INTER-ORGANIZATIONAL COOPERATION ACROSS THE SERVICE DESIGN PROCESS BASED ON INTANGIBLE CULTURAL HERITAGE EXPLOITATION

Trojan L., Kurowska-Pysz J., Taverner C.*

Abstract: The paper discusses the impact of inter-organizational cooperation on the development of a region's Intangible Cultural Heritage (ICH). Based on the results of quantitative and qualitative research conducted in 2023, the authors characterized inter-organizational cooperation in the process of creating services based on the Intangible Cultural Heritage (ICH), as well as identified the stages of the creation of such services and the added value that results from the use of a participatory approach in this process. The authors also identified those elements of ICH management that involve the cooperation of partners. The paper helps to understand the role of inter-organizational cooperation in designing ICH-based services, while also showing how ICH can be managed based on services designed as part of inter-organizational cooperation. The study presents the features of inter-organizational cooperation in the process of designing an ICH-based service is distinguished. It has been proven that the inter-organizational cooperation in designing an ICH-based service highlights the innovation aspect of this activity and it has a positive impact on ICH development.

Keywords: inter-organizational cooperation, service design, intangible cultural heritage, craft, management of design process

Introduction

Inter-organizational cooperation plays an important role in the success achieved by organizations on the market. The construction of various forms of this cooperation is based on the ability to establish relationships and form long-term ties that enable or facilitate the implementation of various projects (Cricelli et al., 2021, Kuzior et al. 2022). Inter-organizational cooperation can be an important condition shaping the course and efficiency of the service design process (Al.-Gasawneh et al., 2021),

---

* **Lubomira Trojan**, WSB University, Poland;
✉ email: ltrojan@wsb.edu.pl,
ORCID: 0000-0001-9883-1117
Joanna Kurowska-Pysz, WSB University, Poland;
✉ email: jkurowska@wsb.edu.pl,
ORCID: 0000-0002-3967-9263
Cristina Taverner Ribas Ph.D. Elisava, School of Design and Engineering, Barcelona Spain; CIAUD, Lisbon School of Architeture, Universidade de Lisboa, Lisbon, Portugal; TGRAF Center, ISEC Lisbon, Portugal;
✉ email: ctaverner@elisava.net,
ORCID: 0009-0002-3009-1137

POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

2023
Vol.28 No.2

especially given the growing importance of various types of network relationships, alliances, and clusters (Deja et al., 2023). The cooperation between various partners who interact with each other at different stages of the process to create an offer that meets market expectations can be an element of service design (Zahoor and Al.-Tabbaa, 2020). This approach is present both in the public sphere and in the commercial and social spheres, i.e. wherever inter-organizational cooperation of various actors makes it possible to achieve results that exceed the results of their individual actions. In some situations, the involvement of partners is a formal requirement (e.g., in public consultations), and in others it makes it possible to design more competitive services (e.g., cooperation on research and development projects) or ensures the use of diverse resources and potentials, which becomes a way for an organization to survive in a turbulent environment (Andrusiv et al., 2023). Organizations increasingly designing their services by also drawing on the resources available in their environment, while at the same time influencing that environment themselves (Radziwon and Bogers, 2019).

Cooperation between different stakeholder groups can be motivated by several factors, such as the pursuit of a competitive advantage, the need to meet the needs of local communities, the possibility to take advantage of unique resources available to the cooperating organizations, and the desire to stimulate social activity based on cultural values (Kurowska-Pysz et al., 2021; Otola et al., 2021). The competitive advantages of organizations and regions can also be built on the foundation of cultural heritage, including intangible heritage. Intangible cultural heritage (ICH) is the practices, notions, transmissions, knowledge, skills, and associated instruments, objects, artefacts, and cultural space that communities, groups, and individuals recognize as part of their own cultural heritage (UNESCO, 2003). ICH is a resource managed to ensure its protection and development, and to share and promote it (Trojan, 2022). ICH can also provide a basis for designing public and commercial services while providing these services in the long term, transforming ICH and contributing to its development.

The service design process is characterized by specific assumptions and dynamics and a constant or periodic involvement of stakeholders whose cooperation can add value (Wu and Hou, 2020). Although the issue of service design has received a lot of attention in the literature (Sheppard et al., 2023; Stickdorn et al., 2018), there is no in-depth analysis of the impact of the process of designing such a service on the status of the resources on which the service is based, e.g., ICH. The scientific discourse also fails to address the issue of involving collaborating organizations in the service design process. This research problem was analyzed by the authors in relation to the process of designing a service based on ICH. The paper discusses the importance of inter-organizational cooperation and ICH management elements in designing ICH-based service. The paper uses a mixed approach, i.e., quantitative and qualitative research methods, which made it possible to obtain answers to the research questions posed. The paper helps to understand the role of inter-

organizational cooperation in designing ICH-based services, while also showing how ICH can be managed on the basis of services based on that resource.

Literature Review

Inter-organizational cooperation in service design processes

Inter-organizational cooperation is the interaction of organizations, such as companies, in which information, material, or energy is exchanged, with mutual involvement of the partners (Czakon, 2005). Such cooperation involves the formation of ties and then relationships based on some exchange, thanks to which organizations can better cope with the challenges they face (Schruijer, 2020). The value of inter-organizational cooperation stems not only from the need to respond to dynamic changes in the environment but also to create those changes (Kimbell, 2011). Resource sharing, mutual knowledge sharing, joint intellectual work, and joint learning are behaviours that characterize various forms of cooperation between partners that create conditions for the development of innovative solutions (Qi Dong et al., 2017). Network interactions as a result of inter-organizational cooperation are a source of creative solutions, but they are also a force that drives the process of development and implementation of new solutions (Pouwels and Koster 2017).

Inter-organizational cooperation is developing in business and in the public sphere, e.g., between cultural institutions and their partners (Gil-Garcia et al., 2019). According to the concept of good governance, such organizations work together to improve the quality of public governance in order to achieve better economic and social outcomes (Fukuyama, 2014). Cultural institutions that pursue the mission of preserving, disseminating, and creating culture enter into alliances that facilitate the performance of such tasks. There is also a growing importance of inter-sectoral partnerships, in which public institutions cooperate with, for example, companies and non-governmental organizations. Such partnerships allow market mechanisms to be implemented to meet the needs of the society. Organizations cooperate willingly primarily when their goals and interests are consistent, which also requires building mutual trust and ensuring the commitment of each cooperating party. Networks formed in this way make it possible to increase individual as well as joint benefits of the partners.

