulag, W. 2003. "Capturing Value Creation in Business Relationships: A Customer Perspective." *Industrial Marketing Management* 32, no. 8: 677–693. <https://doi.org/10.1016/j.indmarman.2003.06.008>.
- Ulag, W., and A. Eggert. 2006. "Relationship Value and Relationship Quality: Broadening the Nomological Network of Business-to-Business Relationships." *European Journal of Marketing* 40, no. 3–4: 311–327. <https://doi.org/10.1108/03090560610648075>.
- Umaran, T., T. Perdana, D. Kurniadie, and P. Parikesit. 2022. "Co-Creation Approach in Designing a Sustainable Coffee Supply Chain (A Case in Bandung Regency, West Java, Indonesia)." *Sustainability (Switzerland)* 14, no. 1: 476. <https://doi.org/10.3390/su14010476>.
- Unjia, Y., S. Padaliya, Y. Agrawat, and M. Padaliya. 2024. "Rural Development and Agribusiness Integration." In *Agribusiness Management 1st Edition*, 222–235. Routledge. <https://doi.org/10.4324/9781003490111>.
- Utami, H. N., E. Alamanos, and S. Kuznesof. 2019. "How Value Co-Creation Works in Agri-Food Context? Thinking for Horticulture Product Marketing." *Business Innovation and Development in Emerging Economies*, 455–467. CRC Press. <https://doi.org/10.1201/9780429433382>.
- Vargo, S. L., and R. F. Lusch. 2004. "Evolving to a New Dominant Logic for Marketing." *Journal of Marketing* 68, no. 1: 1–17. <https://doi.org/10.1509/jmkg.68.1.1.24036>.
- Vesel, P., and V. Zabkar. 2010. "Comprehension of Relationship Quality in the Retail Environment." *Managing Service Quality: An International Journal* 20, no. 3: 213–235. <https://doi.org/10.1108/09604521011041952>.
- Wakita, T., N. Ueshima, and H. Noguchi. 2012. "Psychological Distance Between Categories in the Likert Scale: Comparing Different Numbers of Options." *Educational and Psychological Measurement* 72, no. 4: 533–546. <https://doi.org/10.1177/0013164411431162>.
- Walter, A., T. Ritter, and H. G. Gemünden. 2001. "Value Creation in Buyer-Seller Relationships." *Industrial Marketing Management* 30, no. 4: 365–377. [https://doi.org/10.1016/S0019-8501\(01\)00156-0](https://doi.org/10.1016/S0019-8501(01)00156-0).
- Wójcik, P. 2016. "How Creating Shared Value Differs From Corporate Social Responsibility." *Journal of Management and Business Administration. Central Europe* 24, no. 2: 32–55. <https://doi.org/10.7206/jmba.ce.2450-7814.168>.
- Woo, K., and C. T. Ennew. 2004. "Business-to-Business Relationship Quality: An IMP Interaction-Based Conceptualization and Measurement." *European Journal of Marketing* 38, no. 9/10: 1252–1271. <https://doi.org/10.1108/03090560410548960>.
- Zhang, H., X. Liang, and S. Wang. 2016. "Customer Value Anticipation, Product Innovativeness, and Customer Lifetime Value: The Moderating Role of Advertising Strategy." *Journal of Business Research* 69, no. 9: 3725–3730. <https://doi.org/10.1016/j.jbusres.2015.09.018>.
- Zhang, J., Y. Jiang, R. Shabbir, and M. Du. 2015. "Building Industrial Brand Equity by Leveraging Firm Capabilities and Co-Creating Value With Customers." *Industrial Marketing Management* 51: 47–58. <https://doi.org/10.1016/j.indmarman.2015.05.016>.
- Zietsman, M. L., P. Mostert, and G. Svensson. 2020. "A Multi-dimensional Approach to the Outcomes of Perceived Value in Business Relationships." *European Business Review* 32, no. 4: 709–729. <https://doi.org/10.1108/EBR-10-2019-0258>.

Supporting Information

Additional supporting information can be found online in the Supporting Information section.

Table A1. Measurement items: first and second order constructs.