Business, Government, Society and Science

Interest in Co-Production by Relative Evaluation Using Google Trends

The article provides the theoretical analysis of co-production phenomenon. The interests in co-production and related concepts are examined applying the methods of Google Trends statistical analysis and information visualization. The activity of business, government, society and research sectors during the last five years are compared, the trends of interest change and the balance of inter-sectoral interest in co-production is assessed. The relative evaluation of interest in co-production indicates that the situation in different sectors is not the same – the asymmetry in interest in co-production prevails. The article concludes that cooperation between public sector organizations with private sector organizations and society in providing public service as well as cooperation between scientific research, methods and technologies is developed at a different rate thus hindering breakthrough on a larger scale.

Keywords: co-production, co-creation, public-private partnership, public participation, competitiveness of public organizations.

Introduction

The co-production is a form of intersectoral cooperation of public sector entities that involves stakeholders from other sectors into the delivery of public services. The main reason for co-production is resource related. Public sector organizations
initiate co-production when lacks internal resources – knowledge, information, people, time, etc., to perform functions qualitatively. The co-coproduction also gives opportunity to supplement available organizational and intellectual resources and competencies, i.e., to improve the services provided by engaging the public in co-production processes, thus ensuring a better response to the needs of service users.

Usually the public sector is not as flexible as the private one and any actions are taken only after all other possible options have been considered. It is not surprising that some global negative challenges have positively influenced on the development of the co-production. As M. Sicilia et al. (2016) notes, ‘financial crisis and austerity in public finances has become cooperation with and the involvement of service users and members of the community in the production of public services’.

The transformations in the public sector during the last few decades experienced at least three waves: i) providing greater autonomy to the public organization managers in order to increase efficiency; ii) marketization of public services through privatization with a specific focus on competition and iii) increasing role of citizens in the public services through the co-production (Sicilia et al., 2016; Sorrentino et al., 2018). J. L. Brudney (1987) stressed that co-production and privatization is ‘among the most frequently proposed methods of responding to fiscal stress in local government as well as to dissatisfaction with the performance of the public sector’.

Co-production should be considered as a tool for public sector liberalisation. Here, the liberalisation is achieved through the involvement of current and potential users into processes that previously were controlled by the public sector players, whereas privatization is achieved through the relocation of public service provision from public to the private sector.

When speaking about inter-sectoral cooperation with the broad social purpose, the public-private partnership, public participation, stakeholder inclusion and co-creation could be also considered as options for more effective, qualitative and reasonable service providing. Thus, studying issues of inter-sectoral cooperation issues and potential is relevant for organizations in public as well as in private and in non-governmental sector.

Based on this relevance we form the aim of the article: to explore and evaluate an interest in co-production and other related concepts in the world by comparing the activity of business, government, society and science over the last five years when seeking information using the World biggest information search engine the Google.

We used The Google Trends statistical analysis for our research. A plenty of publications (e.g., Lindgren, 2010; Mellon, 2014; Nuti et al., 2014; Dehkordy et al., 2014; Maas, 2019; Algan et al., 2019) reveal that it is a sufficiently reliable method for studying of prevalence of concepts.

The paper consists of four main parts: theoretical analysis of co-production concept, presentation of research method, discussion of research results, and conclusions.
**Theoretical analysis of the co-production phenomenon**

Co-production in public sector is known as the voluntary or involuntary involvement of public service users in planning, design, delivery, and assessment of public services (Osborne, Radnor, Strokosch, 2016). Co-production covers a number of different ‘co-’ stages where the involvement of current or potential public service users is possible, for example stages of ‘co-design’, ‘co-management’, etc. Taking into the account the inflexibility of the public sector, usually the first stage of involvement is the one where the cooperation between the public sector and current or potential public service users is highly needed for some precise reasons, such as:

- Insufficiency of know how;
- Insufficiency of information;
- Insufficiency of human resources;
- Insufficiency of time to achieve the required results without the involvement of potential users;
- Possible benefits of such cooperation.

It is difficult for a service provider to satisfy the needs of user group and improve the quality of such services at the same time. It is not easy to provide monitoring of the covered market and to cover more than one area. Insufficiency or inability to achieve the desired results independently is a serious reason to start searching for possible solutions including the consideration of benefits of possible cooperation. The involvement of potential users into co-production processes allows public entities to solve problems related to the lack human resources.