Inter-organizational cooperation can be an element that has a beneficial impact on the process of designing services (Jiartana et al., 2023) that are the drivers of economic growth. Service design is the process of creating and improving services to meet the recipients' expectations and needs (Stickdorn et al., 2018). This requires taking a multidisciplinary, holistic approach based on the cooperation of the actors involved in shaping these services (Badr, 2023; Nuanphromsakul et al., 2022), as well as taking into account the experience and expectations of the recipients of these services. Many researchers have sought to identify the characteristics of the service design process, in which the emphasis on various aspects of inter-organizational cooperation is apparent (Brown, 2009; Kimbell, 2014; Stickdorn and Schneider, 2012). They are shown in Table 1.

POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

**2023
Vol.28 No.2**

Table 1. Features of the service design process

No.	Name of the process feature	Characteristics of the process feature
1	Human-centered	requires taking into account the experience of all partners
2	Collaborative	stakeholders with different backgrounds and functions should be actively involved in the process
3	Iterative	is an exploratory, adaptive, and experimental approach that iteratively repeats steps and aims to implement a solution
4	Sequential	the designed service should be visualized and planned as a sequence of interrelated activities
5	Real	the needs of the recipients should be studied in a real context, the ideas should be prototyped in reality
6	Holistic	the services should be targeted according to the needs of all stakeholders through the entire service

Source: Prepared by the authors based on Stickdorn et al.(2018)

In addition to the features of service design processes most often mentioned in the literature, such as empathy for the users, rapid prototyping, iterativeness, flexibility, and tolerance of failure, inclusive approaches are also important. Its essence is to invite the diverse stakeholders involved to conduct research, jointly identify the design challenge, and then jointly design the solution. This involves using tools that bring together representatives of different disciplines and circles and inspire diverse interpretations of phenomena (Ranjan and Read, 2016). Openness to collaboration and joint design of solutions are considered the key conditions for creating new services (Brandsen et al., 2018; Kimbell, 2011). Joint creation of solutions, or co-creation, which means the creative involvement of service users and other stakeholders in developing solutions, is a prerequisite for the service design process (Stickdorn et al., 2018). The diversity of the participants and the reciprocity and flexibility in the sharing of values, resources, and potentials make it possible to balance the dynamics of the joint design process (Raj Singh et al., 2023). A distinguishing feature of the cooperation process in the design of services is the inclusion of the final recipients, as well as other important stakeholders, in the joint development of these new solutions (Vaitkienė, 2021). This is because the full process of development of new solutions requires the involvement of all parties (Cap et al., 2019) and is conducive to the building of lasting inter-organizational ties, the catalyst for which is increased trust (Schruijer, 2020). Building an atmosphere of trust is fostered by the use of the right tools and conducting the process according to its characteristic stages (Stickodrn et al., 2018, p. 88). These stages can be adapted to the design processes, but they are based on the model of the so-called double diamond, developed by the British Design Council. The model is based on two categories of thought: divergent and convergent (Guilford, 1968). The divergent phase is a time when the problem is determined and numerous ideas for solving it are generated. The convergent phase is a time of restriction and is aimed at reaching a specific goal quickly and efficiently. In addition to these phases, it is also possible

to distinguish four stages in this process that consider cooperation with project stakeholders (Table 2).

Table 2. Stages of the service design process and characteristics of the cooperation

Process stage	Stage characteristics	Characteristics of inter-organizational cooperation
Discover	Discovering the problems and needs of the stakeholders	Cooperation with a wide range of stakeholders - identifying their needs and expectations from the planned service
Define	Analyzing and defining the design challenge	Cooperation of the project team with selected stakeholders: team analysis of the information gathered at the "Discover" stage and selection of one challenge
Develop	Developing solutions and their subsequent improvement	Team joint development of solutions using the information, knowledge, and experience of various stakeholders, prototyping of solutions, cooperation with the service recipients to test the solutions.
Deliver	Delivery of the developed solution, implementation	Working in a close project team - iteratively improving the invented solution and creating the service in its final form.

Source: Prepared by the authors based on Stickdorn et al. (2018)

As can be seen from Table 2, at the successive stages of the service design process, the group of stakeholders involved in the process becomes smaller, which is due to both the logic of the activities performed and the desire to protect the new solution from stakeholders who may gain unauthorized access to the know-how regarding the final version of this service.

Designing services based on intangible cultural heritage

Cultural heritage, both tangible and intangible, is a resource that plays an important role in the overall socio-economic development of modern societies (Figure 1). It has a large economic, cultural, social, and environmental impact (Dan, 2019) on regions, while stimulating the development of local communities. Heritage is used to develop services intended for both residents of regions and tourists. It serves as a basis for the creation of events, festivals, and exhibitions (Vaníčková and Szczepańska-Woszczyna, 2020), the educational offer, and tourist and culinary routes (Cerquetti et al., 2022). ICH elements are also used in the visual identification and promotion of localities and regions, and even borderlands (Kurowska-Pysz and Ulrich, 2019). It also has a role in bonding the identities of local communities and individuals (Eichler, 2021).
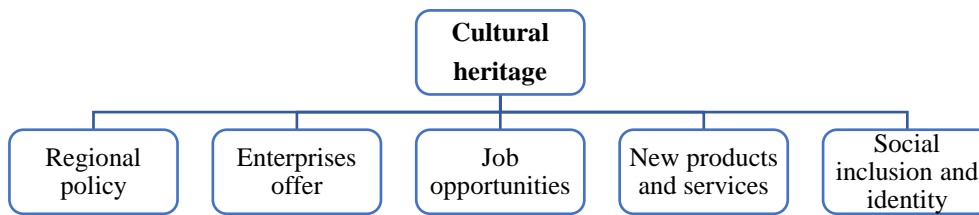
POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

2023
Vol.28 No.2

Figure 1: Areas of heritage use in regions
Source: Own elaboration

Scientific discourse is increasingly focusing on how to use cultural heritage according to the needs of its users (Ashworth and Larkham, 1994; Pistola et al., 2021), which is part of heritage management. According to UNESCO's position, the protection of intangible cultural heritage should take into account sustaining its vitality and should enable its continued reproduction and intergenerational transfer, as well as its use in a way that is meaningful to recipients. Effective heritage management must ensure its accessibility to recipients in the form of services, among other things (Wang et al., 2019). Heritage management is a conscious and responsible making of decisions based on sound knowledge, in such a way as to make the best use of its numerous and diverse values for the public good. It should be carried out in a participatory manner, with the involvement of various stakeholders who, working together, contribute, for example, to the process of designing services based on the resource. Heritage management also means its development, understood as innovative ways of making it available, promoting it, and creating new products, services, and processes based on it (Keahey, 2019).

