Value management in business relationships: From relationship value to valuation practices. The case of a naval industry subcontractor relationship

Dahan, David

IMT Atlantique (chaire RESOH) et Université de Nantes (LEMNA), Nantes

david.dahan@imt-atlantique.fr

Résumé :

La formation de la Valeur peut être étudiée en mobilisant les enquêtes de valuation et les concepts pragmatistes associés comme ancrage théorique. Cette approche, faisant passer l'attention de la valeur aux pratiques et activités de valuation, permet d'apporter un éclairage sur le pilotage de la valeur dans les relations d'affaires. L'articulation entre les niveaux opérationnels et stratégiques, les pratiques de valuation et le dispositif de pilotage d'une entreprise cliente sont analysés par rapport aux évaluations de la valeur, dans un contexte de sous-traitance industrielle sur site. Suivant un raisonnement abductif appliqué à une étude de cas, des modélisations qualitatives et des restitutions sont mobilisés pour analyser la structuration d'une relation de sous-traitance et les enquêtes de valuation associées. La contribution principale consiste à proposer un modèle de la valeur de la relation basé sur des pratiques de valuation relativement stables, plutôt que sur des objectifs et des évaluations de valeur changeant rapidement. Cette modélisation, plus simple et plus précise, respecte pour autant la complexité de la valeur d'une relation liée à l'hétérogénéité de ses objets de référence et la diversité des objectifs et de la subjectivité des acteurs impliqués.

Mots-clés : valeur des relations d'affaires, pratiques de valuation, pilotage par la valeur, sous-traitance

Value management in business relationships: From relationship value to valuation practices. The case of a naval industry subcontractor relationship

INTRODUCTION

A business relationship is not just a channel for exchange value (simple economic exchange), made of only one agency relationship or point of contact, and going through various states. It is made of multiple agency relationships and its components, including various dimensions of performance such as productivity or reliability, continuously evolve over time.

Inter-organizational relationships (IOR) represent a major theme in management literature, in both strategy and B2B marketing (Barringer & Harrison, 2000; Swanson et al., 2018). One of its core notions is the elusive notion of value (Harrison & Wicks, 2013; Kornberger, 2017; Sahiti, 2020). The last two decades have been marked by a shift from value as something a firm possesses or capture, to value as an experience (Vargo & Lusch, 2016).

This implies that every practitioner and group of a firm involved in a business relationship with another firm develop their own experience of relationship value (Eggert et al., 2019). IORs are ways of contributing to firm value through use value (Bowman & Ambrosini, 2000). Firm value is assessed by top management team and experts, while use and relationship value are assessed by both strategic and operational teams (Eggert et al., 2019).

This heterogeneity of reference objects of value and experiences lead to unavoidable tensions inside each firm when assessing the past, present and future interest of a business relationship. This phenomenon is likely to increase in case of positively valued relationship episodes, resulting in an intensification of the relationship, i.e. increase in the number of contracts and projects between the two firms (Dwyer et al., 1987; Zhang et al., 2016): divergent expectations between intraorganizational groups can affect the business relationship dynamics (Brattström & Faems, 2019). Brattström & Faems particularly found that the existence of different coalitions inside an organization, formed on the basis of different belief systems, can have repercussions on inter-organizational relationships: decision makers can renew their commitments with the other firm, while experiencing distrust at the same time.

To explore how strategic and operational groups of a same firm manage IOR and IOR value to foster value formation rather than destruction over time, we need to consider IOR value as a both process and practice, and as distributed along managerial lines of involved firms.

Insights from the practice view of relationship value, consistent with the pragmatist concepts of habits, inquiry and valuation, could thus be applied to the process view to better understand how practitioners coordinate strategic and operational processes involved in business relationship management. The multiplicity of actors involved in such a relationship and the variability of objectives they follow, meaning the irreducibility of human agency, imply the use of management frameworks routinely integrating flexibility of ends and means.

We thus mobilize John Dewey's theory of valuation and related pragmatist concepts, particularly the valuation inquiry (Lorino, 2018a; Simpson & den Hond, 2020), as our main conceptual framework to study a subcontractor relationship in the naval industry over 10 months and its valuation practices such as contract performance reviews, tender consultations or governance meetings: in a valuation inquiry, value is the act of valuing, which assigns value to something as a fact, leading to a revision of the means to achieved expected value; but valuing can also evolve through situated reflexive dialogue, by challenging both the valuing framework and the said expected value.

Our findings show that the valuation inquiry constitutes a relevant framework to study and improve IOR value and articulation between strategic and operational relationship management. The four sections of this paper are outlined as follow. First, we develop our theoretical framework drawing from the theory of valuation and its related pragmatist concepts. Second, we present our action research-like methodology including the research setting. Third, we submit our results by presenting the case, the relationship structuration, and a model of relationship value highlighting valuation practices and their connections. Fourth, we discuss suggest theoretical and managerial contributions, assess the study's limitations, and offer some research directions.

1. THEORETICAL BACKGROUND. IOR VALUE MANAGEMENT AND VALUATION MANAGERIAL INQUIRY HABITS

1.1. The inter-organizational relationship (IOR) value is an inter-subjective and multi-level process

1.1.1. The IOR value is a multi-level and multi-dimensional construct

We rely primarily on empirical work from organization, strategic and marketing studies, as well as theoretical work from stakeholder theory to render a comprehensive (yet not exhaustive) account of the IOR value.

Marketing scholars provide layers of qualification to the conceptualization of value in B2B context. Eggert et al. (2019, p. 14), consistent with strategic management literature and drawing on Adam Smith's work, distinguish two main meanings: "value in exchange, as reflected in market prices, represents the objective conceptualization of value (i.e. the power of purchasing other goods). Value in use, on the other hand, contributes to the goal achievement (i.e. utility) thereby signifying a subjective conceptualization of value." Within a transaction which can be labeled as a relationship episode, value in use and value in exchange are temporally linked: firm A expects a value in use from firm B (and conversely B from A), which forms the basis of the expected value in exchange; value in exchange is then realized through the transaction; this exchanged value is transformed in experienced value in use for firm A through its internal resources and capabilities.

As use value is experienced and changes through time, it conceals a temporal dimension of its various states: each strategic, relationship or transaction episode is characterized by expected or potential value oriented toward the future, produced or realized value oriented toward the present, and experience or assessed value oriented toward the past.

Spatially speaking, both strategic and marketing scholars have studied in detail that value creation and appropriation for each firm can be influence by the other firm's actions, whether through indirect interactions which occur within a firm, or through direct interactions between practitioners of both firms. Grönroos & Voima (2013) name 'independent sphere' the locus of indirect interactions impacting the transaction or relationship value, and 'joint sphere' the locus of direct interactions. It is only in the joint sphere that collaborative activities (such as co-creation or coproduction of value) occur. Collaborative or reciprocal value creation is thus the focus of whole perspectives of research, such as the Service-Dominant logic (Vargo & Lusch, 2016), the relational view (Dyer et al., 2018; Dyer & Singh, 1998) or the stakeholder theory (Freeman et al., 2020; Jones et al., 2018). In the joint sphere, Corsaro (2019) identifies five interconnected use value processes: value co-creation, value representation, value measuring, value communication, and value appropriation; Kohtamäki & Rajala (2016) link the process of use value co-creation to the process of exchange value proposition coproduction.

Our literature review shows that IOR value is developed through multiple sub processes, which have been analyzed independently or in group but not altogether so far. In the next paragraph, we offer a representation of the whole IOR value process in respect to the three identified organizational levels, to better visualize our research question.

