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Public-Private Partnerships on Two-sided Markets

- A Case Study of Elbilsupphandlingen

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Abstract

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Key words: Stakeholder Management, Private Public Partnership, Two-sided Market, Network Effects, Dominant Design

Purpose: The purpose of this study is to deepen the understanding of how a private, stakeholder-oriented party is supposed to successfully participate in a Public-Private Partnership, where the goal is to support the development of a two-sided emerging market. This includes the creation of a theoretical framework based on a fusion of previous research. The intention of this study is to contribute with new insights by confirming this framework based on empirical findings.

Methodology: This study is a qualitative case study of how Vattenfall successfully participated in Elbilsupphandlingen with a deductive approach with some inductive features. A theoretical framework was developed. Semi-structured in-depth interviews with different key representatives from the main organizations involved in Elbilsupphandlingen were conducted. Thereafter, all the interviews were transcribed and then followed by a pattern matching to confirm the theoretical framework.

Theoretical perspectives: The study's theoretical chapter includes three theoretical segments consisting of Stakeholder Theory, Two-sided Emerging Markets and Collaboration. The different theoretical segments conducted are in the end of the chapter put together into underlying factors and a theoretical framework for the study is presented.

Empirical foundation: The empirical data mainly consists of the responses from 13 interviewees with 12 different representatives connected to key organizations involved in Elbilsupphandlingen.

Conclusion: The study has resulted in a framework that has been comparing theory with empirical findings. The framework presents a description of the underlying factors needed for a Stakeholder-Oriented company to succeed in Public-Private Partnership with the prime purpose of supporting a Two-sided Emerging Market.

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Table of Contents

1. Introduction

The following chapter will provide a background to the research and explain why this area is relevant to examine. Further, the aim and the outline of the study is presented.

1.1 Background and Problematization

We live in a more conscious world than ever before. An extreme and volatile climate repeatedly reminds people of the environmental challenges that lay ahead, as it already renders great costs for individuals and whole societies. The need for a sustainable development of mankind in unison with nature is hard to argue against these days. The Brundtland Report (1987) was early to vitalize sustainability when it described the challenges that lay ahead, claiming the importance of a "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

The development towards sustainability is of relevance for several sectors in society, where transportation is one subordinate sector. Transportation is also one of the areas where mankind face its greatest challenges, as this sector is accountable for about half of the world's oil consumption and is at the same time an essential needs for humanity (Kahn Ribeiro, Kobayashi, Beuthe, Gasca, Greene, Lee, Muromachi, Newton, Plotkin, Sperling, Wit, Zhou, 2007). The strive towards a sustainable trajectory for the automotive industry and the need to reduce dependency of fossil fuels has gained much attention in recent times (Pinkse, Bohnsack & Kolk. 2013). Public opinion and policy makers are pushing from the other direction towards lowered emissions and altered behaviors (e.g. European Commission, 2015; US EPA, 2014). The manufacturers are also reacting, as several automotive producers, such as Toyota (Toyota, 2015); BMW (BMW, 2015) and Scania (LT, 2013), have started to develop alternative green initiatives to fossil powered vehicles.

The mainstream customer has not yet favored the more sustainable, low-emission, electric cars and the innovations within the electric car market have not reached any breakthrough in the mainstream market (Pinkset et al., 2013). The industry has not yet settled around a dominant electrical vehicle design because of the diversity of innovations currently competing to become a standard and in extension to become a part of a dominant design for electrical vehicles

(Utterback, 1996; Van Bree, Berbong & Kramer, 2010). The vehicle technology is highly dependent on complementary technologies and alike, where technology such as fuelling infrastructure is enabling factors for sufficient customer usage (Van Bree, 2010). Allowing and encouraging network effects concerning standards within vehicle technology enables the development of a dominant design (Gallagher, 2007). When a dominant electrical car design (and all its standards) are settled, the market will become less diffracted in terms of function and features. In extension, this will enable the mainstream customers to step into the electric car market (Pinkset et al., 2013; Utterback, 1996). To enable this development the car market and electric charging infrastructure, which are dependent on one another, needs to evolve. These two markets are in turn dependent on their two-sided network effects, which are joint together to form a platform (Eisenmann, Parker & Van Alstyne, 2006). For one organization to be able to capitalize on one of the networks, the other one needs to increase in usage. This creates incentives for organizations to support one network, in order to reap revenues from the other network. This is done through the creation of a platform that combines the networks through the use of standardization and the mentioned network effects. A company can create a platform, and through subsidizing one side of the market and capitalizing on the other side combine the networks and create a two-sided market.

Within the current phase of the industry, there is a need for coordination and protection of the innovations that define the industry and evolve into a dominant electrical vehicle design (Pinkset et al., 2013). The government is often mentioned as a suitable player to assume that role. Furthermore, an effective and proven way of increasing innovation in projects for the government has been found to be Public-Private Partnerships (PPP) (Forrer et al., 2010; Geels, 2002). PPP's enable the combination of qualities possessed by both private and public organizations and have shown to be very effective when they are executed successfully (Hodge & Greve, 2007; Skelcher, 2005).

In initiating a PPP, with the aim to lower emissions through partnering on the development and implementation of innovative products, the private party needs to be motivated to the same extent as the public party. What motivates the public sector is already quite clear, as environmental concerns rise. The private sector, however, is not motivated by public pressure in

the same manner, as they operate on an open market. A successful player on the free market does rather operate with cautious strategic moves in relation to its prime stakeholders. This cautious stakeholder-oriented strategy might be seen as pure strategic (Freeman, 2010), but might as well be in line with the overall forces behind CSR–where the legitimacy of corporations is the driving force (Wood, 1991).

It is within this collaborative project, where both private and public actors join forces to support an innovative and emerging technology, which we find the stakeholder-oriented private actor we wish to investigate. That private actor needs to understand the current evolutionary phase of the industry that it is situated in. One way of achieving this is to participate in a PPP, with the aim to reach good performance. To understand how to achieve good performance, it is first of all relevant to understand the underlying factors of a successful PPP from the perspective of the private actor.

1.2 Theoretical Problematization

The empirical situation described above is characterized by three separate factors. First of all, it seems to us that entering an innovative and emerging market is one prime way for companies to battle the environmental challenge and thereby also stay attuned with their stakeholders. Furthermore, stakeholder-oriented companies are most relevant actors in Public-Private Partnerships. Finally, collaboration within Public-Private Partnerships is an effective way of handling innovative and emerging markets. But stakeholder theory is vague on how stakeholder management can be a way of entering innovative and emerging markets. It seems as though instrumental stakeholder theory, i.e. stakeholder management as a way of increasing firm performance, does only touch upon innovation as a consequence of stakeholder management. However, a stakeholder-oriented company that participates in a Public-Private Partnership with the aim to succeed in an innovative market, needs extensive knowledge on how stakeholder oriented companies should handle such an opportunity.

Deepening the theoretical examination into specific theories describing our research area, our description of the current theoretical state still holds, as novel and evolving technological design oftentimes need fostering from both public and private instances. Examples of support are eased

tax rules, subsidies and procurement rules (Kemp, Johan & Remco, 1998; Smith & Raven, 2012). The same interconnectivity still holds for collaboration and stakeholder theory, where it is thoroughly described how Public-Private Partnerships are prime ways of battling stakeholder interest. A successful involvement of stakeholders may as well be the "make-it-or-break-it point" which deems a project successful or not (El-Gohary, Osman & El-Diraby, 2006; De Schepper, Dooms & Haezendonck, 2014). Questions still arise as to which potential signs for success to look for when evaluating whether or not to participate in such a partnership. The company, leaning towards an instrumental take on stakeholder management, looks specifically for ways to enhance the overall performance of the firm–financially, socially or otherwise (Laplume, 2008).

Our take on this then, from the focal unit of the private company, is to evaluate the participation in an electric car supportive Public-Private Partnership. To estimate the value of participation, we choose to look at how the performance of a company is augmented by a successful partnership. To make this operational, we have decided to examine underlying factors for good performance that are brought up in several instances all through the literature on Public-Private Partnerships and Stakeholder Theory. Theory surrounding two-sided markets serves more as a background, since the two previously mentioned theories are the ones providing underlying factors. These factors share common ground across theoretical boundaries and should therefore be able to explain the empirical phenomenon we have identified.

1.3 Purpose

The purpose of our study is to deepen the understanding of how a private, stakeholder-oriented party is supposed to successfully participate in a public-private partnership, where the goal is to support the development of a two-sided emerging market.

1.4 Definition of Central Concepts

The definition of a two-sided emerging market in our research is two connected evolving markets highly affected by innovation and standardization that has not yet have led to the dominant design state.

A stakeholder-oriented company in our research is a company that, all through its operations, tries to consider all groups that are affected by the company. Other than stockholders, these group may consist of customers, suppliers, the local society an so forth.

1.5 Research Question

How can Stakeholder-Oriented companies succeed in Public-Private Partnership with the prime purpose of supporting a Two-sided Emerging Market?

1.6 Delimitations

As this is a one case study the scope is limited to a specific project and its context i.e. Elbilsupphandlingen. This circumstance limits the possible generalizations of the research findings to other projects with similar characteristics. The selection of respondents interviewed is limited to the number of organizations with significant involvement in the project. Furthermore the study is conducted at a specific point in time, meaning that the evolvement of the underlying factors over time is not fully considered. The study has given a relevant overview, but a more longitude study could contribute with a study richer in detail.

1.7 Research program: Sustainable Society

This thesis is a part of a research program called Sustainable Society (SuS) at Lund University School of Economics and Management. The SuS research program is established to increase understanding of the formation called “sustainable society” (Lund University School of Economics and Management, 2013). The program has assumed a view that a sustainable society is dependent on cooperation between different sectors in order to emerge, which highlights the purpose of the project, i.e. to enhance the understanding of the phenomenon that is the sustainable society. The program further assumes that the sustainable society includes aspects from different areas such as transportation, production of energy, architecture and consumption.

1.8 Disposition

This thesis presents an answer to the research questions on the basis of the chosen theories and empirical findings. The thesis begins by a description of the chosen theories for the study in order to yield a theoretical understanding of the subject. The chapter ends with a theoretical framework as a first theoretical answer to the research question. The third chapter explains the method used in the empirical study and motivates why the chosen method is found most appropriate in regard to the study. The fourth chapter presents the empirical findings, which is then followed by an analysis in the fifth chapter where the theories and the empirical data are compared in relation to one another. Finally, the study is ended with a conclusion presented in the sixth chapter.

2. Theory

In this chapter, the theoretical perspective of this enquiry is presented. The chapter is divided into three sections; stakeholder theory, emerging two-sided markets and collaboration. The presentation of theory is the followed of the underlying factors, finally leading up to the introduction of the theoretical framework.

2.1 Stakeholder Theory

In this initial segment of the theory chapter stakeholder theory is processed. The stakeholder is introduced to start with, followed by more niched sections treating the subjects, government as a stakeholder, instrumental stakeholder theory and a section pointing out how to measure performance in regard to stakeholder management.

2.1.1 Introduction

Stakeholder Theory is said to spawn from the works of Edward Freeman (Laplume, 2008). But Stakeholder Theory is in extent based on CSR. The issue of CSR then, lays close to the very fundamental ideas about business in the societal context, i.e. the raison d'être of firms (Wood, 1991).

Firms do, at an institutional level, gain its legitimacy from society. Business is a social construct, in much the same way as family or government, and earns its legitimacy through a specific function or purpose–namely its ability to generate goods and services. The interdependence between these social entities supports the idea that businesses must be socially responsible, as business is granted its existence from society (Wood, 1991). Freeman's (2010) basic idea of stakeholder relationships originates from the same line of reasoning, where firms are responsible to groups that can affect or are affected by the achievements of an organization's purpose. A tumbling performance on the anticipated achievements towards its stakeholders leads to a withdrawal of social legitimacy.

The release of Freeman's book Strategic Management: A Stakeholder Approach (Freeman, 2010) marks the baseline of Stakeholder Theory. The initial intent of Freeman when writing the

book was to offer a strategic view on the consideration of stakeholders in order to achieve superior performance for businesses. It is said that corporations must act in the interest of all their constituents, not only its shareholders (Laplume, 2008). When defining a stakeholder, Freeman (2010) emphasized that it is any group or individual who can affect or is affected by the the organization's achievements and objectives. The stakeholder's relation to the company can suggestively be both internal (shareholders, customers, suppliers, employees)–which is closely related to traditional management–and external (communities, regulators, interest groups and society). A management that considers both internal and external interests is said to be typical for stakeholder management (Laplume, 2008; Savage, 1991; Tricker, 2012).

In relation to this separation of internal and external interests, Laplume (2008) also makes the important point that Freeman at an early stage argued for a gap in theory, as no established management theory was equipped to address "the quantity and kinds of change which are occurring in the business environment". In order to battle these swift environmental shifts, it was further argued that companies must comprehend its internal and external stakeholders thoroughly. Overall, the approach acknowledge both internal and external stakeholders as opposed to solely serving shareholders was unabashedly strategic in content as stakeholder consideration was seen as an instrumental way of bettering firm performance (Laplume, 2008).

2.1.2 Government as a Stakeholder

When moving on to Stakeholder definition and salience, Freeman (2010) makes an interesting point as he writes about the importance of, on one hand, dealing with groups that can affect you in order to be an effective strategist. But on the other hand, to be effective in the long run, you must be responsive and deal with those groups that you affect (Freeman, 2010).

Firstly, the corporations' ability to handle groups that can affect you is touching upon. There are several examples of authors discussing the importance of categorizing and sorting stakeholders in order of firm influence. Maybe the most important one is Mitchell, Agle and Wood (1997), which provides a tool for determining stakeholder influence in terms of three factors; power, legitimacy and urgency. At a later stage, Dristoll & Starik (2004) suggested that the model of Mitchell et al. should be complemented by a fourth parameter–"proximity". There are other

examples of authors promoting stakeholder categorizing and sorting. Savage et al. (1991) have suggested a model where stakeholders' potential to threaten or their potential to cooperate with the organization should be included. Furthermore, De Schepper et al. (2014) separates stakeholders into primary and secondary stakeholders.

All of the above mentioned parameters aims at assisting corporations to point out salient stakeholders based on their ability to influence the firm. But at the other end of the spectrum lies the firm's ability to influence its stakeholders. An interesting stakeholder at this end is the society and its democratic institutions, i.e. local and national governments (Freeman, 2010), which are of interest to us. Fadeeva (2005) is taking the perspective of multi-stakeholder collaboration when tackling sustainability. The author views governments as crucial stakeholders when resolving social problems such as environmental challenges, and the relationship to the private sector is described as an ethos of deregulation. The meaning of this being that the modern society has moved beyond the strong independent state towards a deregulated society where the private sector is expected larger responsibility–being an increasingly influential force in society (Fadeeva, 2005). Buchholz and Rosenthal (2004) issues a vital reservation though, emphasizing that a private sector's orientation towards stakeholder management as a governing body is not a viable substitute for the democratic state. The reason for this is that the private sector is insufficiently representative for society as a whole (Buchholz & Rosenthal, 2004). Both Fadeeva (2005) and Buchholz & Rosenthal (2004) emphasize the importance of a partnership or collaboration between the private and public sector when tackling social issues and forming public policies (Buchholz & Rosenthal, 2004; Fadeeva, 2005).

2.1.3 Instrumental Stakeholder Theory

In Laplume's (2008) review, the fourth major branch of Stakeholder Theory research is named "Firm Performance" and discusses firm's ability to enhance performance by instrumentally applying stakeholder management. From the perspective of this enquiry, this branch of Stakeholder Theory is most relevant since we are investigating firm's ability to increase performance by engaging in a PPP with the purpose of becoming a platform leader.

This branch of Stakeholder Theory lies quite close to the initial stakeholder approach, with more or less pure strategic intentions and where stakeholder attention was seen as an instrumental way of enhancing firm performance (Tricker, 2012). The terms "instrumental" and "performance" are essential in this context, where the first term is defined nicely by Jones (1995) when referring to Donaldson & Preston (1995): "For these authors, instrumental theory establishes (theoretical) connections between certain practices and certain end states", providing a rather practical view on stakeholder management (Jones, 1995). The latter word–performance–is discussed in Laplume (2008), where the relationship between Stakeholder Management is compared to financial, social or other performance. Stakeholder Management as a way of reaching higher financial performance is the first measure of performance, where much of the literature is written on the statistical correlation between the two. The correlation is then categorized into positive, negative and neutral/mixed correlation. The second measure of performance, called Corporate Social Performance, is touching upon the relationship between a few areas; (a) social responsibility as a missing link leading to financial performance, (b) stakeholder satisfaction as moderating factor in the relationship between ethics and firm performance and (c) stakeholder pressures as a weak deterrent of poor environmental performance. The last measure of performance is where stakeholder management renders other outcomes than pure financial or social. Examples of this could be societal legitimacy, organizational learning, innovation, etc.

2.1.4 Measuring Performance from Stakeholder Management

What Laplume (2008) provides then, is a comprehensible list of different empirically solid measures of performance, which can be related to actual events and phenomena in corporations. The list of the three performance categories is thoroughly supported by papers examining enhanced performance in financial, social and other measures.

In this paper, Laplume's (2008) review of scholars covering firm performance serves as a backbone for the empirical research. Enhanced performance in terms of financial result, innovation, organizational learning, and sociopolitical legitimacy are in this context measurements of success. As success relates back to our research question and purpose, our enquiry consequently aims at examining the factors behind these performance enhancing measures and also find common ground with what PPP theory propose as essential for success in its specific context. Enhanced social performance due to stakeholder management is not attended

to in this article, since we find it hard to relate back to the success of companies within the setting we dwell.

Enhanced financial performance due to stakeholder management is the first category in Laplume (2008) and is divided into a positive, negative and neutral/mixed relationship between the two. The negative and neutral/mixed relationships must be sorted out in our study due to our focus on underlying factors (Laplume, 2008). The positive relationship, though, we think urges for deeper elaboration. We have specifically examined the articles by Berrone, Surroca and Tribo (2007), Ogden & Watson (1999) and Hillman & Keim (2001), as these were perceived most operational by us.

First of all, Berrone et al. (2007) are discussing enhanced financial performance as a consequence of stakeholder satisfaction and they do discover a positive relationship thereof. The background to stakeholder satisfaction originates from what the scholars call "Corporate Ethical Identity", where an ethical stance permeates what is typically considered tokens of corporate identity. Examples of such tokens are: organizational philosophy, values, history, strategy, business scope and communication. The tokens of corporate ethical identity are vehicles of a certain treatment of stakeholders, rendering in stakeholder satisfaction and in extension higher financial performance (Berrone et al., 2007).