Reading heritage anew is one way to preserve it. The creative processing of heritage increasingly involves collaboration with designers and the use of design tools. In the literature, one can even find the term *cultural heritage design*, meaning using the competencies of interior, product, communication, and strategy designers to shape new products and services based on cultural heritage (Besana, 2019). Numerous examples of ICH-based services include the tourism sector, building a cohesive regional image, and managing a sustainable heritage development (Li et al., 2019; Brenna et al., 2009; Robbins and Devitt, 2014). These phenomena also apply to crafts, which are being creatively transformed in response to global trends related to societies' demand for authenticity and experience, an ethical and sustainable consumption, and concern for well-being. Between 2006 and 2020, handicraft buyers in the UK increased from 6.9 million to 31.6 million. This increase was motivated by a concern for the ethics of product manufacturing, a desire to support local businesses and use local materials, and a desire for direct contact with the creator. The result is the development of many small businesses that sell not only craft products, but to a large extent also educational services on how to make these products. The same phenomenon is taking place in the Polish market, and an example of this is the Cieszyn Crafts School, a service based on the cultural

2023
Vol.28 No.2

POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

intangible heritage of Cieszyn Silesia, which was created with the involvement of many stakeholders.

Cooperation in the ICH-based service design process - a case study

The initiative to create the Cieszyn Crafts School was launched in Poland in 2022, and the City of Cieszyn entrusted the creation of the School to the regional design center, the Cieszyn Castle. The School was established with financial support from the Norwegian Financial Mechanism for 2014-2021 under the "Local Development" program. The task of the School is to inspire the development of crafts using the ICH potential of Cieszyn Silesia, including the search for new forms of its use to stimulate local entrepreneurship. At the same time, the School protects ICH by providing educational services related to training so-called new artisans. These individuals, most often with education in design, architecture, or ethnology, learn traditional techniques for making craft products at the School and combine them with design thinking. The preparation of the School to achieve its status goals involved designing an educational service based on ICH. This process included the following stages:

- carrying out an inventory of local ICH resources, including resources for crafts;
- studying the needs of the stakeholders and future users of the service;
- selecting the local crafts to be included in the educational service;
- developing the School's ICH-based educational service;
- building a competence profile of the teaching staff;
- developing the school's structure and operating model;
- developing the school's structure; and
- indicating the school equipment.

An external contractor (Ego Company) with extensive experience in this field was responsible for coordinating the design process of this educational service. He worked with the Principal (Cieszyn Castle) and the other stakeholders involved (Figure 2), including:

- a university: the Faculty of Arts and Education Sciences at the University of Silesia providing expertise and competence in ethnographic research; - a non-governmental organization (Serfenta Association from Cieszyn) specializing in weaving and having a business model for selling weaving services; - a company providing consulting services (Dinksy creative and consulting studio), which creates business models for craft companies;

- a nationwide association of new craftsmen (Nów. New Craft from Warsaw);

- a university, a design faculty (School of Form of the SWPS University from Warsaw), which educates on how to combine traditional crafts with modern technologies; and

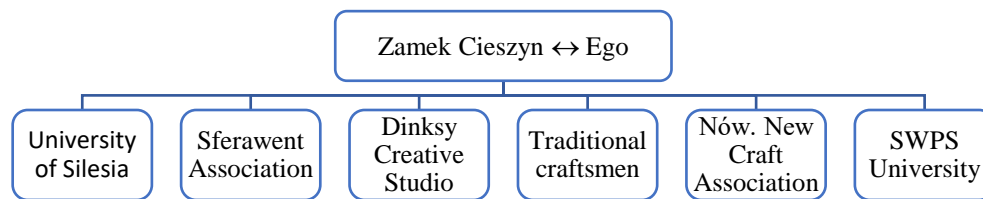- depositaries of traditional crafts from the Cieszyn area.

POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

2023
Vol.28 No.2

Figure 2: Project team involved in the creation of an educational service for the Cieszyn Crafts School
Source: Own elaboration

A participatory approach was adopted in the design process. In accordance with the guidelines for conducting service design processes, the opinions and comments of the representatives of selected stakeholder groups were examined at the first stage (*Discover)*. Online surveys and consultations were conducted with, among others, various groups of craftsmen (professionals and artisans - hobbyists), administrators of Facebook groups on crafts and handicrafts, and with local authorities. In accordance with the service design methodology and the double diamond model (Stickdorn, 2018), all the relevant stages of the process were implemented, as shown in Table 3.

Table 3. Stages of the process of designing the educational service
for the Cieszyn Crafts School

Process stage	Course of the stage	Role of the cooperating stakeholders
Discover	Preliminary research: an inventory of craft resources in the region, identification of the needs of the principal, the residents of the region, the depositaries of the heritage, the local government, and the potential recipients of the service.	— Obtaining a perspective and context of the operation of crafts and educational services; — Exchange of knowledge; — Participation in the division of tasks; — Exchange of opinions on the specific objectives of the operation of the service.
Define	Defining the design challenge and the way the School operates, the choice of crafts to be taught, the organization of classes, and the combination of practical classes with the business knowledge module.	— Exchange of opinions, discussion, and joint analysis of the research results; — Joint decisions on the educational service and the way the School operates; — Joint decisions on the implementation of the challenge.
Develop	Organization of co-creation workshops, identifying the personas and the operation of the School, testing prototypes;	— Joint creation of solutions; — Providing ideas; — Ensuring a creative synergy; — Participation in the testing.

2023
Vol.28 No.2

POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

Deliver	Developing the service and a report showing how it was performed; implementation of the service by the principal.	Presentation of the service design in the project team; implementation of the service in cooperation with selected stakeholders.

Source: Own elaboration

As part of the preliminary research (*Discover* stage), the stakeholders jointly identified and analyzed the current trends in providing similar services worldwide. In addition, the contractor company conducted quantitative and qualitative research to identify the demand for developing ICH-based craft. The *Define* stage made it possible to decide on the shape and scope of the final design challenge. In addition, the framework for the operation of the School, the crafts that the service will cover, and the business module of the School's operation were established. The selected design challenge was filled with details at the solution development stage (*Develop*). Service design is a creative working method based on techniques that encourage the search for out-of-the-box and bold solutions (Collins, 2017). Therefore, selected heuristic tools and techniques that foster the creation of interesting ideas were also used in this process (Hanington and Martin, 2012). The key stages of the work on the concept took place in the format of co-creation workshops based on the cooperation of project team members. A co-creation workshop is a type of a workshop session where team members work together, with the support of a facilitator, to create ideas and solutions to the challenges posed. This makes it possible to obtain different concepts and to conduct a joint discussion on the emerging solution concepts (Stickdorn et al., 2018). The collaboration of the team members in made it possible to define, among other things, the purpose of the School and the specific recipients - mapping of the people who are the recipients of the designed solution, representing users with common interests, behavioral patterns, or demographic similarities (Vink and Koskela-Huotari, 2022). The ideas developed regarding the School's operation and education service were validated and tested. The entire project team and the potential recipients of the service were invited to collaborate in this regard. This made it possible to streamline the solutions and optimize them. The optimized project moved to the implementation stage (*Deliver*) by the Cieszyn Castle, with the cooperation of selected craftsmen from the region (Cieszyn Silesia) and the experts co-creating the business module.

