

# Special characteristics of public-private relationships - The case of Finnish Defence Forces

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## Abstract

*Public sector faces challenges in developing operations that are more efficient. Public-private relationships have certain special characteristics that have to be understood in order to be successful in inter-organizational relationships. This paper provides a case study of public-private relationships in the Finnish Defence Forces (FDF). This public service is important for the whole country and financial efficiency is only a secondary issue in managing the service. A partnership programme has studied possibilities of using private companies in supporting activities of the FDF. Cultural differences between industrial companies and the FDF create challenges in the relationships. In general, the decision-making environment in the FDF, compared with companies, is much more complex including politicians, officials and military officers at different levels. Concepts of the interaction approach provide a helpful tool for analyzing the relationship environment and challenges.*

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# Special characteristics of public-private relationships - The case of Finnish Defence Forces.

## 1. Introduction

The public sector in many western countries is under pressure to develop its operations due to economic pressures. Public services face a need to build more effective and efficient operations. In the case of the Finnish Defence Forces (FDF), this pressure is rolled down from the Ministry of Finance and the Ministry of Defence towards the operative organisation. One of the ways of confronting the challenge is building co-operative relationships with private companies and getting 'value for money'. Relationship development is a sensitive process and thus the FDF makes steps very carefully. Relationship creation has faced multiple challenges due to different reasons. There are certain special characteristics in this type of public-private relationships. This is because the public side is organized and managed differently compared with private companies. The partly incoherent goals of the FDF and companies may also cause some problems.

The purpose of the paper is to analyze the special characteristics of the public-private relationships. These characteristics make relationships especially demanding and challenging. Bryntse (1996) acknowledges the demanding nature of purchasing public services. For instance, the public sector is highly regulated and has detailed procedures for purchasing

The remaining part of the paper is organized in the following way: in the next section, we briefly describe the theory / literature underlying our study. We describe the existing literature in public private partnering and try to express the current knowledge. When analysing the relationship, we build on IMP 82 (1982) "interaction approach". We do so mainly because this model explicitly addresses the role of relationship characteristics.

Then we report our case, i.e. how the Finnish Defence Forces (FDF) has organized partnerships with private companies and what kind of special characteristics these partnerships have. This is based on a longitudinal, historical and contextual case description applying multiple sources of data. After this, we analyse the relationships in our empirical case, where we in particular try to focus on the relationship mainly with the concepts of the interaction approach. Finally, we discuss the implications of the paper.

## 2. Theoretical background

### Public Private Partnering

One term often discussed, when researching public services, is a public private partnership (PPP). In the literature, PPP is broadly documented (for example Pongsiri 2002; Broadbent & Laughlin 2003; Grimsey & Lewis 2005). However, the articles on the area of defence forces and partnerships are quite rare (Humphries & Wilding 2001 and Parker & Hartley 2003). The studies are mainly from the UK Defence Forces. In addition, there are few studies concentrating on the risks of public private partnerships (e.g. Grimsey & Lewis 2002). In these studies, there are important issues to be emphasized in the FDF but these lessons cannot be adapted to this context straightforwardly. In many UK cases partnering is considered as PPP's where a large entity is 'outsourced' to a private company. This type of development has been rare in Finland.

The studies concerning experiences of public private partnerships give an interesting background to this study. Parker & Hartley (2003) have listed the goals, benefits and critical comments on UK defence PPPs. The drivers for PPPs are increased efficiency and value for money (Nisar 2007). More detailed benefits, that create better value for money, are improved quality of services, better opportunities for innovation, application for the latest commercial techniques and reduced risk to the Ministry of Defence by transferring the risk to the private sector. The critical comments mention that the private companies are not necessarily always more effective than internal service providers. Also long term contracts can lead to a situation where the efficiency is lost because of the power of a service provider. These issues were problematic within the FDF.