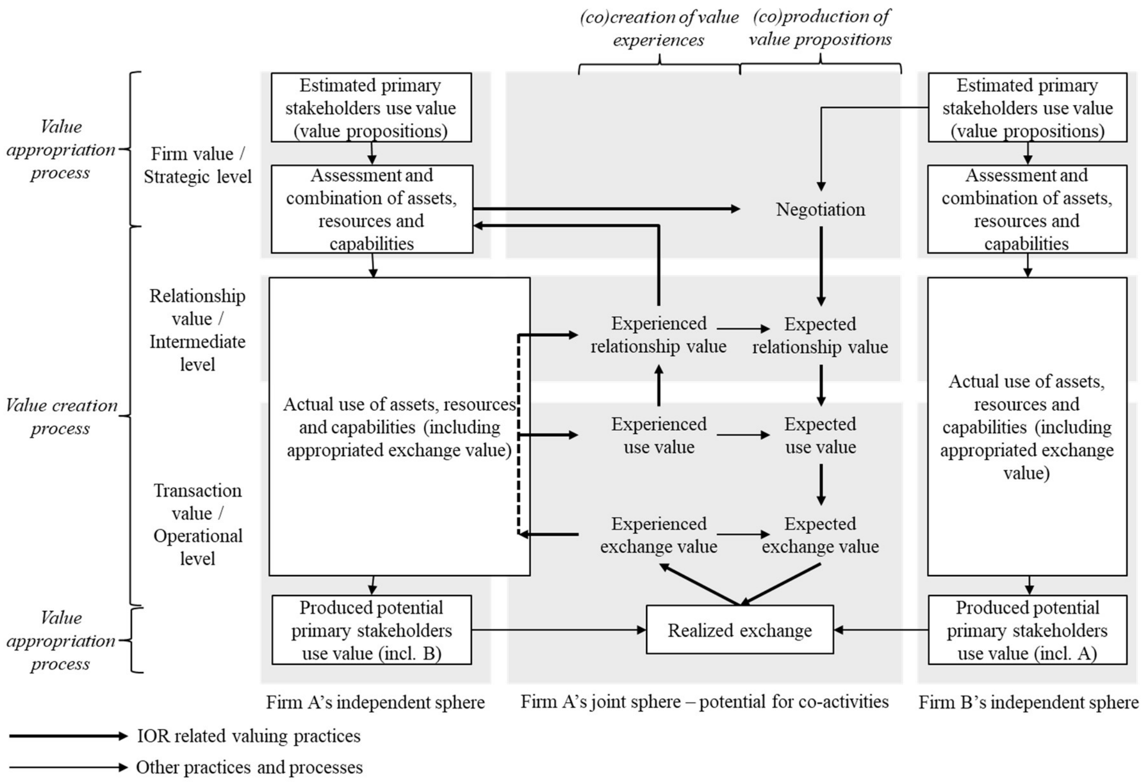
1.1.2. A comprehensive IOR value as process model links all value states and managerial levels

Figure 1 draws heavily on existing IOR value models, such as Bowman & Ambrosini's process of value creation and value capture (2000), Harrison et al.'s managing for stakeholders and value creation (2010), Grönroos & Voima's value creation spheres (2013), Ring & Van de Ven's process framework of the development of cooperative IORs (1994), and Eggert et al.'s interplay of the different value concepts (2019).

Centered on a relationship between a focal firm (Firm A) and its counterpart (Firm B), it provides a value mapping across objects of value, organizational levels and spheres, and situates the main value processes identified in the literature. In this figure, processes are not detailed but each arrow represents activities and practices mobilized by practitioners to go from one value state to another. In the joint sphere, each direct interaction constitutes a potential for cooperative activities and processes, but each potential is not necessarily realized (Grönroos & Voima, 2013).

Among activities embedded in the value process in Figure 1, valuation occurs across all the subprocesses and allows for the transition of one value state to the other in the process view of IOR value: in Ring & Van de Ven's (1994) process framework for the development of cooperative IORs, actors assess both negotiations, commitments and executions, which could also be understood as assessments respectively from desired use value to expected use value, from expected use value to expected exchange value, and from expected exchange value to experienced exchange and even experienced use value; in a value co-creation setting (Corsaro 2019), assessment between experienced exchange value (value appropriation) and experienced use value (value co-creation) is made through value measuring activities such as aligning metrics and contextualizing them.

Figure 1. Inter-organizational relationship value model



The proposed value model constitutes our main conceptual framework, based on our literature analysis.

1.2. THE INTER-ORGANIZATIONAL RELATIONSHIP (IOR) VALUE IS ENACTED THROUGH PRACTICES

When considering value as an experience, industrial marketing scholars have made significant advances on the link between practices and IOR value, either from the supplier perspective (Keränen & Jalkala, 2013; Marcos-Cuevas et al., 2016), or both supplier and customer perspectives (Echeverri & Skålén, 2011; Grönroos & Helle, 2012; Munksgaard & Frandsen, 2019).

Particularly, following SD logic Gummerus (2013, p. 14) argues that "experience is the missing link and the common denominator of value creation processes and value outcomes". She syntheses these insights as follow: a customer (or a firm) engage in a value creation or co-creation activity (resource integration practices), thus lives the experience (in context or *in situ*); he then reflects on this experience (identification of actual "activities and resources involved in experience construction" – p. 16); in turn, he can subjectively and contextually give an interpretation or determination of value.

Ellway & Dean (2016) acknowledge that existing value research consider either practice or experience when studying value creation. Drawing on Bourdieu's theory of practice, they offer a model of the intertwining of practice and experience in value creation: when engaging with a service offering or a potential value in use, the user performs a value creation practice (resource integration), and experiences this practice; simultaneously, the user interprets both experience of the practice and of the resulting effects through sensemaking, he "perceive[s] and evaluate [s] the present based upon the past" (p. 20); the sensemaking of experience of practice in relation to resulting effects (experienced value determination or assessment) leads to either a reproduction or a modification of his habitus and his predispositions toward a value offering. Modifying the habitus means changing one's perception and evaluation of the service offering or the use practice itself (value expectation), even a change of practice. These findings are consistent with the pragmatist theory of habits and their evolution through inquiry (Lorino, 2018a).

For now, few studies have explored IOR value creation practices in direct relation to value creation processes, but only on the co-creation part of the whole IOR value process, and without specifying the different managerial levels involved (Corsaro, 2019; Grönroos & Helle, 2012; Marcos-Cuevas et al., 2016).

According to Eggert et al. (2019), the experienced value in use integrates the overall relationship value from firm A's perspective, which in turn informs firm A's decision about the expected value in use of the next transaction. Whether at the individual, the group or the firm level, the focus of practitioners within a firm oscillates between transaction value and relationship value, and the desired value from each firm and its constituting groups, either at strategic or operational level, changes over time. Thus, every relationship or transaction can undergo a value change from one of the firm's group, or can be experienced and assessed differently, which can cause tensions. Divergent expectations between intraorganizational groups can affect the relationship dynamics (Brattström & Faems, 2019).

Moreover, the existing literature does not account (to our knowledge) for situations involving distinct and sometimes overlapping transactions in a relationship, such as a multiple-contract relationship.

In summary, aside from tensions arising from inter-organizational direct interactions (Lumineau et al., 2015; van Fenema & Loebbecke, 2014), practitioners of a same firm also need to deal with misalignment of expected or experienced value across managerial or functional lines, or when dealing with multiple transactions at the same time. Separately, neither the process view literature nor the practice one offer insights on this issue.

How do strategic and operational practitioners of a firm manage these sources of tension and the whole value process to tip the value creation-destruction scale toward value accumulation or value creation in the long run?

To study practices of an IOR valuation process means to follow its various value states assessments activities, particularly between what is expected by various actors or groups of actors, and what is experienced by them. These assessments are shared through either indirect interactions like reports, or direct interactions like performance meetings. In these situations, actors can have different value reference objects (firm, relationship or transaction) or various iterations of a same object (multiple transactions, different relationships) in mind at the same time. When actors don't share the same system of value objects or their related expectations and experiences, tensions arise and need to be managed *in situ*, through valuation inquiries.