The case study described is an interesting example of an ICH-based educational service designed as part of an inter-organizational partnership, following all the stages of service design, and was then implemented. An analysis of this process makes it possible to determine the nature of inter-organizational cooperation in designing a service based on the region's ICH and to identify the elements of ICH management in this process.

Methodological approach

Based on the literature review conducted, the following research assumptions were made:

- The process of designing an ICH-based service requires the involvement of various stakeholder groups, including at least the depositaries of ICH, the recipients of an ICH-based service, and the providers of ICH expertise;
- Inter-organizational cooperation in the process of designing an ICH-based service can affect the development of ICH in various ways;
- In designing an ICH-based service, it is possible to use various elements of cultural heritage management.

The following goals were set in the paper:

- to characterize the inter-organizational cooperation in the process of designing an ICH-based service;
- to determine the impact of inter-organizational cooperation in the design of services based on a region's ICH on the development of that heritage.

The research approach of the paper was based on the interpretative paradigm (Lisiński, 2016), with the assumption that, in solving the defined research problem, the social attribution of meanings to the formulated conclusions is important, which means that the studied phenomenon can be interpreted in different ways, depending on the context. The method of incomplete numerical induction was indicated as the general research method. In this method, a general rule is derived from a limited number of details, according to the "first observation, then generalization" principle. This involves moving from single empirical phenomena or processes, acquired through observation, through their justification and construction of a theory, to determining its value.

The study uses a triangulation of data sources, methods, and research techniques, as well as a mixed approach that includes secondary and primary research (qualitative and quantitative). This approach made it possible to consider different perspectives of information and data collection, and the knowledge gained from the triangulation effect proved more complete than if only one research method was used. This provided a holistic view of the research problem and, consequently, a better, more consistent empirical basis for inference (Teddlie and Tashakkori, 2010). According to the interpretative paradigm, no research hypotheses were posed in the study, as the quantitative research conducted by the authors was based on non-random samples and did not allow for reliable statistical testing of hypotheses. Based on suggestions in the literature on this subject, the authors selected detailed research methods, i.e., the CATI and CAWI survey methods and the case study method, including participant observation, desk research analysis, and individual semi-structured interviews, which were recorded by way of transcription.

First, the case study described above was conducted, which included an analysis of the case of an educational service based on ICH (Cieszyn Crafts School) designed as part of inter-organizational cooperation. This made it possible to obtain more

2023
Vol.28 No.2

POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

detailed information about the phenomenon, make a detailed description, and formulate conclusions. The study was carried out assuming that a single case reflects a single set of circumstances and that conclusions based on a specific case can be generalised and applied to other cases with similar characteristics and circumstances (Lee, 1989). The information gathered during the interviews provided a better insight into the essence of inter-organizational cooperation in creating an ICH-based service and its impact on cultural heritage. The respondents in the interviews were representatives of organizations that directly collaborated in designing the service provided by the Cieszyn Crafts School. The profile of the respondents is shown in Table 4.

Table 4. Profile of interview respondents

Organization	Characteristics	Relationship to the intangible heritage of the region
Cieszyn Castle	The principal	The owner of a service based on the intangible heritage of the region
Ego	The service design contractor	The leader of the process of creation of a service
University of Silesia	The contractor for the inventory of craftsmen, a participant in the co-creation workshop	The provider of expertise on the region's intangible heritage
Dinksy	A participant in the diagnostic stage, a participant in the co-creation workshop	The provider of expertise on the business model for the implementation of a service
Serfenta	A participant in the diagnostic stage, a participant in the co-creation workshop	The depositary of the intangible heritage of the region
The recipient of the service - the craftsmen representative	A participant in the diagnostic stage and the testing stage for the service prototype	The future potential user of the designed educational service

Source: Own elaboration

Non-random sampling was carried out in the survey study. The study sample included depositaries of ICH from all over Poland, i.e., cultural institutions, non-governmental organizations, and public administration entities that protect intangible cultural heritage as part of their statutory tasks. The sample selection was based on a desk research analysis of the statutes of these entities. The sample size in the survey was 381, and its characteristics are shown in Table 5.

POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

2023
Vol.28 No.2

Table 5. Characteristics of the entities participating in the survey

Type of entity	Number of respondents participating in the survey	Share (%)
Local government administration	176	46.2
Cultural institutions	105	27.6
Non-governmental organizations	100	26.3
Total	**381**	**100%**

Source: Own elaboration

The case study, the individual interviews, and the surveys were carried out in 2023.

Main findings

An analysis of the literature and an evaluation of the case study of the Cieszyn Crafts School made it possible to characterize inter-organizational cooperation in designing an ICH-based service. According to the respondents, the stakeholders involved in the process should not evaluate the heritage themselves but should trust the ICH depositaries, which will benefit the design process and the service itself. The diversity of the stakeholders, which should include representatives of the depositaries, the local government, universities, businesses, and potential service users, was considered an important feature of the inter-organizational cooperation in this process. At the same time, this diverse partnership should be united by a common idea and goal. Decisions that may affect the heritage should be made participatory, without giving any stakeholder a supreme role. Smooth communication, openness to dialogue, respect for different points of view, and striving for compromise were key factors affecting the quality of inter-organizational cooperation on the project. Other factors facilitating cooperation in developing an ICH-based service include ensuring interpersonal relationships and mutual trust. The stage of the design an ICH-based service as part of an inter-organizational cooperation that is the most creative and contributes the most to the development of the solution is the co-creation of solutions, which is an element of the *Develop* stage. At this stage, dynamic interactions between the cooperating stakeholders most often occur, e.g., in workshops or meetings where solutions are co-created.

Based on an analysis of the case study and a participatory observation, the authors identified the following characteristics of inter-organizational cooperation in the service design process:
- following the logic of the service design process;
- assigning responsibility for the process to the entire project team;
- ensuring a participatory approach, i.e., inviting other stakeholders to cooperate;
- ongoing exchange of information on the progress of the process and the emerging problems.

At the same time, the aspiration of all stakeholders to preserve the essence of the ICH should be considered the overarching idea that organizes inter-organizational

cooperation in the service design process. The idea of preserving traditional craft techniques and the value of craftsmanship to its depositaries are important hallmarks of the inter-organizational cooperation process analyzed. The stakeholders involved in this process prioritized the mission of preserving the ICH over the individual benefits resulting from their participation in the process.