PPP's are studied from many different perspectives. Alonso-Conde et al. (2007) have used the real option approach. Medda (2007) wrote a paper using the game theory approach. Grigorescu (2006) looked at PPPs' from the perspective of marketing. Some studies have concentrated on a specific branch like that by Phang (2007) on urban rail transit and Parker & Hartley (2003) and Humphries & Wilding (2001) on UK defence context. Some papers have been written about a certain country and its experiences, for example, Essig &

Batran (2005) about Germany, Smyth & Edkins (2007) and Spackman (2002) about the UK, Hurst & Reeves (2004) about Ireland and Lawther & Martin (2005) about the USA.

Bryntse (1996) studied the purchasing of public services and described it as 'a mission impossible'. She made a question, how can the purchasing function be organized in this exposed, regulated, dispersed, uncertain and complex context? The paper stresses the fact that in this situation two things make purchasing difficult. Firstly, purchasing in the public sector is different and secondly, purchasing of services is different. These two issues were seen also in our research project. Purchasing of services at defence context is also special.

### IMP Approaches

Interaction approach (IMP 82, 1982) as well as network approach (Johansson et al. 1994) may provide interesting concepts in analysing interaction and its challenges between defence forces and companies. In analysing the decision-making environment, the basic concepts of mentioned models are very useful. The main components of the interaction approach are four groups of variables that describe and influence the interaction between buying and selling companies (IMP 82; Ford 1990, see Figure 1):

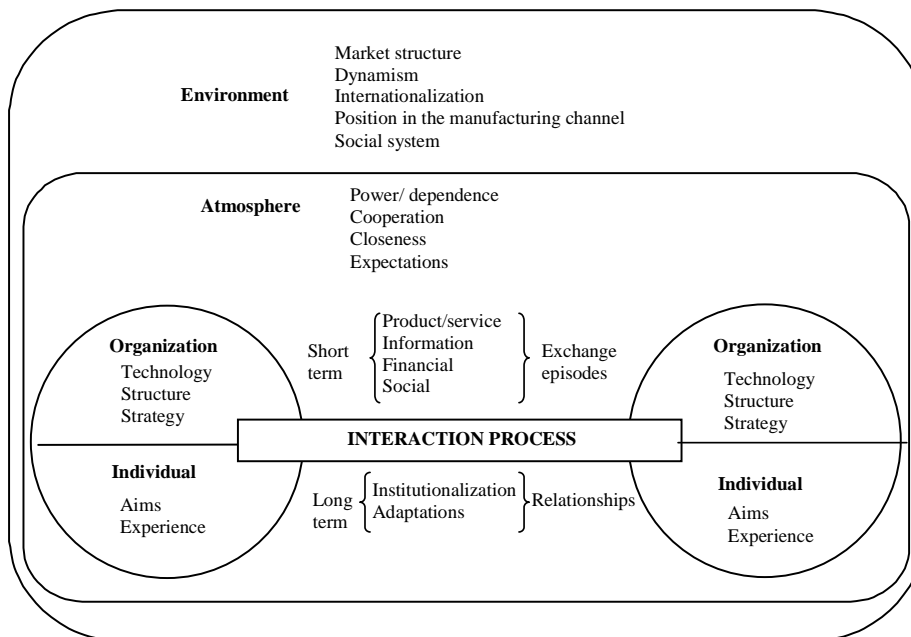


Figure 1. An illustration of the interaction model (IMP 82)

### The interacting parties

The process of interaction and the relationship between the organisations, depend not only on the elements of the interaction but also on the characteristics of the parties involved. This includes both characteristics of the two organisations and the individuals who represent them. The organisation factors include the company's position in the market as manufacturer, wholesaler, etc. It also includes the products that the selling company offers, the production and application technologies of the two parties and their relative expertise in these areas. (IMP 82)

### The interaction process

As already mentioned, the relationships between buying and selling companies in industrial markets are usually long term. Long term aspects of a relationship can affect or be affected by each 'episode' in a relationship. The episodes, which occur in an industrial market relationship, involve exchange between two parties. There are four elements that are exchanged (IMP 1982):

- (i) **Product or service exchange.** The exchange of product or service is often the core of the exchange. As a result, the characteristics of the product or service involved are likely to have a significant effect on the relationship as a whole.

