

## **MUNICIPAL CORPORATIONS' COLLABORATION A QUALITATIVE RESEARCH**

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**Abstract:** *Collaboration in general, and in the public and municipal sector in particular, is currently increasing. Despite the deep logic behind the need for such cooperation, the expected benefits and advantages - yet the public and municipal sectors find it complex to implement them in view of the obstacles and barriers that lie ahead. Municipal companies that function as the executive branch of the municipality in many places in local government are required to adopt this approach of sharing as part of achieving economic, operational and service efficiency for their owners - the municipalities. In order to understand how a plan should be prepared to promote cooperation between the 25 corporations owned by the Tel Aviv Municipality, a qualitative survey was conducted between stakeholders in the municipal corporations. The research findings and conclusions (together with the literature) point to the vital need for a management commitment and organizational culture which enable collaboration. Without trust among the work teams, open communication and personal relationships, formal and informal, implementation of a cooperation program will not succeed.*

**Keywords:** *collaboration, municipal companies, partnerships.*

### **1. INTRODUCTION**

We live in a connected global world. Today's fast-paced marketplace (both public and private) requires mutually beneficial partnerships to leverage creativity, experience and resources. Tel-Aviv Municipality owns 28 municipality companies (subsidiaries). These companies operate in all areas of urban activity - urban infrastructure, leisure, sports, culture, transportation, urban renewal, water, sewage, tourism, education, welfare, conferences and more. These corporations operate in their relevant fields according to their vision and goals defined by the Board of Directors in accordance with overall Municipal policy. Despite this, today there are almost no working relations and collaboration between the Municipal corporations. The fact that this is happening in a private and public world is likely to be a great opportunity for municipal corporations.

As part of the position of this paper's author as Director of the Tel Aviv Municipal Corporation's Bureau, one of the main goals of the Bureau is to promote cooperation between municipal corporations functioning in a variety of areas and to improve their functional output and organizational efficiency. In order to identify and study the position of the stakeholders in the municipal corporations as a basis and preparation for promoting

such cooperation, we conducted qualitative research among 16 office holders in the corporations and the Municipality.

The aim of this paper is to present the manner in which the research was conducted, the findings and their significance in view of the references in the professional literature in this field.

## **2. LITERATURE REVIEW /THEORETICAL BACKGROUND**

There is great variation in definitions and understanding of the term collaboration and its meaning. On the one hand, there is a broad terminology used to describe an internal organizational structure that is pure collaboration or similar. On the other hand, there is multiple interpretation of the concept of cooperation itself (Huxhan, 1996). The author uses some terms as: strategic alliance; joint venture; public private partnership; coordinated service delivery; community development. Many terms are used to describe a positive form of an intra-organizational relationship: cooperation, coordination, coalition, network, alliance, partnership, and bridge. These may be compared with terms as: conflict; competition; co-option and collusion which are typically used to describe negative inter-organizational relationships.

Other references about collaboration and working together include many terms such as: coordination; partnership; collaboration; alliance; joint venture, cooperation and so on (Gray, 1989; Olson, 2004; Prescott and Stibbe, 2017; Walker, Smith, and Adam, 2009). Gray (1989) argues that sharing is a process by which parties that see different aspects of the problem can constructively seek solutions beyond their own limitations. According to Thomson and Perry (2006), organizations enter into cooperative agreements in order to achieve their independent goals. In order to succeed in cooperation, there is a need for self-interest. Every organization must be able to justify its involvement. Sharing has value only if it allows for better organizational performance or lower costs than there would be without it. The literature defines collaborations as a process in which independent actors interact through formal and informal negotiations, creating together rules and structures that govern the relationship between them and ways to act or decide on the issues that caused them to share together. This process involves common norms and mutual beneficial interactions (p.23).

The literature offers a framework of collaborations that includes antecedents, processes and results. The antecedents include a high level of dependence; resource need; risk sharing; lack of resources; previous history of sharing and a situation in which each partner has the resources that the other needs and issues of high complexity.

