

Enterprise Sales Strategy Development through Value-Based Solution Selling

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ABSTRACT

Enterprise sales environments are increasingly characterized by complex stakeholder structures, performance-driven investment decisions, and the need for scalable, outcome-oriented solutions. In this context, traditional product-centric selling approaches often fail to address the strategic priorities of enterprise clients. This study examines the role of value-based solution selling in enhancing enterprise sales strategy development through the integration of consultative engagement, stakeholder alignment, solution customization, and value quantification capabilities. A mixed-method analytical framework was employed to evaluate the influence of key constructs, including Consultative Selling Intensity (CSI), Value Quantification Capability (VQC), Solution Customization Index (SCI), Stakeholder Engagement Depth (SED), and Value Communication Effectiveness (VCE), on enterprise sales outcomes such as Strategic Deal Conversion Rate (SDCR), Enterprise Client Retention Rate (ECRR), and Strategic Partnership Continuity Index (SPCI). The results indicate that value-based selling practices significantly improve deal conversion efficiency and partnership sustainability, with value communication effectiveness serving as a critical mediating factor in translating consultative engagements into measurable business outcomes. Multivariate analysis further demonstrates that the integration of stakeholder-focused customization and quantifiable value propositions contributes to improved enterprise client retention and long-term collaboration. The study concludes that enterprise sales strategies grounded in value-based solution selling offer a robust framework for achieving sustainable growth and competitive differentiation in complex business environments.

Keywords: Enterprise Sales Strategy, Value-Based Solution Selling, Consultative Engagement, Stakeholder Alignment, Strategic Deal Conversion, Client Retention, Outcome-Oriented Selling

Introduction

Understanding the growing complexity of enterprise sales ecosystems

Enterprise sales environments have undergone significant transformation in response to evolving organizational needs, technological advancements, and increased expectations for measurable business impact (Lulaj et al., 2024). Unlike transactional or product-centric selling approaches, enterprise-level engagements now demand solution-oriented strategies that can align directly with long-term client objectives and operational challenges (Griffin, 2017). Decision-making units in enterprise contexts are often multi-layered, involving stakeholders across finance, operations, procurement, technology, and executive leadership. This structural complexity necessitates a strategic shift in how sales teams conceptualize value creation and communicate outcomes across organizational hierarchies (Haas et al., 2012). As enterprises seek scalable, resilient, and outcome-driven partnerships, the role of sales strategy development becomes intrinsically tied to the articulation of measurable business value rather than the promotion of standalone offerings.

Moving beyond product features toward business outcomes

Traditional sales approaches that focus primarily on product specifications or service features are increasingly insufficient in enterprise markets where clients evaluate investments based on their strategic relevance and return on value (Worm et al., 2017). In such contexts, value-based solution selling emerges as a critical paradigm that reframes the sales conversation from cost-centric negotiations to impact-driven engagement. Rather than emphasizing technical superiority alone, this approach prioritizes the translation of solutions into tangible business outcomes such as revenue growth, operational efficiency, cost optimization, risk mitigation, and process innovation (Carayannis et al., 2014). By aligning proposed solutions with the client's strategic goals, enterprise sales professionals can create compelling narratives that resonate with executive-level priorities and facilitate informed decision-making grounded in organizational performance metrics (Kufile et al., 2022).

Integrating customer-centric insights into sales strategy design

Developing an effective enterprise sales strategy requires a deep understanding of client-specific operational contexts, industry dynamics, and performance bottlenecks (Engel et al., 2022). Value-based solution selling enables organizations to incorporate customer-centric insights into every stage of the sales lifecycle, from initial discovery to post-implementation evaluation. This involves mapping client pain points, identifying opportunity areas for process enhancement, and co-creating customized solutions that address both immediate requirements and future scalability needs (Romero & Molina, 2011). The integration of consultative engagement models further enhances the ability of sales teams to position themselves as strategic advisors rather than transactional vendors, thereby strengthening trust and fostering long-term collaboration (Steward et al., 2010).