- (ii) **Information exchange.** The content of information is, of course, important. This can be characterised by the degree to which technical, economic, or organisational questions dominate the exchange. Furthermore, the width and depth of the information for each of these groups of questions should also be of importance. Information can be transferred between the parties by either personal or impersonal means.
- (iii) **Financial exchange.** Money is the third element. The quantity of money exchange is an indicator of the economic importance of the relationship.
- (iv) **Social exchange.** Social exchange has an important function in reducing uncertainties between the two parties. Social exchange episodes may be important in themselves in avoiding short term difficulties between the two parties and in maintaining a relationship in the periods between transactions. However, perhaps the most important function of social exchange is in the long term process by which successive social exchange episodes gradually interlock the two firms with each other.

### ***The atmosphere***

The relationships between buying and selling firms are dynamic in being affected by the individual episodes, which take place within them. These relationships are influenced by the characteristics of the parties involved and the nature of the interaction itself. Atmosphere is considered to be a group of intervening variables, defined by various combinations of environmental, company specific and interaction process characteristics. The atmosphere is a product of the relationship, and it also mediates the influence of the groups of variables. Atmosphere can be analysed regard to an economic (cost-benefit) dimension and a control dimension (IMP 82):

- (a) **Economic Dimension.** There are several types of costs that can be reduced for a firm by closer interaction with a buying firm or selling firm. One of these costs is described as the transaction cost (Coase 1937; Williamson 1975). A closer connection means that it may be possible to handle distribution, negotiations, and administration more efficiently. Another type of costs, which may be reduced, is the production cost.
- (b) **Control Dimension.** Another important reason for closer connection with a counterpart can be to reduce the uncertainty associated with an input or output by increasing company's control over the other company. Such an increase in control improves the firm's chances of forecasting and determines that part of its environment. The ability to control a relationship is related to the perceived power of the two parties.

### ***The interaction environment***

The interaction between a buying and selling firm cannot be analysed in isolation, but must be considered in a wider context. This wider context has several aspects like market structure, dynamism, internationalisation, position in the manufacturing channel, and the social system. (Ford 1990)

### **From IMP1 to IMP2**

The previously mentioned interaction approach, also called IMP1 approach, sees the dyadic relationships between the buyers and sellers of manufactured products in different countries as the basic unit of analysis. On the other hand, complex industrial networks include so many relationships that it is unavoidable to concentrate only on the aspects, which have particular implications for network operation. (Tikkanen 1997)

The model of an industrial network allows the researcher to move beyond the dyadic relationships to study system-wide effects. What the Industrial network approach, sometimes referred as the IMP2 approach, adds to the interaction approach is the knowledge that a relationship cannot be managed in isolation from other relationships, and represents a conduit to other relationships through which resources may be accessed.

The model's basic classes of variables are *actors*, *activities* and *resources*. These variables are related to each other in the overall structure of networks. (Johansson et al. 1994, p.153) It can be said that a network is a group of economic *actors* who pool their *resources* and co-ordinate their *activities* to achieve economic ends.

*Actor bonds* connect actors and influence how the actors perceive each other and form their identities in the networks. Network actors control activities and resources. Actors can be organisations, smaller groups of individuals inside these organisations, or even individuals. *Activity links* include technical, administrative, commercial and other activities of an organisation that can be connected in different ways to those of another organisation. Activity links form parts of wider activity chains where activities performed by a company build on activities performed by others and join those of yet others. *Resource ties* connect various resource elements

(technological, material, knowledge resources and other intangibles) of two organisations. Resource ties are the result of how the relationship has developed and they represent a central resource. (Tikkanen 1997, p.63)

With this kind of practical model of industrial relationships, the analysing of the network becomes easier. Network theories are helpful in exploring determinants of the scale and scope of a networked organisation (Ring 1996, p.19). The perspective can be chosen in order to be most effective in answering the research problem. In this study, we try to look at the relationships from both the FDF and its supplier companies' perspective.