Co-production in the sense of solving insufficiency problems could be analysed in the light of *resource mobilization theory*. Resource mobilization reflects different forms of co-production at stages of cooperation. T. Bovaird and E. Loffler (2012) identified such stages as co-planning, co-design, co-prioritization, co-financing and co-delivery. It should be noted, that mobilization of resources is possible in any state of co-production. It is possible to mobilise co-production through the following resources:

- Organizational and strategic resources;
- Information resources;
- Material and financial resources;
- Social resources.

Such mobilization of resources and co-production of public services in general could bring the advantage for public sector in comparison to the private sector which is willing to join the market and compete in the provision of the same services.

Successful co-production as intersectoral cooperation form provides some advantages not only for the users but also for the entities involved in. Through the collaboration with the potential users, public service providers can improve the public opinion about themselves and the service provided which can strengthen the impact of the market. In other words, it can bring the possibility to take actions and decisions in the market more freely as compared to the situation where the strong competition in market exists.

However, some advantages of co-production through the absence of real competition in the market may lead to undesirable results in the long term. According to the findings of the Danish Competition and Consumer Authority, ‘public sector economies of scale and co-production advantages may lead to lower prices in the
short term, while the absence of competition may lead to higher prices and less innovation in the long term’ (2016). It may appear that privatization could be a better option ten co-production for public service delivery with the aim to maintain healthy competitive environment, even the co-production is opposed to the privatization by some authoritative researchers (e.g., Brudney, 1987).

In the case of privatization of the public services it is highly expected that more than one player providing and developing services will appear in the market. Competition should bring the pressure for the service providers to invest into the quality of services and compete by lowering the price of the services they provide. In the case of unsuccessful privatization, the service provision can be relocated into the hands of service provider which has a market power (monopoly, for instance). Purely from the technical side, privatization is a tool to allow state-owned enterprises (SOE) to enter into the market and compete having some advantages which usually are not easy assessable for other market players. According to the European Commission (2016), privatization “may also contribute to improving economic efficiency, if the competition framework is sufficiently strong, owing to effective competitive pressure from private parties on the markets where the SOE has been active and from (potential) entrants on those markets”.

In case of privatization the relocation goes together with the ‘accumulated luggage’ – public entity comes into market with already existing users, with know-how, possible reputation and rules which prevent users to be more flexible choosing certain service providers. As a rule, after privatization there is a period for other possible service providers to enter into the market, and competition in the market brings additional advantages for the users (broader choice, better quality, lower prices, etc.).

In turn, the co-production in public sector is considered as the way to modify public services by improving existing or designing and providing new services. The successful co-production allows enabling the current and potential users to contribute:

- Providing the important information and advice on public services directly from those, who benefit from the provision of such services;
- Participating directly in processes related to co-production (co-planning, co-design, co-prioritization, co-finnancing or co-delivery);
- Creating the confidence in services (traditionally, other users are more loyal to the services provided if they know that other users were involved).

The study of W. Vanleene, B. Verschuere and J. Voets (2015) revealed the following patterns of co-production benefits: better services, better relationships between citizens/customers and professional organization, and democratic quality. Surprisingly, the same benefits are common for the market where the competition ensured, and service providers are competing for the users. To survive in the market, they need to invest in better services, create confidence, choose between unique solutions, form loyal buyers (because of brand) and decrease the price. ‘Traditionally, customers influence the outcome of market competition through their influence on market demand. Increasingly, customers can also influence
competition as co-producers’ (Xue, Harker, 2003).

Despite the advantages of co-production, V. Pestoff (2014) has noticed that it is important to realize that ‘co-production is not a panacea for the problems facing the provision of public services and that there is no ‘one-size-fits-all’ solution for the great variety of services provided by governments in Europe’. Especially it is important to take into the account the nature of the service. Some of them are covered by the public sector only because of their nature and significance.

Usually another concept is used together with co-production which reflects the desired result – it is public value (Sorrentino et al., 2018). However, it is not necessary that the public value should be created by the public sector. Talbot (2011) supports the position providing public value through the balancing of public interest, procedural interest and self-interest. The public value is formed at a certain point by finding a balance between the egoistic personal interest and the public interest. It is common to assume that the public sector is more committed and more socially oriented. However, this assumption cannot justify the situation in sectors where the competition can satisfy user needs more efficiently.