In Ogden & Watson's (1999), the discussion touches upon situations when financial benefits are spawned from Stakeholder Management. Stakeholder Management, in this context, is based on a mutually beneficial relationship that arises from mutual trust. The arrangement typified in this context consists of a regulating party, remaining some of its governing tools, but in whole deregulates a market. In this case, the remaining and still forceful governmental tools are coupled with market-based incentives and trust, resulting in mutual benefits for actors with seemingly contradicting incentives (Ogden & Watson, 1999).

The last article in our inquiry to cover increased financial performance from stakeholder management is Hillman & Keim (2001). The authors of this article have examined increased financial performance in terms of Market Value-added and its correlation with stakeholder

management. Stakeholder management in this case is building stronger relationships with primary stakeholders in order to more easily develop intangible and valuable assets, which in the end results in a competitive advantage. They conclude that there is a strong causal relationship between the two, and taking aside the result, this enquiry renders an interesting discussion. On a more general note, Hillman & Keim (2001) do stress that a stakeholder-oriented approach renders benefits beyond the direct effects and may eventually strengthen the company's competitive position (Hillman & Keim, 2001).

Moving on to the general group of performance measures generated from instrumental stakeholder management, this is where performance is enhanced by factors such as: societal legitimacy (Heugens, van den Bosch, & van Riel, 2002), organizational learning (Heugens et al., 2002; Roome & Wijen, 2005) and innovation (Harting, Harmeling & Venkataraman, 2006).

Increased performance measured by social legitimacy and organizational learning is discussed in Heugens et al. (2002). An enterprise and its stakeholders are able to jointly increase sociopolitical legitimacy and increase learning effects by collaborating on a collective venture. The collaborative ties should have clear elements of trust and should be characterized by an ambition to create common goals. Collective learning is also achieved, as a successful relationship demands organizations of dis-similarity in order to complement each other on crucial notes. However, the organizations must share some similarity in order for the information to flow smoothly through the organizational ties. Overall, the authors describe mutually enforcing relationships between the firm and its constituents as a pathway towards excellent performance (Heugens et al., 2002).

There are more authors, than just the previously mentioned ones, who are discussing organizational learning as a result of instrumental stakeholder management. Roome & Wijen (2005) are providing an insightful discussion on organizational learning, emphasizing the relationship to stakeholders. The discussion aims at clarifying where this power comes from and how it affects the relationship in question. The authors differ between exploitative and explorative learning, where explorative learning is most relevant to our enquiry, due to the innovative nature of our framework as opposed to exploiting current markets. Learning in this

context is about innovation, discovery, effectiveness and variation, and does depend on a specific kind of relationship. A more loosely coupled and organic relationship is favorable in this case. For the relationship to have a substantial effect on learning, some basic factors must be uphold. First of all, power is an important factor, both when it is possessed by stakeholders and when its vested by the company. Power in this case can come from many sources: personal skills, knowledge, networks, formal authority and operational capacity. Second of all, explorative learning does rely on a commitment from all partners engaged in a project, to contribute with knowledge and ideas and to build the capacity for receiving and develop ideas created between actors (Roome & Wijen, 2005).

Harting et al. (2006) are discussing stakeholder management as a way to enhance innovation in a corporation. The scholars are taking the stance of describing an innovative process as either characterized by stakeholder support or stakeholder exploitation, dependent upon stakeholder power, i.e. its ability to influence the firm through negotiations, where success is determined through the degree of alignment between corporate policy and the interests of stakeholders. The authors also discuss the firm's ability to generate an innovative relationship through mutual benefit where the relationship is characterized by a proactive approach. A proactive approach to stakeholders renders innovation when stakeholders are redefined and brought closer to the critical decisions within a collaboration (Harting et al., 2006).

2.2 Two-sided Emerging Market

In this segment of the theoretical review, the setting of this enquiry will be touched upon. As discussed in the introduction, the market of electric cars is an emerging technology that has not reached a breakthrough on the mainstream market. The electric car, based on an innovative technology, is currently in the phase where standards and designs are to be set. The electric cars market is also extensively dependent on complementary technology. As both the cars and their complementary products must be rich in volume, this market space is two-sided and must grow simultaneously–thus leaving the issue of the chicken or the egg behind. Below follows, at first, an episode describing the innovative setting in which we dwell. Thereafter follows an episode on dominant designs and standards. Finally, this segment is rounded up by an episode on network effects and two-sided markets.

2.2.1 Innovative Setting

Allen and Srirman (2000) provide a definition of innovation as: "the introduction of something new, such an idea, method, or device." The authors continues to specify their definition of innovation by stating that an innovative product is distinguishable from previous products by being unique in function, form or behavior. The authors further categorize innovation by dividing it into two categories: fundamental and adaptive. The fundamental innovations are new products or processes unparalleled prior their introduction. The adaptive innovations are in contrast generated by preconceived needs (Allen & Srirman, 2000).

Utterback (1996) describes that, all through the industrial era, there has been a dynamic relationship between product innovation, the marketplace, and the firms that compete and emerge on the basis of particular innovations. Innovation has also been affected largely by culture (Allen and Srirman, 2000). As such, technology can be invented in one cultural setting but need another to advance.

Technology has always been developed or advanced by innovation (Allen and Srirman, 2000). Most technology-based innovation is actually a part of a continuum of change (Utterback, 1996). Allen and Srirman (2000) develops this further by pointing to the randomness and the timing of successful innovation. Utterback (1996) describes the process of innovation through a model demonstrating the different stages of the process. The model begins with the fluid phase where a great deal of change is happening at the same time. Product innovation in the fluid phase contains uncertainties of targets as well as technology. The fluid phase is followed by the transitional phase, where demand determines which innovations becomes dominant and successful. The last phase is called the specific phase, but might as well be called the "mature" phase, where the innovation boils down to a specific product competing on quality and sales volumes. Utterback continues and describes a pattern where innovation is divided into continuous waves that has its fluid, transitional and specific phases.

Utterback (1996) claims that radical technological innovation can emerge and invade the established technology in almost any circumstance. This struggle between new and old is a recurring phenomenon in industries both in past and present. These radical changes renders new

businesses, but on the other hand transforms or even destroys existing ones. The so-called invading technology has the potential of delivering better product performance, lower production cost or both at the same time. The firms that manage to utilize an innovation in order to get industry leadership, most often fails to shift when yet another new wave of technology appears (Utterback, 1996).

The firms that manage to develop an innovation to industrial leadership usually fails to adopt to next coming technologies (Utterback, 1996). This is often an organizational problem where most established firms are stuck in the specific phase of development in Utterback's model of innovation, while the challenger and its innovation on the other hand are in the fluid phase. The challenger possess a new product with better performance or potential to better performance, flexibility in its organization and an entrepreneurial spirit. The established firm on the other hand enjoys economies of scale, but often in the wrong product. Furthermore, it is more bureaucratic, less flexible and lacks an entrepreneurial spirit.

Pinkse et al., (2013) also mentions disruptive innovation and its tendency to be attractive only to smaller market segments that can be mentioned as more "forward-looking" customers. These customers can be resembled to Utterback's (1996) term "lead users", who are the first ones to adapt to new innovations. Govindarajan and Kopalle (2006) continue by assuming that disruptive innovations will–overtime–perform well enough on existing attributes that are valued by the mainstream market, and furthermore redefine the customers needs. Before the disruptive innovation can disrupt the market, and have that transformational impact, it needs to mature and reach some sort of sufficient quantitative scale.

Hagel, Brown and Davidson (2008) contributes to the topic by talking about how companies take a reactive stance towards technological change, and focuses solely on updating and protecting their existing markets and to some extent improving their own performance. But there are companies taking another stance by shaping strategies, e.g. using technology changes to create new business ecosystems that benefit themselves and other participants. Shaping strategy needs a critical mass of participants that can be attracted by the defining of standards and practices, which makes it easy and affordable to participate, demonstration that the strategy shapers possess

resources and the mindset for success, convincingly showing the opportunities available for participants.

2.2.2 Dominant Designs & Standards

A dominant design is by definition the one in a product class that wins the allegiance of the marketplace (Utterback, 1996). Established, as well as new competitors, must adjust to the new design if they want to stay relevant on the market. The dominant design is most commonly in the shape of a new product, alternatively a subset of features made from individual innovations often introduced independently in prior products. A dominant design is the result of experimentation and recombination of various types of design elements among a variety of products and ideas that come from a wide range of producers (Anderson & Tushman, 1990; Henderson & Clark, 1990; Suarez & Utterback, 1995). Utterback (1996) clarifies that the dominant design does not need to be the one that embodies the most extreme technical performance. The most significant characteristic of a dominant design is its ability to appeal to a wider public in terms of applicability, rather than being technically optimized for a few. Utterback continues, saying that a dominant design reduces the number of performance requirements of a product drastically. This is possible since many of the requirements become implicit in the design itself.

Gallagher (2007) states that a dominant design only can be recognized “post hoc”, although based on subjective guidelines. Utterback (1996) agrees to some extent and says that the emergence of a dominant design is not necessarily predetermined. He continues stating that it is a result of interplay between technical choices and market choices at any given time, and that dominant design as a concept is broader than technical progress and competition.

Utterback (1994) further discusses standardization as a part of the innovation process in product innovation. Standardization in this context leads to better maintenance, distribution, marketing, and so forth. Allen and Srirman (2000) provides a definition of standards, saying that standards are documented agreements containing technical guidelines to ensure that products, materials, processes, representations and services are fit for their purpose. In order to define standards, there is a need to define the concept of network effects (Gallagher, 2007). In what he describes as markets, the value of the product is not only based on its attributes, but also on the very size of

the user base. In these markets, standards serve to reduce transaction costs and facilitate the development of complementary products (David & Greenstein, 1990; Kindleberger, 1983).

Gallagher (2007) provides an example that clarifies the concept of network effects:

"A well-known example would be the telephone system where the value of any one phone is contingent on how many other individuals can be reached using it. This dynamic gives rise to network effects and switching costs that can, but do not always, tip the competition to a single winning standard."

Network effects are the primary cause for standard creation according to Gallagher. This is the case even though standards arise as a result of market competition between standards, which can be sponsored by a firm or a group of firms, or even unsponsored standard like the "open source" approach. When one standard compete against another, it is not the level of cumulative sales that determine the winner, instead it is expectations about the ultimate size of a network that is crucial (Besen & Farrell, 1994).

Dominant designs and standards are developed in parallel and assist in deducing the evolution of industries and firms (Gallagher, 2007). The two concepts are oftentimes confused for one another, as they are closely intertwined. Standards are often important elements of dominant designs, in the same manner as dominant designs are constructs of standards. Standards and network effects can play central roles in the adaptation of dominant designs, but some dominant designs do not embody standards.

To sum up, the relationship between dominant designs and standards is extensive, but standards are often embodied in dominant designs to some extent. Dominant designs reside at company level, as they can be applied to clusters of producers of products. Standards, on the other hand, reside on firm level and can be applied to a firm who owns it (Gallagher, 2007). Dominant designs then, encourage and enforce standardization with perfected production and marketing as the end result (Utterback, 1996).

2.2.3 Platforms and Two-sided Networks

A network can be regarded as an entity that ties together distinct groups. A concrete example is credit cards, which links together customers and merchants (Eisenmann, Parker & Van Alstyne, 2006). This is called two-sided networks, and the services or products that bring groups of users together in two-sided networks are called platforms. The platforms, in turn, take on different forms and provide an infrastructure that facilitates the transactions between two involved groups. Network effects, described by Gallagher (2007) in the earlier section, can be applied to the phenomenon of two-sided networks. What this means then, is that the value of a platform to any user is largely dependent on the number of users on the other side of the network. Ergo, its value grows as the demand increase on each equivalent side of the platform. Eisenmann et al. (2006) illustrates this phenomenon by providing an example on video games:

"Video game developers will create games only for platforms that have a critical mass of players, because developers need a large enough customer base to recover their upfront programming costs. In turn, players favor platforms with a greater variety of games. Because of network effects, successful platforms enjoy increasing returns to scale. Users will pay more for access to a bigger network, so margins improve as user bases grow."

Furthermore, Eisenmann et al. (2006) provides a relevant example of how energy companies and automakers link drivers of in this case gasoline-powered cars with refueling stations, in what must be defined as a well-established network. There are a variety of platform definitions in management research, and an especially well-formulated one according to Thomas, Autio and Grann (2014) is a platform ecosystem, which they define as follows:

"To summarize, a platform ecosystem represents the application of the product family logic of modularity, standards, and product differentiation to a product or service system broader than an internal or supply-chain–level product family. By relinquishing control of the overall product system, and by facilitating the integration of independent complementary products, the platform ecosystem stream incorporates theoretical elements of the market intermediary stream, such as direct and indirect network externalities and market power through the coordination of buyers and sellers."

Thomas et al. (2014) continues by describing firm external platforms, which emphasize market dominance and power achieved through market leadership and network effects. A two-sided network do typically have a "subsidy side" on one hand, which consists of a group of users that increase in value as the quantity increase. This great quantity is highly valuable for the "money side", which is the other user group (Eisenmann et al., 2006). As such, the number of users on the subsidy side is crucial to developing strong network effects. The issue of pricing has many dimensions like user sensitivity to price, quality and the costs of output. Johansson and Deniz (2014) provides an example of offering charging for free, a proven tactic when trying to expand network markets in regard to the automotive industry and electric vehicles. Eisenmann et al. (2006) mention that a giveaway strategy with high variable cost can quickly rack up large losses, especially if a strong willingness to pay do not materialize. Competition in two-sided network industries can be fierce, platform leaders can leverage their higher margins to invest in more R&D or lower their prices to drive out weak rivals. Elements that can be vital in battles over platform leadership can be, deep pockets, first-mover advantages, and if the market evolve slowly late mover advantages.

Leverage on the basis of what was discussed above, is a source of value and in extent competitive advantage, as it provides a mechanism to achieve greater outputs from the same level of inputs with other thing being equal (Thomas et al., 2014). This competitive advantage means increased revenue or reduced costs, or a dominance on the market. In the platform context, leverage is achieved through the development of shared assets, designs and standards that can be recombined and thereby ease coordination and governance within and between the firms sharing a given platform.

2.3 Collaboration

This segment adds on to the previous discussion of two-sided markets and describes means to succeed in this setting, by collaboration between stakeholders through a Public-Private Partnership.

2.3.1 Partnership and Collaboration

As the discussion in this chapter moves on, the focus moves from definition to implementation. Hartman, Hofmann and Stafford (1999) describe a new take on sustainability through coordination and partnership. They emphasize that social, economical and technological interests of various sectors in society should be attended to and that various levels in society should collaborate. Collaboration is described as a fundament of partnerships, and not just through sharing knowledge and resources, thus spreading viable environmental solutions, but also through leadership, decision-making, fairness and relationship management. Brandenburger & Nalebuff (2011) use game theory, i.e. the study of value nets consisting of interactions between players. The interaction consists of choices that each player makes, and how it leads to different outcomes or end states of the game. The objective is to develop advantageous strategies, a "Value Net" where the authors have identified four types of players that a company faces in its strive to achieve effective co-opetition (e.g. the combination of benefits from competition and cooperation). The players are customers, suppliers, competitors and complementors and a successful strategy should strive towards a leverage in the relationships with these players. As of this, the ability to forecast and prepare for different situations is important, as the right strategic decisions that can lead to leveraged relationships.

Government is described as a key player in collaboration for sustainability, as it has the role of collaborative leader, mediating private interest (Hartman et al., 1999). Examples are made where private commitments are negotiated with or explicitly recognized by authorities, oftentimes being more effective than direct regulation.

2.3.2 Public Private Partnerships

Skelcher (2005) provides a good overview of Public-Private Partnerships (PPP), emphasizing that partnerships are collaborations between public and private entities in order to reach societal goals. The historic outlook by Hodge and Greve (2007) emphasize that there has always been some sort of cooperation between the private and public sector. PPP's have existed worldwide since the time when the Roman Empire used private tax and toll road collectors (Forrer, Kee. Newcomer, & Boyer, 2010).

Today, in western European economies, PPP's have specifically been used as mechanisms to spread risk, getting off-balance-sheet financing and increasing innovation in design, construction and operation of infrastructure-based projects (Forrer et al., 2010). In this spirit, there has been a major boost in popularity globally for the concept of PPP's. The concept of PPP is however loosely defined and has in many cases earned several definitions depending on the context. The main definition is according to Hodge and Greve (2007) the concept of a tool, used by government.

The definition used in this paper will be the one of governance, emphasizing the establishment of PPP's as a means to reaching benefits deduced from both the public and the private sector. Both sectors have different qualities and if those are combined the result has the opportunity to reach otherwise unparalleled heights. Hodge and Greve (2007) support our definition, they claim that PPP's are more on time and on budget than traditional arrangements. But to ensure the success of the PPP-project, the public participants need to act as a private company, e.g. in terms of management (Reijniers, 1994). With "terms of management", Reijniers describes an effective focus on realizing the project's goals with the funds available.

Kumaraswamy and Anvuur (2008) are implying that the structure of the project team and the dynamics between the participants in PPP projects are delicate issues. The complexity of the project situation calls for careful methodologies when assembling the participants for the partnership. Reijniers (1994) also states that the essence of the project is the project team, and its composition. With this in mind the two main parties in PPP's, i.e. the public and private partner, typically have different social and commercial objectives (Zou, Kumaraswamy, Chung & Wong, 2014). The private parties in the partnerships are typically expected to pursue profitability, revenue and opportunities of growth. On the other hand, the public sector is usually seeking to accomplish improved service, cost savings and overall advancing social and public interests. This conflicts of interests most often results in compromises between the objectives, which according to Hartman et al. (1999) can risk public credibility, especially for the public partners. Forrer et al. (2010) also states that governments need to be aware that they are accountable for their private partners. They also state that the best design for the government to ensure public accountability varies between cases e.g. is case specific. The enthusiasm that currently exists

around PPP's may lead to hastily crafted partnerships, which can trigger public opposition and subdue public accountability.

There are uncertainties concerning the role of the public organizations and especially the government's role, which has clearly moved from a traditional stewardship to a louder policy advocating role, according to Hodge and Greve (2007). They continue to point out that a consequence of this may be that the government finds itself in a multiple conflict of interests. The reason for this is because government is acting as steward of public funds, economic developer, policy advocate, regulator over the contract life, commercial signatory to the contract, elected representative for decision making, and planner. Hodge and Greve then states that to cope with this, governments need to keep their governance responsibilities separated from concerns regarding commercial performance in a clear way. Reijniers (1994) also emphasizes that it is important for the public sector to be aware the process of democratic decision-making as well as the public rules and regulations. The public sector has according to some ideological proponents a clear incentive to engage in partnerships with the private sector as they are superior in producing and delivering a variety of services and goods (Forrer et al., 2010). In that respect, governments can view PPP's as a way to bring in funding, experience, innovation or know-how from the private sector and use it to help address complex public policy problems.