### 3. Research method

Qualitative case study research methodology was used in this research. It tries to provide deep understanding about a complex phenomenon (Gummesson, 1991; Yin, 1994). Case data is gathered in two research projects during the years 2003 and 2007. Research data is gathered mainly through in-depth interviews with people closely related to the FDF partnerships. In both projects, we interviewed 10 people and most of them came from the public sector. In both studies, also managers from private companies were interviewed. In both projects, the generic goal was to create understanding about risks and risk management in public-private relationships. In order to understand the risks we had to create understanding about the special characteristics in the case. In the interviews, we used a list of themes that were issued in rather informal discussions. Themes included issues starting from the general goals and history of partnering, special characteristics of the FDF context in partnering, ways of adapting partnering and problems and risks related to partnering. In addition, we used material publicly available in the area.

In analysing the type of the relationship, we use the Webster's (1992) scale:

1. Markets and transactions
2. Repeated transactions
3. Long term relationships
4. Buyer-seller partnerships (mutual, total dependence)
5. Strategic alliance
6. Networks
7. Vertical integration

As in many similar models, the relationships range from pure market transactions to vertical integration also describes as hierarchy. The terminology and phases from long term relationships to networks are demanding and not easily described.

### 4. Relationships between the FDF and companies

The special characteristics of relationships are presented in this chapter by using the basic terminology from interaction approach (IMP 82), including parties, process, atmosphere and environment. Terminology of network approach is also partly used. First, we illustrate the evolution of the company relationships in the Finnish Defence Forces.

#### *The evolution of relationships between the FDF and companies*

Ten years ago, the FDF started a partnership programme. Its aims were; 1) to integrate the defence forces more tightly into the society and 2) to increase the feeling of joint responsibility in defence issues. The more intensive co-operation requires more collaborative and long lasting relationships These should function also at the different levels of crisis and should naturally provide value for all parties. The rough development of the so-called partnership programme is shown in Figure 3.

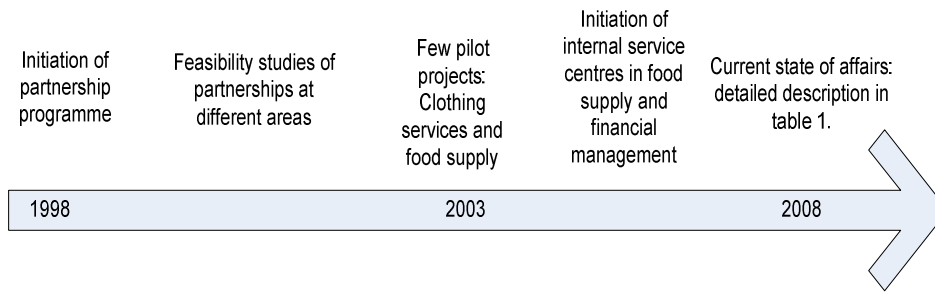


Figure 2. Phases of the FDF partnership programme

State administration is nowadays diverged. Private companies are used more and more in supporting activities. Private companies are expected to perform them more efficiently and with better quality. This gives better possibilities for the public organizations to concentrate more on their core activities. Other goals in using private companies are decreased costs and increased flexibility. Public service providers are moving more and more from service providers to service purchasers.

The partnership programme included seven potential outsourcing areas, which were studied for the potential of outsourcing. In three areas there have been active pilot projects with private companies and in some areas the development is towards internal service centres. The service centre is an organisation, which is an own entity, but still a part of the FDF.

In the case of the FDF and its attempts to build partnerships with companies, there are several special characteristics because of the special “end product” as securing nation’s integrity and sovereignty. One of the implications is that the financial issues are not a sole concern. This is a basic issue that has to be understood in every PPP attempt. The goal of a public service provider or the organization responsible for the public service is not monetary. This is close to the thematic of public good in economics. In western welfare society there is responsibility of certain issues by state institutions, which for some reasons have to be produced by public organizations. Police, fire stations and defence forces are one of the purest public goods. End products of institutions of this kind cannot easily be valued in monetary terms. They have a value *per se*.

In general, the history of partnering is rather short. The tradition, especially in the defence sector, has been to produce services internally. Still, in some special areas there are some true partnerships with firms, which have been going on for decades. These are clearly more the ‘exceptions that confirm the rule’. The FDF started the ‘partnering programme’ in the early 2000’s. As a result of this programme, a few partnership pilot projects were built up. Today only a few of them, where services are produced by private companies, are still running. Status and areas of the partnership programme are presented in Table 1.