The analysis of the case study also concerned the impact of inter-organizational cooperation on the design of the ICH-based service. All interview respondents rated this impact as high and very positive. They appreciated the rationality of the design of the educational service, which resulted from the adopted order of performance of the process. It was noted that inter-organizational cooperation allows for better understanding of the essence and value of heritage, ensures continuity of operations, and results in developing new solutions and adapting the heritage to the needs of the modern market and recipients. The similarity of the different stakeholders' understanding of the purpose of their involvement in the process, primarily related to ensuring the development of ICH, was identified as a factor determining the effective use of inter-organizational cooperation in developing ICH-based services. The cooperating organizations should trust each other, be open to exchanging views, and adopt a creative approach. The opinions of the interview respondents on the impact of inter-organizational cooperation on the development of ICH are shown in Table 6.

Table 6. Impact of inter-organizational cooperation on the development of ICH in the opinions of the interview respondents

Organization	Key findings from the interview
Owner of the service	The cooperating stakeholders brought an added value to the service
Leader of the service creation	The presence of the stakeholders facilitated the service design process and allowed for a broad perspective of how the ICH was perceived
Provider of expertise (1)	Possibility to exchange knowledge and experience with other experts
Provider of expertise (2)	Exchange of knowledge and contacts with other participants, new relationships, support for the service at the implementation stage
ICH depositary	A sense of gaining new knowledge and skills on heritage management, encouragement of intergenerational transfer
Recipient of the service	A sense of influence on the shape of the service being launched in the market

Source: Own elaboration

As shown in Table 6, different stakeholders have different opinions about the impact of inter-organizational cooperation on the development of ICH. However, there is no doubt that this cooperation has a positive impact on various elements of designing an ICH-based service and thus supports the development of ICH. It ensures that the designed solutions are tailored to the needs of the recipients, with a sense of their influence on the service. It also fulfils the most important role from the point of view

POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

2023
Vol.28 No.2

of ICH development, i.e. it strengthens the stakeholders' desire for an intergenerational transfer of ICH, which is a key element of the protection and management of ICH. In support of this thesis, one can cite the responses of the interview respondents participating in the design of the educational service at the Cieszyn Crafts School, who mentioned "a desire to participate in a very worthwhile endeavor that is valuable for the heritage" and "a sense of mission related to the preservation of crafts and the well-being of artisans" as the main motivation for participating in the project. The same perspective emerged when the benefits that resulted from their participation in the service design process were identified. All of the benefits mentioned included a sense of satisfaction resulting from contributing to the heritage, participating in the development of good practices and a model for work for the benefit of heritage, providing a diversity of perspectives, and a sense of community, i.e., the possibility to share the developed model with others, a sense of motivating artisans, a knowledge transfer, and an impetus for other organizations.

The quantitative survey made it possible to identify the creative work methods that use inter-organizational cooperation and contribute to the development of ICH (Figure 3). The creative work methods require ensuring cooperation with a wide range of stakeholders, including the ultimate recipients of the service. It was assumed in the study that some of the respondents have few experiences directly related to service design, while they may unconsciously apply some elements of the process, treating them as part of the creative process. Therefore, the use of the more general term "creative work methods" better reflects the essence of the issue they were asked about in the survey. The respondents were asked to what extent the use of specific creative work methods influences the development of ICH. The question used a seven-point Likert scale (1 - "definitely does not influence," 7 - "influences to a very great extent"), and also included a choice of answers: "I don't know/It's difficult to say."
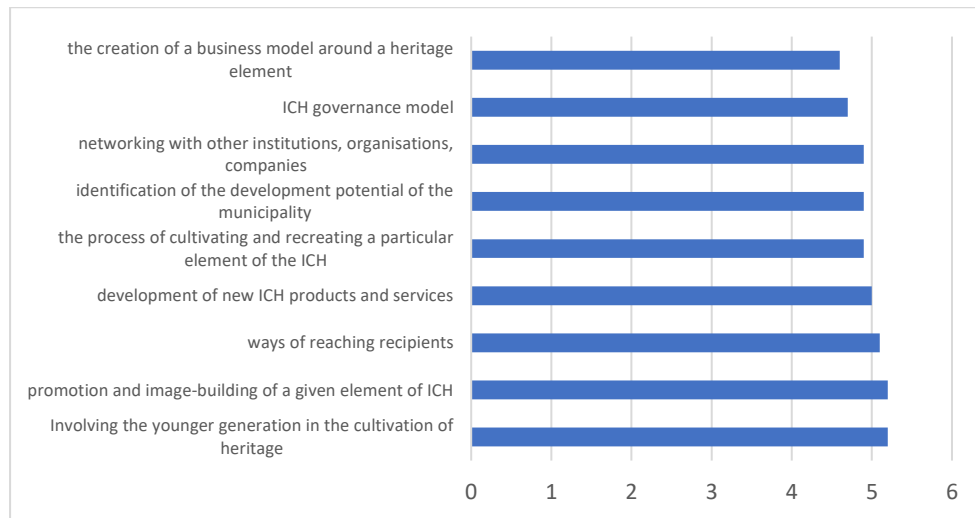
Figure 3: Evaluation of the use of creative work methods in the development of ICH
Source: Own elaboration

According to Figure 3, the inclusion of the younger generation in the cooperation and its involvement in various forms of heritage cultivation has the greatest impact on the development of ICH (average score: 5.2). The respondents also perceived creative methods as useful in promotional and image-building activities for a particular ICH element (score: 5.2). The use of these methods in communication and in reaching different recipients of the ICH-based offer also received a high score (score: 5.1). The respondents also quite clearly linked the use of creative work methods to the creation of new services and products based on ICH (score: 5.0). The use of these methods in cultivating and recreating various elements of ICH, in determining the development potential of an area such as a municipality, and in creating networks with institutions, organizations, and companies that could implement ICH-based products and services received a slightly lower score (4.9). The relationship between creative work methods and ICH management and the creation of ICH-related business models received yet a slightly lower score (4.7).