D. Vanleene et al. (2015) provided a typology of possible risks of co-production by identifying risks of bias, costs, dissatisfaction, lack of impact, and crowding in/out. Some possible risks are related to the problems the public sector is constantly blamed for – such as bureaucracy and corruption. However, the main risks are related to the barriers for potential service providers and developers. Those risks are:

- Possibility that a particular market will not be opened for the private sector;
- Additional boundaries and expenses for the private sector to enter the new market or strengthen positions through the fair competition.

According to the findings of the Danish Competition and Consumer Authority, ‘there could also be other explanations why private enterprises are not competitive, for instance that the competing public sector institution may have specific economies of scale or co-production advantages’ (2016). Before the final decision to enter into any market, legal entities are expected to assess the challenges caused by such entrance. The private sector is not always ready to join the market where the public sector enjoys the advantages of co-production because of the lack of motivation to try knowing that the conditions are not equal.

Despite possible arguments that there are no real boundaries for the private sector to invite potential users to cooperate, usually the conditions for the public sector are better. Especially in the sector which is crucial for the state.

The rules, entitled to ensure the fair competition in the market, are also applicable for the public sector. This prevents public administration organizations to take decisions, which are harmful for already existing competition in the market, however the issue related to the impact of co-production on competition is a grey zone. Nevertheless, the competitiveness of public sector entities cannot be understood as an ordinary rivalry between service providers in the market.
In a long-term perspective it is aimed to bring advantages for the users. It is a tool to seek better quality and lower prices.

Despite the opposition of some models, some markets need to have a complex solutions or alternatives. According to G. Bel, R. Hebdon and M. Warner (2018), ‘mixed delivery and contract reversals recognize the important market management role of local government in creating competition between the public and private sector over time. Inter-municipal cooperation moves beyond competition to explore benefits of economies of scale and scope’.

Finally, aiming to ensure the quality and accessibility of public service, consumer satisfaction, long-term progress and sustainability of a state, competitiveness of public and private organisations it is important choose the most appropriate form of intersectoral cooperation to solve social problems and increase the potential of public service delivery. Different forms can be chosen including co-production, co-creation, public-private partnership, public participation or stakeholder involvement in public policy decision-making. Recently the concepts are analysed in numerous research publication as, for instance, Bailey, 2011; Osborne et al., 2016; Voorberg et al., 2017; Mira et al., 2018; Wang et al., 2018; Ramirez-Montoya, García-Peñalvo, 2018. The article will not analyse the forms of intersectoral cooperation in-depth as their content, advantages and disadvantages don’t fall under the scope of our research. Nevertheless, it is important to emphasize that practitioners have to be aware of the forms of intersectoral interaction as they help to choose the most appropriate form of cooperation under given conditions.

Research method and design

During the empirical research we have carried out a relative evaluation of the frequency and interest over time and location of the search of co-production concept in the areas of business, government, research and society. The research was based on the Google Search Trends tool that allowed to choose quantitative mapping of the chosen terms and keywords and, thus, define the behaviour of information search by internet users.

Google Trends is the tool of statistical analysis and relative evaluation that gives search results by relative popularity. It allows to analyse the frequency of search of a term or keyword during a given time. The peak volume within the time period of interest represents 100%, while the relative frequency at other time points is displayed as a proportion of this. If the total volume of searches for the term does not reach a required threshold, estimated at a minimum of 1000 searches over the relevant time period and/or geographic region of interest, Google Trends will report the search volume index as zero.

In our research, we used search traffic on four concepts (keywords): co-production; co-creation; public participation and public-private partnership.

The terms were selected purposefully by applying the following selection procedure. First, we have observed the relation between trends and search frequency by entering into search cell such forms (terms) of inter-sectoral interaction as co-production; co-creation; inter-sectoral partnership; public partnership; inter-sectoral cooperation; inter-sectoral collaboration; stakeholder participation; public
participation, and public private partnership. Second, we have selected the terms the search frequency of which among the users of different areas was above zero. We have also observed that geographical coverage of the term search was not limited to one country or region.

Furthermore, the precise selection of a topic beside a term helped to make a broader picture. When analysing topics Google Trends provides the keywords most frequently used and allows to make a justified evaluation of interests of Google users.