In the next section, we briefly present two views of managerial inquiry, and develop how John Dewey's theory of valuation, and especially valuation inquiry, can constitute a framework for coordinating intraorganizational actors through the value process and toward superior value creation over time.

1.3. Valuation practices

1.3.1. Dewey's valuation inquiry constitutes a framework for linking IOR strategic and operational governance through the value formation process.

Two views of valuation, i.e. how to define what has value for whom, compete within organizations: the subjectivist view applied to subjects in reference to their personal system of values, and the objectivist view applied to the product of an action or an activity in respect of its assigned objective. "Combined, they lead to a dualist view of values in organizations" (Lorino, 2018a, p. 232). This is exactly what Eggert et al. do when they make a distinction between collective's (for the firm) and individual's perspectives on use value or relationship value (Eggert et al., 2019).

In his theory of valuation (Bidet et al., 2011; Dewey, 2011/1939; Kornberger, 2017; Muniesa, 2011), Dewey's take on value comes from his reaction to this common dualist view: he suggests shifting our focus from value as a substantive feature to the act of attributing a value itself. He posits this activity of valuation as social and practical. It is a judgement made by participants of a given situation through their acts, either intellectual (thoughts), physical (actions) or emotional (affects) (Cohen, 2007; Lorino, 2018a).

When managers determine a hypothetical value as a goal, for example an expected relationship value at dyadic or stakeholder level (strategic planning and change), they associate it with the organizational activities needed to reach it (strategy implementation and organizing). Expected values become ends-in-views when they are integrated by participants of a related situation and those who judge their performance. So every performance review meeting represents an opportunity to either reassess the activities needed to reach the end-in-view, or to reassess this end-in-view, until a potential reassessment of the expected value (strategizing). Value, either expected or experienced, is thus both an act of *valuing* and an outcome of this practice.

The valuation process includes *valuing*, i.e. establishing desired ends in a context (e.g. ends-in-view and their related means) and evaluating their effects, meaning both the extent to which reached and perceived ends align with ends-in-view, and the relevance of following these ends-in-view as means towards other ends-in-views or desires. In sum, both ends and means are valorized and evaluated (Vatin, 2013): "every condition that has to be brought into existence in order to serve as means is, in that connection, an object of desire and an end-in-view, while the end actually reached is a means to future ends as well as a test of valuations previously made" (Dewey, 1939/1988, p. 229 in Lorino, 2018a, p. 233). The valuation process begins and ends with an act of valuing through a situated and reflexive dialogue, and always involves an act of commensuration by participants of a situation, in order to compare alternatives through categorizing (Kornberger, 2017).

In case of transaction, contract or relationship performance review meetings occurring along an IOR or business relationship, pragmatist valuation inquiries are triggered when a participant expresses doubt, emotion (unease, frustration, surprise), or lack of something about objectives, activity and results assessments, or evaluation of the assessment process effectiveness, or when at least two participants display divergent valuings of a same (not necessarily shared) experience (Dewey, 2011/1939; Lorino, 2010).

If we can easily expect divergent valuings in a performance review meeting between participants of two different organizations, it is also the case for intraorganizational relationship or transaction performance meetings: Macdonald et al. found that "different members of an organization can substantially vary in their value experience (Macdonald et al., 2016) even though they may share the same organizational resources and collective goals" (Eggert et al., 2019, p. 18).

Thus a valuation inquiry occurring in one of the intraorganizational value process performance review meetings along the managerial line, either at an operational or a strategic level, turns the said meeting into a governance meeting linking at least two managerial levels. In some cases, a valuation inquiry can even involve all managerial levels concerned by the IOR at the same time.

In brief in the IOR value process, valuation activities or practices at either intra or inter-organizational level, such as performance reviews, constitute the main activities linking the different value states (expected, experienced) of each reference object of value (firm, relationship, transaction), and enabling the adjustment of either the means to reach the focused ends (organizing) or the ends themselves (strategizing).

These exploratory inquiries require resources such as time and experimentation, which are difficult to find in routine-based organizations or networks such as manufacturing industries. Nonetheless, we argue that habits of inquiries are a subset of exploratory inquiries.

1.3.2. Two modes of situated managerial inquiry: procedural through routines or exploratory through habits

Valuation inquiries are a specific type of managerial inquiries. A managerial inquiry framework is called upon when facing a disturbed management situation (Journé & Raulet-Croset, 2012). A situation is defined as "any physical area anywhere within which two or more persons find themselves in visual and aural range of one another (Goffman, 1981, p.84)" (Lorino, 2018a, p. 117). Girin reformulates this definition and includes a temporal perspective brought by Goffman: a situation is defined by "participants, a spatial extension (place or places where it unfolds, physical objects included in it), a temporal extension (a beginning, an end, a progression, and possibly a periodicity)" (Girin 1990 in Girin et al., 2016, p. 35, our translation). As argued by Lorino (2018a), three managerial inquiry frameworks are used in organizations: the controlling, the problem-solving, and the inquiring framework. The first two are linked to an information-processing view of the firm and a related view of management as a controlling function. The third framework is linked to an opposite collective action system view of the firm and a related view of management as an exploration-supporting function (Lorino, 2018b). The controlling framework assumes a substantive rationality premise and is based on a variance between what is expected and what is measured. When a variance is detected, managers apply courses of action learned in advance. As most situations are in fact "complex, uncertain, and moving" (Lorino, 2018a, p. 105), this framework has been progressively replaced by the problem-solving one. Following Herbert Simon's insights about bounded rationality, Lorino summarizes this framework (*ibid*): "the player faces some class of problem that she or he must solve *in the situation in a limited time.* She or he can then make use of pre-established experience-based procedures to explore the space of possible solutions and select one, not optimal but "*satisficing"* (ensuring a certain level of satisfaction), course of action (Simon, 1957, 1991)". The controlling framework is thus included in the problem-solving one, as the procedure by default. In both cases, actors *in situ* start from a problem or issue already identified, not from the situation itself. On the contrary, the pragmatist inquiry starts with the situation itself: participant of a given situation may experience "shock, confusion, perturbation, uncertainty" (Dewey, 1922, p. 127 in Simpson & den Hond, 2020, p. 21). The situation itself is not completely defined, is indeterminate in some way. The affected participant expresses and shares *doubt* or *worries*. These concerns are constructed as a problem during the inquiry and the determination of the situation at hand.

Thus, the pragmatist or exploratory framework of managerial inquiry includes the problem-solving framework, which itself includes the controlling one. We could extend Lorino's words as such (2018a, p. 77-78): "there is thus a continuum between simple situations which trigger *substantive* routines ("what to do") and complex situations which require situated problem-solving based on *procedural* routines ("how to search what to do")", or even require situated determination of both the situation and the associated problem based on *meaning-making* routines ("how to do what to search").

While procedural valuation inquiries can be conceptualized as positivist expectation vs measure comparisons, or identified problems to be solved (Aarikka-Stenroos & Jaakkola, 2012), the exploratory or pragmatist valuation inquiry could be conceptualized as a dialogue about means, ends and their evaluation tools, taking place within as outside the initial situation, and solved by the revision of said means, ends and/or related evaluation tools.

Our research questions could thus be reformulated: How focusing on valuation practices improve the IOR value formation process and the articulation between strategic and operational relationship management? We follow here a French tradition of research focused on management frameworks (David, 2001; Detchessahar, 2013; Hatchuel & Molet, 1986; Merceron, 2016; Moisdon, 2010), to uncover practically and theoretically relevant principles. The next section details the methodology used to explore this question.