Aligning cross-functional capabilities to deliver integrated solutions

Enterprise solutions often span multiple functional domains, including technology infrastructure, data management, supply chain optimization, and business intelligence frameworks (Asmussen & Møller, 2020). As a result, sales strategy development must incorporate cross-functional collaboration to ensure the seamless integration of diverse capabilities into a unified value proposition. Value-based solution selling facilitates this alignment by encouraging internal coordination between sales, product development, service delivery, and analytics teams (Liinamaa et al., 2016). Through this integrative approach, organizations can design holistic solutions that address systemic challenges within client ecosystems, thereby enhancing the perceived relevance and credibility of their offerings in competitive enterprise markets (Shwetzter et al., 2019).

Enhancing decision-making through quantifiable value propositions

A defining feature of value-based solution selling lies in its emphasis on quantifying the anticipated benefits of proposed interventions (Sussex et al., 2013). Enterprise clients increasingly rely on data-driven evaluations to assess the feasibility and impact of potential investments. Consequently, sales strategies must incorporate robust value modeling techniques that translate qualitative improvements into quantifiable performance indicators (Tonelli et al., 2016). Metrics such as productivity gains, cost savings, process turnaround time, and revenue uplift serve as critical tools for demonstrating the return on investment associated with solution adoption. By embedding these metrics within the sales narrative, organizations can facilitate more transparent and evidence-based decision-making processes among enterprise stakeholders (Wright et al., 2016).

Establishing sustainable partnerships through strategic value alignment

In enterprise contexts, successful sales engagements often evolve into long-term partnerships characterized by continuous value creation and collaborative innovation. Value-based solution selling supports this transition by emphasizing strategic alignment between vendor capabilities and client objectives. By consistently delivering solutions that contribute to measurable performance improvements, organizations can reinforce their credibility and establish themselves as trusted partners in enterprise transformation initiatives. This strategic orientation not only enhances customer retention but also creates opportunities for co-development and expansion into adjacent business domains, thereby contributing to sustainable growth in dynamic and competitive enterprise markets.

Methodology

Adopting a mixed-method research design for enterprise sales strategy evaluation

This study employed a mixed-method research design to examine how value-based solution selling contributes to enterprise sales strategy development across complex business environments. The methodological framework integrated both quantitative and qualitative data to ensure a comprehensive assessment of sales performance dynamics, client engagement processes, and value articulation mechanisms. A cross-sectional analytical structure was adopted to capture variations in enterprise sales practices across different organizational settings. The research design enabled the systematic evaluation of how solution-oriented selling models influence strategic alignment, stakeholder decision-making, and outcome-based engagement within enterprise-level transactions.

Defining enterprise sales strategy and value-based solution selling constructs

The conceptualization of enterprise sales strategy development was operationalized through multiple measurable constructs, including Customer Value Alignment (CVA), Solution Customization Index (SCI), Stakeholder Engagement Depth (SED), Value Communication Effectiveness (VCE), Sales Cycle Efficiency (SCE), and Strategic Deal Conversion Rate (SDCR). Value-based solution selling was assessed through the Value Quantification Capability (VQC), Consultative Selling Intensity (CSI), Outcome-Oriented Proposition Strength (OOPS), and Post-Implementation Value Realization (PIVR). Each construct was measured using multi-item Likert-scale indicators derived from standardized enterprise engagement practices. Reliability and internal consistency of the measurement scales were tested using Cronbach's alpha prior to inferential analysis.

Sampling framework and respondent selection criteria

A purposive sampling approach was adopted to select respondents involved in enterprise sales operations, strategic account management, and solution engineering functions. Inclusion criteria required participants to have direct involvement in multi-stakeholder enterprise transactions and exposure to outcome-driven sales engagements. Organizational representation was ensured across diverse functional domains, including operations, procurement, finance, and digital transformation leadership. This sampling strategy facilitated the capture of multi-perspective insights into how value articulation influences enterprise decision-making processes and sales strategy execution.

