

In this article, we extend social capital theory by explicating two aspects of social capital neglected so far, cognitive fit and affective fit, and we combine social capital theory with the knowledge-based view of the firm and thereby demonstrate the interrelatedness and combined importance of the two concepts. Our proposed model show that social capital and knowledge relatedness, together referred to as "relational fit," facilitate knowledge transfer and creation, which in turn positively influence organizational performance. We empirically tested our model by analyzing the influence of relational fit on German corporate venture capital units (CVCs) and their portfolio companies. Our results show that relational fit facilitates knowledge transfer and creation, which in turn positively influences organizational performance (but CVC/corporate performance only to a limited extent). We suggest that a good relational fit has a positive impact on sustainability in and of organizations.

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