The processes are: governance, administration, organizational autonomy (individual vs. collective), mutual benefits, norms of mutual trust. The outcomes are: achieving the goals, creating new common value (products, service, abilities, skills, resources) and inter organizational interactions.

Huxhan (1996) argues that collaboration is working in association with others for mutual benefit. Collaboration can be in the situation where an individual in an organization works together with an individual in another organization and is assigned to a number of organizations that interact fully with other organizations. Collaboration is a

good way to achieve things that are difficult or unattainable independently. Collaborations can arise in the form of volunteerism and self-interest. Agreements of much collaboration are based on the parties' desire to act together when the parties join together because they see certain advantages in their activities in this manner. Other partnerships are the result of a response to government regulations or government incentives or from the demands and even dictation of the government or authority. Organizations work together for various reasons: economic motives; joint financing; saving expenses; efficiency; avoiding duplication; coordinating agency efforts; the possibility of achieving goals that have no way or are difficult to achieve alone.

The professional literature relates to issues such as trust, management commitment, communication and attempt to promote cross-organizational activity, which sometimes contrasts with traditional rigid structures in organizations in general and in the public sector in particular. Trust is considered one of the most important and essential elements in the process of collaboration. Building trust between partners, whether organizations or team members, is based on definitions and agreements about the vision, goals, and objectives of sharing and the way to implement it. Trust cannot develop among partners without significant joint contribution. Without trust and mutual respect, the possibility of fulfilling the goals of cooperation is significantly reduced (Harpaz, 2015; Fasel, 2000; Olson, 2004; Walker, Smith, and Adam, 2009).

Commitment management is another factor with great importance for the success of cooperation. Without the commitment of management (internal and external in case of sub-organization), which gives a personal example of both words and actions, the possibility of success is very low. Management's commitment is reflected not only in declarations, but especially in actual backing for these statements in the allocation of resources, time, money, and so on. Commitment management creates an organizational culture that enables the development of mechanisms and processes of cooperation. These mechanisms are, in fact, an infrastructure that supports the sharing activities themselves (Gray, 1989; Perri, Leat, Seltzer and Stoker 2002).

Benefits can be achieved as a result of a process of collaboration including, *inter alia*, using lack of resources; building abilities and skills; access to new markets; sharing risks; access to a unavailable and/or new technology; professional development; avoiding duplication, developing new services or expanding existing services that cannot be provided alone ( Tennyson 2011; Olson, 2004; De La Sierra, 1995).

Despite all the above about the need for cooperation, the advantages and importance, working with others is not simple but is complex. When collaboration is across organizations, the complications are magnified. The need and desire for cooperation regularly encounters barriers and obstacles. Such obstacles include different objectives, language, procedure, and culture; tension between autonomy and accountability; lack of authority structure, time required to manage logistics and the many efforts involved (Gray, 1989; Huxhan, 1996;Fasel, 2000).

Perri et al. (2002) explain that the roles that define departments and specializations in organizations have strong institutional strength. This functional structure creates and establishes an atmosphere and a way of regular behavior, career expectations and maintaining managerial autonomy. Therefore, the traditional

organizational structure is another obstacle that must be overcome in order to achieve cross-organizational cooperation.

The collaboration obstacles arise from the need to overcome structures, procedures, traditions, natural resistance to change and sometimes even various interests of the stakeholders. Bryson, Crosby and Stone (2006) relate to cooperation in the public sphere. They argue that cross-border and cross-sectorial partnerships are increasingly perceived as desirable and necessary strategies as part of addressing public challenges. They define cross-sectorial collaboration when there is a link or sharing of information, resources, activities and capabilities between organizations in two different sectors to jointly achieve results and outcomes that cannot be achieved alone (p. 44). Organizations will only collaborate when they cannot get what they want without sharing. Building and maintaining collaborations is highly complex because there are many components that need to be "in place" and work well to succeed (leadership, environmental factors, trust, previous relationships, processes, agreements, legitimate representatives, conflict resolution, structure, management mechanisms).