2. INTERVENTION-RESEARCH METHODOLOGY

2.1. THE RESEARCH SETTING IS AN EVOLVING CONTRACTOR-SUBCONTRACTOR RELATIONSHIP ON A NAVAL CONSTRUCTION SITE.

The research question and the related theoretical framework need an exploratory field study to be addressed: we need to have access to activities of an inter-organizational setting over a long period (longitudinal study). We seize the opportunity to study a relationship between a naval construction site and some of its subcontractors. This opportunity is provided by a research chair, started in 2012: various research projects involving the scholars' team and the industrial partner, especially the considered business relationships, have been performed since. This constitutes a trusting base, facilitating both the field's entry and the emergence of managerial concerns both practically and scholarly salient. The study stems from a genuine managerial concern from some of the construction site managers in 2019: they developed and deployed in 2018 a managerial framework supporting a partnership orientation with their suppliers. But after observing a satisfying change in subcontractors' behavior and despite a continuous improvement of their framework, they consider that some subcontractors are showing behaviors akin to their previous adversarial stance, such as a decrease of commitment.

We thus implement a qualitative intervention-research (Avenier & Parmentier Cajaiba, 2012; David, 2008; Hatchuel & Molet, 1986; Moisdon, 2015), adopting a pragmatist epistemological posture. This methodology is akin to Lewin's action-research and Argyris' action science. It shares many features, as starting from an organization's request, triangulating data, and building a grounded theory of the studied organizational system (Gioia et al., 2013; Glaser & Strauss, 1967) as part of the analysis. The parts of the analysis that trigger no academic question are integrated in the study's account through the literature review part. The intervention-research methodology differentiates from action-research and action science by generating intelligible and actionable models for actors of the studied system (Allard-Poesi & Perret, 2003). The present article focuses only on the first part of the intended research, before implementation of our suggestions. These suggestions are included in the managerial implications section of this paper's discussion part.

2.2. HISTORICAL CONTEXT OF THE FOCAL RELATIONSHIP, BETWEEN SHIPCO AND WELDCO

The research takes place at Shipco, a construction site of the shipbuilding firm Navalco, dedicated to manufacturing highly complex design ships with high reliability in use. The ships produced at the time of the study are part of a 6-ships series and are manufactured in a serial manner. The Shipco organization acts as the contractor, and as the buyer of supplies and services including on site subcontracting.

It is a case of modularity in production induced from modularity in design (Calcagno, 2002; Mazaud, 2007): Shipco's top management team decides the dispatch of internal and subcontractors teams through a process called "industrial policy". The contractor ensures integration operations of all teams on site, either its own or its subcontractors', and for all related manufacturing activities (through functions such as production, quality, compliance, engineering, site safety): scheduling, supervision, coordination, logistics, training, etc.

For many years, procurement policy of Shipco consisted of considering subcontractors as commutable resources, resulting in arms-length approach to contract and relationship management. Around 2016, the contractor's management team decided to switch its procurement policy to the development of vertical partnership with its subcontractors, after acknowledging it was facing simultaneously a surge in production order for decades to come, shrinking of the local job pool, and an increased demand for the same subcontractor pool by surrounding industries. Since then, the contractor has been striving to develop proper relationship and contract management process and mechanisms.

As specified earlier, a manager in Shipco's assembly direction developed, deployed and animated early 2018 a managerial framework supporting this vertical partnership orientation. Relationships' participants behaviors began to evolve from adversarial to cooperative. The main objectives of this framework are to standardize methods, tools, and practices, and to ritualize and optimize interactions involved in contract management. It could be summed up as such: a contract execution governance process, governance tools, and a continuous improvement mindset, oriented toward both the governance process and its related tools.

The relationship between Shipco and the subcontractor Weldco is particularly critical: following good results of the managerial framework in terms of subcontractor's performance and behavior, the strategic issues of Shipco and the positive experience of Weldco with other clients, both site directors agreed mid-2018 to set up a "complete subcontracting" relationship. "Complete subcontracting" means here to delegate to the subcontractor the manufacturing of a whole segment of the ship (made possible by the ship's design and production modularity). The subcontractor would then oversee many of the contractor's manufacturing activities on this perimeter, such as scheduling, training, supervision, coordination, and logistics of all the involved subcontractor's teams. But mid-2019, the partnership project specification was stalling while the situation on the other regular vertical contracts was degrading. We followed the evolution of this specific relationship from May 2019 to March 2020.

2.3. THE ABDUCTIVE ANALYSIS EVOLVES THROUGH CYCLES OF DATA CONSTRUCTION AND INTERMEDIATE RESTITUTION SESSIONS.

Following our theoretical development, we study the Shipco-Weldco value processes and practices by primarily focusing on the various performance review meetings about this relationship and its related formal contracts: how they are structured, equipped and connected, according to both internal documents, interviews, and participant observation.

We therefore adopt both 'weak' and 'strong' process approaches to process studies (Simpson & den Hond, 2020): focusing on internal documents and interviews to understand how formal valuing situations are constituted is considered the 'weak' approach, but as Whittington suggests explicit, accessible formal process work remains a good starting point even when dealing with strategy practices (Whittington, 2003). This data constitutes a comparison basis between the inquiries and practices we observe and follow on the field, following Journé's four observational strategies based on the lightning metaphor (Journé, 2012): "street lamp observation (unity of place and time), spot lightning observation (unity of place but different periods of time), torch observation (unity of actor), and headlight observation (unity of inquiry)" (Bardon et al., 2020, p. 3).

From May 2019 to March 2020, we collect data about the relationship management framework and the Shipco-Weldco relationship, through 15 full days on site, with 32 different actors: 50 interviews, 20 observation sessions (mainly meetings), 20 documents, and 4 intermediate restitutions. Following an abductive logic, data analysis and models built by the researcher are periodically reviewed by a group of concerned and studied actors from the contractor's organization for verification, adjustments, and refinement, thus embodying an evolving group of collective inquiry. The objective here is to construct the results through the elaboration of a 'real story' from the research material. It is oriented by – and informing at the same time – the hypothetical story presented in the theoretical section of this paper, thus fueling the discussion section.

As our methodology emphasizes on articulation between Shipco's strategic and operational levels through enacting of valuation practices, we present our results as follow: a description of these meetings' valuing framework, followed by a model of the relationship value process, highlighting connection between valuation practices.

3. FINDINGS

3.1. THE ROUTINIZED RELATIONSHIP STRUCTURATION: AGENCY, STRUCTURE, AND VALUING PRACTICES

The subcontractor relationship follows a routinized governance pattern: a subcontractor relationship is composed of several intra and inter-organizational agency relationships between groups of managers dealing contracts, and groups of their subordinates frequently interacting during contracts execution.