Table 1. Relationship style and current status

Relationship /partnering area	Relationships in Webster’s scale	Current status
<i>Partnership programme areas</i>		
Transportation	Transactions	Different areas were studied and pilots evaluated. No significant relationships established. Programme closed.
Food supply	Repeated transactions or Long-term relationship	One active relationship with a company in Southern Finland. Internal service centre founded 2006. Programme closed.
Clothing services	Repeated transactions or Long-term relationship	One active relationship in Northern Finland. Programme still in action.
Financial management	Vertical integration	Internal service centre founded 2005. Programme is closed.
Data administration	Vertical integration	National service centre collaboration. Programme still in action.
Health care	Long-term relationships	Collaboration with other public health care units. Programme is closed.
Repair shop activities	Buyer-seller partnerships	Larger partnership just started with a company. Programme still in action.
<i>Traditional partners</i>	Strategic alliances or network organizations	Relationships in action and developing naturally.

The traditional partnerships are relationships, which have a long history with the FDF. These have clearly a common strategy and proper ways of collaborating are developed. There are also networks of many companies, which create services in tight collaboration with the FDF organisations. It is difficult to analyse the type of relationship between internal service centres and the FDF. This is in one hand business as before but in the other hand, new roles and organisational barriers are developed.

The idea of using private companies in service production includes the idea that it is a more innovative and efficient way of producing the service. In some cases, this possibly a more innovative way is fettered by strict regulation. On the one hand, there is a pressure to gain efficiency but on the other hand, some authorities expect that operations should be handled just as before. Here the innovative private partner cannot create much value for money. Even the basic idea of partnering is to some extent different because of the practices induced by the public procurement law. Competitive bidding and its tendency to force the selection of the cheapest bid may raise problems when long-term efficiency should be the goal. The new system creates pressure to renew competencies. The FDF should have more expertise in purchasing and supplier relationship management. Further understanding is needed on different actors, activities and resource allocation in order to be able to use more resources that are external in this public service production. Practical collaboration and tough decisions are needed in order to get more understanding about collaboration and development of it.

### ***Parties***

The defence administration is a combination of political actors and a hierarchical military organization. At the top of the organisation is the president of the republic. In the political side, the main operators are the Council of State and the Parliament. Also different ministries, Committees and Central agencies are connected with political decision making. The Ministry of Defence connects the political environment with the actual military organisation. The military organisation is lead by the Commander-in-Chief of the National Defence Forces. At the top of the organisation is the Main Headquarters and Ministry of Defence. The operative organisation is divided to Land force (which is further divided to National Defence Areas), Air force and Navy. (Tietoja maanpuolustuksesta 2002)

The main decision makers on the FDF side are politicians, officials in the state authorities and military officers at different levels. On the company side, managers make the decisions. In the interviews, all the FDF decision maker groups were criticized. The decision environment of public services is fairly complex. The complexity begins from the upper level in the decision making process. In a democratic society, the politicians and political institutions have an important role in allocating funds in state budget and in other decision-making. These institutions have a role in prioritizing different operations. In this work, the yearly budget negotiations are a critical tool. Politicians are supported by officials in ministries. We heard a critique towards politicians and towards officials. Politicians were criticized to be considering the next election. Also different parties had certain special characteristics. One is strict against outsourcing public services and another wants to stress regional policy issues. This may lead to decisions that are not best for the country. State officials were also criticized to be too conservative and risk averse. Difficult decisions are avoided if possible. This way of thinking is adapted in a very early stage of officials' career. There was also a critique towards military officers. These have often a long history and mindset of the FDF without much other work experience. This creates difficulties especially towards company interaction. The hierarchical and sometimes slow decision-making may be difficult to understand from company manager's perspective. Some internal rules and procedures may result friction in the relationships and cause problems in achieving positive results.

