

## Article

# Participatory Design of Participatory Systems for Sustainable Collaboration: Exploring Its Potential in Transport and Logistics

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**Abstract:** Challenges involving economic, environmental, and societal aspects necessitate organisations in business networks to collaborate. The scientific problem central to this paper is the difficulty of building sustainable collaborations. The research question is how to support organisations in building sustainable collaborations in their business relationships. This paper presents a new socio-technical approach to this end, i.e., PDPS (an acronym for Participatory Design of Participatory Systems) and explores its potential in a case study. PDPS is a value-based approach to the participatory design of participatory systems. Such socio-technical systems enable people working in different disciplines, departments, and organisational levels to create sustainable relationships supported by distributed information and communication technology. In a participatory system, participants gain trust, engagement, and empowerment to self-organise actions that produce results they could not have achieved alone. Following PDPS, participants collectively explore challenges in their relationship, define a joint value-based mission, and create a continuous process of self-organisation to fulfil this mission. In a case study, PDPS supported two Dutch business partners in solving recurring transport and logistics issues in retail store refurbishment projects. Turning their traditional business processes into participatory ones led to new solutions for sustainable transport and logistics, more joint business, and more profit. PDPS differs from other approaches in its involvement of all participants in a business relationship, its focus on shared values, and its capacity for creating a continuous process of self-organisation to fulfil a joint mission. This paper may support researchers, practitioners, and organisational policymakers interested in building sustainable collaborations in business networks.

**Keywords:** business networks; collaboration; complex systems; design thinking; participatory design; self-organisation; sustainability; systems thinking; value-sensitive design



**Citation:** van Langen, P.; Pijper, G.; de Vries, P.; Brazier, F. Participatory Design of Participatory Systems for Sustainable Collaboration: Exploring Its Potential in Transport and Logistics. *Sustainability* **2023**, *15*, 7966. <https://doi.org/10.3390/su15107966>

Academic Editor: Mário José Baptista Franco

Received: 22 February 2023

Revised: 21 April 2023

Accepted: 23 April 2023

Published: 12 May 2023



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## 1. Introduction

In the world of supply chain management, companies transport, store, distribute, and deliver products [1]. They form business networks, coordinating activities to manage the supply chain and achieve their goals [1]. These socio-technical networks with intertwined social and technical aspects [2] operate in a volatile, uncertain, complex, and ambiguous world [3].

Challenges involving economic, environmental, and societal aspects necessitate organisations in business networks to collaborate, as the complexity of such challenges exceeds the capabilities of an individual organisation [4]. Cross-actor participation, cross-coordination, and cross-sector cooperation are essential [5]. Collaboration entails formal and informal agreements between stakeholders (customers, employees, partners, end-users, citizens, etc.). These agreements are often supported by (virtual) entities to regulate roles and responsibilities [1]. In a collaboration, stakeholders interact and jointly create ways to act or decide on issues according to shared norms [6].

# Participatory Design Perspectives On Systems Design

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