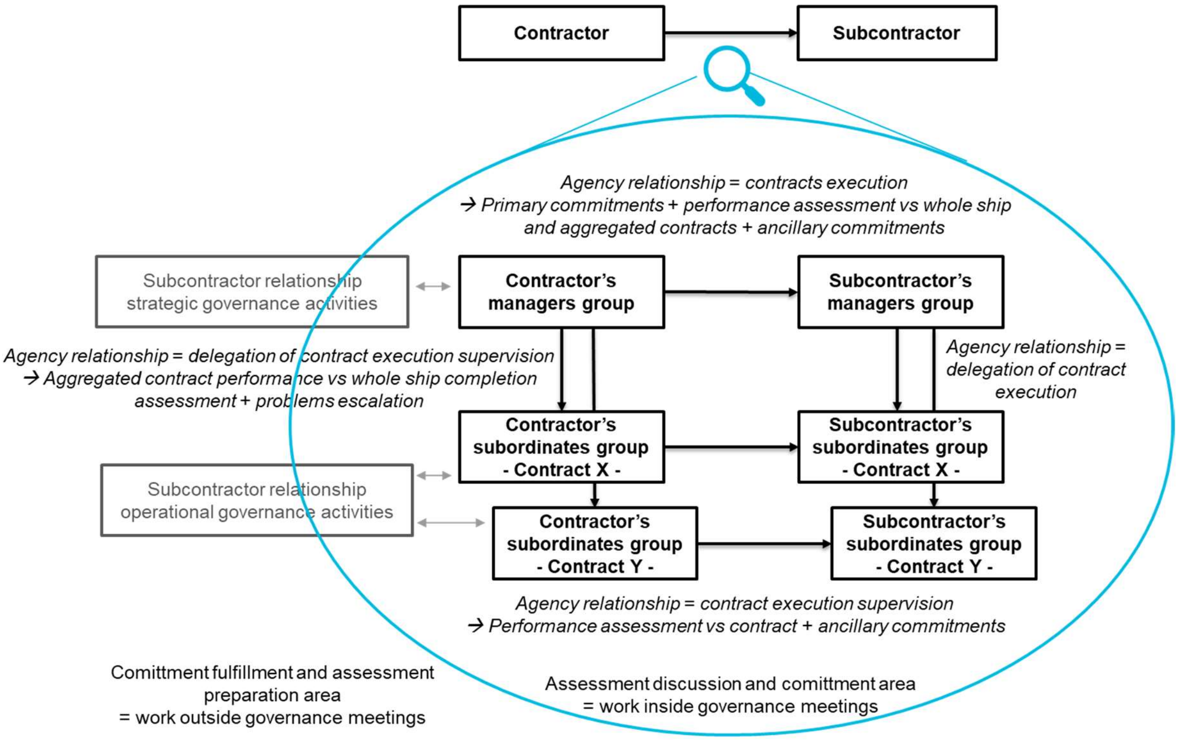
Subordinate groups are mainly composed of a buyer, a contract officer and a technical officer for the contractor's team, and an account manager and a site foreman for the subcontractor's team. There is one operational governance group for each active contract. For the two Shipco-Weldco assembly contracts, the same buyer and the same contract officer are part of the two operational teams and there is one technical officer per contract. These groups deal with the activities induced by the related contract (primary commitments) and the formal monthly valuing meetings called 'cosuiv' (ancillary commitments). These meetings are intended as performance review/operational governance meetings and are led by the contractor's subordinate group in a hierarchical authority fashion. The contractor's team provides the valuation tools, the subcontractor's team provides the data. Teams confront their assessment of exchange value (skilled manpower and financial counterpart) and use value (productivity, quality, security dimensions of the delegated on-site manufacturing activities), using objective indicators whenever possible, and systematic subjective indicators (overall satisfaction for each performance dimension). In these meetings, participants also share decisions taken, information shared, difficulties encountered, contractual penalties applied, and actions considered during ancillary or informal meetings or directly on the shipyard, and some information or decision from their hierarchy they find relevant or are asked to share. Cosuivs result in ancillary commitments from both sides or primary commitment clarification or adaptation, which are followed up at the beginning of each following cosuiv until completion or termination. Ancillary commitments are usually corrective or development actions, such as the subcontractor providing additional training or certification, or the contractor providing better coordination between on-site subcontractors or more workshop space. If both sides cannot find a solution to a specific problem or fulfill a commitment at their level, contractor's team is instructed to escalate it to the contract officer's manager for further inquiry.

These escalation requests are assessed by the contract officer's manager along the cosuiv's report, during monthly performance meetings between contract officers and their manager, following similar logic: the manager provides aggregated performance explanations, and tries to find solutions and at her level with her team, then report to the entity director (her manager) during formal direction meetings, following the same pattern or reporting and escalating unsolved difficulties.

Manager groups are mainly composed of the contractor's and the subcontractor's commercial and technical executive directors. They deal with activities preceding contract signature (call for tender, contract negotiations and signature), and following contract execution (contracts performance link with actual and future value-in-use; for Shipco, this means ship building completion and internal discussion about future industrial policy). These groups also animate occasional meetings during execution of one or more contracts. These meetings are set up to deflate conflicts and avoid or minimize legal claims. Even if trust is damaged at the shipyard level, managers renew their commitments and announce corrective actions. When lead by the contractor's manager group, all these activities are part of what we call the strategic governance of the relationship.

As illustrated in Figure 2, the subcontractor relationship is thus composed of four types of agency relationship: contractor's manager group delegates execution of construction activities to subcontractor's manager group; contractor's manager group delegates execution supervision to a subordinate group for each contract; subcontractor's manager group delegates execution and reporting of construction activities to a subordinate group for each contract; contractor's subordinate group supervises its counter-part activities and results. Each agency relationship is followed-up through a dedicated governance meeting, either formal or informal, scheduled or occasional.

Figure 2. Subcontractor relationship agency structure



3.2. Relationship value is generated through the management framework articulating strategic and operational levels practices

We now build the relationship value process between Shipco and its on-site manufacturing subcontractors, by distinguishing strategic level and operational level value.

3.2.1. Shipco's strategic level relationship value process: industrial policy elaboration

What Shipco expects from its subcontractor relationships (value-in-use) is to contribute to whole currently building ships and ship programs performance, along its multi-faceted standards (covering, quality, costs and productivity, lead-time, security, innovation, etc). These expectations are materialized in the industrial policy document edited at the beginning of each ship series manufacturing and revised at the beginning of each series' ship manufacturing (actualized value-in-use), depending on experience with each subcontractor (realized value-in-use). Once the industrial policy is edited, it is then actualized throughout the whole tender process (consultation, negotiation, contract drafting) until contracts signature, when it reaches a stabilized form (expected value-in-use). Each signed contract is the materialization of negotiated commitments at one point in time (expected value-in-exchange).

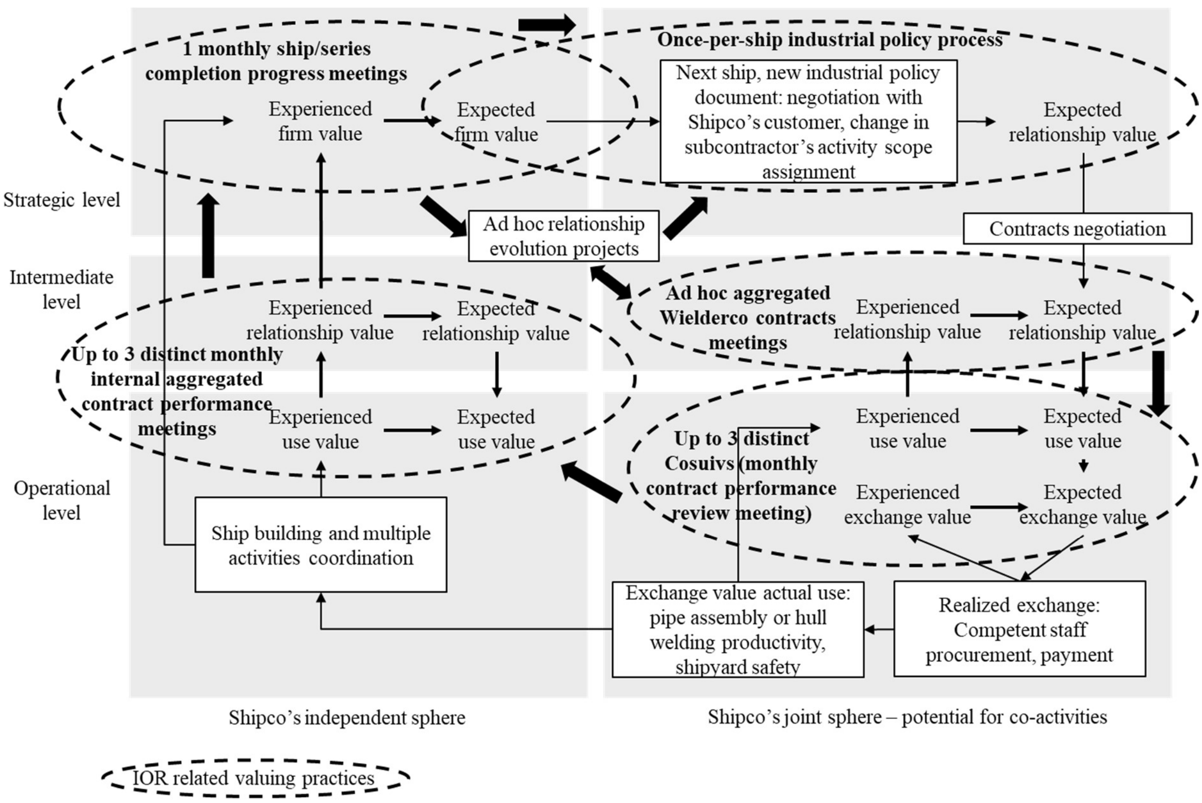
Ad hoc relationship projects such as complete or multi-specialty subcontracting are peripheral episodes in the strategic value process: they can integrate the industrial policy (thus the routinized value process) only once their scope of delegated activities is specified. Nonetheless, depending on their unfolding, such strategic episodes can interfere with execution of the active industrial policy (as alternate or experimental transactions). For example, the complete subcontracting project leads to a mutual test in the hull direction, which implies that another subcontractor's ship area is attributed by Shipco's managers to Weldco's teams.