### ***The interaction process***

The interaction process is heavily influenced by the overall goal of the defence forces. The general goal is to ensure the nation's independency and protect the nation's territorial integrity and to maintain and secure the capability of completing the mentioned tasks. A central issue in the defence forces is the aspect of crisis. The whole existence and relevance of the organization base on the idea that at different levels of crisis there has to be ability to secure the main tasks at the most appropriate way. This goal is influencing the peacetime functions, as there is always reason to remind of the importance of functionality in crisis. It is of course important to be efficient during the peace time, but this goal is still always secondary compared with the primary goal.

The product or service exchange is in many cases rather similar than in any other organization. Food supply, clothing care and maintenance of equipment in peacetime are not that special. The phrase value for money

describes the key idea of partnering. The FDF may be a more hierarchical buyer and it has its history of internal service production. Creating new ways of operating takes time and adaptation from both interacting parties.

There is a great change in the 'traditional partnerships' and new partnerships created in the partnership programme. Long term partnerships are created naturally and there are slick operations developed during the collaboration. New partnering pilots are just in the early phase of collaboration and only little adaptation has occurred. Some of the goals are not achieved as the FDF has limited the operations model of private company.

From the financial exchange perspective, it is slightly problematic that the FDF, as also other state institutions, are running on budget money. For example, some IT applications and other operations are developed for this purpose and not always work well in cost management purposes. Social exchange is challenging because the FDF and company managers have a slightly different view of the world and do not always understand each other. The role of cost management and financial management is not similar in the FDF and companies.

The FDF's culture is hierarchical and decision-making is sometimes complex and even rigid. Dynamic decisions are rare as the organisation makes decisions very carefully. Companies saw the FDF as fair and demanding customer, which has a great value as a reference partner. Companies also respected the pedant decision-making and reliable promises although were sometimes criticised the bureaucracy needed. At the early phase, the FDF may have certain uncertainty and scepticism towards companies' ability to produce the services and this may cause extra bureaucracy.

### *Atmosphere and environment*

What are then the reasons for this limited use of private firms at the FDF? We can analyze the partnering environment and atmosphere. In the interviews, we heard about several special characteristics that make relationships difficult. Effect of political decision-making and its reflections to military organization does not make things easier. Both international and national politics has effect on the FDF. At least EU decisions, decisions between Nordic Countries and even NATO decisions are reflecting in the FDF. National political changes may also result changes in the FDF strategies and operations. One critical issue is the history and culture in the FDF. The organisation is hierarchical and it has been producing almost all services internally. The organisation is unique and the personnel have its own mindset. Key actors, military officers wield the greatest power and are the key decision-makers in the organisation. There are still many other parties involved for example civil employees and ministry officials. One practical problem in officers' careers is that they have so called career circulation. They have to move to a different position approximately every three years. Some interviewees said that when they start to learn the job they have to move on. This is especially harmful in tasks requiring competencies and time to be able to achieve some results as in partnerships with companies. It was also mentioned that companies and the FDF officers do not 'speak the same language'. It takes time to parties to understand each other in order to get activities organised well. The atmosphere from the control dimension is rather clear. The FDF wants to be clearly in the leading position and is not willing to 'lock-in' to some supplier. This again comes from the organisations *raison d'être*. The FDF has to have the power and control to be able to ensure the functioning organisation in all situations.

The atmosphere in the FDF is unclear towards increased collaboration with companies. There is a clear support for partnering but still some understandable opposing factors. One critical reason to be against partnering is that it is seen threatening jobs in the FDF. The labour union is against outsourcing and partnering (which is seen as a synonym for outsourcing) and this is one of the main reasons for its minimal use in the FDF. Several reasons were evinced repeatedly to explain why certain services cannot be produced by private companies. The possible risk for the national security and uncertainty of defensive preparedness by using partners were often mentioned.

Public procurement (Public Procurement Act 2007) is governed by a number of rules and legislation. These cause the system to be inflexible and bureaucratic from activities and processes' perspective. In fact, in the area of defence material there are some permits, but procurement is still heavily dominated by the authorities. This means that there are certain strict rules that are followed in operations. In some cases, there are even stricter internal rules for operations. Public services are also of interest to the media and politics and this occasions a certain caution about making changes in this area. This makes the context even more difficult as there may be different political and military actors who may have incoherent goals, not even taking into account the managers goals from private companies.