To run successful PPP's, Zou et al. (2014) issues the importance of a quality relationship between the public and private sector, and states that it has been shown to be a key contributor to the success of PPP projects. Because of this the importance to analyze, improve, evaluate and sustain the quality of the partnerships developed is of essence. In the work with PPP projects, the public sector appears fragmented since different departments work in a more independent way than in the private. Because of this, there is a need of a central coordinating body for PPP projects. Another sensitive matter in the PPP cooperation is the restriction for the public sector participants to form close relationship with the contracting parties, due to public sector rules and regulations. Taking this into account, the procurement should be based on a public-private win-win principle, meaning that there needs to be an efficient way to ensure that privatized services and projects are delivered at acceptable standards and quality for the public (Zhang, 2005).

Despite the difficulties of running a PPP, there are justifications for it. Skelcher (2005) states that the central justification lies on the benefits that arise from the combination of public and private resources in the pursuit of public policy goals. Zou et al., (2014) mention that the potential gains and positive spillover-effects from PPP's may be hard to realize depending on the project time frames and how wide the scope of the project is. Based on the same assumptions, failure can be feared.

2.4 Underlying Factors

In this episode, we present our theoretically founded factors for when companies engage in business, where stakeholder management and public-private relations are present. The factors presented are umbrellas of aspects. The aspects all share common ground in relation to the factor, which serves as a keyword. Furthermore, all factors are possible to trace back to one or a few theoretically rooted measures of performance for a company (Laplume, 2008). These connections will also be presented.

2.4.1 Power

Power seems to be one of the foremost factors in this setting. Although the term power is ambiguous and range from different aspects, we have chosen to base our definition on Roome et al. (2006). Their definition includes the sources of power as being: personal skills, knowledge, networks, formal authority, operational capabilities and cognitive power. What this means then, is that a flourishing engagement does require sufficient contribution of some sort. When one party brings a contribution to the table, it brings equivalent measures of power (Roome et al., 2006).

Similarly to what is implied above, it is said that sufficient resource allocation influences the power structure within the project and between the different team members (Pinto & Slevin, 1987). Resources in this context mean that there is adequate personnel, logistics, finances etc. available for the project. The participant who contributes with a specific resource also receives a power within the projects collaboration as a consequence. The structure of the project team also affects the distribution of power between the different participants of the project. Kumaraswamy and Anvuur (2008) stress the importance of the structure of the project team and the dynamics

between the participants in a PPP project. They claim that the complexity of the PPP project is connected to the importance of assembling the right participants. Pinto & Slevin (1987) also state the importance of picking competent team members for projects. Lastly power when it is used successfully in PPP projects is seen as instruments to spread risks between the projects team members (Forrer et al., 2010).

When examining the effects of making a powerful contribution, many of the factors previously mentioned in the stakeholder segment are affected. The organization's ability to learn is positively affected, as is innovation and the effectiveness of leadership.

2.4.2 Collaboration

Several authors have touched upon the importance of collaborative ties and sound relationships between businesses and their stakeholders. A collaborative relationship with corporate constituents renders several benefits in terms of sociopolitical legitimacy, and financial performance.

Several scholars study stakeholder management that renders higher financial performance. In our enquiry, three articles were of special interest to us. The first scholars are Berrone et al. (2007), which discuss how financial performance can be enhanced by a sound relationship to its stakeholders. The prime source of the collaborative approach is a sound relationship based on corporate values, philosophy, strategy etc. As of this, collaborative stakeholder relationships are instrumental ways of increasing financial performance (Berrone et al., 2007). Following the first scholars, Ogden & Watson (1999) also discuss enhanced financial performance as a consequence of collaboration. In their work, financial performance is enhanced by a business relationship characterized by trust and mutual benefits between private companies and its government (Ogden & Watson, 1999). Finally, Hillman & Keim (2001) are discussing enhanced financial performance from building relationships with primary stakeholders that in the end render intangible assets and is thereby strengthening financial performance through establishing a competitive advantage (Hillman & Keim, 2001).

Leaving financial performance, we are moving on to authors discussing how collaboration can enhance other performance measures than pure financial ones. Heugens et al. (2002) point to the possibility for companies to enhance organizational learning as well as the sociopolitical legitimacy of a company. The very fundament of this enhanced performance would be mutually enforcing relationships where the relationship renders several benefits. Pinto & Slevin (1987) also mention that to have an effective collaboration with stakeholders to a project adequate communication channels, feedback capabilities and responsiveness is needed..

2.4.3 Mutual Benefit

When a company aims at creating mutual benefits for itself and its constituents, the scholars writing on instrumental stakeholder theory are discussing two ways in which this can enhance performance, namely financially and through innovation. Berrone et al. (2007) are describing situations where financial performance is enhanced by an increase in stakeholder satisfaction. For the company, treating the stakeholder fairly and sharing benefits and knowledge from the relationship is a way to achieve stakeholder satisfaction.

Harting et al. (2006) are discussing enhanced innovation through stakeholder management. Important aspects for reaching a higher degree of innovation are to guarantee mutual benefits for the company and its stakeholders. For the benefit to be satisfactory, moving beyond industry standard and competing with high degree of benefit sharing is crucial. In this way, a company will be more likely to attract resources needed for creating competitive advantages.

Zhang (2005) reasons around the importance of creating a public, private win-win principle to achieve efficiency. That means the necessary creation of a favorable environment that should develop measures to ensure that the privatized contribution are delivered at the right standard and quality for the public involved. The organizations involved in PPP's typically have different commercial and social objectives (Zou et al., 2014). To create this win-win in the collaboration between the public and private organization, compromises on objectives is necessary (Hartman et al., 1999).

2.4.4 Proactive Relationship

Pinto & Slevin (1987) states the importance of clearly defined goals for the success of the collaboration between organizations in a project. They imply that the initiative concerning setting the goals and the power structure between the organizations and their different representatives is dependent on sufficient resource allocation between the organizations. Shenar, Dvir, Levy and Maltz (2001) also stress the importance of short- and long-term goals for the organizations as well as the project as a whole. The goals need to be constantly reevaluated all through the analysis, evaluation and improvement to contribute to the success of the project (Zou et al., 2014). There is also a dilemma according to Zou et al. regarding the work with compromising between the different goals of the private and public organizations.

When it comes to taking initiative and leadership responsibility Zou et al. (2014) mention a need of a central coordinating body for projects with PPP characteristics. Pinto & Slevin (1987) complement this statement by arguing for the importance of a competent project manager as well as constructive top management support. When it comes to taking initiative and a leading role in a project set in an innovative setting, the government will be suitable to coordinate the project (Kemp, Johan & Remco, 1998; Raven, 2012). The government's role as coordinator in this innovative context is also emphasized by Christensen (2003) and Pinkse et al., (2013). They emphasize the importance of government taking the initiative in coordinating the activities for the network of companies, customers, suppliers, complementors and so on.

2.4.5 Trust

Ogden & Watson (1999) are touching upon the importance of trust in a stakeholder relationship. The authors emphasize that the benefits from a high degree of trust in a stakeholder relationship is higher financial performance. In explaining the relationship between trust and financial performance, the authors are describing the inherent behavior of parties in a business that do not trusting each other. In the absence of trust, both parties of a relationship tend to invest resources into monitoring, which in extent drain resources otherwise destined for the core purpose of the business (Ogden & Watson, 1999).

Trust is also a crucial ingredient in a relationship for creating sociopolitical legitimacy and organizational learning. Heugens et al. (2002) are describing situations where cooperative ties must be tied together by trust in order to create mutually enforcing relationships (Heugens et al., 2002).

2.4.6 Commitment

Commitment is described in Roome & Wijen (2005) as means to enhancing organizational learning. More specifically, explorative learning demands commitment to a relationship in order to build sufficient capacity. The capacity is reached by combining knowledge and ideas from all constituents of a relationship. The end result of these joint forces is a workspace where ideas and knowledge can be incorporated and developed, to finally render innovations. In relation to PPP, Skelcher (2005) points out that the collaboration between public and private organizations, with their different qualities, often complement each other. As a consequence, commitment between the parties involved is an effective way to reach societal goals.

2.4.7 Accountability

The public participant in a PPP project has a responsibility towards the citizens that they represent, which also affects all the participants in the project (Reijniers, 1994). Hence, the cooperation in the PPP projects is restricted, because that to the public organization is restricted by public sector rules and regulations to form to close relationships with their private project partners. Reijniers adds that there should also be awareness that this is linked to the process of public decision-making.

There are raised concerns regarding this matter and if the modern public organization can handle their partnerships with private actors and their responsibility towards the public they represent (Hodge and Greve, 2007; Forrer et al., 2010). There is suggested solutions to the dilemma. Zhang (2005) for example suggests that the project needs to create efficient measures who can help to ensure that it works and delivers at an acceptable standard in regard of the public.

The different aspects concerning how accountability towards the public is handled by the PPP project is a vital ingredient for its success (Forrer et al., 2010).

2.4.8 Summary of Underlying Factors

Table 1. Underlying Factors

	Underlying Factors	References
1	Power	Forrer et al. (2010), Kumaraswamy & Anvuur (2008), Pinto & Slevin (1987), Roome et al. (2008)
2	Collaboration	Berrone et al. (2007), Heugens et al. (2002), Hillman & Keim (2001), Ogden & Watson (1999), Pinto & Slevin (1987)
3	Mutual Benefit	Berrone et al. (2007), Harting et al. (2006), Hartman et al. (1999), Zhang (2005), Zou et al. (2014)
4	Proactive Relationship	Christensen (2003), Kemp et al. (1998), Pinkse et al. (2013), Pinto & Slevin (1987), Raven (2012), Shenar et al. (2001), Zou et al. (2014)
5	Trust	Heugens et al. (2002), Ogden & Watson (1999)
6	Commitment	Roome & Wijen (2005), Skelcher (2005)
7	Accountability	Forrer et al. (2010), Hodge & Greve (2007), Reijniers (1994), Zhang (2005)

2.6 Presentation of Theoretical Framework

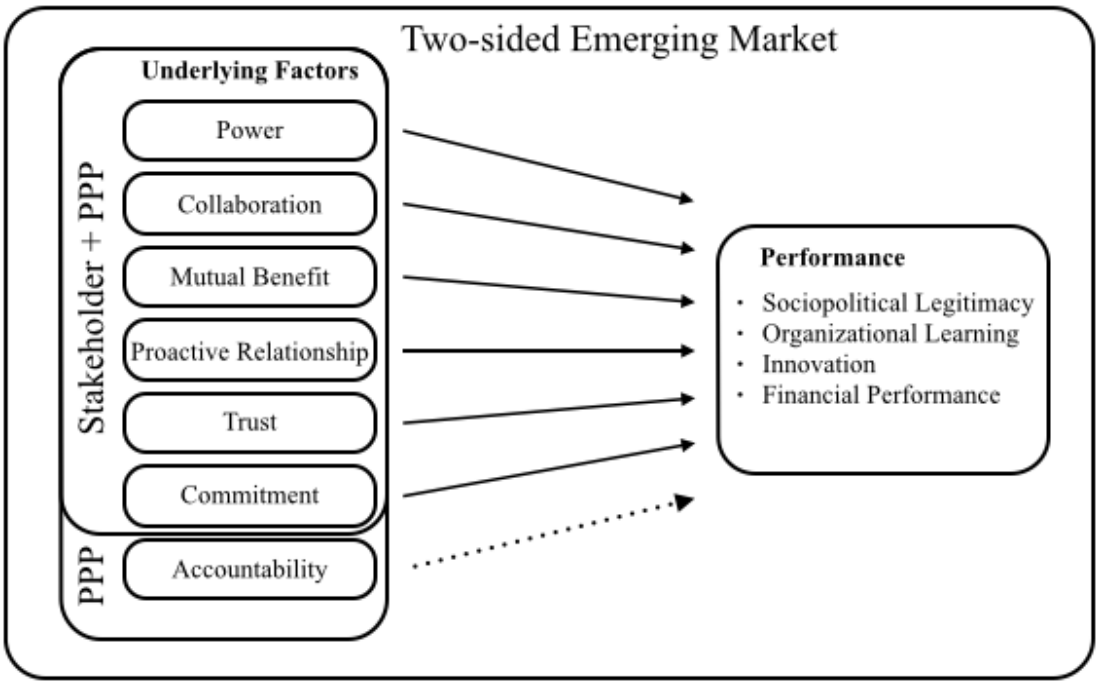
Rounding up this chapter, we will provide a theoretical answer to our research question by presenting a theoretical framework. This framework summarizes what theoretical support and knowledge we possessed before initiating the phase of collecting empirical material from interviews. The interviews were conducted by following an interview guide, created from the format established in the theoretical framework.

Going into the framework, we are describing how the independent variables, the underlying factors, via the arrows increase the occurrence of the dependent variable, namely performance. As of this, we are examining a positive relationship where each and every one of the underlying factors can affect the overall performance of the corporation, individually or jointly. Vital to point out is that, although previous theory carefully describes which underlying factors affect

which performance measure, we do not aim at pursuing this distinction. Instead we aim to establish that the underlying factors increase performance in general. The underlying factors themselves are most relevant to us, as this is where Stakeholder Theory and theories on Public-Private Partnerships are joint together.

In joining the two theories together we came across the factor of Accountability, which was not analogue to what is discussed in stakeholder theory. This is clearly marked by a dotted line, emphasizing the unique character of that particular factor.

Figure 1. Underlying Factors and Performance



3. Methodology

This chapter is destined to give a comprehensive overview of our methodological choices in this enquiry. First of all the fundamental research approach and design is presented, then the logic for collecting data is described, followed by a commentary of the data analysis. Finally, a discussion of the reliability and validity is laid out.

3.1 Research Approach

The purpose of this study is to increase the understanding of Stakeholder-oriented Public-Private Partnerships in the domains of supporting the rising usage of electric cars. To make this operational, we have constructed a deliberate approach consisting of the following three steps:

- First, a literature review that resulted in a theoretical framework, which was able to indicate an answer to the research question. The theoretical framework is a construct of underlying factors, which in extension served as the foundation of an interview guide.
- Second, interviews are conducted and resulted in empirical data, which in turn is analyzed.
- Third, the analyzed material is compared to the theoretical framework, which resulted in a final framework answering the research question.

3.2 Research Design

In this study we have positioned ourselves in the context of Public-Private Partnerships working towards the emergence of the electric car market, where success is measured by less tacit and not so easily quantifiable performance measures. Rather than analyzing statistical trends over larger populations, our research question is oriented towards an explanatory tradition, demanding deep insights into complex social phenomena where the "how" question is essential for understanding. This ruled out any sort of research method that uses quantifiable data and left us with a choice of experiment, case study method or histories. Since we focused on contemporary events, the histories were ruled out. Furthermore, we were investigating events that we had no chance of controlling, thus we ruled out an experiment (Yin, 2009:8).

Before moving on to the specific characteristics of our case study design, a comment on the relationship between theory and research might be in place. The outline mentioned in the introduction of this chapter do share much of its initial characteristics with a deductive approach, where a thorough theoretical review renders a theoretical framework with the purpose of providing an understanding of the novel empirical phenomena we encounter. But rather than simply testing our theoretical framework for the purpose of accepting or rejecting it, we made a contribution to an established theory by addressing one or a few fields not yet covered in theory. In other words, as the research moved from reviewing literature and testing the theoretical framework to analyzing the empirical work, the study also moved from a deductive to an inductive way of handling theory as the findings in the research inferred with the theory that originally prompted the exercise (Bryman & Bell, 2011:11).

Below follows a description of our case study design. We chose a single-case study approach, due to the lack of resources and time. Yin (2009: 47-49) describes five rationales for deciding on a single-case study, where we argue that our case study shared most traits with a representative case study. Our intention then, was to let Vattenfall's participation in Elbilsupphandlingen work as a typical case. A representative case must in this instance be reflected in the circumstances described in our research question. Vattenfall's participation in Elbilsupphandlingen is representative since the private company joins its resources with its public stakeholders in order to reach societal goals through risk sharing and co-production (Skelcher, 2005).

In relation to the single-case rationale, Yin (2009: 49-50) urge for caution as the single case can turn out not to correspond with the research question as first intended. As a consequence, there is a risk that the whole research strategy might lose relevance. Yin (2009: 61-62) also emphasis the importance of being even more well prepared for defening the choice of case when engaging in a single-case study compared with a multiple-case study. Our way of battling these risks was to conduct a pilot interview where we ensured that the characteristics of Elbilsupphandlingen corresponded with what we intended. The pilot study was successful and we could therefore move on with our enquiry, reassured that all the factors of the case did correspond with our research question.

Within our single case, being a project with several partners, we were able to distinguish several embedded units of analyses. The project itself that functioned as our case study, embodied five organizations that each contributed with personnel and resources. This made them definable from one another and enabled a clear distinction of embodied levels of analysis (Yin, 2009: 50). This was most advantageous for us, since our research question aimed at taking the perspective of the stakeholder-oriented private partner. In relation to this, Yin (2009: 52-53) points to the importance of being strict when changing level of analysis, where the trap lies in using the wrong level of analysis for drawing solid conclusions. We handled this by being specific when we formulated the interview guide, as the questions were always aimed at Vattenfall, i.e. our level of analysis.

3.3 Data Collection

When we searched for cases, our conditions were stated in accordance with our research question, i.e. we looked for Public-Private Partnerships where one or several organizations where stakeholder-oriented and worked towards supporting the development of a two-sided emerging market. We searched online and through contacts and got access to the case Elbilsupphandlingen via a personal contact. This contact, Eva Sunnerstedt, later became our key informant, as she provided us with all next-coming access and general information about the case (Yin, 2009:107).

After we had secured the first case, our initial plan was to conduct yet on other case study. We had contacted several projects, but were however not able to secure an acceptable amount of interviews. And as time and resources were becoming short, we decided to run our backup plan, a single case study. Actions that we took in accordance to this decision were that we booked extra interviews during our interview session with Elbilsupphandlingen and allowed interviews by telephone.

Touching upon the interviews, the case study consisted of 13 interviews with an average duration of 40 minutes, covering most members in the project team of Elbilsupphandlingen. The interviews can be categorized as focus interviews, as they were open-ended and informative, but put an even greater responsibility on the interviewer to be focused and to-the-point in his or her questions (Yin, 2009:107). The interviews can further be categorized as semi-structured, as they

followed a well structured and replicable line of inquiry stated in an interview guide, but with leeway for following-up questions and the order of the questions (Bryman & Bell, 2011:467).