Collaborations in general and in the public sector in particular can occur when several groups want to provide possible solutions to a problem common to a number of stakeholders with the aim of achieving benefits and / or avoiding the price of resolving long-term conflicts between the parties. For this purpose, it is important to identify the partners with legitimate interests in order to build trust between the parties. The involvement of key stakeholders since the beginning of the process is of great importance in order to ensure the success of the process and its sustainability over time (Jung, Lee, Yap and Ineson, 2015).

Allers and van Ommeren (2016), refer to inter municipal collaboration and argue that such partnership is a way of increasing the possibilities of providing services in certain areas, while continuing to provide other public services at the municipal level while maintaining local autonomy.

Collaboration is based on cooperative relationships that extend over time and space. The possibility of joint products with neighboring cities is a result not only of the desire for economic efficiency, but also of factors that include regional coordination and improvement of the efficiency of the service provided and the reduction of risks (Beland Warner 2016). Hulst and Van Montfort (2012), expand the scope of cooperation by explaining that inter-municipal cooperation includes all agreements in which a local government shares with itself, with other public entities or with private institutions. Voorn, van Genugten and van Thiel (2017), argue that there is tentative evidence that cooperation between municipal corporations can achieve economic efficiency due to the economics of scale, in light of problems arising from joint management. They explain that Spain has overcome this challenge by subordinating such corporations under one specific authority. In contrast, the local government in Germany and Italy encourages cooperation and establishes consortiums or other forms of joint venture (Grossi and Reichard 2008). Da Cruz and Marques (2011), emphasize a completely opposite argument that it is actually necessary to promote and encourage competition among municipalities by creating a rating that represents the economic and social performance of

the services provided to the residents, regardless of the provider (municipal company, franchisee or any other organization). (p. 109).

## **RESEARCH DESIGN**

The aim of the qualitative research is to understand from the stakeholders in the Tel Aviv Municipality corporations, their position and perception regarding the elements of the synergy and collaboration, to combine the findings together with the elements from the literature review and to understand what will be the appropriate way to promote collaboration between the Tel-Aviv Municipality corporations.

In view of these considerations, the most appropriate and most suitable paradigm, as compared to other research paradigms and research, is the constructive paradigm. This paradigm which seeks to see the different aspects of synergy and collaborations, grant them an interpretation and understand its significance for the participants from the corporations and through them their environment as well. The other paradigms do not provide a response in light of their basic premises (hierarchical knowledge, linear explanations, cause and effect, separation between researcher and study participants, an external examination, and so on).

The method that was selected from the various types (Narrative, Phenomenological, Ethnographic, Case Studies), was the grounded theory (Charmaz, 2014; Birks & Mills, 2015; Glaser, 2011; Glaser & Strauss, 1967). the grounded theory expresses most significantly, the manner by which the information rises from the stakeholders in corporations up-to the theory formation; the relationship of the researcher to the topic of investigation; synergy and collaboration between municipal corporations; the reliance on the existing data according to the perception of the stakeholders in the corporations themselves and the capacity to integrate with other sources. The other methods are not suitable because the study does not deal with life stories of the population, human experiences or cultural themes.

### **Participants**

In order to appropriately represent the various views and opinions regarding synergy and collaborations in the Tel Aviv Municipal corporations, a group of 16 office holders from the these corporations and Municipality were interviewed. The representation included: four senior managers who did not participate in the quantitative survey; eight directors and chairmen of municipal corporations; two former managers of municipal corporations and two managers who participated in the quantitative survey, but who have a unique perspective on corporate activity (see appendix A). Thus, a comprehensive picture of the various office holders, different management levels and a number of perspectives was obtained.

### **Data Collection Method**

The data collection method chosen was to conduct interviews with the stakeholders at municipal corporations. This tool enables the obtainment of the information necessary to formulate the theory. Based on the familiarity of the author with

the work processes and the individuals themselves, it was possible to acquire all the necessary information.