From resources perspective, the FDF is also special as many public sector operations. Money is allocated to the FDF from state budget and rolled down to different operations. From here comes the economic pressure to develop operations. This system has been used for decades and it is not similar to financial management of private companies. In the FDF, the 'turnover' is taken for granted and there is a rather weak role of financial management in the system. This has created a situation where the 'true costs' are not always understood. In one case from the past, the total cost of internal production included only the price of purchased raw material when this in real life accounts only 1/3 of the total costs. In the calculation even some fixed costs, like labour costs, were ignored not even mentioning energy, real estate costs etc. One of the best achievements of partnership pilots is that they have forced the FDF to understand the true costs.

From the market perspective, the context of public service outsourcing is sometimes problematic. Depending on the outsourced item, there might not be functioning markets e.g. enough possible suppliers. This is especially true in some fields of the FDF functions, which might include special material or competencies. In many cases, there is a risk of monopoly or oligopoly in supplier markets. This may result unwanted results from the principal's perspective. Issues connected to this are the power of global defence industry enterprises and national pressure to support national defence industry. At some technical fields, it has been a necessity to build partnerships with companies. In these relationships, there is clearly a win-win type of close collaboration and similar understanding about the roles and responsibilities of parties.

## 5. Conclusions

The relationships between the FDF and private companies are still quite rare, but pressure for these to form is increasing. In the FDF context, outsourcing is a delicate issue. Steps are taken very carefully and often after multiple analysis. There are few naturally developed true long-term partnerships and some positive experiences from partnership pilots.

### *Theoretical implications*

The concepts of the interaction approach were valuable in analysing the special characteristics of the FDF and private companies. The special characteristics can be evaluated by using interaction approach terminology; parties, processes, atmosphere and environment. Organization culture and a unique organisational goal of the FDF are underlying many problems and practical challenges in partnering. Political decisions affect the FDF and these roll down from the Ministry of Defence to the Defence Forces. Table 2 describes the main findings of the cases reflected to the interaction approach.

Table 2. *Special characteristics in the FDF case*

Interaction approach categories	Special characteristics in the FDF case
Parties	Many layers of organisations and decision makers involved; politicians, ministry officials, military officers and civil personnel and managers. Both organisational level and individual level differences are challenging.
Process	Complex processes including political processes and hierarchical military processes. Companies are more used to agile changes and financial decisions, but the FDF makes decisions cautiously and this takes time. Typical processes in companies and in the FDF are differing from each other. The FDF is seen as pedant, well-organised and trustworthy partner, which requires well-documented processes.
Atmosphere and environment	Special role of the FDF and organisations history and culture makes the collaboration challenging for both parties. Some adaptation is needed from both sides. Political and legal issues surround the FDF and companies set some limitations to collaboration. The FDF and politicians are partly supporting closer industrial relationships, but are still slightly sceptical. Decision-making environment in the FDF is much more complex than in companies.

One theoretical implication is that in relationships between companies and public organisations that are not used to company collaboration, there exist time and energy needed to build the relationship. Both parties should try to understand each other's viewpoints and the complexity of this kind of cultural change. Public services are also regulated by public procurement law and there may be supplier markets that function limitedly. One possible problem is overregulated relationships with private companies, which may result in the limited achievement of goals.

### *Managerial implications*

The managerial implications of the paper are to better understand about the complex decision-making context in the FDF's and companies collaborative relationships. The evident result is that the FDF's decision makers should understand the internal and cultural barriers, which make company relationships challenging. Of

course, both private companies and the FDF's have to understand each other in order to create mutually beneficial relationships. These are possible and some are functioning well between the FDF and its long-term partner companies. Relationships need time and resources and may need adaptation from both parties. The type of the relationship and development of the relationship should be understood in order to develop the relationship.

***Future research ideas***

Future research in the area is needed. From the field of defence forces, the differences between traditional partners and new relationships could be further analysed. One critical issue in defence context is the aspect of crisis, which might need further consideration from the collaboration perspective. One interesting research field is expanding the scope for other public sector areas and organisations.

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