Finally, four topics were left to analysis. Evaluating the probability of different level of English by interest users we have formed the search on the following topics: co-production + coproduction; co-creation + co-creation; public participation; and public-private partnership. The frequency of the topic search was examined during the last five years. We have also analysed separately the frequency and spread characteristics of the terms co-production and co-creation during the period of five and fifteen years. We have made the decision aiming to examine if and how the behaviour of information searchers changes depending on the area they belong, and, probably, their interest and knowledge. The concepts may appear similar but have essential differences. As certain significant search results were identified, both topics were examined and generalized results were presented in the table.

Noteworthy to mention that the analysis made by Google Trends does not provide systemic evidence but reveals just general public views (Mellon, 2014). Research results were presented graphically by adapting the graphics and pictures by Google Trends.

**Results**

During our research, we wanted to find out if consumers’ interest in co-production and co-production is different. Whereas co-production speaks about the delivery of services by public sector organizations with inadequate resources and co-production to innovate in order to broaden the competencies of service providers, we assumed that the search for information would be significantly different in the context of society, research, business and government. Analysis of the results of the study showed that, taken together, the interest in co-production has declined significantly over the last fifteen years, while interest in co-production has steadily increased (Figure 1).

Trends in increasing co-creation and decreasing co-production can also be observed among scholars. In addition, there is a strong interest in fluctuation in research. Due to the specific nature of the research work, it can be assumed that interest grows over a period of time as the research teams conduct their research, but other times it does not reach a broader audience of researchers than any of our keywords (Figure 2). When viewed in the context of other fields, science shows the least interest in both co-production and co-creation.

It is interesting that until 2017, the business sector more frequently searched for information on co-production than co-creation, but in the last two years the focus has been similar on both topics (Figure 3). In addition, interest in both the co-production and co-creation by business sector is greater than in research.
More than in research, co-production and co-creation are also of interest to society. Besides, there is a stronger interest in the concept of co-creation (Figure 4).

The search terms by the government representative received the lowest interest (Figure 5). This is surprising because the underlying idea of co-production is to help government institutions to face the challenge of running out of resources and performing its direct functions.

The generalized results of the relative evaluation are summarized in Table 1. The asymmetry of interest in the term co-production is illustrated in Figure 6.

In the second stage of research, we compared the global interest of co-production, co-creation, public participation,
and public private partnership in different sectors over the past five years. Consensus across sectors shows that co-production has the least interest and public-private partnerships the most (Figure 7).

Analysing the results of the research in separate fields we can see that in the field of government co-production and co-creation are completely irrelevant compared to public participation and public private partnership (Figure 7a).

Table 1. The results of the comparative assessment comparing the frequency of interest in the terms of co-production and co-creation in the business, government, research and public sectors in the period of 2004-2019, 2014-2019 and July 2018-2011

<table>
<thead>
<tr>
<th>No.</th>
<th>The category</th>
<th>2004-2019 (the period of 15 years)</th>
<th>2014-2019 (the period of 5 years)</th>
<th>2018 – 2019 (the period of the last year)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Co-production</td>
<td>Co-creation</td>
<td>Co-production</td>
</tr>
<tr>
<td>1.</td>
<td>Business</td>
<td>25</td>
<td>10</td>
<td>39</td>
</tr>
<tr>
<td>2.</td>
<td>Government</td>
<td>12</td>
<td>2</td>
<td>23</td>
</tr>
<tr>
<td>3.</td>
<td>Research</td>
<td>3</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>4.</td>
<td>Society</td>
<td>10</td>
<td>15</td>
<td>16</td>
</tr>
</tbody>
</table>

Note: As Google Trends calculates the results of interest by taking the highest point of the selected period as the report point, increasing numbers in the table over a late period does not mean intensifying interest (see interest rates in the areas for the 15-year period in the figures above).
Significantly different situation is in business sector. Although there is a greater interest in public private partnerships and public participation, a continuous interest in co-creation and co-production is evident as well. However, it must be noticed that over the last five years, interest in co-creation has steadily outstripped interest in co-production (Figure 8).

In the area of research, public participation receives the most attention. Interest in public private partnerships is also not far behind but it should be noted that the concept of co-production here remains of interest, albeit behind the topic of co-creation (Figure 9).

Finally, the analysis of public interest in the forms of inter-sectoral cooperation has shown that here, as in the business sector, public private partnerships are of most interest. Co-production again is of the least interest (Figure 10).