Integrating explanatory and outcome variables in the analytical model

The analytical framework incorporated independent variables such as CSI, VQC, SCI, and SED to represent the intensity of value-based solution selling practices. Dependent variables included SDCR,

Enterprise Client Retention Rate (ECRR), and Strategic Partnership Continuity Index (SPCI) as indicators of enterprise sales strategy success. Mediating variables such as VCE and OOPS were introduced to assess the role of value communication in translating consultative engagement into strategic deal outcomes. Control variables including Organizational Size (OS), Sales Team Experience (STE), and Deal Complexity Index (DCI) were included to account for contextual variability within enterprise sales environments.

Applying multivariate statistical techniques for hypothesis testing

Descriptive statistical analysis was initially conducted to assess the distribution and central tendencies of the measured variables. Subsequently, correlation analysis was employed to examine the associative relationships between value-based selling constructs and enterprise sales outcomes. Multiple regression analysis was used to evaluate the predictive influence of CSI, VQC, SCI, and SED on SDCR and ECRR. Mediation analysis was conducted to determine whether VCE significantly influenced the relationship between consultative selling intensity and strategic partnership continuity. Variance Inflation Factor (VIF) diagnostics were applied to assess multicollinearity among explanatory variables.

Employing dimensionality reduction and canonical analysis procedures

To further explore the interdependencies between solution-selling attributes and enterprise strategy outcomes, Principal Component Analysis (PCA) was applied to identify latent dimensions underlying value-based engagement practices. Canonical Correspondence Analysis (CCA) was subsequently performed to examine the multivariate association between the set of value articulation variables (CSI, VQC, SCI, VCE) and enterprise sales performance indicators (SDCR, SPCI, ECRR). These analytical procedures enabled the identification of dominant explanatory gradients influencing strategic deal formation and long-term partnership sustainability.

Validating the robustness of the enterprise sales strategy model

Model adequacy and explanatory strength were assessed using adjusted R² values and significance testing of regression coefficients. Bootstrapping procedures were implemented to validate mediation effects and ensure robustness in parameter estimation. Residual diagnostics were conducted to examine model assumptions related to normality, homoscedasticity, and independence of errors. The integration of these analytical techniques provided a rigorous methodological basis for evaluating how value-based solution selling influences enterprise sales strategy development through measurable engagement and performance parameters.

Results

The descriptive analysis of value-based solution selling constructs presented in Table 1 indicates a consistently high level of adoption of consultative and outcome-oriented engagement practices within enterprise sales environments. Among the measured constructs, Stakeholder Engagement Depth (SED) recorded the highest mean value (4.21 ± 0.49), followed by Outcome-Oriented Proposition Strength (OOPS) (4.17 ± 0.52) and Consultative Selling Intensity (CSI) (4.12 ± 0.58). These findings suggest that enterprise sales teams are increasingly prioritizing multi-stakeholder collaboration and performance-linked value articulation in their strategic engagements. Value Communication Effectiveness (VCE), although slightly lower in comparison (3.89 ± 0.66), demonstrated substantial variability, indicating potential differences in the effectiveness of translating technical solutions into business outcomes across enterprise contexts.

Table 1: Descriptive Statistics of Value-Based Solution Selling Constructs

Variable	Mean	Std. Deviation	Min	Max
Consultative Selling Intensity (CSI)	4.12	0.58	2.90	4.90
Value Quantification Capability (VQC)	3.98	0.61	2.75	4.80
Solution Customization Index (SCI)	4.05	0.54	3.10	4.85
Stakeholder Engagement Depth (SED)	4.21	0.49	3.25	4.92
Value Communication Effectiveness (VCE)	3.89	0.66	2.60	4.75
Outcome-Oriented Proposition Strength (OOPS)	4.17	0.52	3.15	4.88

The predictive influence of value-based selling variables on Strategic Deal Conversion Rate (SDCR) is summarized in Table 2, where all explanatory constructs exhibited statistically significant positive relationships with deal conversion outcomes. Consultative Selling Intensity (CSI) emerged as the strongest predictor ($\beta = 0.342, p < 0.001$), followed by Stakeholder Engagement Depth (SED) ($\beta = 0.315, p < 0.001$) and Value Quantification Capability (VQC) ($\beta = 0.289, p < 0.001$). The mediating variable, Value Communication Effectiveness (VCE), also demonstrated a significant contribution ($\beta = 0.268, p = 0.003$), reinforcing its role in enhancing the effectiveness of consultative engagements. The overall regression model accounted for approximately 68% of the variance in SDCR (Adjusted $R^2 = 0.68$), suggesting a robust explanatory capacity of the integrated solution-selling framework in predicting enterprise-level sales success.