Stakeholders' cooperation in joint activities for the benefit of ICH, such as service design, is part of ICH management. Based on an analysis of the answers given by the survey respondents, those elements of ICH management in which cooperation is used were determined. The respondents were asked about the elements of ICH management used in their organizations. This was a multiple-choice question, and the percentage of the depositaries' indications regarding using a particular ICH element is shown in Figure 4.
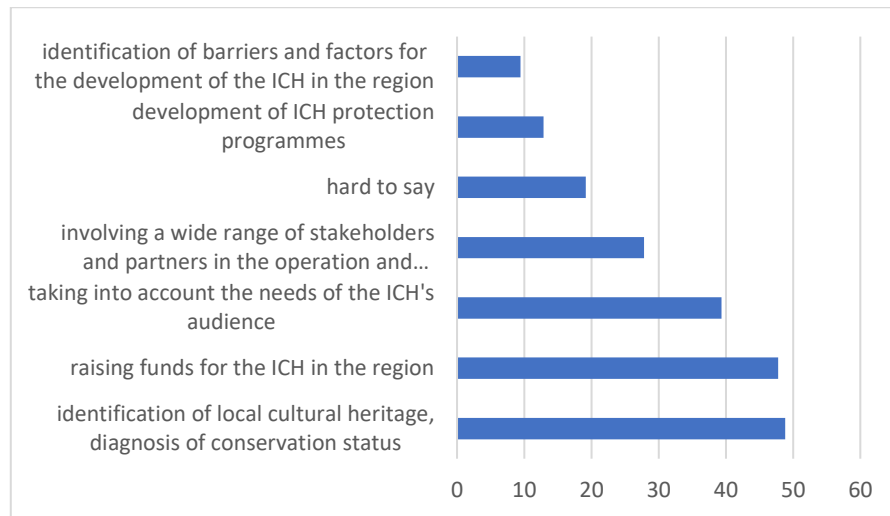
POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

2023
Vol.28 No.2

Figure 4: ICH management elements used by ICH depositories
Source: Own elaboration

As Figure 4 shows, various aspects of inter-organizational cooperation play a large role in ICH management. Consideration of the needs of ICH recipients, which indicates openness to cooperate with them, e.g., in the service design process, was indicated by almost 40% of the respondents, while the need to include heritage stakeholders and work with partners was indicated by 27.82%. This does not contradict the answer given by the largest group of respondents (48.82%), who indicated the need to identify ICH and to carry out its inventory, as this process also requires inter-organizational cooperation with ICH depositaries and experts.

Conclusion

The study made it possible to characterize inter-organizational cooperation in the process of designing an ICH-based service and to determine the impact of this cooperation in the analyzed process on the development of ICH. Based on a literature review, the authors formulated the thesis that the inclusion of inter-organizational cooperation in the design of ICH-based services has a positive impact on the preservation and development of that heritage. This thesis was confirmed in the analyzed case study of the Cieszyn Crafts School and the surveys. The idea of preserving ICH and its wise development, promoted by UNESCO, guided all the stakeholders on designing the educational service for the Cieszyn Crafts School. In the case under review, the goal of establishing cooperation with the stakeholders was defined at the outset of the work by the principal of the process, but in addition to creating an educational service, the problem of preserving and protecting ICH was constantly present in the activities undertaken. Although the stakeholders involved represented organizations of different sizes and structures, as well as different identities, strategies, and perspectives on operations, they unanimously emphasized

the primacy of ICH preservation and development over the interests of the individual partners. This is consistent with the findings of other studies on cooperation (Gray and Purdy 2018; Schruijer and Vansina 2008), where it was also emphasized that the development of ICH is the glue that binds together the various stakeholders for whom ICH preservation is an all-human value.

Inter-organizational cooperation in the process of designing an ICH-based service is distinguished by the features shown in Table 7.

Table 7. Characteristics of the cooperation undertaken
in the service design process for the ICH

Evaluation criterion	Description of the feature
Motivation for the cooperation and the goal of the cooperation	The motivation stems primarily from a desire to contribute to the preservation and development of ICH, and the goal of the participation in the project goes far beyond the interests of individual organizations and is seen more in terms of a mission.
Decision-making method	A participatory approach, taking into account the equal right of all stakeholders to speak out and recommend solutions.
Work formula	An emphasis on human interactions in the process of joint creation of solutions; preference given to in-person meetings.
Attitudes and behaviors	Sensitivity to and awareness of the importance of ICH, openness to the views of other stakeholders, trust, a sense of commitment to a common idea, and conciliatory attitudes
Knowledge and know-how	Ensuring the participation of diverse stakeholders providing diverse knowledge and know-how resources, e.g., ICH depositaries, local government, business, science, end users, etc.

Source: Own elaboration

The survey results show that more than one in four respondents considered the inclusion of heritage stakeholders and cooperation with partners as an important part of ICH management. The survey participants also appreciated the importance of using creative methods in creating networks with other organizations and in cooperation with younger generations (Figure 3). This confirms that the development of inter-organizational cooperation started in connection with the creation of ICH-based services goes beyond the framework of this process and strengthens long-term relationships. The results of other studies (Brandsen et al. 2018, Kimbell, 2014) demonstrate that the key condition for creating new services is to ensure openness to cooperation and to allow stakeholders to participate in the joint design of solutions. The studies showed that respondents associate these two conditions with the aspect of sensitivity (to ICH and people) and with the formation of strong bonds based on trust. Cooperation is described in the literature as a relational phenomenon and the authors' findings indicate that in the case of ICH-based services, the formation of relationships is very important for the success of the process. Also, the understanding of, and the respect for, the region's cultural heritage

POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

2023
Vol.28 No.2

proved to be important. The belief that representatives of cooperating organizations have a similar understanding of the value of heritage has proven to be a bond-forming factor.

The study has shown that inter-organizational cooperation in designing an ICH-based service highlights the innovation aspect of this activity. The respondents emphasized that they felt they had participated in the development of a unique model of cooperation between institutions, universities, experts, and heritage depositaries, and that such a pioneering approach to designing ICH-based services should be emulated and popularized.

The study also confirmed the positive impact of inter-organizational cooperation on ICH development. The exchange of knowledge and know-how between representatives of different organizations is an often-cited result of the cooperation, which is attractive from the participants' perspective. In the case of cooperation undertaken for the benefit of ICH, the respondents were able to jointly develop a new perspective on thinking about heritage that is rational, cost-effective, and strategic. Thanks to the cooperation, the perception of the value of heritage as a resource attractive only to its depositaries and current users has changed. This can contribute to ensuring the continuity of an intergenerational transfer regarding ICH, a key UNESCO demand.

The study's findings indicate that the respondents are diagnosing the local heritage. This is another ICH management element requiring cooperation with depositaries and experts. Cooperation is also essential for determining the recipients' needs, thus enabling ICH development planning (Fig. 4). Therefore, ICH management requires cooperation with various stakeholder groups that contribute to the performance of various ICH management functions. This observation is consistent with stakeholders' roles in service design processes (Brandsen et al., 2018). This allows us to conclude that service design, having specific tools and defining the forms of cooperation with stakeholders in a structured way, can support ICH management processes.