Rounding up, our data collection followed Yin's (2009) three principals of data collection: (a) use multiple sources of evidence, (b) create a case study database and (c) maintain a chain of evidence. We pursued the first principle when we adapted a data triangulation-logic, which allowed us to address a broad range of historical and behavioral issues. And most importantly, it helped us to converge the lines of enquiry, which made the result more robust. The second principle when creating a case study database was pursued as we recorded and transcribed the interviews, so that all raw data would be available upon request, making our study more reliable. The most relevant parts of the transcribed interviews were presented in the data analysis in accordance with the next principle, namely to maintain a chain of evidence. We were able to pursue this principle as we followed the division into underlying factors that we established in the theoretical framework. The underlying factors were related to the research question, anchored in theory and is the foundation of the interview guide and the following analysis (Yin, 2009:114-124).

3.4 Data Analysis

The general strategy for this study was introduced in the first part of this chapter, and explained that the theory, which answers our research question, is the foundation of our theoretical framework and interview guide. In the end, this framework acts as the foundation of the analysis. The analysis itself was based on the practices of coding followed by a pattern matching-logic.

As all interviews were recorded and transcribed, the raw data were sorted out, labeled and categorized. Jacobsen (2002) describes it as a reduction of the data's plurality, as the raw data needs to reduce in volume for the researcher to making manageable (Jacobsen, 2002:216-217). The end result of this practice was a well-sorted material with issues sorted by common characteristics that rendered a pattern.

Finally, pattern matching was applied. The goal of our pattern matching was to compare the empirical pattern with the original framework, as it was the pattern predicted by theory. The

theoretical framework, based on independent variables, was tested against empirical patterns. If the patterns would coincide, the framework would be accepted as a base of understanding the empirical phenomenon being studied. If the patterns were to not coincide, the framework would not be complete and would have been expanded with the new empirical findings. This revised framework would be our result and future researchers in this area should take our findings into consideration when conducting new research (Yin, 2009:136-141).

3.5 Reliability and Validity

The terms reliability and validity include the following subtopics: construct validity, internal validity, external validity and reliability. In Yin (2009), the issue regarding reliability and validity in a case study environment, and tactics to handle them, is addressed. This episode will be based on the tactics mentioned.

Construct validity is the first form of validity, which concerns the question of whether or not a test is actually measuring what is said being measured. However in our research, the concepts that have been studied were made operational by using multiple sources of evidence and applying a chain of evidence. In our interviewing, we have used data triangulation when taking in multiple sources of evidence. The chain of evidence has already been discussed in relation to data collection, and warrants construct validity by maintaining a line of reasoning all through the report.

The task of handling *internal validity* is the practice of affirming the causality between two occurrences. If the real-life causality does not correspond with what has been described in the research, the researcher has not grasped all relevant factors at play. To battle this type of validity, pattern matching was employed in the analysis.

External validity is the final validity measure that we touch upon in this chapter. This measure defines in which domain the results can be generalized and is usually considered the weakest aspect of qualitative research. One cannot however draw direct conclusions about this from a comparison with quantitative research, as the generalization differs. Quantitative research tries to

generalize statistically significant results to a broader population, while qualitative research tries to generalize results to a broader theory, i.e. analytic generalization.

Finally, the issue of *reliability* must be mentioned. The reliability of a study is the ability to replicate the data collection and end up with the same result as the researcher. This issue was attended to by setting up a comprehensive documentation of the study, with emphasis on building a case study protocol and database. Our approach to this issue was brought up in the section of data collection, where it was clear that a case study protocol were used and that a database has been built from the interviews (Yin, 2009:40-45).

4. Empirical Data

In this chapter the empirical findings are presented. Firstly, an overview of the electric car market, especially with regard to Sweden. Secondly follows a section describing the project Elbilsupphandlingen. Thereafter, the empirical findings are presented, where the views of each interviewee are presented one at a time and sorted by organization.

4.1 The Electric Car Market

In this segment of the empirical chapter the electric car market and the dynamics surrounding it are introduced.

4.1.1 Introducing the Electric Car Market

In recent times, greater advocacy has been raised regarding the need to reduce dependence on fossil fuels and moving toward a more sustainable path of innovation (Pinkse et al., 2013). When it comes to electrical cars or low-emission vehicles (LEV), as Pinkse et al. (2013) puts it, concerns are raised regarding what they call systematic innovation. That means that the product innovation of the vehicle alone will not be enough to initiate the whole transition (Van Bree et al., 2010). This is because of that vehicle technology is highly dependent on complementary technologies such as customer usage, fuelling infrastructure and concomitant rules and regulations. This is fully in line with the network effects concerning standards that form dominant designs, described in an earlier section by Gallagher (2007). This can also apply to Utterback's (1996) discussion on dominant designs and standards. He says that after dominant designs or standards is determined it is likely that products become more commodity-like and undifferentiated in terms of function and features. This is very applicable to standardization and innovation and its standards in the fuelling infrastructure example mentioned earlier in this text by Pinkse et al., (2013) and Van Bree et al., (2010).

Regarding the role of the government in the LEV development both Smith & Raven (2012) and Kemp, Johan & Remco (1998) states that the government's role will be to coordinate innovation activities of the various factors involved, such as public procurement rules, tax incentives or subsidies. Strategic allies may also protect new disruptive innovation, as they can enable sharing

of risks and knowledge (Dyer and Singh, 1998). Products and services related to energy and mobility is particularly dependent upon infrastructures, rules, norms and regulations in order to facilitate disruptive innovations and their ability to attract mainstream customers (Christensen, 2003; Pinkse et al., 2013). In this context, the government's role as coordinator of innovation activities for the network of companies, customers, suppliers and complementors is emphasized. The government works as the force that synchronizes collective action associated with systematic innovation. This will facilitate maturity and support the emergence of adequate regulation and infrastructure. When the innovation is commercialized, protection is no longer needed and is supposed to cease. Pinkse et al., (2013) concludes that current public protection has not yet led to a breakthrough of LEV's and electrical cars on mainstream markets. This can partly be explained by a mismatch of the public protection lever, company innovation needs and also the high costs of commercializing the technologies. To sum up the fact that radical innovations create new thriving business and change or destroy existing ones is part of the motivation firms have to be a part of new innovation and technology (Utterback, 1996)

4.1.2 Electric Cars in Sweden

In the 1990's, there was an electrical car boost in Sweden, with sales of around 600 cars (Sunnerstedt & Hedenquist, 2015). The boost was the result of a minor procurement and two bigger procurements made by the Municipality of Stockholm, within a project connected to the European Union. These efforts did however not result in a breakthrough for the electric cars in Sweden. The car manufacturers ended their electric car sales, mainly due to low reliability. As such, the electric car was not mature enough to challenge the existing car technology.

When the car industry, in 2009 and 2010, announced that new electrical car models where going to be launched in Europe, the Municipality of Stockholm took a lead role based on a sense of responsibility in leading the way for making the electric car the dominant design when it comes to transportation in Sweden (Sunnerstedt & Hedenquist, 2015). At the same time, Vattenfall was conducting research of how they could influence and hasten the development of the Swedish car fleet towards electric propulsion. Elbilsupphandlingen is one of Vattenfall's initiatives to hasten the development. Their collaboration with Volvo to develop an electric hybrid car is another. Both these initiatives are examples on how Vattenfall is trying to stimulate an increase in the

number of users on one side of a two-sided network, in order to make profit in a connected network, in accordance with the two-sided markets mentioned earlier by Eisenmann et al. (2006). Vattenfall wanted to get beyond the chicken and egg discussion according to Annika Ramsköld who continues in Elbilsupphandlingen (2015):

"If there are no cars people can not buy them [electric cars], and if there are no charging stations no one can charge them. There wwasere simply a need for more suppliers that wanted to deliver electric cars to Sweden, and Elbilsupphandlingen was a way to secure the supply."

There have been activities in this two-sided market like when Fortum and Vattenfall lately started to charge their customers for the electric charging services, which had been close to free of charge earlier (NyTeknik, 2015). This can be connected to what Eisenmann et al. (2006) are describing in regard to two-sided markets, where there is one side of potential revenue and one side that needs subsidy. In this case, Vattenfall has initiated projects such as Elbilsupphandlingen and the Volvo collaboration to stimulate the electric car network, i.e. the subsidy side and increase its users. In extent, the goal would be to reap the potential revenues from the electric charging services mentioned above. It seems that Vattenfall has given away their charging for free in an initial phase to get users to the network in accordance with the Johansson and Deniz (2014) strategy. Vattenfall has then lifted the subsidy on the money side and is now trying to make a profit from their initiatives to get users to the two connected networks.

4.2 The Project Elbilsupphandlingen

In this segment of the empirical chapter, we will present the project Elbilsupphandlingen, which serves as our case study. We have made a sound investigation on this single case, where we have interviewed all relevant people from the participating organizations. Overall, we have been able to cover most aspects of the project and are therefore able to draw extensive conclusions from a wide array of empirical material.

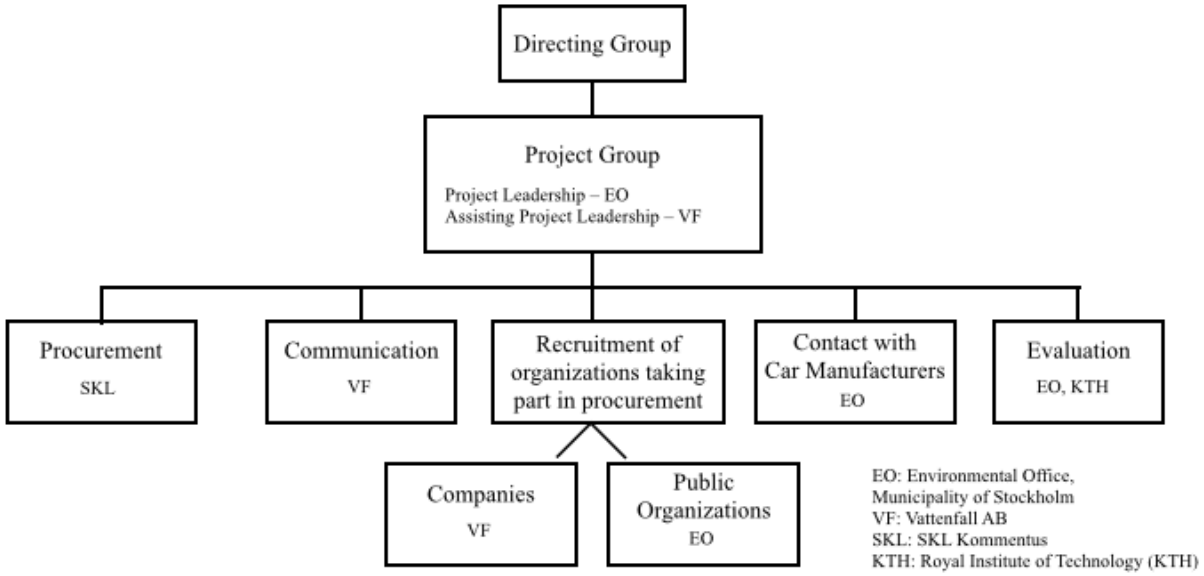
4.2.1 Participants and Structure

Elbilsupphandlingen is a collaboration between the Municipality of Stockholm (Stockholms Stad) and the Swedish power company Vattenfall. Apart from these two main actors, there are

several other partners included in the project. The Swedish Energy Agency (Energimyndigheten) has since the early stages served as the main financier, with an adjunct position in the directing group. SKL Kommentus is a company owned by the Swedish Association of Local Authorities and Regions (SKL) and offers professional assistance in public procurement and general agreements, which is the case in Elbilsupphandlingen too. Postgraduate Martina Wikström, functioning as a third party assessor, represents the Royal Institute of Technology (KTH). These actors all make up the project organization, which in turn is divided into a structure of two: the directing group and the project group.

The directing group is the highest authority in the project, responsible for the strategic decisions as well as follow-up on achievements. The project group in turn, serves as the executive group, executing on the decisions from the directing group. This arrangement does evidently carry much resemblance to the governing body of a corporation, with directing group and project group instead of board of directors and management group. A figure explaining this structure follows below.

Figure 2. Project structure



Directing Group
Annika Ramsköld – Vattenfall AB
Agneta Lippman – Vattenfall AB
Gustaf Landahl – Environmental Office, Municipality of Stockholm
Liselothe Engelgren – Service Management Office, Municipality of Stockholm
Pontus Cerin – Swedish Energy Agency
Caroline Hagberg – SKL Kommentus

Project Group
Eva Sunnerstedt – Environmental Office, Municipality of Stockholm
Johan Seuffert – Environmental Office, Municipality of Stockholm
Hans Hedenquist – Vattenfall AB
Margareta Olsson – Vattenfall AB
Torunn Acking – SKL Kommentus
Martina Wikström – Royal Institute of Technology (KTH)

(Sunnerstedt & Hedenquist, 2015)

The figure above shows a summary of the project's structure.

4.2.2 Background

In accordance with the general ambitions of Stockholms Municipality and Vattenfall (covered in more detail below) concerning green transportation, the underlying motivation of Elbilsupphandlingen was to support the growth of electric mobility. According to Eva Sunnerstedt, the Municipality of Stockholm already had, prior to the project, some experience with electric cars. She further explains that the potential utilization of electric cars was well known, where the features of electric cars in terms of range, quietness and greening are matched with the usage of the cars in terms of drive pattern, daily routines and such. Eva Sunnerstedt's

thereby argues that this experience, gained by actual usage, should be possible for organizations less ahead in this matter to gather in much the same manner as Stockholms Municipality has done.. Thereby, the implementation of electric cars will increase thanks to increased experience.

Eva Sunnerstedt also mentions another motivation for the project. Namely that that there were, at the beginning of the project, no possibility for any single municipality to place an order for electric cars. This was due to the difficulty of raising interest from importers and manufacturers, as they did not find the small order volumes financially viable. The only way to raise interest from car manufacturers and importers was to increase volumes by joining forces.

4.2.3 Process and Timeline

Elbilsupphandlingen started in the fall of 2009. A pilot study, including a screening of interest and a market analysis, concluded that there was a great interest for a big-volume procurement coupled with a premium for the first electric cars sold. Municipalities as well as private companies and car manufacturers showed great interest. Later, in 2010, Stockholms Municipality and Vattenfall jointly requested partial financing from the Swedish Energy Agency. The request was accepted in May 2010. All while a test fleet is running during the period 2010-2011, SKL Kommentus is engaged to set up the procurement and car manufacturers and importers alongside with potential participants are wooed in on several information meetings. Through the year 2011, the procurement was settled and an agreement was closed with six car manufacturers and importers.

The agreement starts on October 1st of 2011 and the first cars are delivered all through the first half of 2012. One significant event of 2012 was the introduction of the super green cars premium initiated by the Swedish government, granting maximum 40 000 SEK upon purchase without any counter performance from the buyer. According to Pontus Cerin, this challenged the premium granted by Elbilsupphandlingen and did in turn force Elbilsupphandlingen to double the premium from maximum 50 000 SEK to 100 000 SEK. By 2013, the project rallied in order to increase the number of participants, where telemarketing and promotion of private leasing within the agreement was important. This had positive effects on the number of cars being procured.

The project rounds up in the years of 2014-2015. The premium fund runs out in May 2014, the original agreement runs out in October 2014, but is extended for one extra year by 90 % of all participants. In Mars 2015, a seminar rounding off the project takes place. Partly to display most of the electric vehicles on the Swedish market, but foremost to conclude the project and share lessons learnt. We participated in this seminar, too. The agreement will expire in September of 2015.

4.2.4 Results

The framework agreement involved 4 car suppliers offering 9 models. The project Elbilsupphandlingen rendered in over 900 electric and plug-in hybrid cars were called-off by 400 organizations in the whole of Sweden. Out of the total, 616 cars have received compensation for additional costs. 500 vehicles were included in the closuring evaluation, where the total amount of electric miles was estimated at 2.7 million kilometers, saving 325 metric tones of carbon dioxide emissions (Sunnerstedt & Hedenquist, 2015). According to Eva Sunnerstedt, the Swedish electric car market has overall been greatly affected by Elbilsupphandlingen, since around 10 % of all electric cars in Sweden come from the project.

Other that the hard figures mentioned above, a strong knowledge base about electric mobility and an early market introduction of electric cars are eminent results from Elbilsupphandlingen. The knowledge base consists mostly of driving habits and patterns, providing vital insights important for all parties involved in the development of electric mobility. An example of a vital insight is the fact that cars often return with half-full batteries, and are therefore not using their full capacity. The knowledge is especially interesting when combined with the fact that this is less true when the supply of public charging point is high. Consequently, the capacity of the batteries is more commonly used fully when public charging points help dampen the range anxiety. More examples emphasize a smoother drive pattern, pros and cons of the quiet ride etc.

According to Eva Sunnerstedt, Elbilsupphandlingen has had an effect on the introduction of electric cars in the Swedish market. Sweden gained much higher priority from the car manufacturers as a consequence of the project, which was ruling for the subsequent early introduction of electric cars in Sweden. Martina Wikström also reasons around the introduction

of electric cars, extending the discussion to emphasize that it was not the sheer size of the project that made the Swedish market a priority. Rather, the interesting part of this project was that the project gathered a network of early users, who demonstrated the viability of electric cars to the public. It was a valuable testimonial.

4.3 Interview Synthesis

Next follows a synthesis of all the conducted interviews. In this synthesis, the reader will be able to retrieve the basic facts of each interviewee. This is especially important as it facilitates the reading of next episode.

Table 2, Interview Synthesis

Name	Organization	Position	Date of Interview	In Person or Phone Interview
Annika Ramsköld	Vattenfall AB	Chief Sustainability Officer	Mars 19th	In Person
Hans Hedenquist	Vattenfall AB	Project Leader	Mars 27th	Phone
Margareta Olsson	Vattenfall AB	Event Coordinator	Mars 17th	In Person
Gustaf Landahl	Municipality of Stockholm	Deputy Manager	Mars 18th	In Person
Eva Sunnerstedt	Municipality of Stockholm	Responsible of Electric Car Initiatives	Mars 3rd	Phone
			Mars 18th	In Person
Johan Seuffert	Municipality of Stockholm	Vehicle Advisor	Mars 18th	In Person
Pontus Cerin	Swedish Energy Agency	Program Coordinator	Mars 20th	In Person
Fredrik Björnström	SKL Kommentus	Purchaser	April 20th	Phone
Torunn Acking	SKL Kommentus	Project Leader	Mars 18th	In Person
Martina Wikström	Royal Institute of Technology	Postgraduate	Mars 20th	In Person
Marlene Garhall	Municipality of Varberg	Environments- and Logistics Manager	April 15th	In Person
Anna Denell	Vasakronan	Chief Sustainability Officer	Mars 31st	Phone

4.4 Vattenfall

Vattenfall is an energy company, active on several big European markets (e.g. Germany, United Kingdom and the Netherlands) and is fully owned by the Swedish government. Although it is fully owned by the Swedish Government, it operates on a free market and does therefore act as a private corporation. Its main products are electricity, heat and gas and its annual revenue reached 165 945 million SEK in 2014 (Vattenfall, 2014).

