

Attributes and success factors of collaborative relationships: A case study in facility services

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Abstract

The aim of this paper is to identify different attributes and success factors of collaborative relationships in facility services. The research is qualitative, based on a multiple-case study in which six ongoing and seven dissolved relationships between clients and facility service providers are analysed. The results indicate that the collaborative approach is, in most cases, justified by purchasing volume. The movement from adversarial to collaborative relationships needs a change in the mindset of both parties. Relationships are based on mutual trust, commitment, openness, the involvement of different organisational levels, continuous development, and the gaining of mutual benefits. The factors contributing to the success and failure of a relationship are related to co-operation, communications, economical aspects and reliability.

Keywords: inter-organisational relationships, relationship management, facility services