To summarize, co-productions receive relatively little attention in all areas assessed. Other forms of intersectoral cooperation are of greater interest. In addition, comparisons between business, society, and government show significant asymmetries in terms of both frequency of interest and topics.

Analysing interest in the geographic distribution of co-production, co-creation, public participation, and public private partnership, all areas, relative evaluation; %.
Interest in co-production, co-creation, public participation, and public private partnership, species, and geographical distribution of the topics did not have enough data to deliver information search characteristics.

Notably, China has a greater interest in co-production than the other topics covered, while all Scandinavian countries, Portugal, Japan and New Zealand have a strong interest in co-creation. Information seekers in France, Ireland, the United States, Canada and some African countries are most interested in finding out about public participation, while German, Spanish, Italian, British, Indian, Indonesian, Pakistani, Thai audiences are most likely to search for public private partnerships.

Figures 11, 12, 13 and 14 illustrate the geographical distribution of the topics...
Interest in co-production, co-creation, public participation, and public private partnership, relative geographic distribution of information search of the terms of co-production, USA, India, Pakistan, Australia, Indonesia, Thailand, Vietnam (Figure 11).

Information seekers in France, Ireland, the United States, Canada and some African countries are most likely to search for the concept discussed in the article than in other European and global regions. Google Trends did not have enough data to deliver information search characteristics.

The results of the research have indicated that China is interested the most in the concept of government, science and society. Notably, China has a greater interest in co-production than the other topics covered, while all information seekers from France, India, Ireland, Kenya. Unfortunately, information about co-production and co-creation is of the least interest (Figure 10).

To summarize, co-productions receive relatively little attention in all areas assessed. Other topics of interest include Scandinavian countries, Spain, Portugal, Brazil, Italy, Germany, Japan, N. Zeeland, Austria. Canada, France, Republic of South Africa are more interested in public participation, while public private partnership topics are most popular in the UK, USA, India, Pakistan, Australia, Indonesia, Thailand, Vietnam (Figure 11).

In the governmental sector, Germany, Italy, United States of America, Canada, Australia, Spain, Portugal, UK, Pakistan, Thailand, New Zealand, Japan, several African countries are looking for information on public private partnerships. Public participation topics are of interest to information seekers from France, India,
Ireland, Kenya. Unfortunately, information about co-production and co-creation in the general government sector is far less important than in any region of the world (Figure 12).

In research sector, interest in co-production is also less marked, although search for co-creation topics is quite common. The co-creation is of particular interest to Scandinavian and Iranian information seekers as well as French, German, Dutch and Brazilian audiences. In the field of research public private partnerships are of interest to Pakistan and Kenya, and requests for online public participation are mostly made by representatives of Australia, Canada, USA, India, Indonesia, the Republic of South Africa, Kenya (Figure 13).

Finally, in the sector People & Society, the world's most popular queries in the public private domain (information searched primarily in the United States of America, Canada, Australia, Japan, etc.)...
seekers as well as French, German, Dutch and Brazilian audiences. In the field of research public private partnerships are of interest to Pakistan and Kenya, and requests for online public participation are mostly made by representatives of Australia, Canada, USA, India, Indonesia, the Republic of South Africa, Kenya (Figure 13).

Finally, in the sector People & Society, the world’s most popular queries in the public private domain (information searched primarily in the United States of America, Canada, Australia, Japan, India, Pakistan, Indonesia, Spain, Portugal, UK, Germany, Netherlands, Italy, Kenya, Tanzania, Myanmar, etc.), although the Finnish population is exceptionally intensely interested in co-creation. There is little interest in the topic of public participation in France, Ireland and the Republic of South Africa (Figure 14). Unfortunately, the term of co-production does not get the attention of information seekers.

Research on search keywords has revealed that the business sector and the public are more likely to search for information related to different aspects of intersectoral partnerships implementation and the government sector is more interested to interpret the concept and regulate it.

The research results suggest that while co-production is intended to improve the quality of public sector bodies’ functions through additional external resources, only the first steps are taken to realize the potential of co-production and to increase the value of cross-sectoral cooperation.

The findings of the study also show that in recent years, co-production has not been intensively examined in area of research, and there has been a greater focus on public participation and private sector partnerships.