Electric cars have been a part of Vattenfall's business since the 1980's. The current logic of Vattenfall's engaging in electric cars is well described by Annika Ramsköld, as the transportation sector is responsible for one third of all CO2 emissions and cannot possibly be ignored. Furthermore, several of our Vattenfall interviewees described the possible growth in sales enabled by an electrified transportation fleet. Ramsköld then further discuss the transportation sector as ever growing and offers dual benefits for Vattenfall in terms of new business opportunities as well as environmental benefits.

The development has however moved slowly, and Ramsköld describes that Vattenfall has investigated ways to speed up the development. The final report on Elbilsupphandlingen (Sunnerstedt & Hedenquist, 2015) describes an ambition to move on from the chicken and egg problem and work on a wide front in order to secure the supply of electric cars. Vattenfall had previously been engaged in a joint venture with Volvo on developing a plug-in hybrid Volvo and has been involved in collaborations with real estate corporations and fast food chains (Sunnerstedt & Hedenquist, 2015). Ramsköld described the Municipality of Stockholm as a natural partner, being the capital of Vattenfall's home market.

4.4.1 Annika Ramsköld

Annika Ramsköld is the Chief Sustainability Officer of the Vattenfall Group, a position she has held for little over a year. Prior to her current position, she was in charge of the group's business development. This was where she got engaged in Elbilsupphandlingen, as electric mobility is one of the fundamental legs of Vattenfall's business development. Ramsköld's role in Elbilsupphandlingen is as chairman of the directing group, a role she shared with Gustaf Landahl at the Municipality of Stockholm.

After the initial questions regarding Ramsköld's background and Vattenfall intentions going into the project, the interview touched upon the success of the project and how this has affected Vattenfall. She describes the collaboration as successful, even though the electric car market has moved more slowly than first expected in terms. As of that, the project has not resulted in as many cars being sold as first anticipated, but all other areas have carried good results. Ramsköld emphasize that, apart from results surrounding general goal of the project, this project has rendered new and useful insights. Even though Vattenfall had previous experience with similar projects, the inputs generated from a wide array of organizations covering 2.7 million kilometers, did carry valuable input.

The inputs from the project can also, in a later stage, generate prominent business opportunities for Vattenfall. Ramsköld talks about having a dialogue with businesses on how their environmental ambitions can be translated into concrete action. She offers an example of how companies, engaged in such areas as real estate or retail, could work with charging points to improve their environmental profile. Ergo, projects such as Elbilsupphandlingen offers what Ramsköld calls grounded arguments, which leverage the discussion surrounding business models and the demands set to regulatory authority. The grounded arguments are needed both internally and externally.

When being asked to further discuss Vattenfall's gains and inputs from the project, Ramsköld mentions one additional result from Elbilsupphandlingen. During the project, Vattenfall has been able to show that they are progressive in the electric car market. As of that, they receive PR and recognition, which is an extra benefit that comes out of such an engagement.

The next question of our interview with Ramsköld, touched upon the topic of how it has been ensured that all the participants in the project feel involved in the process. She begins by mentioning the internal communication in Vattenfall and Stockholms Stad, where the management team has sought to spread the word regarding how the project progress, lessons learnt and so on. This was a vital ingredient in creating involvement. Concerning the project participants, the website has been a way of channeling continuous information regarding the

advancements of the project. Ramsköld finally gave an example of a way to further increase the number of cars being sold by arranging an event for the project participants.

The interview then moves on to the question of mutual benefits among the participating partners, namely Vattenfall and the Municipality of Stockholm. Ramsköld describes the creation towards mutual benefits as a progress. At first, the two parties were very clear and stipulated the division of roles all the way down to contract level. An example of this is that Vattenfall and the Municipality of Stockholm committed themselves to procure 80 electric cars each from the project. As the project progressed, Vattenfall had to adjust their commitment due to the altered supply of car models within the project. As a consequence, the Municipality of Stockholm became anxious and started a discussion. The conflict later settled as new models came into the project. Ramsköld sums up the issue of mutual benefit by saying:

If you truly are to sum up [what is most important ed.], it is a clear perception of goals. To be clear about who is responsible for what, the division of roles. And this is not unique for this project; rather it is relevant for companies and alike. But it is really important and it is fundamental [to everything ed.].

The next question in line concerned the rate of initiatives taken within the project. On the questions of whether any party in the collaboration has been a driver for taking the project forwards, Ramsköld did provide an answer by claiming that Stockholms Municipality and Vattenfall has been driving in different situations. The Municipality of Stockholm, as a public organization, has been the leader in terms of project leadership and in tasks specific to a municipality. Vattenfall, being a company that acts on the free market, rather had the role of marketing, offering the perspective of private corporations. As such, she emphasized that the public and the private organization worked as complements as took initiatives based on what role they possessed.

In the end of the interview, Ramsköld extends the discussion on initiatives:

"There is yet another partner that has more of an academic perspective. In that case we have redirected and added a few questions [to the assessment] that was not inherent for an academic

perspective to look at, just to get an answer to issues regarding business models. So we added some questions regarding charging infrastructure that was not present at all, and also critically review some of the first conclusions. [...] There was only the applications for operational cars, but there are several other applications and we need to look at several. As such, the first half of the assessment was very uniform and had much to do with what perspective that was applied, which became evident."

The issue of trust within the collaboration was discussed swiftly, as Ramsköld describes the issue of trust as being a process. At first, the collaboration was quite fumbling, where disagreements regarding commitments made were causing quarrel. This settled at a later stage, with a positive relationship ending in everybody being one "happy family".

After the discussion on trust, the interview moved on and touched upon the issue of commitment to the overarching vision of the project. Ramsköld established that the overarching vision of more electric cars was shared, but it manifested in different ways. On one hand there was a need to curb the enthusiasm and limit the project to merely the cars already engaged. On the other hand, Ramsköld spoke warmly of the way electric cars engage people and create common positivism. She also mentioned that some of the foremost people in the project organization are very committed to the vision of electric cars.

Finally, the issue of public accountability is touched upon. Ramsköld argued that, although Vattenfall is a governmentally owned company, they have learnt several things by engaging in a project with the Municipality of Stockholm and she once again returned to emphasizing the way that Vattenfall and the Municipality of Stockholm complemented each other as a corporation and a municipality, as they have come together with different views and roles

4.4.2 Hans Hedenquist

Hans Hedenquist worked in the project group and was Vattenfall's project leader and moreover the associate project leader in the project organization, which made him co-opt in the directing group. He has worked both with Eva Sunnerstedt in the project group and also internally with Vattenfall's issues regarding this project. He replaced his predecessor in July 2013 and has for

the whole period been hired as a consultant rather that an actual employee. His role within the project was primarily a marketing role, where he conducted much of the press contacts and other contact that the project had to external parties.

The first issue covered in the interview concerned the issue of what results Vattenfall's earned from the collaboration. He mentioned the high ambitions that Vattenfall has had regarding electric cars and how this is closely linked to the business development department. Their interest lies partly in pushing the development forward, but also in showing that Vattenfall is active on these issues. It is important for an actor such as Vattenfall to strengthen the trust of its stakeholders in these issues, as they in the end do provide both electricity and also charging infrastructure.

The interview then moved on to the issue of each partner's contribution to the project. Hedenquist's view of this is summarized in this quote:

"I think it is very beneficial in a project like this, that you possess what might be called cross-functional competences [...]. It is a matter of competences as well as a focus on different issues"

Hedenquist then deepens the discussion, saying that Vattenfall has made great contributions to the project in terms of knowledge regarding the electric market and has also facilitated the contact with private companies. These have been great contributions to the project.

The interview then moved on from the differing contributions of the partners to the questions regarding the relationship, firstly covering the collaborative character of the relationship, followed by the proactivity of the project.

When discussing the collaborative character of the project, Hedenquist stressed the importance of the ties between the directing group and the project group. More specifically, he commended the leadership from the directing group that facilitated the comprehensive participation of all partners and promoted new ideas as well as offered new inputs themselves.

As with the proactivity of the partnership, Hedenquist considered that the agreement works satisfactory. The parties seem to have done a good job at stipulating an agreement that joins their respective interest. He followed by stating:

"The dynamics has been such that Vattenfall and the Municipality of Stockholm, being the leading actors, [...] have been taking turns at being the driving force on various issues. Then again, Eva Sunnerstedt has been the foremost project leader [...] and in that respect, one can say that in this project, she has merely been the project leader and not a representative [of the Municipality of Stockholm ed.]."

Hedenquist continued by describing Sunnerstedt as a driving force, being a capable project leader. This in turn might render some dominance for the Municipality of Stockholm.

Leaving the relationships between partners behind, the interview moved on to the topic of commitment. Hedenquist generally considers the commitment as strong, and provides an example where Vattenfall has been engaged in finding ways of increasing the volume of cars sold within the project, e.g. by turning to the internal organization to increase Vattenfall's electric cars fleet.

The final topic of the interview with Hedenquist touched upon the issue of accountability. As the partnership concerns, he cannot come up with any major difficulties regarding the Municipality of Stockholm's public role, but emphasize that they have provided a complementary role by being able to focus on public organizations and therefore open up a big market.

We round up this topic by adding a note on how Hedenquist handled the issue of Vattenfall's partnership with Volvo Cars, which in turn was seen as conflict of interests by the Municipality of Stockholm. Hedenquist mentions this partnership, and discuss the way it strengthened Vattenfall in terms of knowledge, but does not mention how this affected the public accountability of the project.

4.4.3 Margareta Olsson

Margareta Olsson is a long time employee of Vattenfall, where she began as a land surveyor and has since then had many different positions. Her current position is within the communications division where she is working with event coordination. In the project she is a part in the project group where her main tasks are to write news updates on the website, find suitable interview objects, arrange events, and so forth.

The first area of interest was when Olsson reasoned around the topic of Vattenfall's contribution to the project. She was not sure whether it was her area of expertise, but reasoned that Vattenfall's efforts to increase the regard of the project were important.

An area where Olsson was very active was the task of involving all parties within the project. First of all, she mentioned the newsletters, where extensive work has been put into engaging the procuring organizations and putting out their testimony on the website. Other than the new letters, the project has been active by inviting the procuring organizations to a few events, where they are able to drive the cars and get an update on how the project progress .In all, Olsson describes the project group as open and inclusive, even though people have come and left the project.

The next topic concerns the proactive relationships within the project, where Olsson puts much emphasis on Sunnerstedt and Ramsköld, as champions of the project process. Olsson especially describes Sunnerstedt's energy and drive, and how this intense rate of initiatives has served as a link between the organizations. Sunnerstedt has been crucial to the success of the project. Ramsköld has also been vital to the success of the project, as she been able to use her high position within Vattenfall to facilitate the project process within the Vattenfall organization.

The interview rounded off with some reasoning around the commitment of Vattenfall and the way the project is affected by having a public organization as a partner. The commitment of Vattenfall to the overarching goal has been rigid and does correspond with the general ambitions of Vattenfall in being sustainable and ahead in greening. A significant difference when working

with a public organization is the public interest in what Vattenfall is engaged in, where Olsson describes the correspondence with the public as rewarding.

4.5 Municipality of Stockholm

The Municipality of Stockholm has a long tradition consisting of around twenty years of green initiatives within the transportation sector (Sunnerstedt & Hedenquist, 2015). The Municipality of Stockholm was awarded the most environmentally friendly car municipality in Sweden in 2014 and is far ahead from an international perspective as well. The Municipality of Stockholm started working with electric cars and environmentally friendly cars in 1994, when they started the initiative "Miljöbilar i Stockholm", which was formed in order to investigate the possibilities of introducing environmentally friendly cars in Stockholm (Birath & Sunnerstedt, 2010). Gustaf Landahl, one of initiators of "Miljöbilar i Stockholm", described how it started in 1994. It started in small scale with a scientific report, followed with the municipality making a European procurement, which was directed towards car manufacturers. This procurement resulted sale of 600 electric cars (Sunnerstedt & Hedenquist, 2015). Gustaf Landahl has described the time that followed as a period where the municipality focused on alternative fuels, such as ethanol and biogas primarily, rather than electric cars. A while later, in 2009, the issue of electrical cars was back on the agenda once again. This was because the second generation of electric cars with better battery performance, was being launched in Europe–but not in Sweden. It was at this stage that the Environmental Division in the municipality started to investigate the opportunity of conducting procurement. The goal was to get the second generation of electric cars to Sweden earlier than previously planned by the car manufacturers. It was just thereafter that they initiated Elbilsupphandlingen alongside Vattenfall.

Eva Sunnerstedt, from the Environmental division of the municipality, discuss the motivation for the municipality to start Elbilsupphandlingen and mentions that the municipality itself wished to upgrade its own car fleet and might as well procure electric cars. As they took the next step they realized that, although the city of Stockholm is the main responsibility for the municipality, they had to go outside of Stockholm in order to round up enough purchasing power in order to reap priority from the manufacturers of electric cars. Sunnerstedt also mentions how this is related to the goal of creating a good environment in the central parts of Stockholm, where electric

mobility is a complement to the whole transportation system. Martina Wikström, the representative of KTH (The Royal Institute of Technology) in Elbilsupphandlingen, also comments on why the Municipality of Stockholm took the initiative that resulted in Elbilsupphandlingen. Wikström agrees that the Municipality of Stockholm wished to be responsible and environmentally friendly but adds that the municipality is under threat of a fine from the European Union due to their poor air quality in central Stockholm. Wikström also adds that the Municipality of Stockholm compares its electric car efforts to other international cities, as opposed to other Swedish cities, which has contributed to their generosity of sharing their experiences. The Municipality of Stockholm has a long tradition of collaborating with other big European cities like Copenhagen, Milan, Barcelona, London and more (Birath & Sunnerstedt, 2010).

4.5.1 Gustaf Landahl

Gustaf Landahl is head of the Environmental office of the Municipality of Stockholm and has been involved with the Municipality of Stockholm's initiatives for environmentally friendly cars and transportation for 20 years. In Elbilsupphandlingen, Landahl has been the highest in rank among the representatives from the Municipality of Stockholm and has also served as president of the directing group alongside Vattenfall's Annika Ramsköld.

The first relevant issue that was touched upon in the interview with Landahl was when he described what results he thought that Vattenfall had gained from Elbilsupphandlingen. Landahl reserved his answer, but reflected on Vattenfall's gains in terms of marketing and image. He also mentioned that he did not think that there was any direct relation between Elbilsupphandlingen and Vattenfall's projects on charging infrastructure. Rather, he described it as more of a spinoff from the project. The interview moved on to dwell on the different roles possessed by the Municipality of Stockholm and Vattenfall in terms of engaging all organizations in Elbilsupphandlingen. Vattenfall, with a large base of private companies as customers, were responsible for engaging them. The Municipality of Stockholm, in turn, dealt with the issue of engaging different municipalities throughout Sweden. Landahl emphasized that the Municipality of Stockholm and Vattenfall had different networks, which made it natural to divide the workload. As such, the organizations complemented each other well. Landahl also commented

on the power balance between the two major actors in the project and meant that the municipality had their strength in the project management, where Eva Sunnerstedt played a vital with her long experience. Vattenfall has had the project closer to their marketing department and has had their strengths in marketing, which has been successful according to Landahl considering the municipality's lack of marketing experience.

The interview moved on to touch upon the issue of making all participants in the project feel included in the project. Landahl exemplified by mentioning the importance of how working with communication in differing formats. He mentions newsletters, information meetings and continuous talks about the work process as ways to achieve a feeling of togetherness in a project, he also mentions Sunnerstedt's communicative role once again. The effort to shine light on the end users of the cars has been a key to success according to Landahl. He further discusses the goals of the project, where he emphasis the process of revising the goals and how the project in the end managed to accomplish the revised goals, despite difficulties along the way.

When entering the collaboration of Elbilsupphandlingen, Landahl describes how Vattenfall and the Municipality of Stockholm differed in terms of viewpoints. It took some time of searching before the organizations found each other, according to Landahl. Conflicts and compromises were described as parts of the dynamic process of finding common grounds. Landahl continued by describing the process of gaining trust between the two organizations. In the beginning, when the organizations get to know each other, trust is low. But ways down the road, the organizations and their representatives, got to understand each other and their respective business logics. Landahl also mentions that, in the beginning of the project, the organizations were monitoring each other and promoted a dual project leadership. This was not manageable, according to Landahl, which lead to the decision to have just one project leader and have both organizations represented in the directing group.

When it comes to the vision of increasing the amount of electric cars on Swedish roads, Landahl explains that the organizations have been fairly coherent. But when it comes to communicating successes of achieving the vision, Landahl thought that there were differences. Landahl further describes that there was a period where Vattenfall was developing a hybrid electric car together

with Volvo, and parallel to this stating the procurement for Elbilsupphandlingen. This meant that there was a conflict of interest, resulting in measures of reinstating Vattenfall personnel in a way that separated the interests of Volvo from Elbilsupphandlingen. The representatives from Vattenfall were unfamiliar with issues regarding conflict of interest and did not grasp the full seriousness of the situation until Landahl contacted the higher leadership at Vattenfall. This resulted in the appointment of Annika Ramsköld as representative for Vattenfall in the directing group. It has worked well since then according to Landahl.

4.5.2 Eva Sunnerstedt

Eva Sunnerstedt is project leader for the initiative called "Miljöbilar i Stockholm", which is a collective title for issues regarding environmentally friendly vehicles and fuels within the municipality. Sunnerstedt is also project leader for Elbilsupphandlingen project and its operational activities. She has worked with procurement of vehicles since she joined the Environmental Division at the Municipality of Stockholm in 1998.

In the beginning of the interview, Sunnerstedt is asked about what she thought Vattenfall has gotten out of the project. She replied by referring to the fact that Vattenfall is a power company and wishes to sell electricity. She continues by referring to all the other projects that they are engaged in and claims that it is a sign of their intentions to get electric cars out on the market. Sunnerstedt continues by stating that she has perceived that it has been important for Vattenfall to be seen in the context of the project. She even mentions that sometimes it has been equally important for Vattenfall; they seemed keen to show that they were taking part in the project.