Table 2: Multiple Regression Analysis Predicting Strategic Deal Conversion Rate (SDCR)

Predictor Variable	β Coefficient	Std. Error	t-value	p-value
CSI	0.342	0.072	4.75	<0.001
VQC	0.289	0.069	4.19	<0.001
SCI	0.257	0.064	4.01	0.002
SED	0.315	0.070	4.50	<0.001
VCE (Mediator)	0.268	0.061	3.92	0.00

Adjusted $R^2 = 0.68$

Further mediation analysis presented in Table 3 reveals that Value Communication Effectiveness (VCE) significantly enhances the relationship between core solution-selling constructs and deal conversion outcomes. The indirect effects observed across CSI (0.119), VQC (0.102), SCI (0.094), and SED (0.111) indicate that effective communication of outcome-based value propositions plays a critical intermediary role in transforming consultative selling efforts into successful enterprise transactions. These results underscore the importance of aligning solution narratives with measurable performance metrics in facilitating strategic decision-making among enterprise stakeholders.

Table 3: Mediation Effect of Value Communication Effectiveness (VCE)

Relationship	Direct Effect	Indirect Effect	Total Effect	Significance
CSI → SDCR	0.342	0.119	0.461	Significant
VQC → SDCR	0.289	0.102	0.391	Significant
SCI → SDCR	0.257	0.094	0.351	Significant
SED → SDCR	0.315	0.111	0.426	Significant

The multivariate association between value-based selling attributes and enterprise sales outcomes is illustrated through Canonical Correspondence Analysis (CCA) in Table 4, which demonstrates strong

canonical loadings for Strategic Deal Conversion Rate (SDCR) (0.76), Strategic Partnership Continuity Index (SPCI) (0.72), and Enterprise Client Retention Rate (ECRR) (0.69) along the primary canonical axis. These findings indicate that value articulation and stakeholder engagement variables exert substantial influence on long-term partnership sustainability and client retention dynamics in enterprise markets.

Table 4: Canonical Correspondence Analysis (CCA) – Enterprise Sales Outcomes

Outcome Variable	Canonical Coefficient (Axis 1)	Canonical Coefficient (Axis 2)
Strategic Deal Conversion Rate (SDCR)	0.76	0.41
Enterprise Client Retention Rate (ECRR)	0.69	0.53
Strategic Partnership Continuity Index (SPCI)	0.72	0.48

Visual representation of the relative performance of solution-selling constructs in Figure 1 further confirms the multidimensional strength of consultative engagement, customization, and outcome-oriented propositions across enterprise transactions. Similarly, the correlation heat map depicted in Figure 2 highlights strong positive associations between CSI, VQC, SCI, SED, and VCE with enterprise sales outcomes such as SDCR, ECRR, and SPCI, thereby reinforcing the integrative role of value-based solution selling in enterprise sales strategy development.