Fig. 14. Relative geographic distribution of information search of the terms of co-production, co-creation, public participation, and public private partnership in the area “People & Society”, period 2014-2019.
Conclusions

The co-production in the public sector is a process of involvement of public service users in planning, design, delivery, and assessment of public services. The insufficiencies of human, information, social, material, or financial resources are the reasons why public sector entities choose co-production as a mechanism of public service provision. Due to the mutual value to the public and service providers in the public sector, the importance of co-production is significant. Unfortunately, the relative interest in co-production suggests that the potential for co-production is likely to be underutilized.

Comparing interest in co-production, co-creation, public participation and public private partnerships with Google Trends has shown that the public sector is only taking the first steps to realize the potential of co-production and increase the value of cross-industry collaboration – interest in co-production is extremely low.

The results of the research have shown that in recent years co-production has not been intensively researched. The focus here is on public participation and private sector partnerships.

Analysing the popularity of the search of the terms of co-production, co-creation, public participation, and public private partnerships in the context of geographical distribution, it can be seen that few countries can boast of a consistent focus on their chosen area of inter-sectoral cooperation. Pakistan alone has consistent active interest in public private partnerships across the four sectors examined – industry, government, research and society. The United States of America, Australia and Indonesia maintain a balanced interest of business and industry, government and society in public private partnerships. However, it should be noted that research sector stakeholders in these countries are more interested in public participation. Co-creation is a priority for the Scandinavian countries. French information seekers prioritize public participation topics. Only Chinese business and industry are interested in co-production to a large extent in the world, and some popularity is also observed in Italian, Canadian, Indian and British audiences.

In conclusion, the research has revealed that interest in different sectors is characterized by asymmetry, which implies that collaboration between private and public sector organizations in the delivery of public services and business-research cooperation is developing at different rate.

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BUSINESS, GOVERNMENT, SOCIETY AND SCIENCE INTEREST IN CO-PRODUCTION BY RELATIVE EVALUATION USING GOOGLE TRENDS

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SUINTERESUOTUMAS KOPRODUKCIJA VERSLO, VIEŠOJO VALDYMO IR MOKSLO SEKTORIUOSE BEI VISUOMENĖJE: SANTYKINIS VERTINIMAS PASITELKUS „GOOGLE TREND”

S ant r a u k a


Pasitelkus „Google Trends” statistinės analizės ir informacijos vizualizacijos metodą, stripsnyje tiriamas susidomėjimas koprodukcija ir kitais jai artimais konceptais pasaulyje. Lyginamas verslo, valdžios, visuomenės ir mokslo sektorių aktyvumas per pastarusius penkerius metus, vertinamos interesų tendencijos ir tarpsektorinius domėjimosi koprodukcija balansas. Šalyginis suinteresuotumo koprodukcija vertinimas rodo, kad situacija skirtinguose sektoriuose nevienoda. Valdžios ir mokslo sektorai koprodukcija domisi mažiau, palyginti su verslo sektoriumi ir visuomene. Atliekta užklausų raktažodžių analize leidžia teigti, kad verslo sektoriuje ir visuomenėje dažniau ieškoma informacijos, susijusios su tarpsektorinės partnerystės įgyvendinimo aspektais, o valdžios sektoriuje – paties koncepto aiškinimui ir teisiniu reglamentavimui. Tyrimas rodo, kad nors koprodukcija skirta pagerinti viešojo sektoriaus institucijų funkcijų vykdymo kokybę pasitelkus papildomus išorinius ištekliaus, čia žengiami tik pirmieji žingsniai, leidžiantys suvokti koprodukcijos potencialą ir padidinti tarpsektoriaus bendradarbiavimo vertę.

Tyrimo rezultatai taip pat rodo, jog mokslo srities pastaraisiais metais koprodukcija nėra aktyviai tyrimėjama, daugiau dėmesio skiriama viešojo ir privataus sektorių partnerystei bei suinteresuotųjų dalyvavimui.

Stripsnyje daroma išvada, kad susidomėjimui skirtinguose sektoriuose būdinga asimetrija, kuri parodo, jog privataus ir viešojo sektoriaus organizacijų kooperavimas teikiant viešasias paslaugas ir verslo-mokslo bendradarbiavimas plėtojamas skirtingais greičiais, trukdant šis pasiekti proveržį platesniu mastu.