3.2.2. Shipco's operational level relationship value process: industrial policy execution through contract execution and supervision

The signed contract serves as a blueprint for the subcontractor's employees' activities and results (performance, delivered value-in-exchange) and associated interactions between contractor's employees and subcontractor's employees (performance assessment, realized value-in-exchange). Either based on personal feeling and experience or on previously agreed upon qualitative or quantitative assessment tools, performance assessments can differ, or problems can arise. Then both teams communicate to specify relevant actions, such as further investigation, contract or technical clarifications, adjustment of management tools, evolution of payment or counting methods, hazards and additional work, or fines even legal claims. All these assessment-induced decisions and actions constitute subsidiary or ancillary commitments to the contract's primary commitment, that both teams can make (actualized expected value-in-exchange). These commitments are then to be honored and assessed by either or both contract management team members.

In Figure 3, we render the complexity of the actual Shipco-Weldco value process from Shipco's perspective, with respect to places of valuing practices: a same value reference object can be addressed both internally and in the joint sphere, at various organizational level, during the related valuing practice; different value reference objects are addressed during a same valuing practice. A value assigned to a reference object during a valuing meeting is considered as a fact in the next one, and is not systematically reassessed, especially when it moves from strategic to operational level. The routinized valuing practices thus shape a cyclical flow of value, starting and ending at the industrial policy process. Ad hoc relationship evolution projects, as strategic episodes, interfere with this routinized value cycle.

Figure 3. Shipco-Weldco value process from Shipco's perspective



3.2.3. A real story of IOR value formation as process and practice: articulation between strategic and operational levels takes place through the dedicated management framework

In practice, manufacturing activities at the shipyard level are punctuated by numerous technical hazards. Most of them are handled through routines such as daily and weekly shipyard coordination meetings, and ancillary commitments. Nonetheless, some issues cannot be dealt with at the operational teams' level, and need to be addressed by line manager teams, up to teams already dealing with total ship performance assessment and issues, such as expensive claims or significant delay on the ship manufacturing's critical path. This frequent phenomenon implies a discussion between contract level and whole ship level performance assessments, and a direct involvement of the latter in post-contract expectations adjustment through upper-level subsidiary commitments and consecutive behavior and actions. This can take various forms, such as an all-subcontractors' on-site workshop expansion project to reduce increasing systematic quality problems; or a call for efforts on a short period with a specific subcontractor to reach a non-contractual deadline related to whole ship's critical path.

Especially when refining or rationalizing the supplier base, more and more subcontractors are involved with the contractor on distinct contracts occurring simultaneously. This also allows subcontractors to optimize their workforce occupation rate when faced with shipyard hazard-induced activity breaks, through contract mutualization. Each contractor's contract management team deals with its own situation, regardless of other contracts. A coordination between contract management teams and with the whole ship management team is required, to avoid either subcontractors' teams confusion or opportunism: in the first case, the contractor can face simultaneous calls for effort on lead time without knowing how to prioritize them; in the second case, an opportunistic subcontractor's account officer can play on the lack of contractor's coordination to allocate workforce on a non-critical contract and then ask for more lucrative additional work on a critical one.

The level of complexity rises with the following phenomena, and highlights the importance of articulation between strategic and operational parts of the relationship value through a management framework including at least all IOR related valuing practices:

- Shipyard's inherent complexity and performance's competing dimensions in tension
- Existence of strategic episodes (such as the complete subcontracting project) or multiple contracts with the same subcontractor and risks of opportunism or confusion without enough contractor's team standardization and communication.

When these phenomena are not present, the relationship value model is simpler: once the industrial policy is settled and a unique contract is signed with a subcontractor, contract management takes place, resulting in a certain level of contract performance. This performance is compared to initial expectations, then the contractor's managers group decides if and what manufacturing scope it wishes to delegate to the same subcontractor in the next industrial policy. Then the subcontractor's managers group expresses its own view during the next ship's tender process. In this hypothetical case, strategic and operational parts of the relationship value process are sequential, there is no specific need to focus on their articulation.

4. DISCUSSION

4.1. THEORETICAL CONTRIBUTIONS

In this study, we adopt a perspective of business relationship value as both practice and process, to understand how practitioners of a same firm manage the heterogeneity of sub-processes, contexts, experiences, and reference objects related to an interorganizational relationship value, across managerial levels. We specifically use the pragmatist valuation inquiry as a theoretical

framework to focus on the valuing practices punctuating and shaping the whole value process. Our findings provide two main theoretical contributions.
First, we provide a model of relationship value process (cf. Figure 1) integrating all places of interaction (independent and joint spheres), sub-processes (value appropriation, value creation, value co-creation, value proposition), managerial levels, reference objects (relationship, transaction, firm, group), and states of value (expected, realized, experienced). To our knowledge, this comprehensive model is not provided by the literature. Kohtamäki & Rajala (2016) suggest scholars to clearly define the main value related concepts used in a research report, to prevent misunderstanding about the vocabulary used. In the same vein, we suggest scholars to use a model like the one we provide, to locate the part of the relationship value process they study and share this representation with their readers.
Second, as we apply this model to an actual IOR, we realize it still remains inaccurate : the relationship value process is usually represented as relatively linear, either in practical strategic planning and network configuring, or in academic literature (e.g. Bowman & Ambrosini, 2000; Eggert et al., 2019; Grönroos & Voima, 2013; Ring & Van de Ven, 1994). In other words, each valuation practice is assigned specific value assessments by design. But in the end, which value is effectively assessed and how is up to participants of each situation, especially when participants depart from a procedural mode of inquiry to an exploratory one. This is consistent with Baraldi et al.'s conclusion (2007, p. 892): "given the complex multi-level, multi-functional interactions that characterize relationships between major firms, those 'on the ground' managing the day-to-day business of the relationship may choose to ignore, alter, subvert or otherwise undermine the best laid plans of the strategists."
Meanwhile, we identify five stable valuing practices within the buying firm boundaries in our study (cf. Figure 3): monthly contract performance review meetings with each subcontractor at operational level, monthly internal aggregated contract performance meetings at middle management level, monthly internal ship completion progress meetings at top management level, once-per-ship industrial policy process meetings at top management level, partially including subcontractors, and ad hoc relationship or aggregated contracts meetings with each key subcontractor at top and middle management level.
As we consider value as a result of practice and process, we thus suggest modeling a relationship value process through its valuation practices rather than its value states, to provide a simple but still accurate account, besides usual linear modeling of value.