Moving on, Sunnerstedt discussed the issue of what Vattenfall has contributed with in the project. She claims that Vattenfall has mainly contributed with its private company network its knowledge on communication. Sunnerstedt explains that Vattenfall has been under pressure from the press during almost the entire project process and has been exposed to a lot of criticism. They have also done major cutbacks and reorganizations, which have had effects on the dynamics in the project group. Vattenfall employees have received new executives and changed offices, which has caused confusion in Vattenfall. Sunnerstedt continues by describing the collaboration between the organizations and points out that the atmosphere mostly has been of good nature.

Though it took some time before the organizations found each other in their ways of working. Sunnerstedt describes that they have come in with different cultures of labor, but that they harmonized after a while. Both organizations had their part in that development; no single organization bares the whole benefit, Sunnerstedt states. She also claims that there are some prejudices about the stereotype of labor culture in the municipalities, but contrasts by pointing to the problems regarding the labor culture in big international companies, which can be a problem in regard to travelling and meeting culture as well. She also points to the benefits of establishing a project culture of its own, with influence from all the participating organizations. Sunnerstedt continued by emphasizing the importance of an open approach within the project and the importance of celebrating progress as well. When it comes to the issue of making all participants feel included, Sunnerstedt points to her effort of newsletters, meetings and physical activities.

When discussing how to handle the goals of the project, Sunnerstedt emphasize the importance of discussing back and forth to find solutions. As project leader, Sunnerstedt has felt that the directing group has sometimes been too involved. But it was mostly in the beginning and it required that Sunnerstedt had to point out what were their real duties in her role as project leader. Vattenfall's presence in the directing group has affected in many ways, to start with the Vattenfall representatives requested material one week before meetings, which was a new way to work for Sunnerstedt. They also had a tradition of anticipating predetermined results, which also was a new way to work for the municipality. When it comes to trust, the organizations where passive at first and monitored one another. The trust was not very high in the beginning of the project, especially in the directing group and not as much in the project group. But after some time, trust evolved in the directing group as well. Sunnerstedt described this as a part in the process and continued by giving an example of the dual leadership in the beginning. No single organization dared to give the other one the full responsibility, this changed completely however.

When conducting the procurement, the Municipality of Stockholm felt that there was a conflict of interest in Vattenfall, even if they did not seem to understand this themselves when the Municipality of Stockholm representatives asked:

"Are you in a conflict of interests situation? They did not seem to really understand the question and one of the members in the project group was from Germany so we talked a lot of English then and I do not think he really understood the conflict of interest problem."

The whole procurement was in danger so in the end Eva put forward a proposition that everyone who worked with the project should sign a conflict of interests and confidentiality agreement. When it was presented in "black and white" in that way both the project leader from Vattenfall and their most senior person in the directing group said that they could not take part in the project if they signed the agreement. They were both involved in Vattenfall's project with Volvo, and that can't be that two persons who are involved somehow in the development of a hybrid electric car, at the same time are working with the requirements of a procurement regarding the same type of cars. Eva does not think that those Vattenfall representatives really understood what the Swedish law of public procurement really meant. There were people working with the Volvo car who tried to contact Eva, and there was one man from the Vattenfall and Volvo project that they wanted on the project and the work with the requirements for the procurement electric cars. Then Eva had to be clear and say no, but she did not think that they understood the situation. As of that, she used the same confidentiality agreement when she asked other organizations in the project to take part in the work with the requirements for the procurement. If people were to discuss the project to outsiders, it would risk the whole project. Another situation that showed the differences between the organizations was when the money for the project landed at the municipality´s account quite early, and Vattenfall suggested that they could be invested. That idea was not up for debate from the municipality´s side, and that was a clear contrast in how the organizations worked and their way of thinking according to Sunnerstedt.

4.5.3 Johan Seuffert

Johan Seuffert works at the Environmental office at the Municipality of Stockholm, mainly with the municipality's own vehicles and different projects concerning environmentally friendly vehicles within the organization. He has a background from auto trade, has been at the Environmental office at the Municipality of Stockholm since 2007 and has worked in the project group at Elbilsupphandlingen.

When touching what results Vattenfall has gained from Elbilsupphandlingen, Seuffert mentioned that Vattenfall has developed a whole business concept on charging simultaneous to Elbilsupphandlingen. He continued, stating that there was no real business model three to four years ago and now the energy companies have whole departments working with this development. Seuffert emphasized that, through Elbilsupphandlingen, Vattenfall has gained publicity on the electric car market and at the same time learnt much about charging and the usage of electric cars. Seuffert has noticed that Vattenfall has made alliances with car manufacturers, which in turn offer Vattenfall's charging solutions when an electric car is sold. When discussing what the different main actors have contributed with, Seuffert had a clear picture that the Municipality of Stockholm contributed with project leadership and knowledge about procurement and its proceedings. There was a clear distribution from the beginning of the project that Vattenfall should try to recruit private organizations to the project, while the Municipality of Stockholm would try to recruit municipalities and other public organization. Vattenfall's role was also to manage the marketing for the project. One significant issue brought up by Seuffert was that the Vattenfall team consisted of people from different departments within the company. This made them unsynchronized when compared with their counterparts at the Municipality of Stockholm, who had their offices wall to wall with each other.

The interview moves on to the issue of working with common goals, which Seuffert described as dynamic from both organizations. The goals have been adjusted over time, to cope with the dynamic circumstances of the project. One example mentioned by Seuffert is when the Swedish government initiated a subsidy for environmentally friendly cars, which competed with Elbilsupphandlingen. Moving on, the structure with a project- and directing group has been good according to Seuffert. This structure where both organizations have been represented has made it possible for the organizations to compromise and solve difficult situations. Regarding the issue of trust, Seuffert mentions that the Vattenfall representatives were more passive in the beginning, as opposed to the team from the Municipality of Stockholm. They were rather described as synchronized. Seuffert also brought up the issue of prejudice regarding the culture of labor in a municipality.

Regarding commitment to the vision of Elbilsupphandlingen, Seuffert claimed that Vattenfall was dedicated. This had been shown throughout the project, and through their work with Volvo as well. Vattenfall has also invested on other markets than the Swedish, and are thereby dedicated to the vision according to Seuffert. Finally, Seuffert mentioned the problem with the conflict of interests in relation to Vattenfall's project together with Volvo, and that it resulted in reorganization.

4.6 The Swedish Energy Agency

The Swedish Energy Agency is a Swedish government agency, sorted under the Ministry of Enterprise and Innovation (Energimyndigheten, 2015). The Swedish Energy Agency is responsible for issues regarding supply and usage of energy, for updating Sweden's energy system with the goal to make it more economically and environmentally sustainable, and assure the future supply of energy. Pontus Cerin mentions that the discussion on financing Elbilsupphandlingen started in 2009, and was quite unique for the agency because of its size. As described in the report "Teknikupphandling av Elbilar och Laddhybrider i Sverige" (2012), the agency granted Elbilsupphandlingen economic compensation of 62 million SEK in 2010 to hasten the introduction of electric cars in Sweden.

4.6.1 Pontus Cerin

Pontus Cerin has a background form working with sustainability and energy at organizations such as Umeå School of Business and Economics, The Royal Institute of Technology and the Swedish Energy Agency, the latter in which he currently works with issues in relation to properties and estates. Earlier, this department handled issues on automotive research, which is why he is the one responsible for Elbilsupphandlingen. Cerin has been engaged in Elbilsupphandlingen since 2012 and has been an adjunct member of the directing group.

Vattenfall and the Municipality of Stockholm has gained a lot of positive attention thanks to their dedication towards the project, according to Cerin. Furthermore, he claimed that they have gained much knowledge about how to conduct procurement, especially in such an early stage in the development of a new technology. When it comes to Vattenfall, Cerin described a connection to their growing business segment of charging infrastructure.

Regarding the collaboration between Vattenfall's and the Municipality of Stockholm, Cerin's view is that the Municipality of Stockholm took the greatest responsibility for the project. Furthermore, there has been a clear division of responsibility between Vattenfall and the Municipality of Stockholm. Vattenfall was responsible for the contact with private organizations and the Municipality of Stockholm was responsible for the contact with public organizations. Regarding the work towards reaching the project goals, Cerin refers to how the gathering of data was not a part of the project goals, the main actors were only concerned with getting as many cars on the roads as possible when laying out the project goals.

Cerin continued by talking about "Miljöbilspermien", the subsidiary from the Swedish government that ended up competing with Elbilsupphandlingen when it was introduced. He mentioned that there was just a small difference in the subsidy between the projects, but the customers who chose Miljöbilspermien did not have any obligations like the ones related to Elbilsupphandlingen. Participating in Elbilsupphandlingen meant writing reports once a month for two years and then receive the money.

When Cerin entered Elbilsupphandlingen, the project had procured 50 cars, excluding the test fleet, which was not good enough in his opinion. He came with the suggestion to double the amount of possible subsidies to get things moving. The adjustment was approved and after the change in the subsidy, the project really started to move as Cerin puts it.

Moving on to the relationship between Vattenfall and the Municipality of Stockholm, Cerin said that he is very much pleased with it. He continues and points out that the two organizations have done more than what was required from them by the Swedish Energy Agency. Cerin clarifies that Sunnerstedt has been very important in making the project successful, mainly because of her enthusiasm and support in regard to the project. When it comes to trust within the project and between Vattenfall and the Municipality of Stockholm, Cerin claimed that it was higher than he expected, for all parties involved.

Regarding the commitment towards the project's vision, Cerin consider it to be equally high in Vattenfall and the Municipality of Stockholm. Cerin gave an example, where considerable time

has been spent on contacting the project participants that had not reported as required. Cerin ends discussing how stakeholder has been critical towards the project regarding how few car manufacturers that were taking part, why was Volvo not taking part as the primary example of criticism being raised. The project team tried to include as many car manufacturers as possible in the procurement, but the car manufacturers were not able to meet the demands of procurement. Some manufacturers did choose not to take part as well.

4.7 SKL Kommentus

SKL Kommentus mission is primarily to conduct procurements for Swedish municipalities and counties (SKL Kommentus, 2015). SKL Kommentus is a subsidiary of SKL, which is a joint organization of Sweden's municipalities and counties. SKL Kommentus role, in regard to Elbilsupphandlingen, was to formulate the procurement. Fredrik Björnström, who was the one formulating the procurement for Elbilsupphandlingen, confirmed this. He describes the role of SKL Kommentus in the project as something close to consultants, that did the groundwork for the procurement. SKL Kommentus were not an active member in the project according to Björnström, even though SKL Kommentus has been represented in the project group.

4.7.1 Fredrik Björnström

Fredrik Björnström was the one from SKL Kommentus who formulated the procurement for Elbilsupphandlingen. He had the main responsibility for the procurement process, in close collaboration with the project group of Elbilsupphandlingen. Björnström was present at several meetings with the project group, even if he states that he never were hands-on included in the group.

When Björnström was asked about what results he considers that the main actors had got out of the project, in terms of results, he emphasized the issue of experience, general experience, such as the statistics how the driving was conducted in practice. Björnström claims that the project gave away money and received experience from drivers in return, i.e. experience from the market. Björnström continued by discussing the project's main actors Vattenfall and the Municipality of Stockholm. He claims that there has been strength in the project, in regard to the size and reputation of the main actors. They are such big actors and have big volumes

themselves, which Björnström claims had the effect that other organizations dared to participate in the project. The fact that one actor was private and one public, were a door opener for all participants according to Björnström. The fact that Vattenfall and the Municipality of Stockholm were equally big parties in the collaboration affected the balance of power to, as they were equally powerful as a consequence.

Björnström thinks that the project has gained a lot of attention, with active marketing from the project itself. He points to the different events arranged by the project group, where the press was present and cars were demonstrated and so forth. Björnström claims that there were many resources within the project supporting the efficient marketing efforts. Furthermore, in regard to the different organizations and how they felt included to the project, Björnström pointed to the general meetings. In these meetings, the organizations involved could bring forward their opinions on matters regarding Elbilsupphandlingen. Björnström claims that Vattenfall was very ambitious in regard to the project and had a sound environmental profile, when discussing the general vision of the project. Björnström ended the interview by pointing out the importance of Elbilsupphandlingen and its role of getting electric cars out on the streets. It demonstrates the performance of electric cars and disclosed myths. Björnström meant that, in the beginning, there is some resistance towards the new technology, but as the amount of cars on the roads increase, more people dare to buy them.

4.7.2 Torunn Acking

Torunn Acking has a background in IT, telecom and sales in relation to public organizations. Acking currently works at SKL Kommentus, and stepped in as Fredrik Björnström's successor, to represent SKL Kommentus in Elbilsupphandlingen. Acking had been active in the project for one year when the interview was conducted and she has mostly been involved in the final project report during her time on the project. She was a part of the project group and has contributed with expertise regarding procurement, in a similar manner as her predecessor. Acking has also attended a few meetings with the directing group, filling in for her superior when he could not take part.

Acking started the interview by answering a question regarding what Vattenfall has gained through its participation in the project. She mentioned that there might be some sort of greening of the organization. She meant that Vattenfall stands for the clean electricity and that the initiative to participate in Elbilsupphandlingen is fully in line with this image. She continued the discussion on what the main actors have contributed with to the project, and how this has affected the distribution of power within the project. Acking mentioned that the Municipality of Stockholm has contributed with the biggest workload, both in terms of staffing and in terms of competence. When Vattenfall was mentioned, she claimed that they have contributed with a major workload as well, but maybe not as large. When asked if something special has affected the power distribution within the project, Acking mentioned Eva Sunnerstedt and points at Sunnerstedt's commitment and dedication. Acking contrasts her answer by saying that she attended some of the directing group meetings, and discovered other strong characters within the directing group as well. The contributions to the project from the different participants has been well divided according to Acking, as the Municipality of Stockholm has contributed with manpower to the project and Vattenfall with capital.

When the feeling of being included within the project was discussed, Acking mentions the importance of the project website in order to achieve an effective communication. Within the project organization, she mentioned to the regular meetings with the project group as well as the directing group. She claimed that meetings and communication were important for reaching the project's goals. The key to the project's success according to Acking is that project is well thought through:

"I think that is what they have done, they have been sitting down and thinking things through from the beginning, thought it through properly and have maybe been able to do risk analyses from different aspects, thanks to the fact that there were many stakeholders involved."

She also meant that there were no differences in the level of commitment between the main participants, there have always been a high level of commitment. Acking had never detected any doubt, or intentions to back out from the project, from any one of the project's partners.

4.8 The Royal Institute of Technology (Kungliga Tekniska Högskolan)

The Royal Institute of Technology (KTH) is a university based in Stockholm and is mainly focused on technology and science (KTH, 2015). KTH is the biggest and oldest engineering institute in Sweden and is accountable for a third of Sweden's technical science and education of engineers. KTH got involved in Elbilsupphandlingen because Martina Wikström needed a case study for her PhD thesis. Furthermore, Elbilsupphandlingen needed a third party evaluator, as this was one of the Swedish Energy Agency's requirements to get subsidy for a project. In terms of research, Wikström's efforts has been immense in regard to the amount of data gathered from vehicles and users. The effort is great in an international context too, as Wikström has managed to gather this amount of data on a cost efficient way. She has been invited to talk about this project on scientific conferences on a few occasions.

4.8.1 Martina Wikström

Martina Wikström was writing her PhD thesis alongside Elbilsupphandlingen, as the project was her case study. She has been active within the institution of Chemical Engineering with a focus on analyzing energy systems. She has been engaged in "Program Energisystem", which is an interdisciplinary research program focusing on issues concerning energy systems. In regard to Elbilsupphandlingen, she has been a part of the project group and has been the one to gather all data from the drivers participating in Elbilsupphandlingen.

When discussing the results gained by the main actors in Elbilsupphandlingen, Wikström mentioned that Vattenfall's credibility has increased due to the engagement with public organizations. She then mentioned how the main actors chose to profile their brands through the project. Vattenfall did this by depicting themselves as an attractive employer, and the Municipality of Stockholm by depicting themselves as a green city. Wikström also mentioned that she thinks Vattenfall has had an advantage when they launched their Wallboxes and charging solutions towards Elbilsupphandlingen's customers, since their Wallbox has been very dominant since it launched. When Wikström commented on the power structure between Vattenfall and the Municipality of Stockholm, she claimed that, from her experiences as a third party, the organizations seemed equal. She also pointed to the fact that Vattenfall had contributed with other functions than the Municipality of Stockholm, e.g. layout and design capabilities.

Later on, Wikström claimed that, in regard to making participants feel involved, there was of an including atmosphere within the project group. But she claimed that there was a different kind of atmosphere within the directing group. Wikström mentioned that she was representing a university, which might have made her less included as an effect. When she touched upon the involvement of project participants, Wikström claimed that Sunnerstedt played a major role. She mentioned that Sunnerstedt made the data gathered from the project easily accessible and easy to understand for people interested from outside the project. Sunnerstedt has also been the foremost contact person for the 400 participating organizations. This active role has strengthened the feeling of fellowship within the project. Wikström also mentioned how she has worked on making the driver questionnaire user-friendlier, in a way that stimulates user involvement.

When Wikström discussed the process of setting goals within the project, she mentioned that she thinks that both Vattenfall and the Municipality of Stockholm has gained much from the public private partnership setting. Wikström continued by discussing the dynamics in the work between the main actors in the project. Wikström once again mentioned Sunnerstedt and her role:

"Eva has sort of been the spider in the web, as she has been a driving force at one part [of the project Ed.] with her enthusiasm, but she has a formidable experience from managing similar projects, and exciting experiences from earlier projects, and is very good at it."

Wikström continued by claiming that the focus of the directing group has been split at times, and provided an example of how they gave instructions that contradicted instructions given earlier on. She also mentioned that some of Vattenfall's representatives were given notice of termination and had thoughts elsewhere, which had a negative effect on their efforts. She continued and described how Vattenfall's engagement towards Elbilsupphandlingen improved when Annika Ramsköld entered the directing group for Vattenfall. Before Ramsköld entered, the lead times for decisions were much longer, due to the little degree of superiority that Vattenfall representatives had. They mostly followed the lead of the Municipality of Stockholm. Wikström also mentioned that there was one period in the beginning of the procurement process, when

Vattenfall and the Municipality of Stockholm monitored each other and their respective commitment.

In relation to commitment, Wikström mentioned that she at times felt that Vattenfall wished to angle her work towards a focus on private customers. Furthermore, the level of commitment was not high enough until Ramsköld stepped in. Wikström considered Vattenfall's commitment towards the vision as strong, which is shown by their variety of projects to support the electric cars. She emphasized that it is hard to compare Vattenfall and the Municipality of Stockholm, because different aspects motivate them, i.e. a business objective compared to a better environment for city inhabitants.