### **The collection process**

The collection process focused on perceptions and attitudes of the above stakeholders in the Tel Aviv municipal corporations - the chairpersons, directors of boards, CEOs, former CEOs, deputy CEOs and managers in the Municipality. The research tool used for the qualitative research was the interview. The type of interview used was a semi-structured interview (Bernard, 2013) which was subjected to changes in accordance with the dynamics created with the interviewee and enabled discourse development during the process. The questionnaire included predefined questions and a small number of open questions for free completion by the interviewee (see appendix B). The questions focused on description and explanation of collaboration between the municipal corporations. The questions (such as: organizational culture, characteristics of collaboration, experience, procedures, etc.), enabled collection of simple descriptive information as well as more complex information such as what enable and hamper collaboration, etc., as the respondent stakeholders in the municipal corporations perceived. In order to ensure that the questions are appropriate, exploratory research was carried out. It included a sample group of 2-3 respondents. According to these interviews, the questions were-examined prior to the study itself (Bryman&Bell, 2015). The interviews were recorded and notes taken. After the interviews were completed, the "Narralizer" software was used to organize and manage the data. During the interviews, attention was also given to the body language of the interviewees, to the meaning of the various sentences, to the intonation, as well as to the nonverbal communication (Lempert, 2011).

### **Qualitative data analysis**

According to this approach, grounded theory, the analysis of the data and information which were collected in the previous stage, was accomplished by encoding and integration process. The aim of this process is to accomplish separation and distinguish within the sequence of the data that was collected, in order to reach the significance which is actually derived from the data (Archibald, 2016; Bryman& Bell, 2015; Harwood& Garry, 2003).

### **Coding interviews method**

The analysis units used to analyze the interview are statements and episodes described of the interviewees. A statement is one sentence or a few sentences expressing one central idea. An episode is a kind of story, a description of a case or a dilemma that, in order to understand correctly and accurately was to be analyzed without being split into parts (Creswell, 2014). Each of the interviews was divided into statements and sentences, while trying to distinguish between different topics, ideas, attitudes and stories. The average number of statements and episodes found in each interview was 53. (The interview that was broken down into the largest number of items included 90

statements and the interview that included the smallest number of components was divided into 31 statements and episodes).

When the researcher believed that a particular statement could have a number of meanings for more than one category, it placed the specific statement in several categories for further analysis (for example, the following statement: "My point of view says that first of all the personality of the interviewee is the one that determines whether there will be cooperation or lack of cooperation" was included at the first stage in the category of "obstacles to collaboration" and also in the "enablers" category because the human factor can be an obstacle and / or enable collaboration - depends on how it is expressed in the process of preparing for collaboration and in the cooperation itself). In addition, when a particular statement was placed in a particular category, it could be interpreted in different ways. The author went back to the original context of the statement in order to better comprehend the context in which it was said. Most of the statements and episodes originate from the interviewees' remarks. A small part of the statements derive from the interaction that occurred during the interviews and subsequent data. Comments and examples that were said by the interviewees and were of a personal nature or information about other managers - were not usually included in the segmentation of the statements, but were taken into consideration when thinking about and building the categories and how the findings were analyzed.

### **Analyzing process**

Each of the interviews, divided into statements, was disassembled and re-categorized according to the methodology of "Grounded Theory" when the analysis of the findings was carried out according to the following stages:

Step I Find primary categories - At this stage, primary categories were identified and defined by searching for themes and recurring subjects in the initial material. The initial categories reflect, in fact, the central and most prominent issues that emerged from the statements of the stakeholders interviewed. At this stage, 19 primary categories were defined, including - organizational environment in the corporation; organizational environment in the municipality; the characteristics of the corporation; stages of collaboration; relationships between corporations; enablers for collaboration, obstacles to collaboration, benefits; measurement recognition and appreciation.

Stage II Design categories and define parameters and criteria (rules of inclusion). At this stage, additional categories were added so that the number of categories reached 44 categories. For example: the importance of collaboration in the eyes of the senior management of the Municipality and the corporation; the Municipality resources and procedures support; the Municipality's contribution to collaboration, examples of cooperation; ideas for sharing processes; the need for collaboration; benefits of collaborations; trust and more. The entry conditions were defined so that each statement fit into one category or another. For example, the terms of entry into the category "The role of city administration" were defined as "statements in which the interviewees referred to the activity required from the municipality to support cooperation". The terms of entry into the category "assessments for collaboration" were defined in the following

manner: "statements relating to the pre-collaboration and / or actions of corporations that are in fact an infrastructure for future sharing activities."