We thus contribute to the business relationship literature by showing how the use of pragmatist concepts such as Dewey's valuation help understand how value is enacted – more than separately created and appropriated – in a managerial setting. A procedural framework for valuation practices and value formation process is limited to a few sequential scenarios. When the exploratory mode of inquiry is mobilized, valuation practices and the value formation process could either stay the same, be slightly modified, or be completely reengineered. Routines, information exchanges and reified goals can respectively be re-considered as habits, dialogues, and ends-in-view, and can evolve through pragmatist inquiries (Lorino, 2018a).

4.2. Managerial implications

Managers should bear in mind the maturity level of their relationship management framework: for example, a low level of maturity could only allow for the deployment of technical subcontracting with low level of cooperation required; when the maturity level rises and some subcontractors play along the cooperative game, the contractor could try to expand the subcontracting scope to internal functions. At a higher level, contractor could consider complete subcontracting or formal partnership projects. The first step here, specifically at strategic level, would be mapping the agency structuration of business relationships, regardless of their related relational strategy or strategic orientation. Such mapping provides practical and readily actionable insights about the relationship value management framework reliability: should a valuation or performance review of an agency relationship be missing, insufficiently or too frequent, or not connected to the others, managers would reorganize accordingly before taking further action.

In this study, we show that managing value of a business relationship means articulating management initiatives through valuation practices such as performance review meetings. To this end, routines of value valorization and evaluation (i.e. valuation) should be designed to allow participants to switch from procedural to exploratory mode of communicating, measuring, thinking and delegating whenever necessary. As this endeavor requires and develops each agent's autonomy and trust, we suggest practitioners to focus their organizing efforts around performance metrics and dialogical communication: performance metrics properly inform practitioners when they are relevant to their current goals and attention foci; dialogue (as opposed to technical or hierarchical monologues) is what allow practitioners to reassess, clarify, and modify these metrics to keep them relevant.

4.3. LIMITATIONS AND RESEARCH DIRECTIONS

First and foremost, these findings come from an ongoing intervention research: theoretical contributions are tentative and fallible, yet to be tested in the interventionist phase of the study, by collecting and analyzing data about implementation of the managerial contributions and their effects on the studied organizational system.

We made the choice of focusing on a specific dyadic relationship as it provided us a rich case of an evolving relationship in a time of strategy change of Shipco toward its subcontractors. Because of strained relations between Shipco's and Weldco's practitioners during the time of the study, we had to focus on Shipco's practices rather than both.

Although we studied a rather specific and contextualized type of business relationship, the initial theoretical framework has been developed for any interorganizational relationship and remains so after adjustments. We thus argue that our findings provide a basis for a dialogical view of business relationships, where value is considered both a process and a practice, through valuation inquiries. We also suggest challenging our findings by studying either both organization's practices, comparative or multiple cases (e.g. arm's length vs collaborative, horizontal vs vertical relationship), a focal organization embedded in a supply chain (buyer and supplier simultaneously), or a whole business network.

CONCLUSION

As advocated by Simpson and den Hond (2020), reinfusing classical pragmatist notions and concepts in contemporary pragmatist-inspired approaches appears fruitful: in this study, we mobilized classical pragmatist concepts of valuation, habits, and inquiry to understand the value formation process of interorganizational relationships and the articulation between strategic and operational activities of a buying firm. Relationship management based on value process involves clarifying this process and identifying how value is formed. Our study shows that focusing instead on the valuation practices provides an alternative but simpler and more accurate view of the value process. This provides both scholars and practitioners a solid basis to inform analysis and improvement activities related to the relationship management framework, and eventually the generated value. Such a pragmatist approach to IOR management implies a shift from value to valuation practices management.

BIBLIOGRAPHY

Aarikka-Stenroos, L., & Jaakkola, E. (2012). Value co-creation in knowledge intensive business services : A dyadic perspective on the joint problem solving process. *Industrial Marketing Management*, *41*(1), 15-26. https://doi.org/10/cmswgb

Allard-Poesi, F., & Perret, V. (2003). La recherche-action. In Y. Giordano, *Conduire un projet de recherche, une perspective qualitative* (EMS, p. 85-132).

Avenier, M. J., & Parmentier Cajaiba, A. (2012). The Dialogical Model : Developing Academic Knowledge for and from Practice. *European Management Review*, *9*(4), 199-212. https://doi.org/10.1111/j.1740-4762.2012.01038.x

Baraldi, E., Brennan, R., Harrison, D., Tunisini, A., & Zolkiewski, J. (2007). Strategic thinking and the IMP approach : A comparative analysis. *Industrial Marketing Management*, *36*(7), 879-894. https://doi.org/10.1016/j.indmarman.2007.05.015

Bardon, T., Garreau, L., Abdallah, C., Journé, B., & Korica, M. (2020). Rethinking Observation : Challenges and Practices. *M@n@gement*, *Vol. 23*(3), 1-8. https://doi.org/10/gj3hm7

Barringer, B. R., & Harrison, J. S. (2000). Walking a tightrope : Creating value through interorganizational relationships. *Journal of Management*, *26*(3), 367-403. https://doi.org/10.1016/S0149-2063(00)00046-5

Bidet, A., Quéré, L., & Truc, G. (2011). Ce à quoi nous tenons. Dewey et la formation des valeurs. Introduction. In *La formation des valeurs* (p. 35). La Découverte.

Bowman, C., & Ambrosini, V. (2000). Value Creation Versus Value Capture : Towards a Coherent Definition of Value in Strategy. *British Journal of Management*, *11*(1), 1-15. https://doi.org/10/bb5xkt

Brattström, A., & Faems, D. (2019). Inter-Organizational Relationships as Political Battlefields : How Fragmentation within Organizations Shapes Relational Dynamics between Organizations. *Academy of Management Journal*, amj.2018.0038. https://doi.org/10.5465/amj.2018.0038

Calcagno, M. (2002). Dynamics of modularity. A critical approach. *Euram Conference*, *9*(11).

Cohen, M. D. (2007). Reading Dewey : Reflections on the study of routine. *Organization studies*, *28*(5), 773-786. https://doi.org/10/c3k5pz

Corsaro, D. (2019). Capturing the broader picture of value co-creation management. *European Management Journal*, *37*(1), 99-116. https://doi.org/10/gh2k8k

David, A. (2001). Models implementation : A state of the art. *European Journal of Operational Research*, *134*(3), 459-480. https://doi.org/10.1016/S0377-2217(00)00269-1

David, A. (2008). Logique, épistémologie et méthodologie en sciences de gestion : Trois hypothèses revisitées. In A. David, A. Hatchuel, & R. Laufer (Éds.), *Les nouvelles fondations des sciences de gestion* (p. 193-213). Vuibert.

Detchessahar, M. (2013). Faire face aux risques psycho-sociaux : Quelques éléments d'un management par la discussion. *Négociations*, *19*, 57-80. https://doi.org/10.3917/neg.019.0057

Dewey, J. (2011). Theory of valuation. In *La formation des valeurs* (p. 67-171). La Découverte.

Dwyer, F. R., Schurr, P. H., & Oh, S. (1987). Developing buyer-seller relationships. *Journal of marketing*, *51*(2), 11-27.

Dyer, J. H., & Singh, H. (1998). The relational view : Cooperative strategy and sources of interorganizational competitive advantage. *Academy of management review*, *23*(4), 660-679.