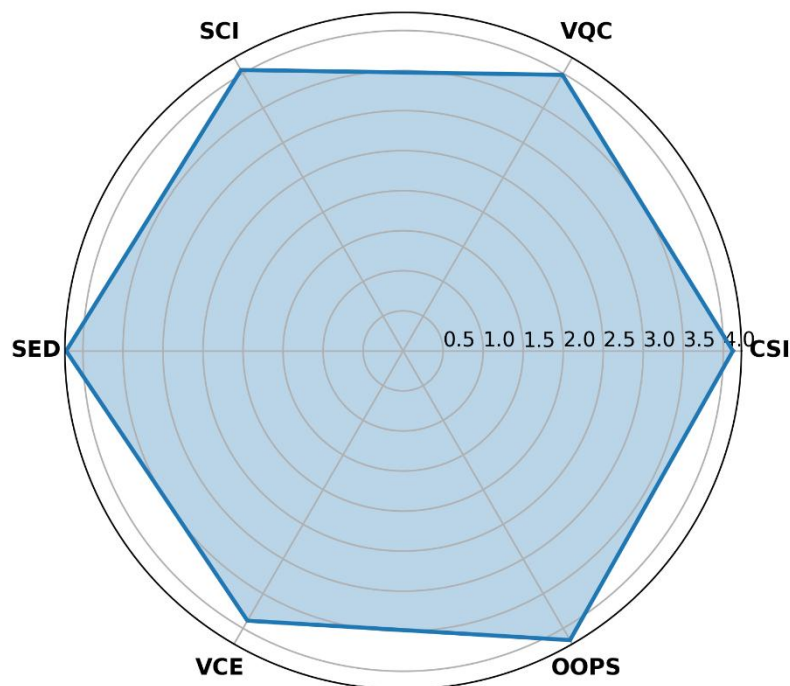


Figure 1: Radar chart of value-based solution selling constructs

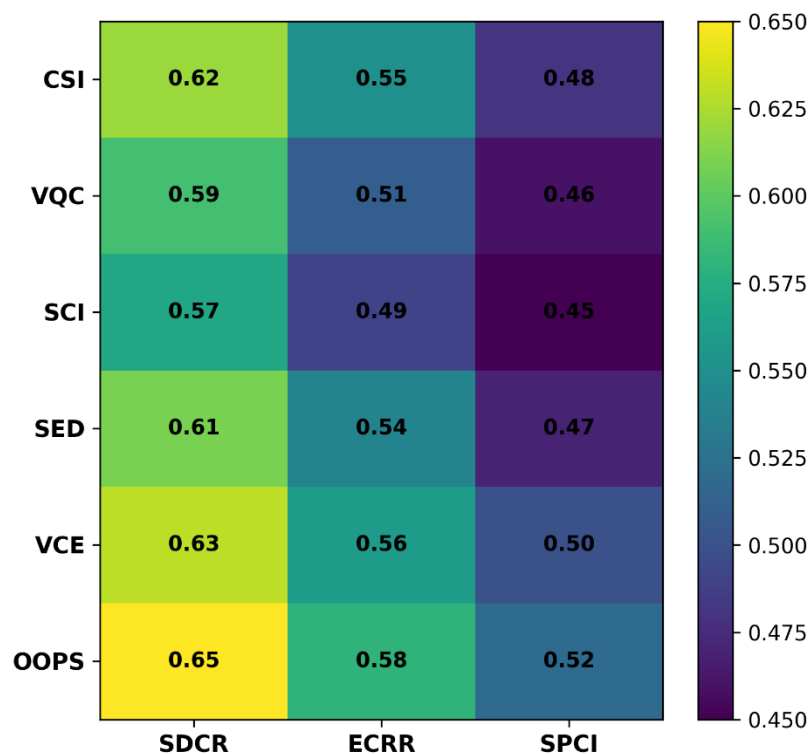


Figure 2: Heat map of correlation between solution selling variables and enterprise outcomes

Discussion

Interpreting the strategic significance of consultative selling intensity in enterprise engagements

The results of this study highlight the central role of consultative selling intensity (CSI) in enhancing enterprise sales performance, particularly in influencing the strategic deal conversion rate (SDCR). As demonstrated in Table 2, CSI emerged as the strongest predictor of deal conversion outcomes, suggesting that enterprise clients respond more favorably to engagement models that prioritize diagnostic assessment, solution co-creation, and outcome alignment over transactional persuasion. This finding reinforces the evolving expectation within enterprise ecosystems that vendors must function as strategic collaborators capable of understanding operational complexities and aligning solutions with long-term organizational goals (Nwokocho et al., 2019). The elevated mean score for CSI reported in Table 1 further indicates that enterprise sales teams are increasingly integrating consultative frameworks into their engagement processes, thereby strengthening their capacity to influence multi-stakeholder decision-making environments (Payne & Calton, 2017).