In stage III, the data that came up in the interviews and the statements were coded into the various categories. At this stage a number of repetitions were discovered, including the need to transfer statements from one category to another or to place the same statement in two categories. For example, the statement "there is a need to analyze the practice of a cluster of corporations and accordingly to find common themes" fit into two categories and was therefore included in the category of "collaboration enablers" and in the category of "assessments for sharing". The statement "requires enforcement and written by high ranking officials in the Municipality to promote cooperation" was also included in the category "the role of municipal administration in promoting collaboration" and in the category "enabling collaboration". The statement "... and another company has an advantage in the same field, trying to make the companies work together, I do not know whether in the field the project will be shared in such a way, or in the way that at least the expert company advises the company that executes" has been placed in two categories: "the potential of principles for collaboration" and the "knowledge sharing" category. The statement "there was a big exhibition at the Fair and Exhibition Center and the water associations were not part of the exhibition - ideas, steering committee, exhibition etc." was included in the category "potential for sharing" since there is logic to such cooperation and also in the category of "potential for cooperation that did not succeed." Each analysis unit was copied from the original interview using the "Copy" command and was pasted into the appropriate category in the "Narralizer" software using the "Paste" command. The "Narralizer" software allows viewing the categories tree in a convenient way and the statements according to the different categories. Using the various views of the software and the possibility of exporting the data to Word documents, all the statements and categories were examined further and in some cases the categories were narrowed, some categories were merged, and the categories that remained empty were deleted. For example, the category "corporate structure" contained one statement by one interviewee referring to the structure of his corporation. This statement was moved to the category "business environment" and the category "corporate structure" was deleted. The category "trust" was split from the category of "collaboration enablers" because it contained a significant number of statements and it was correct to separate the statements about trust because of their importance, both according to the interviewees and to the professional literature.

Stage IV included creating a hierarchy between the categories and identifying the nucleus categories. The categories "the importance of collaboration in the eyes of the corporation senior management", "importance in the eyes of the managers", "organizational culture" and "the function of the corporation's management" were grouped under a category of "corporate organizational environment". The categories "resource support", "support for procedures", "contribution of the municipality for sharing", "the role of municipality administration", "organizational culture in the municipality" were grouped under the category of "municipality organizational environment".

At the end of the process of building the categories tree, 11 main ("super") categories were defined:

- City management
- Corporation management
- Collaboration importance
- Benefits
- Sharing estimates
- Processes
- Structure of the collaboration
- Collaboration enablers
- Obstacles to collaboration
- Potential for sharing
- Measurement, assessment and control

After designing the categories and creating a complete and satisfying category tree, the overall picture of the subject of collaboration between the municipal corporations was examined using a table comparing all sub-cases of the research - the interviews (appendix C). The purpose of the table is to compare the various interviews, to find the common and different between them, and to reach impressive conclusions based on the picture of the analyzed data. The comparison table includes in the vertical axis the categories and the horizontal axis the sub-cases - the various interviews (A, B, C . . . and so on). In each cell of the table, a number of statements that have been classified as important or very important will appear. The information about the importance does not overlap the quantitative information of the number of statements, but rather is based on what the interviewees said.

Formulation of the theory - At this stage, a connection was made between the research findings and the literature on collaboration in general and collaboration in the municipal area in particular. The interviewees' comments were examined in the light of various concepts, insights and principles in different literature on collaboration. This stage was characterized by a close connection between the insights and even the statements themselves and what is stated in the professional literature. It can be determined that almost all the categories include the statements, in which they converged with the terms and the words in the professional literature.

