

## **Identifying the enablers of partnering: A case study in facility services**

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### **Abstract**

In order for the client to receive all possible benefits from outsourced functions, they have to efficiently manage the relationships to service providers. As companies have realized the disadvantages of adversarial relationships, the use of partnering in managing the intercompany relationships has been growing in volume. This paper studies the factors that enable a partnering relationship in facility service purchases. The research was carried out with thematic interviews and a textual analysis of the interview transcriptions. In order to create lasting partnering relationships, there exists a need to establish common goals, to openly share information between different organizational levels, and to mutually invest in developing the relationship. Investing both time and effort is required to realize the benefits sought from partnering. It can be concluded that the success of partnering requires a change in clients' and service providers' mindset from adversarial to a more collaborative direction.