The importance of inter-organizational cooperation in the design of ICH-based services is part of an interdisciplinary scientific discourse that goes far beyond the issues addressed in this paper. The limitations of the study included the non-probabilistic sampling in the quantitative study and the relatively narrow view of the problem resulting from the analysis of the individual case study in the qualitative study. However, based on the methodology described herein, it is possible to carry out a similar process for other examples of ICH, e.g., in other regions, and to compare the results. Due to the increasing use of the participatory approach in service design and the treatment of heritage as a resource, the scientific problem discussed herein has great research potential. However, it should be considered necessary to conduct further research on a larger sample of respondents. Another possible area for in-depth analysis is the catalysts of, and the barriers to, inter-organizational cooperation in ICH-based services; therefore, the authors view this study as a starting point for further research.

2023
Vol.28 No.2

POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

References

Andrusiv, U., Popadynets, I., Zelinska, H., Lagodiienko,V., Kupalova, H. and Goncharenko, N., (2023). Labor potential as a factor of ensuring competitive advantages of business entities in Ukraine. *Production Engineering Archives, 29*(3) 263-270.

Al-Gasawneh, J. A., Anuar, M. M., Dacko-Pikiewicz, Z. and Saputra, J., (2021). The impact of customer relationship management dimensions on service quality. *Polish Journal of Management Studies*, *23*(2), 24-41.

Ashworth, G. J., Larkham, P. J., (1994). *Building a new heritage. Tourism, Culture and Identity in the New Europe*. London–New York: Routledge.

Badr, Y., (2023). Collaborative design methods driven by business artifacts. *Smart Digital Service Ecosystems*, 49–71.

Besana, D., (2019). Cultural Heritage Design: Theories and methods for the project complexity management. *EGE-Expresión Gráfica En La Edificación*, *11*, 31.

Biesta G., (2010). Pragmatism and the Philosophical Foundations of Mixed Methods Research. W: A. Tashakkori, C. Teddlie (red.), *SAGE Handbook of Mixed Methods in Social and Behavioral Research*. Thousand Oaks: SAGE, 95-118.

Brandsen T., Steen T. and Verschuere B., (2018). *Co-production and co-creation: engaging citizens in public services. 1st ed*. London: Routledge.

Brenna, L., *The Italian Design Research and Practice in Cultural Heritage Exploitation*, https://designview.files.wordpress.com/2009/10/the-italian-design-research-and-practice-in-cultural-heritage-exploitation.pdf, 2009, [15.09.2023].

Brown, T., (2009). *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*. New York: HarperBusiness.

Cap, J. P., Blaich, E., Kohl, H., Raesfeld, A. von, Harms, R. and Will, M., (2019). Multi-level network management: A method for managing inter-organizational innovation networks. *Journal of Engineering and Technology Management, 51*, 21-32.

Cerquetti, M., Ferrara, C., Romagnoli, A. and Vagnarelli, G., (2022). Enhancing intangible cultural heritage for sustainable tourism development in rural areas: The case of the "Marche Food and wine memories" project (Italy). *Sustainability*, *14*(24), 16893.

Collins, H, (2019). *Creative research: The theory and practice of research for the Creative Industries*. Bloomsbury Visual Arts, Bloomsbury Publishing Plc.

Cricelli, L., Greco, M. and Grimaldi, M., (2021). An investigation on the effect of inter-organizational collaboration on reverse logistics. *International Journal of Production Economics*, *240*, 108216.

Czakon, W., (2005). Istota relacji sieciowych przedsiębiorstwa. *Przegląd Organizacji*, *9*, 10-13.

Deja, A., Ślączka, W., Dzhuguryan, L., Dzhuguryan, T. and Ulewicz, R., (2023). Green technologies in smart city multifloor manufacturing clusters: *A framework for additive manufacturing management. Production Engineering Archives, 29*(4) 428-443.

Dan, H., (2019). Culturally green–an investigation into the cultural determinants of environmental performance. In *Forum Scientiae Oeconomia*, *7*(2), 107-126. Wydawnictwo Naukowe Akademii WSB.

Eichler, J., (2021). Intangible cultural heritage, inequalities and participation: who decides on heritage?. *The International Journal of Human Rights*, *25*(5), 793-814.

POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

**2023
Vol.28 No.2**

Gil-Garcia, J. R., Guler, A., Pardo, T. A. and Burke, G. B., (2019). Characterizing the importance of clarity of roles and responsibilities in government inter-organizational collaboration and information sharing initiatives. *Government Information Quarterly*, *36*(4), 101393.

Guilford, J. P., (1968). *Intelligence, Creativity, and their Educational Implications*. San Diego: R.R. Knapp.

Hanington, B. M., Martin, B., (2019). *Universal Methods of Design: 125 ways to research complex problems, develop innovative ideas, and Design Effective Solutions*. Rockport Publishers.

Home. Design Council - Design for Planet. (n.d.). https://www.designcouncil.org.uk/our-resources/framework-for-innovation/ [17.09.2023].

Huang, H., (2018). Exploring the Dilemma and Turn of Chinese Ceramic Art Creation. *Lit. Life Wenhai Art Gard.*, *1*, 21–29.

Jiartana, I. W., Riana, I. G., Wibawa I. M. A. and Surya, I. B. K., (2023). Organisational Citizenship Behaviour In Public Service: Integrating Public Service Motivation and Sense of Community. *Polish Journal of Management Studies*, *27*(1), 117-132.

Keahey, J., (2019). Sustainable Heritage Development in the South African cederberg. *Geoforum*, *104*, 36–45.

Kimbell, L., (2011). Rethinking Design Thinking: Part I. *Design and Culture*, *3*(3), 285–306.

Kurowska-Pysz, J., Ulrich, P., (2019). Polish-German Cooperation in the Field of Cultural Heritage: The Case of the European Park Association of Lusatia. *Cultural Management: Science and Education*, *3*(2), 123-143.

Kuzior, A., Pidorycheva, I., Liashenko, V., Shevtsova, H. and Shvets, N., (2022). Assessment of National Innovation Ecosystems of the EU Countries and Ukraine in the Interests of Their Sustainable Development. *Sustainability*, 14, 8487.

Kurowska-Pysz, J., Wienchor, D. and Woźnikowski, J., (2021). Identification of Values Shaping Inter-Organizational Relations on the Example of the Project the Metropolitan Theatres Night. *Cultural Management: Science and Education*, *5*(2).

Li, W.-T., Ho, M.-C. and Yang, C., (2019). A design thinking-based study of the prospect of the sustainable development of traditional handicrafts. *Sustainability*, *11*(18), 4823.

Lisiński, M., (2016). Paradygmaty Metodologiczne Nauk O Zarządzaniu (methodological paradigms of Management Science). *Prace Naukowe Uniwersytetu Ekonomicznego We Wrocławiu*, *421*, 374-385.