The aim of the qualitative research is to understand from the stakeholders in the Tel Aviv Municipal corporations, their position and perception regarding the elements and the components of the collaboration model. To understand how these attitudes and perceptions stand in relation to what appears in the literature and how they can help build the model's proposal for synergy and collaboration between municipal corporations. Therefore, the table at Appendix D presents the statements that emerged from the stakeholders' interviewees with the components of collaboration, as can be seen from the literature.

## **Findings**

The qualitative research findings are:

- The statements with a higher level of importance are related to trust, management commitment, preventing obstacles and evaluation.
- The largest number of statements was about the topic "senior management commitment".
- The importance of management involvement, whether the municipality's management and / or the management of the corporation itself is critical and essential to the creation of cooperation, existence and success. This importance is also evident from the interviewees' comments regarding the role of the managers, the organizational environment, and the resources required. This importance is clearly associated with the subject of the role and involvement of management as mentioned in the professional literature.
- Organizational culture at both the municipal and corporate levels is essential to creating an atmosphere and climate of cooperation and collaboration. Both the municipal administration and the corporation's management must put the issue of cooperation on the agenda; to give it ongoing attention by defining a cooperation goal as part of the municipal goals; the addition of performance and control measures of the quantity and quality of actual collaborations and sharing in the corporate annual work plans; raising the issue of cooperation in regular meetings with the employees and repeating it regularly.
- Formal and informal meetings between the levels of administration and work between corporations are very important both for joint work (the acquaintance of colleagues in other corporations and the ability to seek assistance and support on a personal level) and to enable the emergence of ideas for cooperation between professionals.
- Another platform for acquaintance is building a joint training program between colleagues. Such training enables joint interaction throughout the training sessions, creating personal and professional relationships while building the skills required for work.

Since the municipal corporations in the Tel Aviv-Jaffa Municipality operate in a wide range of areas of activity, one can find areas in which a certain corporation may be a contractor and / or consultant in its area of expertise for another corporation or several corporations. (Example of this: a corporation that manages the metropolitan park - "Ganey Yehoshua" - can do gardening work and / or provide professional help with gardening in corporations with wide landscaping areas. A corporation that specializes in the construction and maintenance of cultural halls can operate and / or assist other corporations that run small halls as part of their buildings). Knowledge sharing and the transfer of lessons between corporations in general and parallel professionals in particular is a subject that does not require many resources, but mainly awareness among people and has potential for the efficiency and effectiveness of the corporation's work. The issue of trust and transparency among people is of high significance, and most of the interviewees view these subjects as vital elements.

In general, the collection of statements as they emerged from the interviewees' statements and their classification into categories is compatible with the contents of the professional literature. In addition, topics and ideas were raised in the various statements that will be incorporated into the model of cooperation between Municipal corporations

in Tel Aviv based on this qualitative research together with quantitative research, professional literature and other models.

## **CONCLUSION**

As noted in the professional literature, stakeholders also point out the issue of managerial commitment as one of the most vital factors for the creation, maintenance and promotion of cooperation between municipal corporations. The commitment of the municipal's senior management, which must be expressed in actions that support declarations and statements (resource allocation, support for organizational culture and personal example), is the first issue that must be taken into account in preparing a plan for promoting cooperation between municipal corporations.

Without such prior commitment, as emerges from the survey and its findings, there is no point in preparing and implementing such a plan for cooperation. Moreover, the commitment of this management (or at least a declaration of principle) must be made at the preliminary stage in the formulation of ideas and the overall concept.

Issues of trust between work teams and open communications should be at the basis of the program and implementation. These relationships must be built and established from the earliest stages through initiated activity of personal familiarity and planning and building mechanisms of teamwork (such as joint training, formal and informal formalization activities). The program for promoting cooperation should address the relative capabilities and advantages of each corporation and identify the cases in which a particular corporation has an advantage for the needs of other corporations and uses them.