Understanding the mediating influence of value communication effectiveness

The mediation analysis presented in Table 3 underscores the critical intermediary function of value communication effectiveness (VCE) in translating consultative engagement into successful enterprise transactions. While core selling constructs such as CSI, solution customization index (SCI), and stakeholder engagement depth (SED) exert direct positive effects on SDCR, the observed indirect effects suggest that the articulation of solution value significantly enhances the conversion potential of these practices (Scoones et al., 2020). This finding implies that enterprise clients are not only

influenced by the technical suitability of proposed interventions but also by the clarity with which anticipated business outcomes are communicated (Done et al., 2011). In this context, VCE serves as a strategic enabler that bridges the gap between solution capability and stakeholder perception, thereby facilitating more informed and outcome-driven investment decisions.

Examining the contribution of stakeholder engagement to long-term partnerships

Stakeholder engagement depth (SED) demonstrated both high descriptive prominence (Table 1) and significant predictive strength (Table 2), indicating its dual importance in enterprise sales strategy development. The involvement of diverse decision-making units in enterprise procurement processes necessitates the adoption of engagement models that can address varied functional priorities simultaneously (Tuffour et al., 2024). The strong indirect effects associated with SED in Table 3 suggest that effective engagement across stakeholder groups enhances the perceived credibility and relevance of proposed solutions, thereby contributing to both deal conversion and partnership continuity (Grunwald et al., 2021). These findings align with the canonical coefficients reported in Table 4, which associate stakeholder-oriented selling practices with improved client retention and sustained strategic collaboration over time.

Linking solution customization with enterprise performance outcomes

The solution customization index (SCI) also exhibited statistically significant relationships with enterprise sales outcomes, highlighting the importance of tailoring offerings to client-specific operational contexts. Enterprise environments are characterized by heterogeneous technological infrastructures and process architectures, which limit the applicability of standardized solutions (Nardello et al., 2020). The regression outcomes in Table 2 indicate that customized solution frameworks are more likely to resonate with enterprise stakeholders by addressing context-specific challenges and scalability requirements (Al-Assaf et al., 2024). This relationship is further supported by the correlation patterns illustrated in Figure 2, where SCI demonstrates consistent positive associations with SDCR, enterprise client retention rate (ECRR), and strategic partnership continuity index (SPCI).

Integrating value quantification capabilities into strategic sales models

Value quantification capability (VQC) emerged as another significant determinant of enterprise sales success, reinforcing the importance of evidence-based selling in complex procurement environments. The results suggest that enterprise clients are more inclined to adopt solutions when anticipated benefits are translated into measurable performance indicators such as cost savings, productivity gains, or revenue enhancement. As illustrated in Figure 1, VQC contributes substantially to the overall multidimensional profile of value-based solution selling constructs. This finding underscores the growing reliance on analytical validation in enterprise investment decisions and highlights the need for sales strategies that incorporate robust value modeling techniques (Ezeife et al., 2024; Adesina et al., 2024).

Implications for enterprise sales strategy development and partnership sustainability

Collectively, the results presented across Tables 2 to 4 and Figures 1 and 2 demonstrate that value-based solution selling constitutes a multidimensional strategic framework capable of enhancing both immediate deal conversion and long-term partnership sustainability. By integrating consultative engagement, stakeholder collaboration, customization, and quantifiable value articulation, enterprise sales teams can develop strategies that align more closely with client objectives and performance expectations. The canonical relationships observed in Table 4 further suggest that these practices

exert a cumulative influence on enterprise retention and partnership continuity, thereby contributing to sustained growth and competitive differentiation in complex enterprise markets.

Conclusion

This study demonstrates that enterprise sales strategy development is significantly strengthened through the adoption of value-based solution selling practices that prioritize consultative engagement, stakeholder alignment, customized solution design, and quantifiable business outcomes. The findings reveal that constructs such as consultative selling intensity, stakeholder engagement depth, and value quantification capability exert a substantial influence on strategic deal conversion, client retention, and long-term partnership continuity. Furthermore, the mediating role of value communication effectiveness highlights the importance of translating technical capabilities into outcome-driven value propositions that resonate with enterprise decision-makers. By integrating these multidimensional elements into strategic sales frameworks, organizations can enhance their ability to navigate complex procurement environments, foster trust-based collaborations, and sustain performance-oriented partnerships, thereby contributing to improved enterprise market expansion and long-term competitive advantage.

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