4.9 The Municipality of Varberg

The Municipality of Varberg is located in Halland county, with approximately 60.000 inhabitants in 2014 and a steadily growth in population (Varberg, 2015). The Municipality of Varberg joined Elbilsupphandlingen in 2011, which has been a breakthrough in their ambition to lower CO2 emissions and renew the municipality´s car fleet (Sunnerstedt & Hedenquist, 2015). The participation in Elbilsupphandlingen also meant that the Municipality of Varberg has been able to initiate an electric car pool, powered by solar energy. Marlene Garhall from the service administration office of Municipality of Varberg, described how Elbilsupphandlingen had enabled the municipality to build an internal market, where they can give cars an internal price that is not connected to actual price on the market. This has meant that electric cars have become a more economic alternative for the municipality.

4.8.1 Marlene Garhall

Marlene Garhall works as environment- and logistics manager at the service administration office of the Municipality of Varberg. The service administration office is responsible for the municipality’s vehicle fleet, and administers the purchases of vehicles. Garhall had an interest in electric cars when she started working in the Municipality of Varberg. As such, she was the one who contacted Elbilsupphandlingen, resulting in a purchase in 2011. When Elbilsupphandlingen ended, she has been involved when the Municipality of Varberg’s conducted a procurement of electric cars.

Garhall began by discussing what sort of results she thought Vattenfall had received from Elbilsupphandlingen and she referred to their investments on charging infrastructure. She meant that the investments were a way for Vattenfall to market itself, and provide an environmental friendly profile in contrast to their coal power plants that has been given some attention in Sweden.

"I think Vattenfall wants to give themselves an edge as the good guys. They are selling electricity and should do something constructive with the electricity that they are selling."

Garhall continues and explains that Vattenfall's contribution to the project has part wise been its contribution of charging solutions. She exemplified by saying that, when a Renault Zoe was bought through Elbilsupphandlingen, Vattenfall's Wallbox (i.e. their charging solution) was included with the car. Garhall continued by claiming that she never really understood that Vattenfall was this much involved with the project until 2014, when Vattenfall started to contribute with their charging equipment. When Garhall were in contact with the project, she always talked with representatives from the Municipality of Stockholm.

"They [Vattenfall Ed.] have in some way been there, in the background. The ones who have been visible from Elbilsupphandlingen are the ones by the office, i.e. the Municipality of Stockholm. They are the ones I have noticed."

Garhall have felt included with the project, considers that the projects newsletter have raised the levels of commitment towards the project from participating organizations. The fact that the project has been open to ideas from the participating organizations has been important according to Garhall. As the newsletters have been published every month, and have been informative about what is happening in the project, there has been a high degree of involvement within the project from the procuring organizations. Garhall also mentioned the web page, as it has been important for the involvement in enabling communication. The project events have been useful to help organization to share their experiences regarding the cars, which she explained is a win-win situation for both the organizations and project. The driver questionnaire has also contributed to a feeling of involvement.

When the subsidy from the project doubled, Garhall noticed how the interest increased regarding the project from the management at the Municipality of Varberg. Garhall had to protect the subsidy, and did so by contacting Elbilsupphandlingen to clarify that the money was tied to the electric cars from Elbilsupphandlingen. When the discussion touched upon the project process in general, Garhall mentioned that the Municipality of Stockholm was taking most initiatives within the project. Especially Eva Sunnerstedt, who has been very dedicated, charismatic and has made the project run smoothly.

4.10 Vasakronan

Vasakronan is Sweden's biggest real estate company with a property portfolio with a value of 95 billion SEK (Vasakronan, 2015). Vasakronan owns, manages and develops centrally located office and retail properties in Stockholm, Gothenburg, Malmo, Lund and Uppsala. Vasakronan has a long term goal to become climate neutral, which has proven to be quite easy when it comes to energy regarding the properties, but not as easy regarding transportation (Sunnerstedt & Hedenquist, 2015). Anna Denell who is sustainability manager at Vasakronan describes that the company has identified electric cars as an opportunity to reduce emissions within transportation to zero. She also points out the benefits the company has gained by participating in Elbilsupphandlingen, which has been both economical and related to knowledge. Vasakronan is quite a small partner to the project in regard to its vehicle fleet, which has made it interesting for the company to participate in such a big context with a procurement of this magnitude.

4.10.1 Anna Denell

Anna Denell has been Chief Sustainability Officer at Vasakronan since 2012 (Vasakronan, 2012). Denell is one of the more knowledgeable employees regarding Vasakronan’s participation in Elbilsupphandlingen. There was another person from Vasakronan who was responsible for the decision to take part in the procurement, but Denell has taken over that responsibility.

The interview started with a question regarding what results Denell thought that Vattenfall has gained from their participation in Elbilsupphandlingen, She suspected that it has strengthened Vattenfall’s brand, when seen within the context Elbilsupphandlingen. She also thought that the project has created value for Vattenfall by increasing the understanding of how electric car

buyers reason. Denell claimed that, as a future supplier of fuel for these cars, it is probably important for Vattenfall to gain this early knowledge on how companies and electric car drivers as individuals act and think. Denell also mentioned that the complementing roles of Vattenfall and the Municipality of Stockholm has been a strength, with one private and one public party:

"I would rather like to point out that the strength lies in that it is a private partner [...] and one partner with public functions that cooperate. Because I think that it gives credibility to the whole project. If it would have been Vattenfall and Fortum, I do not think it would be as natural for some actors to participate. But when the Municipality of Stockholm participates, it is ensures some, how to say, fundamental societal benefit and not just profit."

Denell continued by describing that is was important for Vasakronan that there was an underline of societal benefit, and that it just was not private companies aiming to increase profits.

When discussing Elbilsupphandlingen's communication toward procuring organizations, Denell said that it mainly consisted of activities and active communication. This meant that Vasakronan has felt included in the project, even if Vasakronan never was one of the main partners in the project. Denell continued by stating that she thinks that the Municipality of Stockholm has been the most active party in terms of initiatives. But in the same time, she meant that both Vattenfall and the Municipality of Stockholm has worked with equal dedication towards the project goals. Denell rounded up by once again stressing the fact that the strong municipality as a main actor has brought legitimacy to the project, and has facilitated the high ration of participants with the effect that the general knowledge about electric cars has increased.

4.11 Summarizing of the Empirical Data

In this chapter we have presented our empirical findings. We started by presenting the dynamics of the electrical car market, and continued by presenting the Swedish electric car market and how Elbilsupphandlingen and Vattenfall has affected it. Furthermore, the project Elbilsupphandlingen were introduced and described followed by a presentation of the relevant information from all the different interviewees.

5. Analysis

In the following chapter, we will compare our empirical data with the previously presented theoretical framework. The analysis will follow the structure established in the theoretical framework, where the performance of the empirical case will be analyzed in general terms, followed by the body of the analysis where every underlying factor will form a subtopic of its own. This chapter will finally render in a revised theoretical framework, which will be our contribution to theory.

5.1 Performance

We have identified three areas where the performance of Vattenfall has increased as a consequence of the project: learning, innovation, and social legitimacy. We begin with learning, which is what Heugens et al. (2002) and Roome & Wijen (2005) mention as one possible way of increasing performance when being engaged in stakeholder management. Several interviewees, from Vattenfall as well as other organizations within the project, have brought up the issue of learning when they were asked to reflect on what Vattenfall has gained from Elbilsupphandlingen. First of all, Ramsköld commented learning from experiences, where she puts emphasis on experiences gained from the width of participants:

"Then I think that the experience, all those 2.7 million electric kilometers, has been extremely valuable and provided lots of input. On our part, from Vattenfall, we have done these sorts of projects before and have this sort of experience. But when you enter with this width of organizations, there is a lot of actors who can spread the word, thereby making it able to reach even further."

Seuffert touched upon a similar issue as he is discussed learning:

"But sure, they have learned a lot. You only need to look at all the data we collect every month from 600 cars. There, you gain knowledge on how people charge, how often, where and so on. So there lays extensive knowledge, from which you can draw extensive analysis from."

Denell offers a view on what sort of learning is at hand:

"And it probably results in value in terms of increased knowledge on how buyers of electric cars reason and on what is important. As a future provider of vehicle fuel, or what to call it, it is probably very valuable to gain this fairly new knowledge on how corporations and even electric car drivers act and how they reason."

As so, the interviewees mentioned the explorative nature of learning, where extensive experience and knowledge comes from a wide range of stakeholders. These were valuable components when expanding into the novel market of electric cars.

Innovation is the second area where Vattenfall's performance has increased due to the project, a phenomenon also described by Harting et al. (2006) where stakeholder management renders innovation. There is a wide consensus from the interviewees surrounding Vattenfall's ability to create new business opportunities from its engagement in a partnership with its stakeholders. Ramsköld provides an insight into Vattenfall:

"It is possible to use a better dialogue with companies, for example with real estate owners and others, and say that there is a demand [...]. Then we can have a discussion and we can explain how we work. Or how we work with large companies [for them ed.] to be more sustainable, what they can do. Then we can say that you can actually offer your employees electric cars, but in that case you will also need the charging service and you need to think through...or customers and such."

Seuffert provides a view on how Vattenfall has progressed in regard to these issues:

"They have come up with a business model on charging, and that was not present when we started. [...] Now they have entire departments that are working only with this. So, it has become an entirely new line of business for Vattenfall and other energy companies; to all the sudden become suppliers of fuel. Or back office systems or whatever they sell."

"For Vattenfall it is much about them wanting to create as a flexible offer as possible. So they have allied with some of the car manufacturers. So, when you buy a Renault Zoe, the car salesman tells you that you can contact Vattenfall to arrange charging at home."

Ergo, the discussion on the results regarding innovation from Elbilsupphandlingen has been focused around Vattenfall's augmented ability to innovate new business models. Vattenfall has thereby evolved into a competitive distributor of electricity to the future vehicle fleet. This was made as they now offer charging solutions and services to corporate and private customers of energy.

The third area where the interviewees have noticed a clear increase in performance for Vattenfall surrounds its social legitimacy, which also corresponds with what Heugens et al. (2002) discuss in regard to stakeholder management. Several of the interviewees mentions the benefit in terms of reputation and PR when Vattenfall is visible in an environment characterized by sustainable development. Ramsköld provides an insight from Vattenfall:

"We have been visible in several instances, so it is definitely the case that we are seen as driving in this development and that we are an important player. I think we have received much credit for that, in terms of PR so to say."

Hedenquist elaborates the discussion by mentioning the issue of becoming a trusted partner:

"But of course, Vattenfall is interested in both being ahead in real terms as well as showing the market that they are active. It is often the case, that when a player drives the development forward, the company gains trust among customers and others that it handles the area at hand."

"As I see it, Vattenfall invests greatly in projects such as Elbilsupphandlingen, in order to reach a profile of being a green producer and distributor of electricity."

It is described that Vattenfall gains credibility as an innovative and devoted force when battling environmental challenges. This then, is described as even more important for an energy company.

5.2 Power

Much evidence is found in our empirical material supporting the underlying factor of power. The theoretical definitions established by Roome et al. (2006) and Pinto & Slevin (1987), argues that personal skills, knowledge, networks, operational capabilities, cognitive power, personnel, logistics and financing, are sources of power. As such, Pinto & Slevin (1987) and Roome et al. (2006) argues that relative advantages, compared with peers in a project, in the factors mentioned above renders relative power in a partnership. We have been able to identify such sources of power and found instances when the dominant actors contribute with their respective attribute to the project and receives equivalent amounts of power for it.

Vattenfall's contribution to the partnership does originate from its position as a corporate partner. Several interviewees have mentioned Vattenfall's efforts on marketing and inputs regarding the market situation. As of this, they possess many of the traits mentioned above, such as knowledge, cognitive power, personnel etc. This renders in a powerful position within the project, as many interviews indicate.

Even the Municipality of Stockholm show examples of when a contribution has been met by an equivalent amount of power, namely when the Municipality of Stockholm possesses the project leadership role. Several of our interviewees revealed that the leadership role does carry several advantages in terms of a greater network, more extensive knowledge, formal authority etc. The project leadership then, meant an advantage in terms of power. Furthermore, several interviewees have indicated that the Municipality of Stockholm has an advantage regarding their team composition compared with Vattenfall. The Municipality of Stockholm has a cohesive team consisting of well adapted colleagues, whereas the team from Vattenfall did not have much previous experience of working together. As of that, the Municipality of Stockholm had an advantage in terms of operational capabilities and personnel, resulting in power.

Other than the factors mentioned above, both of the above-mentioned parties have contributed with extensive networks of private respective public organizations. A majority of the interviewees mentions the importance of using Vattenfall's network of private companies to "unlock" that marketplace. Similarly, the Municipality of Stockholm unlocks the marketplace of public organizations that would otherwise be hard to breach.

5.3 Collaboration

In this segment, we argue that collaboration through Elbilsupphandlingen is a way for Vattenfall to be more collaborative against its stakeholders, as Vattenfall's own contribution to the collaborative environment is synonymous to the project. This is also synonymous with what Ogden & Watson (1999) discuss with mutual beneficial relationships between private companies and their governments.

Internally in Elbilsupphandlingen, several of the interviewees acknowledge a culture or identity of collaboration, which is in relation to Berrone et al. (2007). It has been easy to find a role when working together in the project team and where the directing team has been supportive and communicative in their leadership role. It seems that Vattenfall, as well as the Municipality of Stockholm, have an inclusive strategy or philosophy, which facilitate a collaborative approach thereof. In relation to what Hillman & Keim (2001) says, the interviewees have mentioned the importance of engaging the project group and their respective organizations in the project. There have been several physical events and meetings destined to strengthen the bonds within the group. This in turn renders several intangible advantages, such as knowledge and networks. This also reminds of what Heugens et al. (2002) discuss when they mention that mutually reinforcing relationships is a way of increasing performance.

Concerning the processes and routines that create a collaborative environment to the procuring organizations, Elbilsupphandlingen has been successful in including these in the project process, partly by upholding a frequent and effective communication lead by the ever-available project leader Sunnerstedt. This is much in line with what Pinto & Slevin (1987) proposes in terms of effective communication. The procuring organizations have also been able to be engaged physically through meetings.

5.4 Mutual Benefit

The interviewees emphasized that the task of making the project mutually beneficial for Vattenfall and the Municipality of Stockholm took the shape of a process. As described in Zou et al. (2014) and Hartman et al. (1999), the private and public party must come together with commercial and public objectives when maneuvering through a process ending in a compromise. In the case of Elbilsupphandlingen, the partnership's goals and benefits were even stipulated in the general agreement. An example of this is the volume of cars that should be procured by Vattenfall and the Municipality of Stockholm, a tacit measure of even contributions to a win-win situation in much the same manner as Zhang (2005) proposes.

Stakeholder management with the goal of mutual benefit strives towards an increase in stakeholder satisfaction. Berrone et al. (2007) emphasize the importance of treating stakeholders fairly through sharing benefits and knowledge. Moreover, Harting et al. (2006) emphasize that stakeholder management through shared benefits must offer an over-standard benefit. For Elbilsupphandlingen, discussions have aroused regarding how well the benefits and goals are distributed equally. In relation to this, there seem to be an understanding among the parties involved in the project that differences in benefits and knowledge are settled through dialogue.

5.5 Proactive Relationship

The relationship between Vattenfall and the Municipality of Stockholm has been a key for the successful execution of Elbilsupphandlingen. One important ingredient to this, emphasized by Pinto & Slevin (1987), is the sufficient resource allocation between the organizations involved. Landahl pointed to the problems that came up in the beginning of the project, with different project leaders and the insufficient allocation between the organizations. As these issues were solved, they turned out to be important for the projects continued progress. Ramsköld mentioned the allocation between the organizations was contributing with effectiveness to the project progress. Wikström had a different point of view on the allocation of resources from Vattenfall, as she points at their internal struggles, which during one period affected their allocation of resources towards the project in a negative way. Pinto & Slevin also stress that clearly defined

goals makes the relationship run smoother, which is supported by Acking and Hedenquist. Both of them claim that the project was well thought through, which benefited the whole project process. Wikström complements the discussion by pointing to the initial joint efforts that resulted in the project goals, and how it was challenging to combine the organization's expectations.

Pinto & Slevin's (1987) last input in regard to the underlying factor is the need for a project to have a competent project management and constructive management support. Both Wikström and Sunnerstedt have sometimes felt that the directing group of the project has interfered too much in the practical project work. Sunnerstedt mentions that she sometimes even has felt that the directing group acted as a project group of its own. When it comes to the proactive work with goals mentioned by Shenar et al. (2001), Landahl mentions the work with revising the project goals and its importance for the project ending successfully. Cerin further develops and points at the importance of revising and increasing the subsidy for the participating organizations buying cars. This revaluation of goals can also be related to Zou et al. (2014) and their reasoning on a constant effort of updating the project's goals.

Zou et al. (2014) also reason on the importance of leadership within a project. This can be related to the wide array of respondents claiming the importance of having Sunnerstedt as a project leader. Acking, Wikström, Garhall and all the Vattenfall interviewees pointed to the importance of Sunnerstedt's commitment and dedication to the project's success as a project leader. Olson and Wikström have also emphasized the importance of Ramsköld's leadership, among others. The fact that a governmental organization is suitable to coordinate a project like Elbilsupphandlingen, with all its features, is supported by several scholars (Christensen, 2003; Kemp et al., 1998; Raven, 2012; Pinkse et al., 2014). Ramsköld and Hedenquist, being two of the three Vattenfall interviewees, emphasize that the Municipality of Stockholm has been a suitable project leader for this sort of project, due to its capabilities as a public organization. Both interviewees representing a procuring organization, namely Garhall and Denell, have also mentioned the importance of the Municipality of Stockholm's when coordinating the project's network.

5.6 Trust

The evidence related to the factor of trust is mainly found in the interviews made with the representatives of the main actors in the project i.e. Vattenfall and the Municipality of Stockholm. Ogden & Watson (1999) discuss how the absence of trust tends to increase monitoring within a project. This phenomenon is mentioned by many, Landahl and Ramsköld who are the most superior managers involved from each of the two main participants, both mention that there has been a phase of monitoring during the project, though followed by a phase of trust. Furthermore, both Ramsköld and Wikström mention that there was a period, with something similar to monitoring, when the organization's monitored each other on how many cars the other procured from the project. This would then represent some sort of commitment towards the project. Sunnerstedt adds that the monitoring in the beginning mostly occurred within the directing group and mentions that the project had dual leadership, before settling on one when the trust increased. Seuffert connects the monitoring in the beginning with the fact that there is commonly some sort of prejudice against the labor culture of municipalities. All interviewees however, agree that trust have grown during the collaboration, bonds between the participants have grown.