**Appendix A- The interviewees**

- A municipal corporation chairman.
- A municipal corporation C.E.O.
- A board director in a municipal corporation.
- A former municipal corporation C.E.O.
- A municipal corporation chairman.
- A municipal corporation C.E.O.
- A deputy general manager of a municipal Corporation.
- A deputy general manager of a municipal Corporation.
- A municipal corporation chairman.
- A municipal corporation C.E.O.
- A municipal corporation chairman.
- A municipal corporation C.E.O.
- A municipal corporation C.E.O.
- A board director in a municipal corporation.
- A municipal corporation chairman.
- The deputy Mayor and a board director in a municipal corporation.

## **Appendix B – Questions for the semi-structured interviews**

What is your role?

How long have you been in the current role?

What was your previous role?

What is your authority?

How do you see collaboration between municipal corporations, describe it?

What would you like/expect to get through collaboration?

What is the role of the municipality management in the formation of collaborations?

What is the role of the corporation management in the formation of collaborations?

What sort of an organizational culture atmosphere is required for the formation of collaborations between corporations?

What is the importance of the organizational culture for the formation and maintenance of collaborations?

Are collaborations between municipal corporations the result of a need or a dictation? (Namely, whether collaboration will be formed around a theme or specific subject, or is it necessary to look for themes to form collaboration? Which is preferable- the specific subject or the concept?).

What do you think are the basic conditions that enable collaborations?

What do you think is required to maintain collaborations after they have matured?

If a product has been formed (service, product, etc.) within the framework of collaboration with another corporation - to whom will it belong over time?

Is there a limit to the number of corporations that share a collaboration process?

In your opinion, what is the correct organizational structure that is required for the accompaniment of a collaboration process between corporations?

In your opinion, is it necessary to appoint an official of a corporation to be in charge of collaboration and synergy between corporations? If so, where is he placed within the organization?

What sort and amount of resources are required for this issue?

Which of the following characteristics are required for collaborations?

What are the elements in your corporation that "enable" development of collaboration with other corporations?

Where would you rate collaboration between corporations on the following sequence: consultation up to partnership?

Have you been a partner to an activity of collaboration between corporations? (If so, please describe it)

In your opinion, what are the obstacles for synergy and collaboration between the municipal corporations?

What is the necessity level of collaboration between corporations? How do you assess the will of "your" corporation to achieve synergy and collaborations with other corporations?

What do you wish to add beyond what has been said so far?

Which, in your opinion, are relevant documents which should be looked at in order to express what has been said and / or other aspects?

With whom else, in your opinion, is it worthwhile talking?

**Appendix C - comparing the sub-cases according to the interviews**

INTERVIEWEES(*)	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
CATEGORIES																
City management	2	10	7	3	6	5	4	6	7	9	8	6	9	6	8	9
Corporation management	4	2	8	2	7		3	6	4	4	3	10	3	2	6	5
Collaboration importance		11						1	1	4					5	2
The need for collaboration	3	3		5	1	1		4	1		1	2			4	3
Benefits		2	7	3	3	1	2		2	8		3	4	5	8	6
Sharing preparing	4			10			3		6		1		1	2	2	3
Process	1	2		3	9	1	1						3	2		1
structure	4	4			3				5	3	3	3	4	1	1	4
Enablers	1	2	5	1	7	6	5	2	2	1	2		5	2	5	4
Obstacles	1	6	14	2	3	4	7	4	3	5	6	3	4	2	4	3
Collaboration potential	8	11		1	14	7	7	18	2	11	6	7	5	14	5	4
Assessment & control				1	4	1			2		1		1		1	3

(\*) List of interviewees in Appendix A.

**Appendix D - statements that emerged from the stakeholders' interviewees**

Component	Category amount	Total number of statements in category	A total number of interviewees whose statements were included in the category	Ranking the importance of the category in the statement of stakeholders
Municipality management commitment	5	108	16	Very important
Corporation management commitment	4	65	15	Very important
Find partners	1	5	2	Very important
Vision and common goals	1	5	4	
Processes and structure	4	98	15	Important
Benefits	1	51	13	Important
Trust	1	12	6	
Obstacles	16	69	1	Very important (recognition & preventing)
Measurements	5	13	1	Very important
Evaluation	4	9	2	Important

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