Dyer, J. H., Singh, H., & Hesterly, W. S. (2018). The relational view revisited : A dynamic perspective on value creation and value capture. *Strategic Management Journal*, *39*(12), 3140-3162. https://doi.org/10/ghcwsb
Echeverri, P., & Skålén, P. (2011). Co-creation and co-destruction : A practice-theory based study of interactive value formation. *Marketing Theory*, *11*(3), 351-373. https://doi.org/10.1177/1470593111408181
Eggert, A., Kleinaltenkamp, M., & Kashyap, V. (2019). Mapping value in business markets : An integrative framework. *Industrial Marketing Management*, *79*, 13-20. https://doi.org/10/gjs8hw
Ellway, B. P. W., & Dean, A. M. (2016). The reciprocal intertwining of practice and experience in value creation. *Marketing Theory*, *16*(3), 299-324. https://doi.org/10/gg25p4
Freeman, R. E., Phillips, R., & Sisodia, R. (2020). Tensions in Stakeholder Theory. *Business & Society*, *59*(2), 213-231. https://doi.org/10/gghmp2
Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking qualitative rigor in inductive research : Notes on the Gioia methodology. *Organizational Research Methods*, *16*(1), 15-31.
Girin, J., Chanlat, J.-F., Dumez, H., & Breton, M. (2016). *Langage, organisations, situations et agencements*.
Glaser, B., & Strauss, A. (1967). Grounded theory : The discovery of grounded theory. *Sociology The Journal Of The British Sociological Association*, *12*, 27-49.
Grönroos, C., & Helle, P. (2012). Return on relationships : Conceptual understanding and measurement of mutual gains from relational business engagements. *Journal of Business & Industrial Marketing*, *27*(5), 344-359. https://doi.org/10/gghrtn
Grönroos, C., & Voima, P. (2013). Critical service logic : Making sense of value creation and co-creation. *Journal of the Academy of Marketing Science*, *41*(2), 133-150. https://doi.org/10.1007/s11747-012-0308-3
Gummerus, J. (2013). Value creation processes and value outcomes in marketing theory : Strangers or siblings? *Marketing Theory*, *13*(1), 19-46. https://doi.org/10/f4x6rs
Harrison, J. S., & Wicks, A. C. (2013). Stakeholder Theory, Value, and Firm Performance. *Business Ethics Quarterly*, *23*(1), 97-124. https://doi.org/10.5840/beq20132314
Hatchuel, A., & Molet, H. (1986). Rational modelling in understanding and aiding human decision-making : About two case studies. *European Journal of Operational Research*, *24*(1), 178-186. https://doi.org/10.1016/0377-2217(86)90024-X
Jones, T. M., Harrison, J. S., & Felps, W. (2018). How Applying Instrumental Stakeholder Theory Can Provide Sustainable Competitive Advantage. *Academy of Management Review*, *43*(3), 371-391. https://doi.org/10.5465/amr.2016.0111
Journé, B. (2012). Collecter les données par l'observation. In M.-L. Gavard-Perret, D. Gotteland, & C. Haon (Éds.), *Méthodologie de la recherche : Réussir son mémoire ou sa thèse en sciences de gestion* (p. 163-204). Pearson.
Journé, B., & Raulet-Croset, N. (2012). La décision comme activité managériale située. *Revue francaise de gestion*, *N° 225*(6), 109-128.
Keränen, J., & Jalkala, A. (2013). Towards a framework of customer value assessment in B2B markets : An exploratory study. *Industrial Marketing Management*, *42*(8), 1307-1317. https://doi.org/10/gh57qx
Kohtamäki, M., & Rajala, R. (2016). Theory and practice of value co-creation in B2B systems. *Industrial Marketing Management*, *56*, 4-13. https://doi.org/10.1016/j.indmarman.2016.05.027
Kornberger, M. (2017). The Values of Strategy : Valuation Practices, Rivalry and Strategic Agency. *Organization Studies*, *38*(12), 1753-1773. https://doi.org/10/gcp2sj

Lorino, P. (2010). Les échos de la pensée de Jacques Girin dans la recherche sur l'activité collective en gestion. In D. Bayart, A. Borzeix, & H. Dumez (Éds.), *Langage et organisations* (p. 59-79). Les Editions de l'Ecole polytechnique. https://halshs.archives-ouvertes.fr/halshs-00538718

Lorino, P. (2018a). *Pragmatism and organization studies*. Oxford University Press.

Lorino, P. (2018b). Le management de l'action complexe : Contrôler ou explorer ? *Projectics / Proyectica / Projectique*, *n°19*(1), 13-22.

Lumineau, F., Eckerd, S., & Handley, S. (2015). Inter-organizational conflicts : Research overview, challenges, and opportunities. *Journal of Strategic Contracting and Negotiation*, *1*(1), 42-64. https://doi.org/10/gg3422

Marcos-Cuevas, J., Nätti, S., Palo, T., & Baumann, J. (2016). Value co-creation practices and capabilities : Sustained purposeful engagement across B2B systems. *Industrial Marketing Management*, *56*, 97-107. https://doi.org/10/gfc7s8

Mazaud, F. (2007). *De la firme sous-traitante de premier rang à la firme pivot : L'organisation du système productif Airbus* [Thesis, Toulouse 1]. http://www.theses.fr/2007TOU10016

Merceron, J.-L. (2016). *Principe de subsidiarité et management des organisations, possibilités, conditions et limites d'un management subsidiaire : Le cas d'une banque régionale* [Thesis, Nantes]. http://www.theses.fr/2016NANT3022

Moisdon, J.-C. (2010). L'évaluation du changement organisationnel par l'approche de la recherche intervention. L'exemple des impacts de la T2A. *Revue francaise des affaires sociales*, *1*, 213-226.

Moisdon, J.-C. (2015). Recherche en gestion et intervention. *Revue française de gestion*, *41*(253), 21-39.

Muniesa, F. (2011). A flank movement in the understanding of valuation. *The Sociological Review*, *59*(s2), 24-38. https://doi.org/10/gc8z6x

Munksgaard, K. B., & Frandsen, K. (2019). Actions for relationship value : A mission impossible? *European Journal of Marketing*, *53*(5), 892-915. https://doi.org/10/gh5s7q

Ring, P. S., & Van de Ven, A. H. (1994). Developmental processes of cooperative interorganizational relationships. *Academy of management review*, *19*(1), 90-118.

Sahiti, D. (2020). *Understanding the Value Phenomenon : Towards typology of value creation practices*. University of Glasgow.

Simpson, B., & den Hond, F. (2020). The Contemporary Resonances of Classical Pragmatism for Studying Organization and Organizing. *Organization Studies*, 40.

Swanson, D., Goel, L., Francisco, K., & Stock, J. (2018). An analysis of supply chain management research by topic. *Supply Chain Management: An International Journal*, *23*(2), 100-116. https://doi.org/10.1108/SCM-05-2017-0166

van Fenema, P. C., & Loebbecke, C. (2014). Towards a framework for managing strategic tensions in dyadic interorganizational relationships. *Scandinavian Journal of Management*, *30*(4), 516-524. https://doi.org/10/gjvh3p

Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms : An extension and update of service-dominant logic. *Journal of the Academy of Marketing Science*, *44*(1), 5-23. https://doi.org/10.1007/s11747-015-0456-3

Vatin, F. (2013). Valuation as Evaluating and Valorizing. *Valuation Studies*, *1*(1), 31-50. https://doi.org/10/gfb296

Whittington, R. (2003). The work of strategizing and organizing : For a practice perspective. *Strategic organization*, *1*(1), 117-125.

Zhang, J. Z., Watson, G. F., Palmatier, R. W., & Dant, R. P. (2016). Dynamic Relationship Marketing. *Journal of Marketing*, *80*(5), 53-75. https://doi.org/10.1509/jm.15.0066