Heugens et al. (2002) describe that trust is important when building strong relationships, which corresponds with what Cerin said when he talked about the high level of trust as he entered the project. Cerin mentioned that trust among the participants was vital when handling "Miljöbilspermien", the competing subsidy from the Swedish government.

5.7 Commitment

Regarding the commitment towards a general vision, Roome & Wijen (2005) claims that commitment can enhance aspects of performance. Skelcher (2005) also discuss the gains that commitment towards a vision can do for an organization. When it comes to Elbilsupphandlingen, several of the interviewees claimed that Vattenfall is committed to the vision of increasing the number of electric cars in Sweden. Björnström mentioned that he noticed a strong ambition in Vattenfall when working with the issue of electric cars, as they have a good environmental profile. Acking has noticed strong commitment from all parties involved, and Olsson mentioned that Vattenfall is cutting-edge on electric cars.

The interviewees from the Municipality of Stockholm all mentioned that they shared a general vision of getting more electric cars to Sweden with their partner Vattenfall. They also pointed out their dedication to the vision that shows in all of Vattenfall's different projects. The project with Volvo in developing a hybrid car was one example. Wikström developed this reasoning, as she mentioned projects that Vattenfall is running internationally, in Germany for example. Cerin talked about the project in more general terms and claimed that there has been extensive dedication towards the gathering of information from drivers. Much more than the Swedish Energy Agency required.

Hedenquist claimed that there has been a strong dedication to the vision from Vattenfall. He provided one example of how Vattenfall has been working in an innovative way, to be able to procure more cars for the project, even if it meant extra efforts. Ramsköld also claimed that Vattenfall's dedication is shown through its width of projects in line with the vision. She pointed out that it is thankful to be engaged with electric cars, because of the high level of enthusiasm and positivism from many of the people involved.

5.8 Accountability

The accountability factor has proved to be of great importance to the project in regard to its PPP characteristics. The Municipality of Stockholm has been the ones responsible towards its citizens, i.e. the public role in the PPP. The project proved to be in compliance with Reijnier's (1994) view that accountability affects all participants in the project, and that the cooperation within the PPP project is highly affected by the public sector rules and regulations. All the Municipality of Stockholm representatives interviewed mentioned the conflict of interest situation that occurred and its impact on the project.

The conflict of interest that occurred when Vattenfall developed a hybrid car with Volvo and at the same time specified requirements for Elbilsupphandlingen's procurement was first mentioned in the interview with Seuffert. This resulted in a restructuring from Vattenfall's side of the project. Both Landahl and Sunnerstedt points to the fact that Vattenfall did not really seem to understand the problem at hand, with the conflict of interests. Sunnerstedt took the discussion of

the situation with Vattenfall's representatives on the project. The fact that one of these persons was of German decent, implied that the discussion was held in English. As a consequence, the Vattenfall representatives had problems to understand the dilemma before she showed them a conflict of interests and confidentiality agreement. When Vattenfall's representatives understood the seriousness of situation, their main representatives in the project had to be replaced. In retrospect, it still seems problematic for Vattenfall to understand the problem at hand, which is shown in Hedenquist reasoning about how Vattenfall's experiences and thinking from the hybrid car development project with Volvo can be an useful contribution to Elbilsupphandlingen. Apart from this statement the Vattenfall representatives did not comment on the conflict of interest dilemma, which can be explained by the fact that all interviewees from Vattenfall started working with the project after the conflict of interest had occurred, which to some extent can be connected to it.

The decisiveness in Landahl and Sunnerstedt's leadership in the conflict of interest situation contradicts the concerns raised about if the modern public organization can handle their partnerships with private actors and their responsibility towards the public they represent (Hodge and Greve, 2007; Forrer et al., 2010). Zhang (2005) explains the importance of effective measures like different media to ensure that the PPP works and delivers at an acceptable standard in regard of the public. This has shown to not be done entirely correctly in regard to this project where the newspapers and reporters reporting on the project have had little understanding for the procurement process and its regulations when criticizing the project. Cerin gives one example of how reporters have criticized the project in different aspects, this shows a lack of understanding for the rules and regulations that is connected to procurement.

Forrer et al., (2010) points to accountability as a vital ingredient for success in PPP projects. Olsson and Ramsköld argued for the same view when stating that it has worked well during their time with the project. Denell points to the benefit for Vattenfall when cooperating with the municipality through a PPP, as it increased the credibility for the whole project. To sum up, accountability has proved to be vital to handle for Vattenfall in this PPP and has influenced the project in positive and negative ways.

5.9 Revised Framework

This segment of the analysis sums up the chapter, as it is describes how the collected empirical material renders in a framework where the established underlying factors are complemented with the factor "accountability". This factor, which in the theoretical framework was merely suggested, is at this stage included in the framework. This contribution will be discussed later in this segment. As for the other factors, all were to various degrees confirmed by the empirical material and will also be discussed below.

5.9.1 Established Underlying Factors

After the interviews we noticed, in regard to the underlying factor of power, that there have been a power structure within the project, attributable to both Vattenfall and the Municipality of Stockholm. Their different power contributions have showed to complement each other in an effective way through the dividing of responsibility in relation to their different assets. The private party needs to take this power aspect in consideration when entering a PPP project with the ambition to use it to increase performance.

When it comes to the factor of collaboration, the private party's strategy in the case of Vattenfall has been aligned with the projects collaboration efforts. There has been a clear structure within the project, where continuous interaction between the involved organizations has been of importance. There has also been a collaborative strategy towards the procuring organizations, with regular activities and continuous communication to generate a feeling of togetherness.

The mutual benefit dimension has shown to be important for Vattenfall's success in Elbilsupphandlingen. It took some compromising and negotiation before Vattenfall and the Municipality of Stockholm agreed on mutual goals that emphasized clear benefits for both actors as well as the involved stakeholders.

Proactive relationship underlines the importance of sufficient resource allocation and a constant work with the project's goals to ease the collaboration through out the project, which has been successfully implemented. Convergence through the project hierarchy and strong leadership has

in regard to this underlying factor also proved to be important for Vattenfall in its ambition to succeed with Elbilsupphandlingen.

Concerning the trust dimension, the project has gone through a phase of monitoring in the beginning of the project. But after some time, the project's two main actors (Vattenfall and the Municipality of Stockholm) gained trust for each other. It has proven to be of great importance to get past the monitoring phase in the beginning and enter a phase of growing trust. It is not until there is some degree of trust that the full potential of the PPP can be reached.

It is important for all organizations involved within a PPP to be committed to a common purpose, i.e. to procure more electric cars in the case of Elbilsupphandlingen. The fact that Vattenfall has mainly succeeded in signaling its commitment towards the other organizations and stakeholders involved with the project, has turned out to be beneficial for Vattenfall, being the private party in Elbilsupphandlingen.

5.9.2 Contributed Underlying Factor

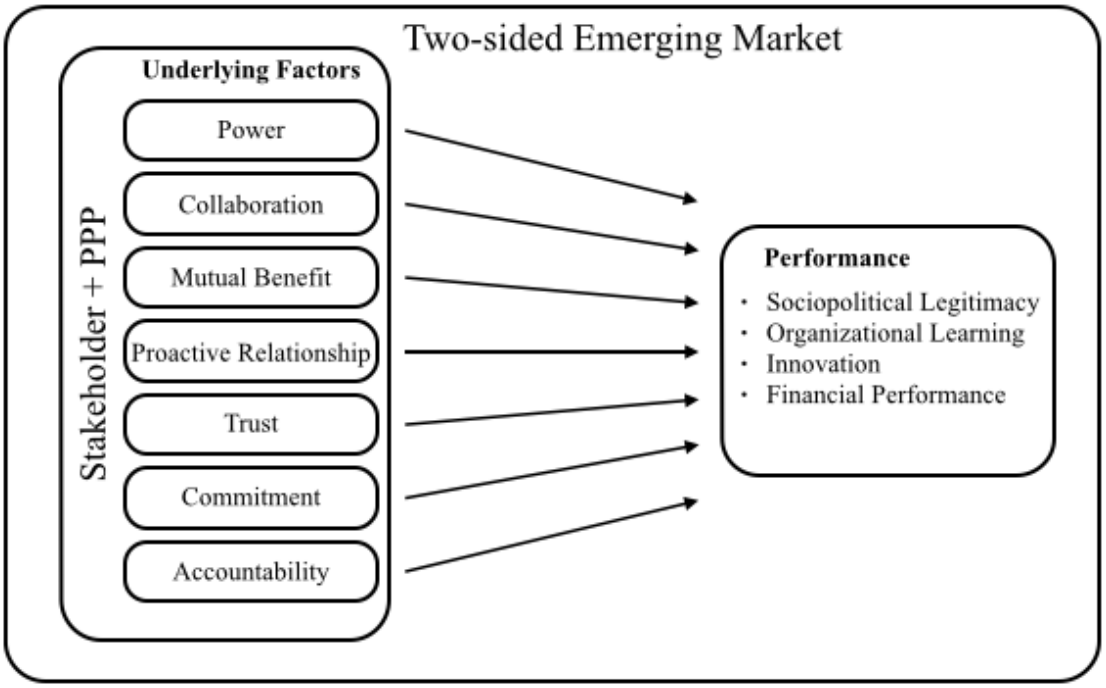
As of now, the established underlying factors are confirmed as being a part of the theoretical framework even after the empirical study. But before moving on to the next chapter, the contributed underlying factor called “Accountability” is discussed. This factor is the one not being properly attended to in theory and did therefore only hold a reserved position in the theoretical framework. Now though, the empirical study shows indication that the factor of accountability might be an appropriate factor to consider as a stakeholder-oriented company engages in a PPP with the aim to gain a platform leading role in a two-sided network marketplace.

Accountability then, was of great importance in Elbilsupphandlingen. Differing views on how the duties, associated with accountability, would affect the partnership caused much friction. When those differing views settled later on, it paved way for a smoother collaboration overall. What this illustrates then, is a risk associated with engaging in these sorts of enterprises without proper attention to accountability. The private party in these instances is in the risk of ignoring, or at least underestimating, factors associated with accountability for the public party. In the case

of Elbilsupphandlingen, conflict of interests was the difficult issue. But one may find other issues where the public and the private parties differ in terms of interest and duties.

For the private party to succeed in a partnership such as the one being discussed in this enquiry, it is important to facilitate the collaboration by acknowledging the aspects brought to light by accountability. In this way, risks associated with the collaboration are handled and this facilitates the collaboration as well. As the factor of accountability seems to be of importance, it is also included in our revised framework. There were indications of this being the case back when the theoretical framework was set up. Consequently, the predicted factor of accountability is now fully added to the revised framework–giving it the same status as the other underlying factors (see figure 3).

Figure 3. Revised Framework



6. Conclusion

The following chapter concludes this enquiry, beginning with a presentation of the results in the light of the purpose. The next segment will discuss the significance of the study, as validity and knowledge contribution are discussed. Finally, we provide a comment on how our study and its results can be ensued by future researchers.

6.1 Results in the light of the purpose

The purpose of this study was to deepen the understanding of how a private stakeholder-oriented party is able to successfully participate in a Public-Private Partnership, with the purpose to support a two-sided emerging market. In order to deepen the understanding of how the private stakeholder-oriented party should act in this setting, a framework was developed. The theoretical framework (section 2.6) consists of several underlying factors affecting the performance of firms The fields of stakeholder theory and PPP join together to provided theoretical answer. This junction resulted in one factor, accountability, from the field of PPP that seemed to be missing in the field of stakeholder theory. With the aim to confirm the theoretical framework, empirical findings from 13 interviewees within the Public-Private Partnership Elbilsupphandlingen were obtained. Through our empirical findings, we confirmed the underlying factors within the framework, and received strong indications that our contributing factor of accountability (presented in section 5.9.2) should be included within field of stakeholder theory.

6.2 Significance of the Study

As the results of this study are presented, it is suitable to comment the researchers view on the significance of the study. The significance will in this segment be discussed both in terms of its knowledge contribution and also in terms of the validity of the study. The knowledge contribution of this study is our revised framework, where the significance mostly lays in the added factor of accountability. This emphasis of the public ingredient in stakeholder collaboration sets a stage, which is less adept to stakeholder theory. As such, the understanding of these cross-sectorial setting will hopefully be enhanced through our study.

As with the validity of this study, we have aimed to make this study theoretically generalizable. We hope that the setting of this study is relevant to stakeholder theory and facilitates the understanding of a future business environment. As the business environment of the present and the future become increasingly complicated and versatile, its plausible that the development towards more collaboration with stakeholders. For a stakeholder-oriented private organization, with ambitions to be successful in the future, must be equipped with elaborate knowledge on what is demanded of a private party in a future setting. As such, including the issue of accountability in the stakeholder management plan will be crucial when collaborating with a public party.

6.3 Future Research

For future research, we suggest three different approaches to further deepen the understanding of how a private stakeholder-oriented party is supposed to participate in a Public-Private Partnership successfully, with the goal to support a two-sided emerging market. First of all, the fact that the study is carried out in Sweden proves that it has been of importance to Vattenfall to handle the accountability dimension to succeed in their Public-Private Partnership participation. Therefore it would be valuable to test this framework on another private actor participating in a Public-Private Partnership, with similar ambitions to support a two-sided emerging market in a different geographical, socio economic, political or cultural setting. Secondly, the aspects of time in regard to the Public-Private Partnership is interesting and has only been studied in the final phase of the project in this study. Later studies could have a more longitudinal approach and study a similar project during different points in time. Finally, this is a qualitative and mainly exploratory case study. A study in the future should seek to quantify the different factors and correlate their presence with project success in order to validate our framework statistically.

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8. Appendix

8.1 Appendix 1. Interview Guide

The questions have been angled in consideration to who have been interviewed i.e. main/lead actors have been changed to your organization when interviewing Vattenfall representatives and so on.

Introducing questions

- What is your roll at "the company" and in regard to Elbilsupphandlingen?
- Why is your organization part of Elbilsupphandlingen?
- How well do you think that the project have succeeded in supporting the development of electric cars?
- What do you think that the main actors in the project, like Vattenfall, have gained from Elbilsupphandlingen in the form of results? Both materiel and non-material earnings?

Main questions

- Because of that the main actors in the project have contributed in different way with different things, how does this affect the relative power structure within the project?
- How have you experienced that the main actors in the project have worked to make get the projects different stakeholders feeling included? Can you give examples?
- How have you experienced that the main actors have succeeded in making the projects goals and results be of gain to all its participants?
- How have you experienced the dynamics in work in reaching the projects goals? (Something special that have been of extra importance? Examples?) Do you feel that someone of the leading actors have taken extra much initiative?
- If we look at mutual trust as a contrary to monitoring, do you fell that any of these descriptions is applicable on this project? Develop how!
- Do you feel that the main actors in the project have had a true commitment towards the projects general vision about the electric car, and how have it shown?

- How do you feel that the project have been influenced by the fact that some of the projects participants have had a responsibility towards the public?

Concluding Question

- In regard to the questions we have asked, is there something that you feel we have missed that have been important to the project's success, and the collaboration between the involved?

8.2 Appendix 2. Article

Di Debatt

Debatt: Nyckeln till ett lyckat samarbete med offentligheten

Dagens Sverige har lämnat den starka staten bakom sig. Vi har gjort upp med den gamla folkhemspräglade offentligheten och tagit steg mot ett delat ansvar mellan det offentliga och det privata. Det offentliga och det privata samarbetar alltså allt mer. Detta är inte enbart ett svenskt fenomen, heller inte ett fenomen som är begränsat till vård och omsorg. Samarbeten mellan privata och publika aktörer sker snarare internationellt och inom en rad olika branscher. Debatten idag präglas dock av en kritisk hållning mot detta skifte, som har beskrivits som odemokratiskt. Denna utveckling förtjänar dock mer än enbart negativ kritik.

Betydande forskning har bedrivits på detta område, där mycket tyder på att samarbeten mellan offentliga och privata organisationer i hög grad skapar ett rikare samhälle. Det offentliga får växande företag och därmed högre skatteintäkter. Det privata får en stark och inflytelserik partner i en konkurrensutsatt global ekonomi. Den negativa kritiken måste därför mötas med ett mer medvetet näringsliv.

Vår forskning tyder på att det finns mycket att vinna på ett medvetet näringsliv. I samarbetet mellan det offentliga och det privata måste företag ta hänsyn till det arbetssätt som en offentlig organisation följer. Detta arbetssätt kommer utav en lagstiftning som noggrant stipulerar hur en offentlig organisation ska arbeta. Ett privat företag i samarbete med en offentlig organisation bör således i större grad uppmärksamma och förhålla sig till detta arbetssätt.

Dessa samarbeten skulle gynnas av ett mer medvetet näringsliv av flera anledningar. Den kritik som privata aktörer har stött på tidigare har i flera fall haft sin bakgrund i några få aktörers snedsteg. Enskilda aktörers oaktsamhet eller vårdslöshet kan i mediernas bevakning resultera i kritik mot långt fler än de som förtjänar kritiken. En seriös aktör bör vara mån om att alla inom samma bransch håller samma nivå av seriositet. Dessutom kan det offentliga arbetssättet bära med sig flera fördelar för den privata aktören. Ett mer genomtänkt arbetssätt, med i alla fall någon mån av transparens skulle kunna skänka en dos av goodwill till ett seriöst företag.

Vi har studerat Elbilsupphandlingen. Ett projekt där bland andra Stockholms Stad och Vattenfall har samarbetat kring att tidigt möjliggöra en introduktion av elbilar i Sverige. Detta samarbete har i stor grad lyckats tack vare att arbetssättet från den offentliga organisationen har smittat av sig på hela projektet. Vattenfall har lyckats mycket bättre i detta samarbete genom att anamma ett arbetssätt som ryms inom kraven för en offentlig verksamhet.

Vi har dock, i vår forskning, undersökt företag med ett brinnande intresse för allmänhetens bästa. Ett företag som tvärt om jagar efter kortsiktiga vinster passar inte lika bra i sådana samarbeten som vi har studerat. Men av denna anledning ligger just vår betoning på seriösa privata aktörer, som å

ena sidan ser till sitt eget ägarintresse, men som även förmår att inkludera sin omgivning i sin intressesfär, ur ett långsiktigt perspektiv.

Att mana till medvetna och hänsynsfulla företag i samarbete med det offentliga, är ett sätt att försvara den kvalitativa verksamhet som redan nu bedrivs mellan privata och publika organisationer. Således kan även i fortsättningen privata aktörer bidra till god offentlig verksamhet. Detta med ett hänsynsfullt näringsliv som lånar de bästa av det offentliga och därmed fortsatt möjliggör ett brett spektrum av utförare.

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