Nuanphromsakul, K., Szczepańska-Woszczyna, K., Kot, S., Chaveesuk, S., Chaiyasoonthorn, W. (2022). Sustainability of Rubber Farmers Cooperatives: Empirical evaluation of determining factors. *AGRIS On-line Papers in Economics and Informatics*, 14(4), 85–96.

Otola, I., Grabowska, M., and Kozak, M. (2021). What constitutes the value in business model for social enterprises?. *Polish Journal of Management Studies*, *24*(2), 336-353.

Pistola, T., Diplaris, S., Stentoumis, C., Stathopoulos, E. A., Loupas, G., Mandilaras, T., Kalantzis, G., Kalisperakis, I., Tellios, A., Zavraka, D., Koulali, P., Kriezi, V., Vraka, V., Venieri, F., Bacalis, S., Vrochidis, S. and Kompatsiaris, I., (2021). Creating immersive experiences based on Intangible Cultural Heritage. *2021 IEEE International Conference on Intelligent Reality (ICIR)*.

Pouwels, I., Koster, F., (2017). Inter-organizational cooperation and organizational innovativeness: A comparative study. *International Journal of Innovation Science, 9*(2), 184-204.

2023
Vol.28 No.2

POLISH JOURNAL OF MANAGEMENT STUDIES
Trojan L., Kurowska-Pysz J., Taverner C.

Qi Dong, J., McCarthy, K. J. and Schoenmakers, W. W., (2017). How central is too central? Organizing interorganizational collaboration networks for breakthrough innovation. *Journal of Product Innovation Management, 34*(4), 526-542.

Radziwon, A., Bogers, M., (2019). Open innovation in SMEs: Exploring inter-organizational relationships in an ecosystem. *Technological Forecasting and Social Change*, *146*, 573-587.

Ranjan K., Read S., (2016). Value co-creation: concept and measurement. *Journal of the Academy of Marketing Science*, *44*(3), 290-315.

Robbins, P., Devitt, F., (2014). Collaboration and Creativity: a case study of how design thinking created a cultural cluster in Dublin. W: *RandD Management Conference 2014: Conference Paper*. Stuttgart.

Schruijer, S., (2020). Developing collaborative interorganizational relationships: An action research approach. *Team Performance Management, 26*(1/2), 17-28.

Sheppard, B., Kouyoumjian, G., Sarrazin, H. and Dore, F., (2023). *The business value of design.* https://www.mckinsey.com/capabilities/mckinsey-design/our-insights/the-business-value-of-design. [17.08.2023].

Singh, D. R., Sah, R. K., Simkhada, B. and Darwin, Z., (2023). Potentials and challenges of using co-design in health services research in low- and middle-income countries. *Global Health Research and Policy*, *8*(5).

Stickdorn M., Hormess M. E., Lawrence A. and Schneider J., (2018) *This is service design doing*. O'Reilly Media Inc.

Stickdorn, M., Schneider, J., (2012). *This is Service Design Thinking: Basics, Tools, Cases.*

Tashakkori, A., Johnson, R. B. and Teddlie, C., (2021). *Foundations of mixed methods research integrating quantitative and qualitative approaches in the social and Behavioral Sciences*. Sage publications.

Trojan, L., (2022). Design i dziedzictwo – niematerialne, ale zaprojektowane. P. Rojek-Adamek, M. Juza (ed.), *Szkice z socjologii zawodów kreatywnych. Praca, design, strategie komunikacyjne*. Kraków: WNUP, 111-133.

UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage of October 17, 2003, Journal of Laws of 2011, no. 172, item 1018 (2) (1) (1).

Vaitkienė, D., Juknevičienė, V. and Poškuvienė, B., (2021). The usage of social networks for citizen engagement at the local self-government level: the link between municipal councillors and citizens. *Forum Scientiae Oeconomia*, *9*(2), 111–130.

Vaníčková, R., Szczepańska-Woszczyna, K., (2020). Innovation of business and marketing plan of growth strategy and competitive advantage in exhibition industry. *Polish Journal of Management Studies*, *21*(2), 425-445.

Vink, J., Koskela-Huotari, K., (2022). Building reflexivity using service design methods. *Journal of Service Research*, *25*(3), 371-389.

Wang, J., Wen, F. and Fang, D., (2019). Intangible Cultural Heritage Tourism and the improvement of rural environment in China: Value cocreation perspective. *IOP Conference Series: Earth and Environmental Science*, *237*, 052079.

Wu, H., Hou, C., (2020). Utilizing co-design approach to identify various stakeholders' roles in the protection of intangible place-making heritage: The case of Guchengping Village. *Disaster Prevention and Management: An International Journal*, *29*(1), 22-35.

Zahoor, N., Al-Tabbaa, O., (2020). Inter-organizational collaboration and SMEs' innovation: A systematic review and future research directions. *Scandinavian Journal of Management*, *36*(2), 101109.

WSPÓŁPRACA MIĘDZYORGANIZACYJNA W PROCESIE PROJEKTOWANIA USŁUG BAZUJĄCYCH NA WYKORZYSTANIU NIEMATERIALNEGO DZIEDZICTWA KULTUROWEGO

Streszczenie: Praca dotyczy wpływu współpracy międzyorganizacyjnej na rozwój niematerialnego dziedzictwa kulturowego regionu (ang. Intangible Cultural Heritage, ICH) Opierając się na wynikach badań ilościowych i jakościowych przeprowadzonych w 2023 r. autorki scharakteryzowały współpracę międzyorganizacyjną w procesie tworzenia usług opartych na ICH (ang. Intangible Cultural Heritage, ICH), a także określiły etapy tworzenia tego typu usług i wartość dodaną, jaka wynika z zastosowania podejścia partycypacyjnego w tym procesie. Autorki zidentyfikowały także te elementy zarządzania ICH, które wiążą się ze współpracą partnerów. Praca pomaga w zrozumieniu roli współpracy międzyorganizacyjnej w procesach projektowania usług bazujących na ICH, a jednocześnie wskazuje w jaki sposób można zarządzać ICH w oparciu o usługi projektowane we współpracy międzyorganizacyjnej. W pracy przedstawiono cechy współpracy międzyorganizacyjnej w procesie projektowania usługi opartej na ICH. Udowodniono, że współpraca międzyorganizacyjna przy projektowaniu usługi opartej na ICH podkreśla innowacyjny aspekt tej działalności i pozytywnie wpływa na rozwój ICH.

Słowa kluczowe: współpraca międzyorganizacyjna, projektowanie usług, niematerialne dziedzictwo kulturowe, rzemiosło, zarządzanie procesem projektowania